

The chill inside Volkswagen's Wolfsburg home

ANALYSIS, PAGE 7

Why frequent flyers are seldom satisfied

BROOKE MASTERS, PAGE 17

# Eight killed as Hizbollah members' low-tech pagers explode in Lebanon

◆ Sabotage blamed on Israel ◆ Child among dead ◆ Blasts injure 2,700 ◆ Netanyahu widens Gaza war

MALAIKA KANAANEH TAPPER — BEIRUT  
NAJMEH BOZORGMEHR — TEHRAN  
MEHUL SRIVASTAVA — LONDON

Pagers belonging to Hizbollah members exploded across Lebanon yesterday, killing at least eight people and injuring more than 2,700 in an apparent sabotage of the low-tech systems the militant group uses to evade Israeli surveillance and assassination attempts.

The blasts took place in several areas of Lebanon including capital Beirut, the southern city of Tyre and the western area of Herml. Images circulated on social media of explosions and of people with bloodied pocket areas, ears or faces being taken to hospital.

Iranian-backed Hizbollah, the dominant political and military force in Lebanon, blamed Israel for what it described as a "criminal attack". It said that "this treacherous and criminal enemy will certainly receive its just punishment".

The Israeli military declined to comment. But the incident is set to heighten tensions between two forces that have been locked in intensifying border clashes for almost a year. Israeli Prime Minister Benjamin Netanyahu last night held talks with security chiefs, including defence minister Yoav Gallant, at military headquarters in Tel Aviv.

If Israel was responsible, the attack is a humiliating blow to Hizbollah that underscores Israel's intelligence capability.

The Iranian-backed group said that at about 3.30pm local time "many" pagers belonging to people working in its "different units and institutions exploded".

Lebanon's health ministry said that eight people, including a child, were killed in the blasts and at least 2,750 people were injured, 200 seriously.

Iran's ambassador to Beirut, Mojtaba Amani, was among the injured, a Tehran official told the Financial Times, saying "his overall condition is good". The official said that no other member of the diplomatic team were harmed.

Lebanon's health ministry issued an urgent call to healthcare workers, telling them to go to their workplaces and stay away from their electronic devices.

Hizbollah has turned to low-tech



An image from CCTV captures the moment that a bag held by the man in the cap exploded in a supermarket in Beirut yesterday afternoon — Reuters

## Settlers become the law

With Israel's regular army deployed in Gaza and elsewhere, West Bank settler soldiers have been granted powers of the state. Palestinians fear losing their land — or far worse. **Big Read, Page 15**

communications as Israel increased assassinations of its senior commanders after the Lebanese group began firing across the border in support of Hamas's October 7 attack on Israel from Gaza.

Over the past 11 months, Israeli retaliatory strikes have killed about 470 people in Lebanon, mostly Hizbollah fighters, while the militant group's attacks on Israel have killed more than 40 people.

This year Hassan Nasrallah, Hizbollah's leader, implored his fighters to jettison their smartphones, prompting many to switch to pagers, landlines and human couriers. That did not prevent

the assassination of senior Hizbollah commander Fuad Shukr in an Israeli air strike in July in Beirut's southern suburbs, the group's stronghold.

Yesterday's explosions in Lebanon followed what Israel said had been a foiled assassination attempt by Hizbollah on a former senior official in Israel's security establishment.

Shin Bet, Israel's internal security agency, said that the "planned Hizbollah bombing" had "intended to target a former senior official in Israel's security establishment in the coming days" with a device activated from Lebanon.

The Israeli security cabinet earlier expanded the objectives of Israel's campaign against Hamas in Gaza to include securing the northern front.

It voted to add "returning the residents of the north securely to their homes", in reference to more than 60,000 Israelis who have been displaced by the clashes on the Israeli-Lebanese border. The fighting has also forced about 100,000 Lebanese from their homes in the border region.

*Additional reporting by Neri Zilber in Tel Aviv and Andrew England in London*  
**Israel's history of phone espionage** page 4

## Briefing

### US and Japan near deal on curbing tech flows to China

Washington and Tokyo are close to a deal to restrict exports to the Chinese chip industry despite alarm in Japan about Beijing's threat to retaliate. The US wants to announce new controls before November's election. — PAGE 4

### Instagram shifts on teens

Meta has announced that it will make teenagers' accounts on its photo-sharing app private by default, as the industry comes under fire over social media's impact on young people. — PAGE 5

### Amazon office ultimatum

The internet retailer has told staff they must return to the office five days a week from next year, one of the strictest crackdowns on the remote working that has become commonplace. — PAGE 5

### Chevron boss hits out

Chief executive Mike Wirth has criticised the White House's oil and gas policy, alleging that it is "undermining energy security" for US allies and threatening the country's prosperity. — PAGE 3

### Fossil fuel issue swerved

Azerbaijan, host for the COP29 climate summit, has skipped over the transition from fossil fuels in its agenda for the gathering in Baku, focusing instead on energy storage, methane and war. — PAGE 4

### Berlin conservative push

CDU leader Friedrich Merz has said he will run for chancellor next year, settling the question of who will lead the centre-right into an election that it appears to have a good chance of winning. — PAGE 2

### Revolut set to enter India

The London-based online bank has said it will launch next year, targeting tens of millions of top-tier consumers in a key test of the growth strategy of Europe's most valuable fintech. — PAGE 6

### Business Book of the Year

Six finalists have been announced for the 20th FT and Schroders Business Book of the Year Award, including John Kay and Michael Morris. The winner will be announced in December. — PAGE 3

# Brussels' outgoing competition chief hits back at push to ease merger rules

JAVIER ESPINOZA AND  
HENRY FOY — BRUSSELS

The EU risks opening a "Pandora's box" by loosening its merger rules, Brussels' outgoing competition chief has warned, after her successor was appointed with a brief to be "more supportive of companies scaling up".

Margrethe Vestager, a free-market champion, hit back at calls for a wholesale overhaul of the EU's merger regulations, amid rising pressure from France and Germany to help spur the emergence of "European champions".

"The problem with [opening a] Pandora's box is that you cannot really close it again, and that creates a lot of uncertainty," she told the Financial Times.

During her tenure as one of the most powerful antitrust regulators, Vestager was known for blocking the proposed

merger of Siemens and Alstom, breaking up Gazprom's supply monopolies and fighting in court to cancel Apple's cut-price Irish tax deal.

European Commission chief Ursula von der Leyen yesterday nominated Spanish Socialist Teresa Ribera as Vestager's successor, urging her to take a "new approach to competition policy, one that is more supportive of companies scaling up in global markets".

The appointment came as part of a wider push by Brussels to give top industrial and economic jobs to nominees from Spain, Italy and France, which have called for more joint spending, looser budget deficit rules and a bigger role for industrial policy.

Senior commission officials said they expected a review of the bloc's rules governing mergers of market rivals to take into account the EU's pressing need to

be more self-sufficient and considerate of security implications.

Ribera will also be tasked with changing the EU's state aid policies to assist the industrial rollout of green technologies and renewable energy products.

"I do anticipate quite a few changes on merger policy, which is in need of reform," said one senior official.

The new commission, which needs to be approved by the European parliament, is expected to take office this year and run the bloc until 2029.

Von der Leyen said France's Stéphane Séjourné would oversee industrial strategy with "innovation and investment at its heart", while Italy's Raffaele Fitto would be responsible for Brussels' multibillion-euro funds that seek to narrow the rich-poor gap within the EU. **Jobs for interventionists** page 2  
**Martin Wolf** page 17



## Harris fears what happens in Vegas will not stay there

Costly problem ► PAGE 3

Austria	€4.60	Luxembourg	€4.60
Bahrain	Din19	Malta	€4.20
Belgium	€4.60	Morocco	Dh50
Croatia	€4.50	Netherlands	€4.50
Cyprus	€4.30	Oman	OR1.60
Czech Rep	Kc130	Poland	Zl26
Denmark	Dkr47	Portugal	€4.30
Egypt	EE100	Serbia	NewD550
France	€4.60	Slovenia	€4.30
Germany	€4.60	Spain	€4.30
Greece	€4.30	Switzerland	Sfr6.80
Hungary	Ft1480	Tunisia	Din750
India	Rup220	Turkey	TL150
Italy	€4.30	UAE	Dh25

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No: 41,741 ★

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



## World Markets

STOCK MARKETS				CURRENCIES				GOVERNMENT BONDS			
	Sep 17	Prev	%chg	Pair	Sep 17	Prev	Pair	Sep 17	Prev	Chg	
S&P 500	5654.89	5633.09	0.39	\$/€	1.112	1.112	€/£	0.899	0.899		
Nasdaq Composite	17722.67	17592.13	0.74	\$/¥	1.319	1.320	€/¥	0.758	0.758		
Dow Jones Ind	41716.62	41622.08	0.23	£/¥	0.844	0.843	€/¥	1.185	1.186		
FTSEurofirst 300	2045.46	2038.31	0.35	¥/₹	141.705	140.435	¥/€	157.639	156.219		
Euro Stoxx 50	4861.22	4827.63	0.70	¥/£	186.860	185.339	£ index	84.637	84.502		
FTSE 100	8309.86	8278.44	0.38	Sfr/¥	0.942	0.940	Sfr/£	1.116	1.116		
FTSE All-Share	4541.00	4525.95	0.33	CRYPTO							
CAC 40	7487.42	7449.44	0.51	Sep 17				Prev	%chg		
Xetra Dax	18726.08	18633.11	0.50	Bitcoin (\$)	60870.00	58073.78	4.81				
Nikkei	36203.22	36581.76	-1.03	Ethereum	2370.40	2284.00	3.78				
Hang Seng	17660.02	17422.12	1.37	COMMODITIES							
MSCI World \$	3840.73	3834.86	0.16	Sep 17				Prev	%chg		
MSCI EM \$	1086.02	1082.30	0.34	Oil WTI	71.39	70.09	1.85				
MSCI ACVI \$	828.42	826.93	0.18	Oil Brent	73.75	72.75	1.37				
FT Wilshire 2500	7241.48	7229.13	0.17	Gold \$	2584.00	2575.10	0.35				
FT Wilshire 5000	56344.20	56251.40	0.16	Prices are latest for edition Data provided by Morningstar							



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# Companies & Markets

## Instagram sets 'teen accounts' to private as default feature

- ◆ Meta to restrict 'sensitive' content
- ◆ Platforms criticised over child harm

HANNAH MURPHY — LOS ANGELES

Meta will make teenagers' accounts on its Instagram photo-sharing app private by default, as the industry comes under fire over social media's impact on young people.

The \$1.3tn platform said yesterday that teenagers' accounts would be visible only to their followers unless they or their parents change their privacy settings. These users will also see less content deemed "sensitive" under the platform's new "teen accounts" feature.

Users aged 16 or over will be able to change the settings themselves to make their profiles public and access sensitive

**'The new teen account protections are designed to address parents' biggest concerns'**

content. But under-16s will now need to sign up to a "parental supervision" feature on the app to gain permission.

"The new teen account protections are designed to address parents' biggest concerns, including who their teens are talking to online, the content they're seeing and whether their time is being well spent," Meta said in a blog post yesterday.

Social media platforms have faced criticism for doing too little to protect minors using their platforms from harmful or inappropriate content and from child predators and sexual exploitation. Concerns have also risen over the perceived negative mental health and addictive effects of the technology.

Meta, in particular, has been attempting to draw teen users to its Instagram app to compete with fast-growing rivals such as ByteDance's TikTok, while its Facebook platform has been losing traction with a more youthful audience.

In January, chief executive Mark Zuckerberg was compelled to issue a dramatic apology live before US Congress to the families of children who had been victims of sexual exploitation and abuse on his platforms.

Dozens of US state attorneys-general have filed lawsuits against the platform for its role in child harm.

Meta plans to introduce the new features globally on Instagram over the course of the year and across its other apps including Facebook next year, yesterday's post said.

The group added that it was working on technology to root out teens who lie about their age and to establish the credentials of people claiming to be parents.

Under the new supervision system, parents will be able to see the topics their teen is browsing and who they are messaging, but not the messages. They will also be able to add restrictions, such as blocking their child's access to the app at night.

Both the parent and the teen have to agree to the parental supervision setting.

Forcing social media platforms to address child safety is a rare issue with bipartisan support in the US.

Congress has backed legislation that places a duty of care on social media platforms to protect children from harmful online content, but the bill has yet to receive final approval.

In May the European Commission opened an in-depth inquiry into Meta under its Digital Services Act, looking at whether the platform has "appropriate and proportionate measures to ensure a high level of privacy, safety and security for minors".

The UK's Online Safety Act, passed nearly a year ago, is considered among the strictest pieces of legislation to protect underage internet users from harmful content.

## In play Sports group backed by Saudi wealth fund seeks to score with European basketball



Courting investors: shareholders in EuroLeague owner want to sell a third of the business — Francesco Riclieri/Bloomberg

IVAN LEVINGSTON AND SAMUEL AGINI — LONDON

The sports investment group owned by Saudi Arabia's Public Investment Fund has entered the sale process for EuroLeague, as Europe's top basketball competition seeks to sell a minority stake at a €1bn valuation.

SURJ Sports Investment, which is owned by the \$925bn PIF, may invest alongside private equity group General Atlantic in its bid to buy a stake in EuroLeague, according to people with knowledge of the details.

They face competition from private equity group BC Partners. BC Partners has been building its sports portfolio, including a recent stake for its credit unit in sports agency GSE Worldwide. Shareholders in EuroLeague Commercial Assets, which owns EuroLeague and the second-tier EuroCup, are looking to sell roughly a third of the business.

The group had been working with investment bank LionTree and the stake sale was in the advanced stages of negotiation, the people said, adding that a deal was not certain.

SURJ, which is run by Danny Townsend the former head of Australia's top-tier soccer league, was set

### The sale comes at a time private equity is pouring money into buying sports teams and leagues

up last year to further expand the PIF's investments in sport. In recent years, the PIF has built high-profile stakes in the sector, including football clubs and golf. Last year SURJ agreed its first deal, investing \$100m in US mixed martial arts series Professional Fighters League.

More recently, the PIF has signalled

it wants to turn more of its focus to domestic investments.

The EuroLeague sale comes at a time when private equity is pouring money into buying sports teams and leagues. According to Gerry Cardinale, founder of the private equity firm RedBird Capital Partners, which owns AC Milan, this has led to "massively inflated" valuations based on "facile notions" about future growth.

EuroLeague says its viewer numbers are growing, but it is far overshadowed by the NBA in global audience and recognition.

EuroLeague's television audience increased 27 per cent year on year in the 2023-24 season, bolstered by rises in Turkey, Serbia, Greece, Spain, Lithuania and Italy. User numbers for its online viewing platform rose 46 per cent to 85,000.

EuroLeague, SURJ, General Atlantic, BC Partners and LionTree declined to comment.

## Amazon staff told to attend the office five days a week

STEPHEN MORRIS — SAN FRANCISCO

Amazon has told staff they must return to the office five days a week from the start of next year in one of the strictest crackdowns on remote working.

"We've decided that we're going to return to being in the office five days a week before the onset of Covid," chief executive Andy Jassy said in a memo.

"We've observed that it's easier for our teammates to learn, model, practise and strengthen our culture. Collaborating, brainstorming and inventing are simpler and more effective.

"Before the pandemic, it was not a given that folks could work remotely two days a week, and that will also be true moving forward."

Exceptions would be made for employees with a sick child, those with family emergencies, or coding projects that needed a more isolated environment.

Amazon said that it would end hot-desking and bring back assigned floor plans in its US buildings, although the practice would continue in Europe.

At the end of 2023, the company had about 1.5m full- and part-time employees, according to regulatory filings. While the vast majority are hourly warehouse workers or delivery drivers, it has hundreds of thousands of office-based staff.

Amazon has been in the vanguard of the return-to-the-office drive, making it an outlier among tech companies that continue to offer more flexible terms. Google requires staff regularly to attend one of its buildings three times a week, and many start-ups remain completely remote.

In May last year, Amazon introduced a company-wide three-day rule for office attendance and aggressively policed the policy, monitoring when employees bagged in and out of buildings and warning those who failed to comply.

"The advantages of being together in the office are significant," Jassy wrote. "The last 15 months... have strengthened our conviction about the benefits."

In other sectors, such as financial services, there have been five-day mandates, but typically only for certain staff such as traders and senior managers. Last year, JPMorgan Chase told its managing directors that they needed to be in full time, to set an example to and help train juniors.

## Electric vehicle investors track Swift and swing-state polls

INSIDE BUSINESS

ASIA

June Yoon



EVs. But the fact that he remains a consistent and vocal critic has worried investors in EV-related stocks.

A Trump victory is being seen to bring a higher possibility of cuts to subsidies for EV battery makers and fewer federal tax incentives for EV buyers. His running mate, Republican vice-presidential candidate JD Vance, supports repurposing those credits for petrol cars.

Biden's EV push has been backed with billions of dollars of investment through the 2022 Inflation Reduction Act, with energy tax credits estimated to cost more than \$1tn over 10 years.

South Korean and Japanese battery makers have been among the main beneficiaries of this investment. In recent years, Chinese manufacturers have started to dominate the EV battery supply chain, with as much as 80 per cent of lithium ion battery cells estimated to be made in China.

As that has started pushing South Korean and Japanese peers into an intensifying price war, US tax credits have helped provide a significant advantage over their Chinese rivals. Recent earnings reflect this. For Japan's Panasonic, for example, these tax credits are estimated to have added \$785mn, or around a quarter of total net profit in the fiscal year through March.

Thus it is understandable that signs of public support for Harris — even possibly Swift's Instagram post — have helped to move markets in Asia. Shares of South Korea's largest EV battery maker LG Energy Solution have surged by a quarter from its August low. Peers Panasonic and Samsung SDI are up a fifth. Foreign investors have been just as enthusiastic buyers of these stocks as

local retail investors. EV battery-related stocks accounted for five of the top 10 most bought by overseas investors last week in South Korea, with trading activity closely tracking swing state polls.

Yet investors should be cautious of betting too much, too fast on the sector. Stock prices are historically expensive, with LG Energy Solution trading at over 100 times forward earnings, double the levels seen at the end of last year and at a significant premium to global peers.

Even with the favourable policies giving the sector a boost, EV battery sales have been disappointing. Operating profit at LG Energy Solution fell 58 per cent as sales slumped 30 per cent in the latest quarter. At Samsung SDI, sales declined 24 per cent on EV batteries business weakness. The energy unit of Panasonic Holdings, which makes batteries, missed its operating profit guidance for the business year to March.

When excluding US subsidies from earnings, results would be significantly lower and would push some makers into an operating loss.

The outlook is even more troubling. Global EV sales are still growing, but the rate of growth has been slowing. Overcapacity is a risk, with China using less than 40 per cent of its maximum cell output last year — despite more than half of the world's EV battery demand coming from the country.

Battery makers suspending construction of new battery plants and delaying expansion plans flag growing concerns that there is insufficient demand to support current prices and output.

All of this means the decision to invest in EV battery makers may no longer be the easy bet it once was. The risks of policy shifts and overcapacity should be enough to give investors pause.

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**Fidelity**  
INTERNATIONAL

NOTICE OF ANNUAL GENERAL MEETING OF THE SHAREHOLDERS  
TO BE HELD ON 3 OCTOBER 2024

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Shareholders of Fidelity Funds ("the Fund") will be held on Thursday 3 October 2024 at the registered office of the Fund at 12 noon (Luxembourg time). Shareholders will be invited to participate to the Annual General Meeting to consider and vote upon the following agenda:

**Point 1** Presentation of the Report of the Board of Directors for the year ended 30 April 2024.

**Point 2** Presentation of the Report of the Auditors for the year ended 30 April 2024.

**Point 3** Approval of the statement of net assets and statement of operations and changes in net assets for the financial year ended 30 April 2024.

**Point 4** Discharge of the Board of Directors with respect to the performance of their duties for the year ended 30 April 2024.

**Point 5** Re-election of nine (9) Directors, specifically the election/re-election of the following until the next Annual General Meeting of shareholders, which will be held in 2025:

i. Mr Jeffrey Lagarde  
ii. Ms Anouk Agnes  
iii. Dr Youssef Al-Awadi  
iv. Mr Romain Boscher  
v. Mr Didier Cherpeil  
vi. Ms Carine Feipel  
vii. Ms Anne Richards  
viii. Mr Jon Skiltman  
ix. FIL (Luxembourg) S.A. as Corporate Director

**Point 6** Approval of the payment of Directors' fees for the year ended 30 April 2024.

**Point 7** Re-election of Deloitte Audit S.à r.l. as Auditor of the Fund (Réviseur d'entreprises agréé) until the next Annual General Meeting of shareholders, which will be held in 2025.

**Point 8** Approval of the payment of dividends for the year ended 30 April 2024 and to declare dividends in respect of the financial year ending 30 April 2025.

**Point 9** Consideration of such other business as may properly come before the meeting.

Subject to the limitations imposed by the Articles of Incorporation of the Fund with regard to ownership of shares by US persons or of shares which constitute in the aggregate more than three percent (3%) of the outstanding shares, each share is entitled to one vote. Shareholders are invited to vote via the form of proxy provided.

There is no quorum requirement for the holding of the Annual General Meeting and, unless otherwise indicated, resolutions will be passed by a simple majority of the votes cast. Votes cast shall not include votes attaching to shares in respect of which the shareholder has not taken part in the vote or has abstained or has returned a blank or invalid vote. Each share of the Fund carries a single vote at the meeting, irrespective of the value of such a share.

30 July 2024  
By Order of the Board





## COMPANIES &amp; MARKETS

## Equities. Acquisitions

## Fund managers bemoan lack of choice in UK stock trading



Rise in foreign takeovers and shortage of IPOs reduce pool of prime picks for investors

EMMA DUNKLEY — LONDON

An increasing number of the UK's larger companies are being taken off the stock exchange through acquisitions in a blow to domestic fund managers who fear that they are being left with a smaller selection of quality stocks they want to buy.

Thirty London-listed companies received firm takeover offers for an average value of £1bn in the first half of this year, according to data from investment bank Peel Hunt.

That compares with 27 offers with an average value of £443m in the first half of last year.

While providing a short-term boost to share prices, the removal of these stocks, coupled with London's lack of success in attracting initial public offerings to replace them, has created a worrying dynamic for many fund managers whose job it is to buy attractive looking UK stocks — and for the brokers who trade them.

"The UK is at risk of becoming a narrower market," said David Cumming, head of UK equities at Newton, who has been a UK equity manager for more than 40 years.

He expects the higher number of bids for London-listed companies to con-

tinue. "More needs to be done to encourage investment into British stocks to prevent our equity market withering on the vine," he added.

This month, FTSE 100 company Rightmove was the subject of an offer from Rupert Murdoch-owned group REA, which it rejected.

Mid-sized companies in the FTSE 250 have also been a target. Tyman, which makes door and window parts, and telecoms testing group Spirent were both bought by US-listed companies this year.

Last week, US miner AngloGold Ashanti agreed a £1.9bn deal to buy gold miner Centamin, removing one more mining company from the London stock market if the transaction goes ahead.

Foreign buyers have been attracted to the UK by the valuations of companies on offer, which are often lower than those of US groups.

The FTSE 100, for instance, trades on a price/earnings multiple of 15.1 times compared with 26.8 times for Wall Street's S&P 500 index.

UK fund managers typically benefit in the short term from such takeovers. Research by investment bank Peel Hunt shows that the average premium paid by buyers has ticked up to about 40-60 per cent since the coronavirus pandemic — from the long-term average of 30 per cent to 50 per cent.

The wave of takeover interest has also helped the FTSE 100 and Mid 250 indices outperform the continent-wide

Stoxx Europe 600 equities index over the past six months.

It has driven some hedge funds to avoid shorting — betting on a falling share — UK stocks.

But for managers who need to recycle the cash returned to them from these takeovers, the lack of options among existing UK stocks or new listings is causing concern.

"Without many IPOs, the overall quality is eroding over time — as well as the quantity — as good companies exit the markets without equivalent replacements," said Michael Nicholson, head of mergers and acquisitions at Peel Hunt.

London has had nine IPOs so far this year compared with 19 for the whole of last year, according to Dealogic.

In 2014, there were 119 listings. The amount raised from IPOs this year amounts to \$707m compared with \$972m last year. A decade ago, companies raised \$27bn.

"Given that we are not seeing many companies listing in the UK, this does logically mean the pool of listed companies is shrinking," said Laura Foll, an equity income fund manager at Janus Henderson.

"This is not a dynamic we would want to see persist for any period of time," she said, although she added that "it does, in the short term, serve to highlight the value on offer".

The takeover activity comes on top of companies such as bookmaker Flutter and building materials group CRH

Writing on wall: more than 2,700 companies were listed on the London Stock Exchange's main market in 1996 but this had fallen to fewer than 1,100 by the end of 2023  
Carl Court/Getty Images

'More should be done to encourage investment into British stocks to prevent our equity market withering on the vine'

having moved their primary listings to the US.

More than 2,700 companies were listed on the London Stock Exchange's main market in 1996, according to asset manager Schroders, but this had dropped to fewer than 1,100 by the end of 2023.

Europe and the US have suffered a similar trend, albeit to a lesser degree, as the growth of private equity allows companies to stay private for longer.

Policymakers are trying to make London a more attractive venue for flotations through a series of measures. These include plans to encourage pension funds to allocate more capital to UK stocks.

The amount of British pension and insurance funds' investment portfolios invested in UK-listed equities has fallen from about half to 4 per cent over the past two decades, according to data from investment bank Ondra Partners last year.

In July, regulator the Financial Conduct Authority announced an overhaul of the UK's listing rules in an attempt to revive its capital markets.

Many managers remain hopeful that the exit of companies can be reversed.

"It would be a problem if we had five years of this," said James Lowen, UK equity fund manager at JO Hambro Capital Management, referring to the level of takeover activity.

"This is why we think there will be policy action to stop this trend happening," he added.

## Currencies

## Bets rise on BoE interest rate cut amid strong run for sterling

MARY MCDUGALL, SAM FLEMING AND RAFA UDDIN — LONDON

Traders have stepped up their bets that the Bank of England will cut interest rates tomorrow as markets prepare for aggressive moves by the US Federal Reserve to lower borrowing costs.

Investors are now pricing in around a 35 per cent probability that the UK central bank will cut rates by 0.25 percentage points, according to LSEG data.

That compares with a roughly 20 per cent chance the market was ascribing to a cut late last week.

While keeping rates at 5 per cent is still seen as the more likely outcome for the BoE, bets on a cut have risen as traders increasingly expect a jumbo Fed cut of 0.5 percentage points today.

The recent strength of sterling — which is trading close to its highest level against the dollar since 2022 — may make it harder for the BoE to avoid cutting rates if the Fed opts for a half-point cut, since a stronger pound could act as a further brake on growth.

"Whilst not part of the bank's mandate, if the BoE didn't follow [other central banks] with rate cuts, it could cause an unwelcome appreciation in the pound," said Ross Yarrow, a managing director at investment bank Baird.

He added that this "would hurt the

'If the BoE didn't follow with rate cuts, it could cause an unwelcome appreciation in the pound'

UK's international competitiveness as an exporter".

Economists at Citi said rates should be cut this week because of "soggy summer activity data, alongside continued moderation in labour quantities, wage growth and services inflation".

The BoE cut rates for the first time in more than four years last month from a 16-year high of 5.25 per cent.

The European Central Bank has already delivered two quarter-point cuts this year but the Fed has yet to reduce rates in this cycle.

Investors said the UK's inflation data for August, which is due to be published today, would also play a big role in determining any rate cuts. Economists polled by LSEG expect headline annual inflation to remain at 2.2 per cent.

"If the UK CPI surprises to the downside tomorrow and the Fed cuts by 50 basis points, the risks rise that the BoE cuts rates by 25 basis points this week," said Ranjiv Mann, senior fixed income portfolio manager at Allianz Global Investors.

Data last week showed that the UK economy stagnated for a second consecutive month in July while economists had expected growth of 0.2 per cent.

"The UK has a productivity problem and a pretty serious one," said Steve Ellis, global chief investment officer for fixed income at Fidelity. "We're in a situation where the UK needs structurally lower interest rates."

## Asset management

## Vanguard experiment finds investors prefer to defer

MADISON DARBYSHIRE — NEW YORK

Vanguard gave investors in a handful of its funds the chance to vote their shares last year, part of a revolutionary push to give people a say in the governance of America's largest companies — but almost half of investors opted to let Vanguard do it for them after all.

Nearly 45 per cent of shareholders chose to let the \$9.7tn asset manager vote their shares, data shows, the default option for investors who have not been offered the chance to vote their shares at all.

The move comes as the largest index investment providers deal with political pressure from both the left and right for the amount of control they have over US companies through the assets they manage.

Critics contend that the index firms have too much power because they control 15 per cent to 20 per cent of shares in many US-listed companies.

As the backlash against environmental, social and governance shareholder initiatives has intensified, asset managers have rushed to find ways to transfer responsibility for voting to individual shareholders in their funds, whom they previously voted on behalf of.

BlackRock and State Street also recently launched programmes to allow some individual investors to vote their shares. The firms already gave some institutional investors the ability to choose how their shares were voted.

But many investors have shown they were happy to let their investment firms speak for them.

John Galloway, global head of investment stewardship at Pennsylvania-based Vanguard, who heads the proxy pilot programme, said: "It is a data-driven answer to the question that some have raised about, 'what do investors



Critics contend that the index firms like Vanguard have too much power

actually want?' and 'is it appropriate that the asset manager is picking how their shares are voted?'"

The data shows that, for many investors, "that seems totally appropriate because they are choosing to pick that same policy," he added.

Vanguard's policy for voting shares was clear and supports measures that create value for shareholders, Galloway said, adding that it was "gratifying to see that policy is something that resonates with investors".

The Vanguard pilot programme, launched in early 2023 and expanded this year, allowed investors in five funds to participate in proxy voting on company proposals.

Investors in the funds with more than \$100bn in combined assets could select blanket voting options such as to abstain, vote with an ESG focus, vote alongside the company's board or allow Vanguard to vote their shares. Participation in the programme was voluntary.

Nearly a quarter of the 40,000 retail investors in the programme voted to support ESG shareholder proposals, according to the data, while 30 per cent opted to vote in line with the recommendations of company boards.

But the largest number of investors

chose to vote their shares in line with Vanguard's recommendations — the way their shares were voted before the programme.

"The fact that the retail investors opted to allow Vanguard to vote their own shares is quite meaningful... it shows they value the decision-making practices that their institutional investors adopt with regards to these issues," said Matteo Tonello, the managing director of ESG research at The Conference Board, a US think-tank.

The individual proxy voting initiatives were largely a response to the heavy politicisation of ESG in the US.

"The next time Republicans complain about non-representative corporate democracies, the asset managers are going to turn around and say look at the data," said Shiva Rajgopal, a professor at Columbia Business School.

However, adoption of the programme has also been slow with just 2 per cent of the 2mn individual investors invited to participate opting in.

"It puts into perspective that perhaps fewer people are truly invested in the details of proxy voting than expected," said Ali Saribas, a partner and corporate governance specialist at shareholder advisory SquareWell Partners.

## Crypto

## US watchdog charges FTX auditor with misconduct

STEPHEN FOLEY — NEW YORK

The US Securities and Exchange Commission has charged the auditor of collapsed cryptocurrency exchange FTX with misconduct, saying the firm took on Sam Bankman-Fried's company as a client without properly understanding the crypto market.

Prager Metis, an accounting firm that ranks outside the top 50 US firms by revenue, gave a clean bill of health to FTX's financial results for the two years before it collapsed in November 2022 with an \$8bn hole in its balance sheet.

"In its rush to accept FTX as an audit client, Prager Metis assembled an engagement team that collectively lacked the competence, experience and knowledge to appropriately conduct the audits," the SEC's complaint alleged, including a lead partner who "fundamentally did not understand FTX, or the crypto asset markets in which it operated".

From this failure flowed a series of other auditing failures in the design and execution of the audits, the SEC said. Specifically, Prager Metis failed to

properly understand the relationship between Bahamas-based FTX and Bankman-Fried's crypto hedge fund Alameda Research, which was later revealed to have had the ability to borrow unlimited customer funds from FTX.

Bankman-Fried was sentenced in March to 25 years in prison for fraud.

Prager Metis will pay a civil penalty of \$745,000 to settle the charges related to FTX, without admitting or denying the SEC's findings.

According to the SEC's complaint, FTX needed audited financial statements quickly and Prager Metis signed off on an initial set of accounts in July 2021 — five months after taking it on as a client — without properly exploring the borrowing by Alameda.

"Bankman-Fried and the FTX team had been unsuccessful in their prior attempts to identify a firm that was willing to audit FTX's financial statements, and they were eager to obtain audited financial statements to support their plan of engaging in a public offering," the SEC wrote.

The firm did not respond to a request for comment.

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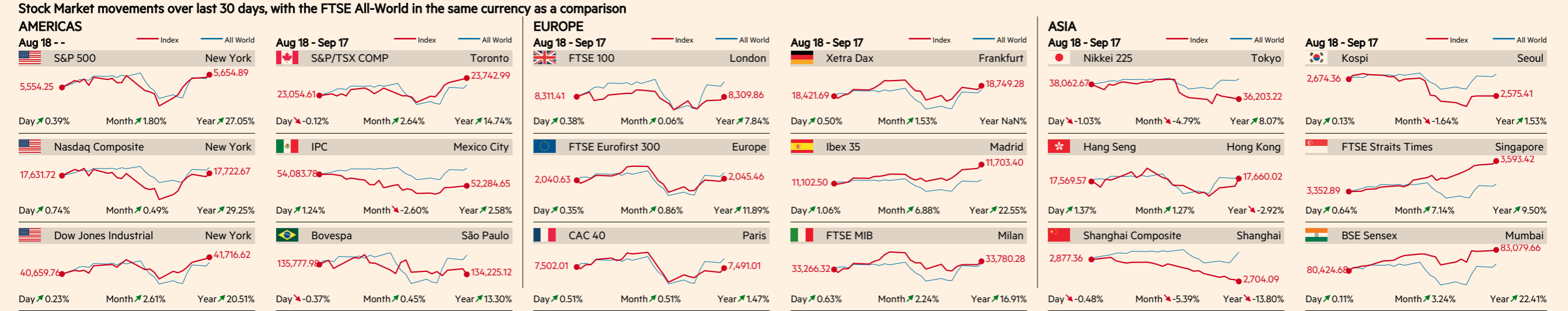
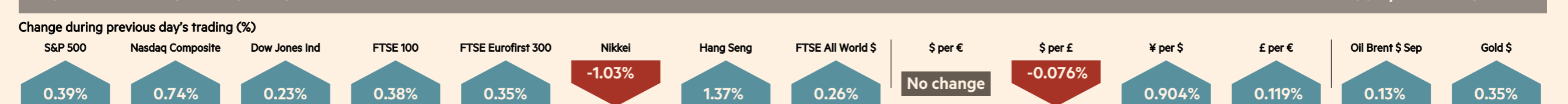




MARKET DATA

WORLD MARKETS AT A GLANCE

FT.COM/MARKETSDATA



Country	Index	Latest	Previous	Country	Index	Latest	Previous	Country	Index	Latest	Previous	Country	Index	Latest	Previous	Country	Index	Latest	Previous				
Argentina	Merval	1805.190	1812.972	Cyprus	CSE MXP Gen	68.46	68.88	Italy	FTSE Italia All-Share	3589.93	3585.11	Philippines	Manila Comp	7175.36	7104.20	Taiwan	Weighted SP	18915.54	16942.30	Cross-Border	DJ Global Titans (S)	675.53	673.62
Australia	All Ordinaries	8361.20	8341.10	Czech Republic	CPI	1574.29	1576.51	Poland	WIG30	46060.91	45957.63	Poland	WIG30	1436.50	1435.53	Thailand	Bangkok SET	3784.47	3572.46	Euro Stoxx 50 (E)	4891.22	4827.63	

STOCK MARKET: BIGGEST MOVERS

UK MARKET WINNERS AND LOSERS

Company	Stock	Close	% Change	Company	Stock	Close	% Change
Nvidia	NVDA	425.96	1.19	Laarbee	LAAR	222.00	-58.69
Endeavour Mining	EMM	32.00	17.6	Polisys Zolty	PZOL	9.91	-0.04
JD Sports Fashion	JDS	159.7	3.3	Romanian Leu	ROL	4.711	0.01

CURRENCIES

UK SERVICES

FTSE 100 INDEX

Currency	Closing	Mid	Day's Change	Closing	Mid	Day's Change	Closing	Mid	Day's Change	Closing	Mid	Day's Change			
US Dollar	1.2835	1.2835	0.0000	Euro	0.7251	0.7251	0.0000	Pound	1.2734	1.2734	0.0000	High	1.2734	1.2734	0.0000

FTSE ACQUITIES SHARE INDICES

FT 30 INDEX

FTSE SECTORS: LEADERS & LAGGARDS

FTSE 100 SUMMARY

Index	Value	Change	%	Index	Value	Change	%				
FTSE 100	7502.01	+74.91	+1.00%	Pharmaceuticals	182.35	+1.4	+0.8%	FTSE 100	7502.01	+74.91	+1.00%
FTSE 250	20434.1	+204.3	+1.0%	Food & Drink	14.9	+0.2	+1.4%	FTSE All-Share	10561.4	+105.6	+1.0%
FTSE All-Share	10561.4	+105.6	+1.0%	Real Estate	11.4	+0.1	+0.9%	FTSE Europe	1939.8	+19.4	+1.0%

FTSE Sector Indices

UK COMPANY RESULTS

UK RECENT EQUITY ISSUES

UK STOCK MARKET TRADING DATA

Company	Turnover	Pre-tax	EPS	Div	Pay	Div/Share	Total	Issue	Issue	Issue	Stock	Close	High	Low	Cap (M)
Alpha Group	2,489	4,638	0.422	0.270	0.100	0.0000	0.0000	15,807	14,802	2,290	13	15.807	14.802	13.290	158.91

Order Book	Turnover (m)	Bid	Ask	Bid	Ask
Order Book	598,393	152,537	125,537	125,537	161.80
Order Book	15,450	5,347,470	5,347,470	5,347,470	5,984,920



MARKET DATA

FT500: THE WORLD'S LARGEST COMPANIES

Table of FT500 largest companies with columns for Stock, Price, Day Change, 52 Week High/Low, and P/E ratio. Includes sections for Australia (AS), Brazil (BS), Canada (CS), China (HK), Denmark (DK), France (F), Germany (G), Hong Kong (HS), India (I), Italy (I), Japan (J), Korea (K), Netherlands (N), Norway (N), Saudi Arabia (SR), South Africa (R), South Korea (KS), Sweden (S), Switzerland (SF), Taiwan (TW), Thailand (TH), United Arab Emirates (Dha), United Kingdom (G), United States of America (US), and Vietnam (V).

FT 500: TOP 20

Table of FT 500 Top 20 companies including Microsoft, Apple, Amazon, Google, and Meta.

FT 500: BOTTOM 20

Table of FT 500 Bottom 20 companies including various smaller market cap firms.

BONDS: HIGH-YIELD & EMERGING MARKET

Table of bond yields for High-Yield and Emerging Markets, including columns for Coupon, Ratings, Bid Price, and Yield.

BONDS: GLOBAL INVESTMENT GRADE

Table of bond yields for Global Investment Grade, including columns for Coupon, Ratings, Bid Price, and Yield.

INTEREST RATES: OFFICIAL

Table of official interest rates for various countries and currencies.

INTEREST RATES: MARKET

Table of market interest rates for various countries and currencies.

BOND INDICES

Table of bond indices for various regions and currencies.

VOLATILITY INDICES

Table of volatility indices for various countries and currencies.

GLTS: UK CASH MARKET

Table of UK Cash Market Gilts, including columns for Coupon, Yield, and Amount.

COMMODITIES

Table of commodity prices for various goods like oil, gas, and metals.

BONDS: INDEX-LINKED

Table of index-linked bonds with columns for Price, Yield, and Maturity.

BONDS: BENCHMARK GOVERNMENT

Table of benchmark government bonds with columns for Coupon, Bid Price, and Yield.

GLTS: UK FTSE ACTUARIES INDICES

Table of UK FTSE Actuaries Indices with columns for Coupon, Yield, and Amount.

PRECIOUS METALS (PM LONDON)

Table of precious metal prices for gold, silver, and platinum.

BONDS: TEN YEAR GOVT BONDS

Table of ten-year government bonds for various countries.

SWEDEN

Table of Swedish market data including interest rates and indices.

YIELD INDICES

Table of yield indices for various countries and currencies.

IRON ORE

Table of iron ore prices and market data.

REPRESENTATIVE STOCKS

Table of representative stocks from various countries.

UNITED STATES

Table of United States market data including interest rates and indices.

UNITED STATES

Table of United States market data including interest rates and indices.

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Large advertisement for FT Financial Times, featuring the headline 'Get the inside track on British politics every weekday morning.' and 'Sign up now at ft.com/newsletters'. Includes the FT logo and a background image of a person's face.

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MANAGED FUNDS SERVICE

Table listing various investment funds such as Algebris Investments, Blue Whale Growth Fund, and Cantab Asset Management Ltd, including their bid, offer, and yield percentages.

Table listing funds from Brocks Macdonald International Fund Managers Limited, including Euro High Income and Starting Bond funds.

Table listing funds from Artemis Fund Managers Ltd (1200F), including Artemis Corporate Bond I Acc and Artemis Global Income I Acc.

Table listing funds from Brown Advisory, including Global Leaders Fund USD C and Global Sustainable Total Return Bond GBP B.

Table listing funds from Ashmore Group, including Emerging Markets Blended Debt Fund and Emerging Markets Equity ESG Fund.

Table listing funds from Candriam Investors Group, including Candriam Bds Euro Sh-Term Cap and Candriam Bds Euro High Yield Cap.

Table listing funds from Euranova Asset Management UK LLP, including Smaller Cos Ovs One Shares and Smaller Cos Ovs Two Shares.

Table listing funds from Janus Henderson Investors, including Janus Henderson Asia Growth Fund and Janus Henderson Global Equity Fund.

Table listing funds from Mirabaud Asset Management, including Mirabaud Global Equity Fund and Mirabaud Global Income Fund.

Table listing funds from Ram Active Investments SA, including Ram Systematic Emerging Markets Eq and Ram Systematic European Eq.

Table listing funds from Findlay Park Funds Plc, including American EUR Unhedged Class and American Fund USD Class.

Table listing funds from LGT Wealth Management (CI) Limited, including FCI1, The Explorator, St Helier, Jersey, J11 48P.

Table listing funds from M & G Securities (1200F), including PG Box 9638, Chelmsford, CM99 2XF.

Table listing funds from Foord Asset Management, including Foord International Fund I Acc and Foord Global Equity Fund (Lux) I R.

Table listing funds from Dodge & Cox Worldwide Funds, including EUR Accumulating Class and EUR Distributing Class (H).

Table listing funds from Fundsmith LLP (1200F), including Fundsmith Equity T Acc and Fundsmith Equity I Inc.

Table listing funds from Marwyn Asset Management Limited, including Marwyn Value Investors.

Table listing funds from Platinum Capital Management, including Platinum All Star Fund - A and Platinum Global Growth UCITS Fund.

Table listing funds from McInroy & Wood Portfolios, including Balanced Fund Personal Class Units and Income Fund Personal Class Units.

Table listing funds from Private Fund Mgrs (Guernsey) Ltd, including Monument Growth 10/09/2024.

Table listing funds from Purisima Investment Fds (UK) (1200F), including Purisima Global Equity Income B GP Dist.

Table listing funds from Troy Asset Mgt (1200), including Troy Ethical Global Inc O Acc and Troy Ethical O Acc.

Table listing funds from Purisima Investment Fds (CI) Ltd, including POC B and POC C.

Table listing funds from Milltrust International Managed Investments ICAV, including Milltrust Global Emerging Markets Fund - Class A.

Table listing funds from Ministry of Justice Common Investment Funds, including The Equity Idx Tracker Fd Inc.

Table listing funds from Ram Active Investments SA, including Ram Systematic Emerging Markets Eq and Ram Systematic European Eq.

Table listing funds from Janus Henderson Investors, including Janus Henderson Asia Growth Fund and Janus Henderson Global Equity Fund.

Morningstar logo and website information: www.morningstar.co.uk

Text describing the data provided by Morningstar, including fund prices and performance metrics.

Table listing Rubrics Global UCITS Funds Plc, including Rubric Global Credit UCITS Fund and Rubric Global Fixed Income UCITS Fund.

Table listing Stonehage Fleming Global Best Ideas Equity Funds, including Stonehage Global Equity Fund and Stonehage Global Income Fund.

Table listing Stonehage Fleming Investment Management Ltd, including SF Global Best Ideas Eq B USD ACC.

Table listing Superfund Invest Better, including Superfund Green Gold and Superfund Green Silver.

Table listing Superfund Asset Management GmbH, including Superfund Green US\$ and Superfund Black Blockchain EUR.

Table listing Platinum Capital Management, including Platinum Global Growth UCITS Fund and Platinum Global Dividend UCITS Fund.

Table listing McInroy & Wood Portfolios, including Balanced Fund Personal Class Units and Income Fund Personal Class Units.

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Large advertisement for Financial Times Managed Funds Service, featuring the FT logo, 'MANAGED FUNDS SERVICE' headline, and images of financial reports and charts.

## LONDON FASHION WEEK

## London shows industry it 'will not be forgotten'

The strongest labels demonstrated how they had clear and unique identities that give customers a reason to buy

## FASHION

Kati Chitrakorn



"I'm not going" is what several international editors, stylists and photographers said when I asked whether they planned to stop by in London, up after New York on the show calendar. Such has been the predicament for London's designers for some years now, as key industry figures skip the city's fashion week and head directly to Milan and Paris to see the mega brands.

"You can feel it very much in London right now, that there's a bit of gloom," said Harris Reed, who presented his show as part of the official schedule for the first time. "I thought it was time that we gang together as designers and show people that London will not be forgotten," he reasoned. "London is the place where Alexander McQueen and Vivienne Westwood started. This is a place of showmanship and theatricality."

Those facets manifested in Reed's show, where his penchant for found fabrics continued with vintage lace tablecloths, curtains and other upholstery. They were pieced together to form dramatic gowns with exaggerated silhouettes. Corset stitching snaked its way up and down the back — much like the one on the custom dress Jenna Ortega wore at the premiere of *Beetlejuice Beetlejuice* last month.

"While many brands downplay creativity in order to make more wearable garments that sell, [I've found that] the more theatrical and creative the piece, the more clients we receive and the more sales go up," Reed observed.

Therein Reed hit the nail on the head. London's distinctiveness as a spot for unapologetic, disruptive ideas is what has cemented it as a fashion capital over the past 40 years. But true originality is at risk of waning, as designers prioritise building more commercial businesses. While some struggle to present original ideas ("derivative" was a word that came up numerous times on the front row), the strongest continued to hone their identities, offering something unique that gives customers a reason to buy.

The latter can be said of Steven Stokely-Daley, who received the 2024 Queen Elizabeth II Award For British Design for his eponymous label SS Daley. The designer also scooped the LVMH Prize and BFC Foundation Award in 2022. "It would be remiss to ignore that it's been a tough year for London and the wider industry," he said, referring to the precarious environment for independent labels and the implosion of luxury commerce that included the closure of Matchesfashion.



From left: Steven Stokely-Daley's venture into womenswear; a Simone Rocha dance-inspired look; Roksanda tailoring; Erdem Moraloğlu's play on masculine femininity — Ben Broomfield, Daniele Oberrauch/Gorunway.com

"They were our first stockist, so we were definitely impacted. It's only encouraging us to invest more into our direct channels." In January, Harry Styles, who sat front row, took a minority stake in the brand that has been used to invest in its e-commerce infrastructure, Stokely-Daley added.

Despite being primarily a menswear designer, 40 per cent of direct sales are from women. It's what led Stokely-Daley to host his first standalone womenswear

**London is where McQueen and Westwood started. This is a place of showmanship and theatricality**

show, at which guests included quirky-cool actor Emma Corrin, who wore a tank top made of hand-painted beads — the same kind used to make a skirt on the runway, layered over a pleated white slip. The flowing skirts were among the unexpectedly feminine touches, but it was the more masculine pieces, such as the well-cut outerwear and tailoring, that stood out.

Also playing with the idea of masculine femininity was Erdem Moraloğlu, who was inspired by the 1928 banned lesbian novel *The Well of Loneliness* by English poet and author Radclyffe Hall, which tells the story of Stephen, a woman living as a man, and her lover, Mary. That contrast is what formed the basis of Erdem's pinstripe wool blazers, followed by decorated slip dresses in



mint, black, silver and rose pink, with trailing lines of fabric.

A rethink of girlhood was on the mind of Jonathan Anderson, whose JW Anderson show of structured pieces missed some of the wit that made it such a draw in seasons past. "When I look at my sister, she's very girly sometimes, but there's a toughness, a kind of ownership," Anderson shared. He noted that each garment was made from only one of four materials — cashmere, leather, silk or sequins — to demonstrate versatility. "The raw material in fashion is an exciting part of what we do. It has an endless amount of ways in which you can interpret it."

Asked for his views on London Fashion Week, he said "all fashion weeks are going through a transitory period", noting that "the economic climate is going to help people focus on why we have fashion [shows] and what they're trying to say".

He stressed London's importance — "it was the first place to give me a platform; I'm loyal to it" — but added that designers needed to find their way through "the wrongs and rights of experimentation. Life is not always about business but having purpose."

Roksanda hit the right stride with sculptural bows that were not too saccharine and sophisticated tailoring alongside her usual voluminous gowns — an encouraging sign for the label, which narrowly escaped administration after being sold to The Brand Group in May.

Chopova Lowena's models walked so fast that I blinked and almost missed the



first three looks, but one wouldn't expect anything less from the punky brand loved by top editors and angry teenagers alike for its carabiner skirts. While those kilts, made from upcycled materials, were the starting point for the label, founders Emma Chopova and Laura Lowena have not fallen into the trap of being a one-hit wonder. The skirts remain a highlight — there were new tiered and bubble styles — but the designers have also built out their offering to include dresses, trousers, shoes and bags that encompass their Manic Pixie Dream Girl aesthetic (girly, brash, unique). Newest to their line-up is a fragrance, launching in the autumn.

The €200,000 awarded to Standing Ground for winning LVMH's first-ever Savoir-Faire Prize this month will be a

fantastic boost for founder Michael Stewart. A growing refinement can be seen in his modern eveningwear: sensual gowns with beading that slithered across the body and subtle fastenings. It will be exciting to see how Stewart steers forward and differentiates from more established labels.

A new rendition of the 1990s seems to be emerging, seen at Nensi Dojaka, whose show of racy dresses and undergarments was financed by a new collaboration with Calvin Klein (Sequoia Capital's Angelica Cheung also sat front row, sparking murmurs of potential investment), and Aaron Esh, whose rock'n'roll collection of skinny separates could have been pushed further. It benefited from the elevated casting and mentorship of Katy England, and high-

profile guests such as celebrity stylist Law Roach, who attended carrying his new book.

A book is also on the way for Simone Rocha, whose consistency is applaudable. On her moodboard were renowned dancers and choreographers Pina Bausch and Michael Clark, both shining examples of the moments ahead of a curtain-raiser where "you have to put on your mask" and convey a different mood to what may lie beneath. Rocha's garments, which featured flowers protruding from the bosom or blossoming at the crotch and this time included denim, are never simply just pretty but have a degree of perversion to them. "I feel like there is a performance element in what we do. There's an underbelly and I wanted to harness that," she said.

## Burberry takes a more muted tack

With a new CEO at the helm, Daniel Lee presented a pared-back collection for spring/summer 2025

There was an air of suspense ahead of Burberry's London show. The kind you might expect when there's new leadership in place. The fresh arrival here is not a designer — spring/summer 2025 marks Daniel Lee's fourth fashion show as chief creative officer — but a chief executive, as of July, in the form of Joshua Schulman, a former Coach and Jimmy Choo boss.

Questions abounded — in particular, what impact Schulman would have in this short period (his appointment signalled Burberry's repositioning as a more affordable brand, although chair Gerry Murphy has been effusive about the American executive's luxury pedigree). And also, which renowned British models the brand would coax out this time, following the last show where Lily Donaldson and Lily Cole made a runway comeback.

There were no surprising faces on the

catwalk (held this time at the National Theatre, rather than the usual outdoors tent) but clearer indicators of where Schulman, who was in attendance, and Lee might be looking to take Burberry next. The largely beige, black and grey-coloured looks felt like a more casual and muted take for the designer who made a big statement in his first season with mallard prints and bright checks.

Backstage, Lee shared his desire "to explore the use of colour in a different way" and using more tranquil colours to "bring a sense of lightness to Burberry, which isn't typically a very summertime brand." That also translated to cargo trousers paired with sparkly vests, and rugged field jackets teamed with flowy maxi skirts and metallic dresses, marking a new kind of high-low styling for the brand.

They align with Lee's vision of creating "things that don't feel too precious, that you can wear day to night, which I think is what Burberry is essentially about." Although one wonders what the pricing for these pieces may be, given Murphy's rejection of a potential move downmarket, despite the fact that the brand's recent price hike has alien-

ated aspirational customers. Some things remained unchanged, like Lee's love for electronic music (the opening track was "Lambent Rag", a track by British electronic musician Clark), but a slight vibe shift of guests was discernible: footballers, including Marc Guéhi and Declan Rice, sat front row, alongside regular attendees such as brand ambassadors and actors Barry Keoghan and Bright Vachirawat. They sat facing a green sheet of hanging tarpaulin with rectangular and circular cutouts, an original installation by English artist Gary Hume, which Lee felt shared similarities with the shower-resistant gabardine of Burberry's coats.

Burberry's signature check appeared frequently, across bags, shirts and trousers, although they weren't as vividly coloured as seasons past. "What we've endeavoured to do is to explore the check and move it into new colours, new textures, and really treat it as the most precious element of the house, in a way that the trenchcoat is," Lee said — a staple item that the brand seems to be doubling down on. "A coat is something that I feel people invest in," he noted.

Investors will surely be monitoring any signs of recovery: earlier this month Burberry dropped out of the UK's FTSE 100 index due to weak sales and a shrinking share price. For now, Lee is buoyant. "What I've felt with Josh's arrival is a sense of American optimism. I really enjoy his drive, positivity and way of communication. I think Burberry in its heyday really enjoyed American CEO leadership together with a British designer," he added, referencing former designer and CEO duo Christopher Bailey and Angela Ahrendts' successful tenure in the 2000s. "Hopefully that's a great synergy we can get back onboard."



## ARTS

# ‘The harshness of my work is the softness in me’

Cartoonist Ralph Steadman, famous for his scabrous work with Hunter S Thompson, is having a retrospective at 88. He talks to Fin Carter

When Hunter S Thompson first met Welsh artist Ralph Steadman at the Kentucky Derby in 1970, the writer described him as a “matted-haired geek covered with string warts”. Thompson had refused to work with a photographer, instead asking for an illustrator who could reflect the weirdness of the horse race and of his colourful prose. But Thompson also worried about Steadman. As he writes in *The Kentucky Derby is Decadent and Depraved*: “How would he bear up under the heinous culture shock of being lifted out of London and plunged into a drunken mob scene at the Kentucky Derby?” Quite well, as it turned out.

The pair largely ignored the race and instead went on a drunken rampage through the city, Steadman coming dangerously close to brawling with locals because of his vulgar cartoon portrayals. It all ended with Thompson, who was growing frustrated with his counterpart, Macing Steadman and telling him: “Mace is too good for you . . . We can do without your kind in Kentucky.”

Fifty years later, Steadman is putting on an exhibition titled *INKling* at the rather more sedate Historic Dockyard Chatham, a museum in south-east England. It covers his 60-year career, including his more recent work on extinct birds as well as his scabrous drawings for Thompson.

“It was a good relationship [with Thompson] because we were as different as chalk and cheese and yet we got on,” says Steadman, 88, over Zoom. His hair is wispy white and he wears round spectacles and a blue shirt with a leopard-print waistcoat over the top. He speaks with the same sense of mischief that flows through his work.



Clockwise, from above: self-portrait ‘Don’t Draw, Ralph’; Steadman in his studio; lion from ‘Critical Critters’  
Rikard Osterlund; Ralph Steadman Art Collection

Despite the pair’s acrimony, they worked well together and shared a bond. As Thompson wrote in a letter to Steadman: “Nothing I write feels right without yr foul, dehumanized art looming over the words.”

Like Thompson’s writing, Steadman’s drawings had bite; their report on the Derby was well received and helped birth a new journalistic style: gonzo. Its aim, Steadman says, was “to get under people’s skin and cause problems . . . Not to use violence but to use the violence of words and pictures.”

However, Steadman’s career neither began nor ended with Thompson. The Chatham retrospective is split into four sections which delineate four of the most important facets of Steadman’s work: his illustrations for children, the Gonzo Trilog (a collaborative animal-based book series made with filmmaker and conservationist Ceri Levy), a literary section and — of course — gonzo. Steadman’s daughter Sadie,

who helped plan the retrospective and sits in on our conversation, explains that it also boasts “a photographic reproduction of dad’s studio, three walls of it with a replica desk”. Steadman adds: “You can’t leave until you’ve sat down and done a full picture.”

He says he was never interested in art as a child, but his practice started after he saw an advert for Percy V Bradshaw’s Press Art School and a cartoon course that particularly interested him. In his early career he produced political work for British publications including *The Times*, *New Statesman* and *Private Eye*.

He was motivated to depict politicians because “so many of them were just full of bullshit.” His portraits included Richard Nixon as half-pig, half-man with faeces flying out of his rear; a Dracula-like Ronald Reagan dancing with a fearful Statue of Liberty; and racist politician Enoch Powell as a fly sitting on a pile of excrement. If it is hard to square this scatological style with the mild-mannered man himself, he tells me: “The harshness of my work is in fact the softness in me.”

In the past Steadman described his pen as a weapon. Now, he says, “it’s



But he remains best known for his work with Thompson, above all his illustrations for *Fear and Loathing in Las Vegas*, which told of a journey of chaos and destruction and the death of the American dream. Steadman slashed together drawings that complemented the visceral, grotesque madness of Thompson’s prose. Images of a ghostly Raoul Duke — the book’s protagonist, closely based on Thompson — speeding across the desert or throwing up thick,

Gonzo’s aim, says Steadman, was ‘to get under people’s skin and cause problems’

more of a gentle fun machine.” He produces children’s books and has illustrated covers for British classics such as *Animal Farm* and *Alice’s Adventures in Wonderland*.

He has written a number of books, including a memoir of his time with Thompson and *I, Leonardo*, for which he attempted to live for a time like Leonardo da Vinci to better understand the artist. This included painting a replica of “The Last Supper” on his bedroom wall, which took almost a year.

The eclectic range of Steadman’s work has not fallen away. In 2017 he produced a cover for *Huncho Jack, Jack Huncho*, an album by American rappers Travis Scott and Quavo. He also portrayed *Breaking Bad*’s Walter White for a series of limited-edition box sets and created an ironically nauseating cover for Anthony Bourdain’s first cookbook, *Appetites*.

inky vomit were punctuated with blots flying across the page. These marks arose from Steadman throwing his pen down in frustration. “It’s horrible having an empty page,” he says. “You’ve got to splash it or do something with it.”

Steadman and Thompson remained friends until the writer’s suicide in 2005. As Sadie recalls: “The sound of the 1980s was the fax machine going in the middle of the night and you’d wake up and there’d be reams and reams of rolls of messages from Hunter.” After the interview, she sends me some of these faxes. One of them finds Thompson summing up Steadman’s work, perhaps better than anyone else could: “yr art, of course, is like being stabbed in the ass from behind in a crowded pub.”

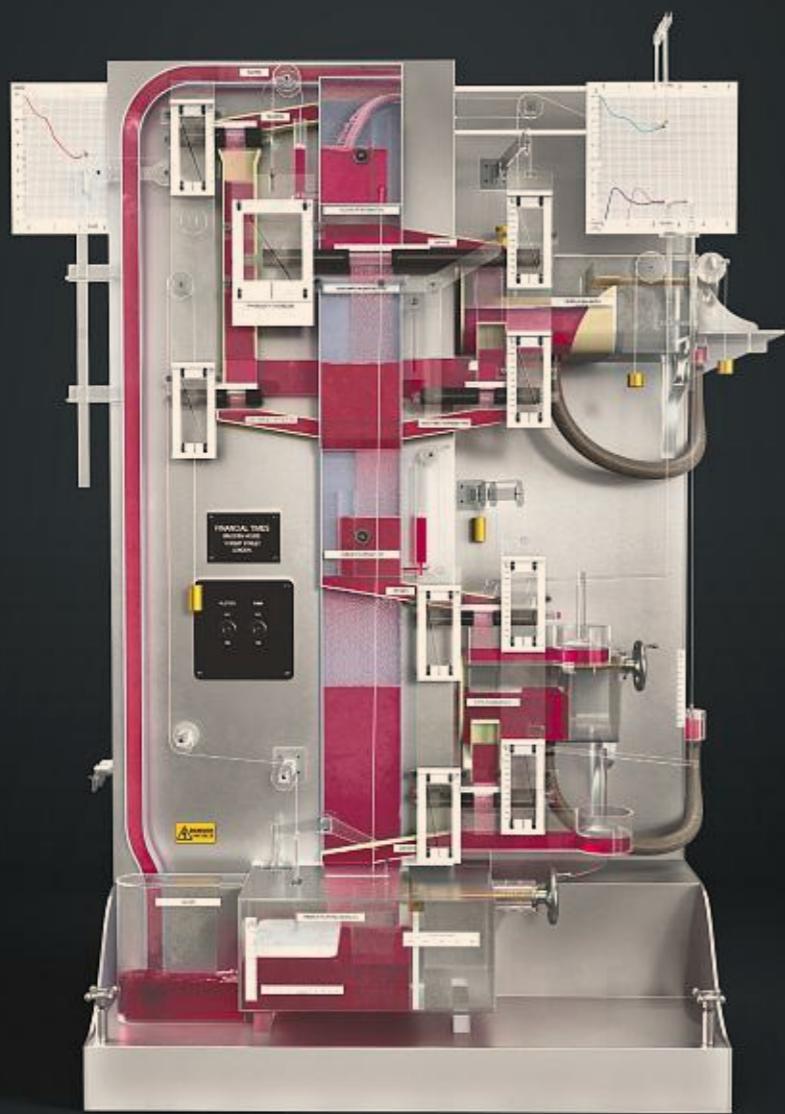
September 21–November 17, [thedockyard.co.uk](http://thedockyard.co.uk)



Left: an image from ‘Fear and Loathing in Las Vegas’ (1971) by Hunter S Thompson and Ralph Steadman  
Ralph Steadman Art Collection

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## Can video games respawn after a flop?

*Sony recently pulled the plug on ‘Concord’ after a dismal launch, but there are redemption stories that show another way. By Tom Faber*

Some bad games are beyond redemption. That’s clearly what Sony thought earlier this month when it shut down its big new shooter, *Concord*. It had been in production for a reported eight years, but was pulled offline after just two weeks for one simple reason: nobody was playing it. Sony did have another choice, though. Sometimes developers stick with flops, trying to improve them in the hope that they will eventually come good.

Such redemption stories have become more common lately and are unique to gaming — you may get a director’s cut of a film, or an extended album, but games are mutable in ways other media are not. They are regularly updated for years after launch, sometimes becoming fundamentally different in how they play. This alters the equation of a flop: so much time, money and effort has gone into a big game that developers might judge it’s worth investing more. They might be able to make a silk purse out of a sow’s ear — it’s just a case of rearranging the pixels.

The poster child of gaming comebacks is *No Man’s Sky*, a space exploration title released by Hello Games in 2016. Before launch, the developers promised near-infinite worlds to explore. When it came out, however, players discovered that many of the features they had been promised were missing and they abandoned the game in droves. Hello Games believed it could make it right, and has spent the best part of a decade on improvements. It keeps adding new features, polishing the graphics and tweaking systems to make the game more accessible. Pains-takingly, it has earned back the trust of fans by making *No Man’s Sky* into the game it originally promised to be. Crucially, each of these updates was offered for free — the most recent one lets players go fishing on alien planets.

Another game that suffered from too much hype was *Cyberpunk 2077*, billed before its 2020 release as a thrilling sci-fi adventure featuring Keanu Reeves made by the creators of the beloved

*Witcher* series. On launch, however, the game was unplayably glitchy, especially on consoles, and the backlash was harsh. Sony pulled the game from its digital storefronts and investors sued developer CD Projekt Red for causing the value of their stock in the company to plummet. But the developers knew they had the bones of a great game and kept working to fix it, overhauling progression systems, enemy behaviour and stamping out bugs. Last year’s *Phantom Liberty* expansion, starring Idris Elba, underlined how far the game has come since its disastrous launch.

To make a comeback work, developers must listen carefully to player com-

‘No Man’s Sky’ has earned back the trust of fans by becoming the game it originally promised to be

munities. Games evolve according to player feedback, almost as if they’re made in collaboration with audiences. When the online role-playing game *Final Fantasy XIV* had a terrible launch in 2010, developer Square Enix took the unprecedented decision of taking the game offline and rebuilding it from scratch. It relaunched in 2013 as the far superior *A Realm Reborn*, and remains one of the most popular online RPGs today. Developers not only improve their games when they listen, they also

earn the respect of their communities, whether it’s by adding more content to bulk up the pirate fantasy of *Sea of Thieves*, removing the controversial real-money auction house from *Diablo 3* or even recasting the voice actor of a key character in *Destiny*.

Sometimes developers make the bet and lose. Bioware’s high-profile 2019 shooter *Anthem* suffered a troubled development and launch, and the company committed to making it right. But despite new content, the audience never took to the project, and Bioware stopped adding gameplay in 2021. This year’s *Suicide Squad: Kill the Justice League* was panned by critics and players on release in February and, while new content is still being released, it seems only a matter of time until the game’s life support is switched off.

How can developers assess whether a flop can be redeemed? Partly it depends on whether they believe the core ideas have the potential to be truly great — in the case of *Concord*, Sony clearly judged that they did not. It helps if it is a game that players, too, want to believe in — a concept that sells a fresh and alluring fantasy, rather than a belated attempt to join a crowded genre.

Then there’s the hard work and diligence developers have to put in, adding improvements for free and communicating regularly with fans to regain their affection — in other words, treating the audience with respect. If all the pieces fall into place, like many a gaming hero, a game might be granted an extra life.



Sony’s new shooting game ‘Concord’ was shut down after just two weeks

FT BIG READ. MIDDLE EAST

With Israel’s regular army deployed in Gaza and elsewhere, settler soldiers have been granted the powers of the state. Many Palestinians fear losing their land – or far worse.  
By Alison Killing, James Shotter, Chris Campbell and Peter Andringa

# How extremist West Bank settlers became the law



Mohammad Hureini was born and grew up in At-Tuwani, a Palestinian farming community of around 1,600 people nestled in a valley in the occupied West Bank, south of the city of Hebron.

On October 12 last year, Hureini says settlers set up a tented observation post on land that belongs to his family and planted Israeli flags. After being challenged by Hureini, the settlers, wearing military-style uniforms, trailed him back to At-Tuwani, then began shooting into the village. Basel Adra, an activist also from At-Tuwani, saw what happened. It was “terrifying”, he says. “They were lucky that they found a wall to hide behind.”

The next day, Hureini was at home when he heard shouting in the street. Heading to investigate, he saw two settlers who had entered the village with a soldier. Hureini and Basel’s cousin, Zakariya Adra, was confronting one of them, a man from the nearby outpost of Havat Ma’on. He was armed with a rifle.

Footage verified by the FT shows a short altercation that quickly escalates. The settler first shoves Zakariya in the chest and, as Zakariya steps back, shoots him in the stomach. He collapses and men rush to help him. The settler walks away while a soldier in uniform watches on. “After he shot me, everything went totally black,” Zakariya says.

At-Tuwani is close to the Israeli settlement of Ma’on, which was founded in the 1980s. Palestinians and activists say that for decades settlers have destroyed crops, damaged property and attacked locals and their livestock.

But with Israel’s regular army now deployed to the front lines, they say the dynamic has changed: settlers called up as reservists are now enforcing the law for Palestinians. Previously, violent settlers acted with near impunity, locals say. Now some of the same people have been granted the powers of the state.

This heightened violence is part of a broader shift in the dynamics of the West Bank that has taken place in the aftermath of Hamas’s devastating October 7 assault on Israel. The attack – in which militants killed 1,200 people and took a further 250 hostage – was one of the darkest days in the country’s history. In response, Israel launched a ferocious offensive in Gaza that has killed more than 41,000 people, according to Palestinian officials, and fuelled a humanitarian catastrophe.

Israel has ramped up military activities in the West Bank too. There have been sweeping movement restrictions on Palestinians, repeated raids in cities such as Jenin and Nablus, and increased security around Jewish settlements.

The FT has spoken to more than 20 villagers and Palestinian, Israeli and international activists about the violence locals face from both settlers and the Israeli state, and reviewed hours of footage of incidents. While much of it is low-level, experts say that it adds up to a systematic campaign to drive Palestinian villagers off their land. “After October 7, there was an excuse for [settlers] to form a military force,” says Mohammad Rabaei, At-Tuwani’s mayor.

Zakariya was admitted to the ICU, and spent 82 days in hospital. He said doctors discovered he had been shot with a “dum-dum” – a round that expands on impact. He needed four rounds of surgery and his injuries were so severe that he had to be fitted with a colostomy bag.

The IDF said investigations were

‘You see a soldier, and it’s actually unclear if they are on duty, in the reserves, a security guard or just some random settler who put on a uniform’

opened by the Israeli police into the incidents in At-Tuwani. The settler who shot Zakariya had his gun licence revoked, but faces no charges. When Zakariya went to the police to file a complaint, Hureini said he was accused of throwing stones and ordered to pay a 1,000-shekel (around \$260) bond.

“The published video does not embody the incident in its entirety and [there are] therefore no grounds to pursue further proceedings against the soldier,” said the IDF when asked about the member of the military present during the shooting of Zakariya. The Israeli police declined to comment on the investigation, saying that it was “active and ongoing”.

Settlers now sit in the observation position overlooking At-Tuwani, Hureini says, shouting at villagers and playing music with lyrics about killing Palestinians.

Even before October 7, 2023 had seen an escalation in violence. OCHA, the UN Office for the Coordination of Humanitarian Affairs, recorded an increase in attacks on Palestinians after Benjamin Netanyahu’s coalition with far-right and religious groups took power in December 2022. But after Hamas’s attack, violence soared: last year, incidents per week were more than 40 per cent higher after October 7 than before it.

It has also become more extreme. A report by Aled, an international conflict monitoring group, documents a sharp rise in incidents involving firearms. And according to the report, aggressive acts are now increasingly carried out by people with a quasi-military status – settler soldiers, settlement security squads or individuals in the presence of the military.

According to the UN, 1,627 people, including 794 children, have been displaced due to settler violence and access restrictions since October 7. According to the rights group B’Tselem, 19 Palestinian herding communities have been displaced.

“The physical attacks and the physical violence... we believe it’s the state’s strategy,” Adra adds. “The state’s agenda is ethnic cleansing. It’s to make us live in fear.”

The residents of the nearby settlement of Ma’on and its outpost Havat Ma’on present themselves as a tight-knit farming community. Ma’on is home to around 80 families; as well as agricultural workers, there are teachers, social workers and nurses. There is a shooting range, an artist’s studio and B&Bs. The settlement’s website describes an “open view and wonderful neighbours”.

But for many Israelis, the Havat Ma’on outpost has long been controversial. It is “known as one of the violent settlements”, says Dror Sadot, formerly a spokesperson for Israeli human rights organisation B’Tselem.

Most countries regard the West Bank settlements as illegal – the Geneva Conventions prohibit the transfer of an occupying power’s civilians into the territory it occupies. In July, Israel’s occupation of Palestinian territories was ruled illegal in an advisory opinion delivered by the International Court of Justice, the UN’s highest court.

Outposts are settlements that are built without formal permission from the authorities and are illegal even under Israeli domestic law. Many are established with just a few makeshift structures, before being gradually upgraded. The UN said last year that of the 279 Israeli settlements in the West Bank, at least 147 were outposts.

In 2002, several settlers were convicted of planting a bomb at an Arab school in Jerusalem; a settler from Havat Ma’on who was initially detained was later released. But Yehoshafat Tor, one of Havat Ma’on’s founders, responded to the incident a year later, telling *The New York Times*, “the Torah says we should kill all the Arabs”. In 2006, Israeli defence minister Amir Peretz identified Havat Ma’on as a problematic outpost because of repeated attacks on Palestinian children.

The FT made repeated attempts to contact residents of Ma’on and Havat Ma’on, including Tor, in order to visit the settlement and for comment, without success. The Israeli government also did not respond when the findings of this investigation were put to it.

But in an interview with the FT earlier this year, Daniella Weiss, a hardline settler leader, denied outright that settlers instigated violence against Palestinians in the West Bank. “I’m ready to swear on it in any Supreme Court... No Jew starts a conflict with Arabs,” she said.

Israel has occupied the West Bank – which Palestinians seek as the heart of a future state – since capturing it from Jordan in the 1967 war. A burst of diplomacy in the 1990s divided the territory into what was meant to be a temporary patchwork of jurisdictions, known as Areas A, B and C. But the structure has ossified, and Area C – subject to Israeli military and administrative control – has been the focus of settlers’ efforts to seize Palestinian land.

Many settlers have economic motivations for living in the West Bank. But others believe they have a religious right to live there. “The state and the settlers are basically aiming for the same goal, of taking the land,” says Sadot, formerly of

B’Tselem. “Israel is doing it by official means... [placing] extreme limitations on [Palestinians’] building and infrastructure. And the settlers are doing the same thing in an unofficial way.”

Although the outposts are illegal under Israeli law, she adds, Israel allows them to stay and violent settlers are not held accountable for their actions. “And this is not by mistake.”

Dror Etkes, of the Israeli human rights organisation Kerem Navot, estimates that settlers have “blocked access” to an extra 37,000 acres of Palestinian land since the start of the war.

There’s no way for Palestinians to get it back, says Diana Buttu, an analyst who previously advised Mahmoud Abbas, the Palestinian Authority president. “Once you’re gone, you’re gone.”

Settlers account for about 9 per cent of Jewish Israelis, numbering perhaps 500,000 people in the West Bank. But from being a fringe group, they have grown to wield influence far beyond their numbers. As Israeli politics has shifted decisively to the right over the past two decades, so support for the settlements has grown.

When Netanyahu returned to power in 2022, his coalition was dependent on two parties led by ultranationalist settlers: Itamar Ben-Gvir, who became national security minister; and finance minister Bezalel Smotrich, who also holds a portfolio in the defence ministry that gives him powers over civilian affairs in the West Bank.

Both have a long history of hostility towards the idea of a Palestinian state. Ben-Gvir was convicted in 2007 of inciting racism against Arabs and supporting a terrorist organisation. Smotrich has pushed decisions aimed at entrenching Israeli control of the West Bank. He said in June that “we will establish facts on the ground and guarantee that a Palestinian state will never be established”.

The international community has begun to take action. Between them, the US, EU, UK and Canada have placed sanctions on 19 settlers, and 11 entities for harassment of Palestinians. Meanwhile, France has imposed travel bans on 28 settlers.

Even some IDF officials have expressed concerns. Yehuda Fuchs, an Israeli major general who oversaw operations in the West Bank until he stepped down in July, said at his handover ceremony that “ultranationalist criminal activity has raised its head under the cover of the war and the lust for revenge... To me, this is not Judaism.”

In the wake of October 7, settlers from across the West Bank were mobilised as the lines between the military and settlers blurred further. “Now those same figures are indistinguishable,” says a researcher from the US.

Among those called up after Hamas’s deadly assault was Bezalel Talia, a settler from near Ma’on already well known among Palestinians following a number of reported confrontations with locals.

On the morning of October 7, Talia was at his farm when he woke to explosions in the distance. His sister called shortly afterwards. Their mother, brother-in-law and his children were at

The Palestinian farming village of At-Tuwani is nestled in a small valley in the occupied West Bank. Since the 1980s, when the Israeli settlement of Ma’on was established on a nearby hill, the villagers’ land has been eaten away. Now with Israel’s regular army sent to the front lines, settlers called up to serve as reservists are responsible for enforcing the law. Below: Bezalel Talia, a commander in a regional defence battalion, composed of settler reservists

Kerem Navot, B’Tselem, YouTube

a kibbutz close to the Gaza border and under attack. Talia and his brother drove there. As they approached their mother’s house, they saw a body. She had been shot and killed in the street. “The Israel government will do everything so that her murder will not be in vain,” Talia wrote that evening on Facebook

Talia is now a company commander in Regional Defense Battalion 7771, composed of settler reservists from Ma’on and other nearby communities. The battalion is responsible for the security of 24 settlements and a series of nearby outposts, including Ma’on and Havat Ma’on.

In a fundraising video, a sergeant-major explains that these settlements are surrounded by hostile villages, over a map with At-Tuwani and other Palestinian villages shaded in red.

Dozens of photos and videos reviewed by the FT confirm that many of the soldiers involved in incidents around At-Tuwani since October 7, including the shooting into the village on October 12 and establishment of the tented observation post, come from the Ma’on defence unit.

Activists and local Palestinians say that it can often be difficult to tell whether the armed, khaki-wearing men near At-Tuwani are soldiers or settlers.

“You see a soldier... and it’s actually unclear if they are on duty, in the reserves, a settlement security guard or just some random settler who decided to put on a military uniform that he bought,” says the researcher. “They come in, incredibly aggressive, and escalate it right away.”

The FT spoke with a number of Palestinians and activists who had interacted with Talia. One said there had been incidents where he searched people’s phones for material about Gaza and beat them if he found anything.

Sonya Epstein, a Jewish activist, says Talia is “one of the most aggressive settler soldiers in the area and has continuously harassed and done a lot of harm to Palestinians”. Talia is “automatically screaming, pointing his gun, yelling,” adds the US researcher.

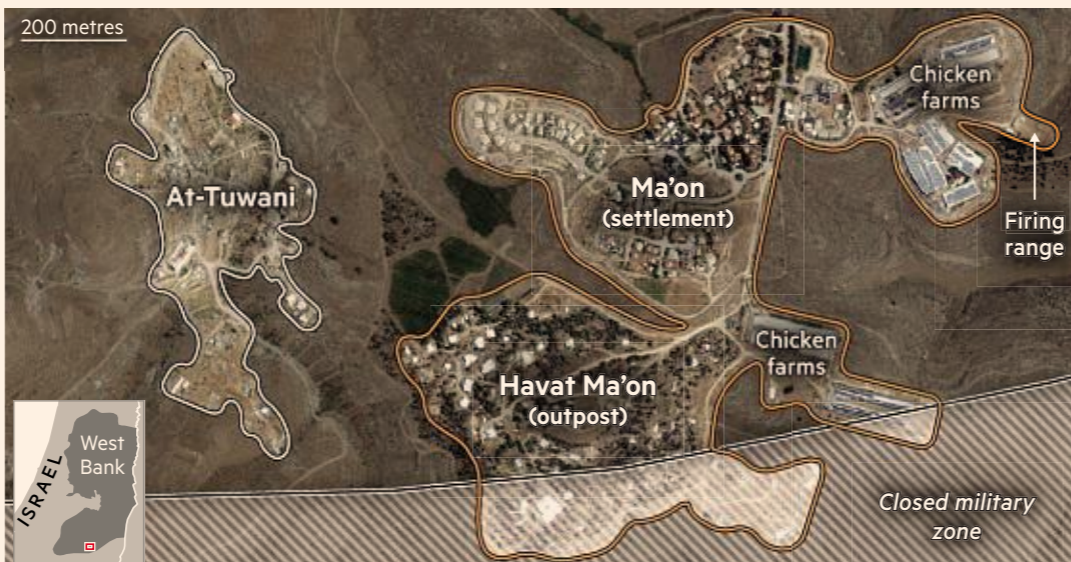
In response to online criticism from a pro-Palestinian activist group who referred to him as a “terrorist settler”, Talia wrote on Facebook that they were Israel haters whose goal was to oust him from the IDF. “We are either hunters or hunted,” he said in another post.

A recent profile in a settler newspaper shows Talia in a more positive light – as a fitness coach turned soldier and a hero of October 7. He talks about living a simple life on an outpost with his family. Talia did not respond to a detailed list of questions sent by email.

The IDF said it was “unaware of the claims” when asked about alleged incidents involving Talia. “Should complaints be received in this regard, they will be handled as per protocol by the relevant body.”

But for many West Bank Palestinians, the mobilisation of settlers like Talia has left them increasingly fearful. Hureini, the villager from At-Tuwani who watched a settler shoot his friend Zakariya, says, “today it starts with my land. But who knows, maybe tomorrow it will be my home.”

Additional reporting by Toru Tsunashima and Polina Ivanova



Visual investigation Read the full, with video, maps and graphics, at ft.com/west-bank





# Opinion

## The fury of the frequent flyer

### COMPANIES

Brooke Masters



He hath no fury like an airline frequent flyer scorned. When Delta Air Lines revamped its SkyMiles programme last year, prioritising dollars spent rather than miles flown when handing out upgrades, lounge access and other perks, users lit up social media with their ire. “Stinking odorous sack of scheisse,” was one particularly pungent comment. American Airlines took its turn on the naughty step this spring. Plummeting sales forced it to reverse plans to make corporate travellers who wanted to earn

AAAdvantage miles book through its website or “preferred” travel agents. Now US regulators are wading into the fray. The US Department of Transportation recently announced a probe of the big four American airline programmes. That comes on top of a scathing report from the Consumer Financial Protection Bureau, and complaints from US senators about “abusive, unfair, and sometimes deceptive practices”. How did a marketing gimmick designed to build customer loyalty in the 1980s after US airline deregulation become such a cultural flashpoint? These days, frequent flyer programmes are highly sophisticated businesses, more profitable in some ways than the airlines to which they are attached. Delta SkyMiles, the league leader, was worth nearly \$27bn last year. The whole airline has a market capitalisation of just \$29bn after crippling IT problems this summer. At the height of

the Covid shutdowns, several airlines raised badly needed debt by putting up their loyalty programmes as collateral. Although loose US rules on credit card transaction fees helped to foster an extensive loyalty system, this is not just a US issue. European airline group IAG makes more money from its loyalty programme than from British Airways. Airlines sell miles to credit card issuers, who use them as rewards to lure affluent customers and convince them to spend more. Co-branding agreements, such as United’s deal with JPMorgan Chase, also include a share of

the transaction and annual fees. Compared to ticket sales, it is easy revenue, unaffected by storms and other operational issues. Loyalty schemes have also become more sophisticated about the way customers cash in their miles. Dynamic pricing steers most reward bookings to seats that would otherwise go unsold – maximising profits from point sales – while reserving the most attractive deals for the high-value customers airlines want to keep sweet. “The programmes have become smarter and better run, and some people are bearing the brunt of that,” says Evert de Boer, managing director at consultancy On Point Loyalty. Thus I never manage to book reward tickets to anywhere enticing, while my globetrotting attorney friend gets upgraded every time she flies. Life has never been fair, but the Covid pandemic and its aftermath have put the system under extra strain. When

travel was curtailed, customers continued to rack up miles on their credit cards. American Express and other issuers offered bonuses to encourage cardholders to put streaming, shipping and goods purchases on their cards. Meanwhile, relatively few miles were being redeemed, and airlines let customers roll over miles and retain perks. After lockdowns eased, leisure travel rebounded first, flooding airports with the kinds of customers who make more extensive use of lounges and reward seats. Faced with a crush, the airlines prioritised buyers of expensive tickets and cut benefits they had promised to ordinary cardholders. The cries of bait and switch reflect just how far these programmes have wormed their way into customer lives. “People get really invested and emotional. When things change . . . it can feel like an affront,” says Tiffany Funk, co-founder of Point.me, a travel reward website.

There is also a competition problem. Many passengers do not have the freedom to change loyalty programmes. An Atlanta has to take a lot of Delta flights if they want to fly nonstop. A Denverite is beholden to United. And credit card companies penalise customers who cancel their cards too soon or too often. “Consumers suffer these harms and don’t have many alternatives because the airline industry has become so concentrated,” says Ganesh Sitaraman, law professor at Vanderbilt University. “That’s why the DoT and CFPB actions are so important.” But smart executives would not wait for government intervention. Carefully tailored bonuses could do much to rebuild loyalty. Mileage programmes won’t be nearly as lucrative in the future if customers end up loathing the associated airlines.

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Loyalty schemes have become more sophisticated about the way customers cash in their air miles

## Draghi hopes to save Europe from itself

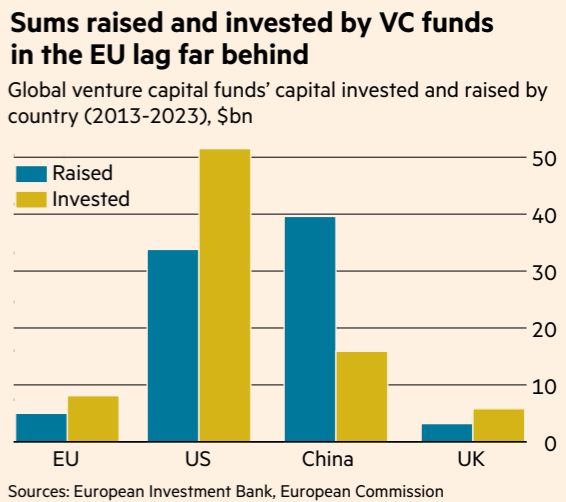
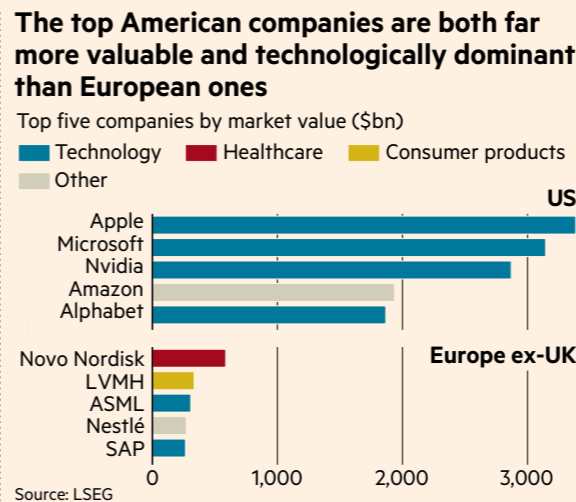
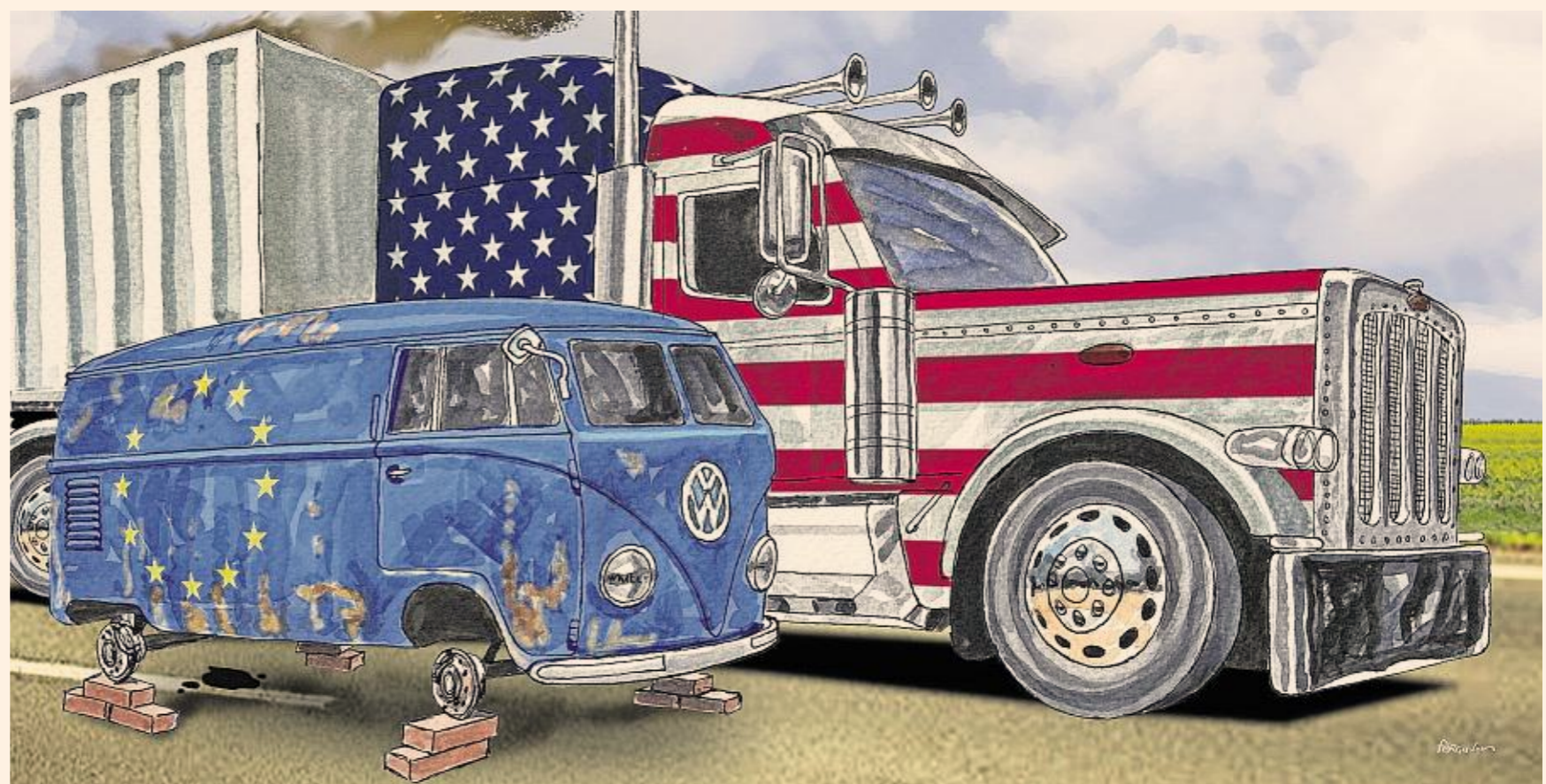
### Martin Wolf Economics

Former ECB chief’s report on competitiveness presents the EU with an ‘existential challenge’



Within our mandate, the ECB is ready to do whatever it takes to preserve the euro. And believe me, it will be enough.” These 23 words spoken by Mario Draghi, as president of the European Central Bank in July 2012, assuaged the panic then engulfing the euro. Last week, he released 393 pages on *The Future of European Competitiveness*. As president of the ECB, Draghi confronted an immediate crisis with instruments he possessed. Today, however, he is advising frightened politicians, beleaguered bureaucrats and a disenchanted public on why and how to make a huge effort. The aim is, once again, to save the European project he loves from what he labels an “existential challenge”. In the words of his report: “If Europe cannot become more productive, we will be forced to choose. We will not be able to become at once, a leader in new technologies, a beacon of climate responsibility and an independent player on the world stage. We will not be able to finance our social model. We will have to scale back some, if not all, of our ambitions.” In sum, the EU risks failure. Today’s world, notes the report, is particularly ill-suited to the EU. The era of dynamic trade and multilateralism is dying. The bloc has lost its most important supplier of cheap energy, Russia. Above all, it is moving into an era of geopolitical conflict in which economic dependencies risk turning into

vulnerabilities. Worse, the EU is entering this new world with many frailties. According to the report, “real disposable income [per head] has grown almost twice as much in the US as in the EU since 2000”. A big part of the reason is that the EU has fallen far behind the US (and even China) in the digital revolution. Only four of the world’s top 50 tech companies are European. EU energy prices are relatively high, particularly in comparison with those of the US. EU demographics are also dire. Thus, “[i]f the EU were to maintain its average productivity growth rate since 2015, it would only be enough to keep GDP constant until 2050”. Not least, Europeans are unable to protect themselves, as the war in Ukraine has shown. The EU cannot change the world. But it can – and should – change itself, to cope with it. What comes out most clearly from this report are the common threads that connect these various ailments. The most important are fragmentation, over-regulation, inappropriate regulation, insufficient spending and undue conservatism. Of these, fragmentation is the most damaging. These ills emerge repeatedly in the report. It notes that “Europe is stuck in a static industrial structure with few new companies rising up to disrupt existing industries or develop new growth engines. In fact, there is no EU company with a market capitalisation over €100bn that has been set up from scratch in the last 50 years, while all



six US companies with a valuation above €1tn have been created in this period.” Accordingly, the list of the top three investors in research and innovation (R&I) has been dominated by automotive companies for 20 years. Europe risks becoming an industrial museum. Why? Fragmentation is the main answer. Thus, the single market does not truly exist, in terms of outputs or inputs, especially capital. The university sector is fragmented, too, as is

public support for R&I. The lack of scale and risk-taking means that US sources of funds are far greater than those of the EU. As a result, “many European entrepreneurs prefer to seek financing from US venture capitalists and scale up in the US market”. Over-regulation is also a big problem. This is partly because of excessive conservatism, but also because of the tendency of member states to pile their own regulations on top of the EU’s. Fragmentation also affects energy and security policy. A fully integrated energy market does not exist, for example. The EU has also failed to integrate either its defence industries or its procurement of military equipment. This raises cost and lowers efficiency. Such fragmentation is unaffordable, especially as the credibility of the US defence

commitment comes into question. Inevitably and rightly, attention is being paid to Draghi’s measured and sophisticated embrace of more international trade and industrial policies. One justification is the concern over security. Another is that the EU is getting an industrial policy anyway, but it is fragmented and spending upon it dominated by the big member countries. The last is that we know that, done properly, industrial policy can improve both competition and global welfare. Who now thinks that creating Airbus was a mistake? It has surely been a triumph. The lesson is that such big interventions should be done together, on a large scale and with clear objectives. Creating a new zero carbon energy system will need all that. So will creation of an effective defence sector.

Unfortunately, the explanations for many of the problems Draghi describes, notably the fragmentation and conservatism, are also the reasons why his radical solutions are unlikely to be adopted. As he notes, “successful industrial policies today require strategies that span investment, taxation, education, access to finance, regulation, trade and foreign policy, united behind an agreed strategic goal”. For the EU to achieve this will require radical reforms. Today’s surging nationalism will make implementing such reforms harder still. Europeans are at risk of forgetting the lessons of their past: only if they act together can they hope to shape their future. The British forgot that. Can the others remember – and act?

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Done properly, industrial policy can improve both competition and global welfare

## Speculation about the next Fed rate cut masks deeper issues

### MARKETS

Katie Martin



These are the best of days for armchair US rate-setters. Today’s conclusion of the September monetary policy decision meeting leaves the Federal Reserve open to criticism from all sides. That it will cut rates is in no serious doubt – it has laid the groundwork for its first chop since the pandemic very thoroughly. But whether it will go for the typical quarter-point chop or by half a percentage point is a topic of heated debate across investment firms, trading floors and the nerdier corners of newsrooms.

“The obsession has been like it’s the end of the world,” said Salman Ahmed, head of macro and strategic asset allocation at investment house Fidelity. “It feels like the market is putting pressure on the Fed.” The case for a quarter-point cut from the prevailing 5.25 per cent to 5.5 per cent target range is pretty simple. Inflation has sunk back towards the Fed’s target, the jobs market is cooling but not imploding, so it is time to take the brakes off just a little, by the usual increment. Team “go large” points out that Fed chief Jay Powell himself opened the door to a debate about the size of rate cuts back in the summer, when he talked about the “pace” of easing at the Jackson Hole symposium. Much more recently, very serious people, such as the New York Fed’s former president Bill Dudley, have laid out the case for a half-point cut. Rates traders have taken note and

shifted hard from a nailed-on expectation for a small cut to a decent chance of a large one. The danger for the Fed here is the risk of looking panicked. On paper, going large suggests rate setters fear All the excitement obscures an important point on a shift in the world pecking order of assets they are too late to prevent a recession from taking hold, that they suspect they have messed up in keeping interest rates at their highest point in decades for so long, and they need to backtrack fast. This time around, though, markets have taken the notion of such a big chop in their stride. If it won’t give

the markets a fright, why not open with a bang? The collective wisdom of markets does seem to be trying to force the Fed’s hand. A double chop, especially as the first move in an easing cycle, typically says that investors believe a recession is coming, particularly given that rates markets are pointing to further extensive cuts next year. But surveys suggest investors do not believe that at all. They are either bluffing on this point or, more charitably, hedging for adverse scenarios. Bank of America’s regular survey of fund managers this week showed that only 11 per cent of investors believe the US economy is heading for a hard landing. Fully 79 per cent still expect a gentler slowdown. Once again, rates markets are showing their excitability. The immediate challenge to markets, then, is centred on Powell’s powers of communication, which will be tested

hard in the back-and-forth of the post-meeting press conference. Would it be a nervous half-point cut to ward off disaster, or a jubilant half-point cut that declares victory over inflation? Would a quarter suggest the central bank is still afraid of inflation, too stubborn to be bold? The online army of perma-critics of the Fed is cracking its knuckles in anticipation. The risk of violent market moves here is high. A clutch of run-to-the-hills shocks over this summer has highlighted “hypersensitive” market conditions, as a report from the Bank for International Settlements – a brains trust for big central banks – put it this week. But all this excitement obscures an important broader point about a shift in the global pecking order of assets. Typically, the Fed sets the tone for monetary policy globally. Now, though, we have a US economy that is slowing – not crash-

ing but slowing – to perform more in line with global peers. “An important theme is fading US exceptionalism,” said Sam Lynton-Brown, global head of macro strategy at French bank BNP Paribas. “What that means is the degree to which the US’s [bond] yields are above its peers, growth is above its peers and US assets outperform peers are likely to reduce.” It is also a distraction – a fun one but a distraction nonetheless – away from the debate about where the bottom is for rates, and away from much more pressing issues. “Once you get past the Fed, it’s going to be election risk, recession risk or, lest we forget, inflation could come back,” said Ahmed at Fidelity. The stakes then will put today’s breathless speculation over the narcissism of small differences in the shade.

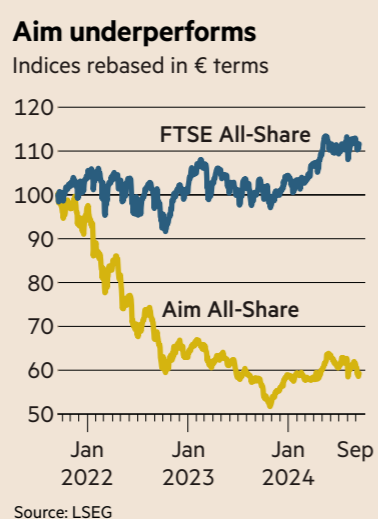
katie.martin@ft.com

# Lex.



**June Yoon**  
Electric-vehicle investors track  
Swift and swing state polls  
INSIDE BUSINESS

## London's ailing junior bourse cannot withstand a tax raid

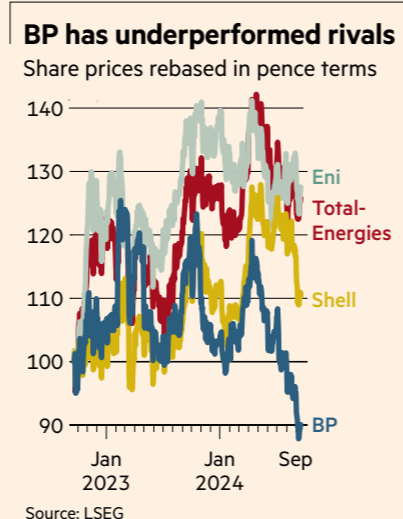


Investors in junior markets expect thrills and spills. In the case of London's Aim, they could be rocked by political shifts as well. Its inheritance tax breaks are rumoured to be in the line of fire in next month's Budget. That would be a severe blow to an ailing market. The IHT relief on Aim shares is a tempting target. The Institute for Fiscal Studies says removing it would raise £1.1bn in the current tax year. It is hard to make a principled defence of the tax break. Introduced in 1996 to promote enterprise, it is not well targeted. The relief is not necessary to stop the break-up or sale of a business when the founder dies. Economists frown on tax breaks because they distort behaviour. One criticism of the Aim concessions – which also include a stamp duty exemption – is that they deter companies from moving up to the main market. That is a problem where the junior index is not working effectively in terms of secondary share sales or attracting a more mature investor base for companies, according to research by Barclays. The bank suggests smoothing the transition by allowing a time-limited extension of tax advantages on the main market. Axing the reliefs altogether would have the same effect. But it would

affect the cost of capital for the market's 700-odd groups. Admittedly only a quarter of Aim stock is held by individual investors, according to the Office for National Statistics. Just over half is owned by overseas investors and 9 per cent by unit trusts, which do not qualify for the IHT relief. Some investors should think the stocks represent value even without the tax breaks. The Aim all-share index has lost about 40 per cent of its value over the past three years. It is debatable whether Aim would survive a significant tax overhaul. The market has suffered from delistings and a dearth of flotations that have reduced membership to its lowest level in more than 20 years. Panmure Liberum's Simon French reckons that, in isolation, the removal of the IHT break would be an existential threat. However, its impact could be offset by measures such as pension reforms and the long-awaited pick-up in UK equity inflows. There are few easy choices when it comes to raising taxes, and the case for retaining Aim's IHT break is not overwhelming. But its abolition would make it harder to stimulate investor interest in smaller companies. Anything that reduces availability of risk capital makes the government's task of delivering on its pro-growth rhetoric one step harder.

## BP's divestment of US onshore wind will not clear its strategic fog

What is BP, where is it going and what it is trying to be? These sound like basic questions but since former chief executive Bernard Looney laid out an ambitious energy transition strategy in 2020, investors have not always been clear on what the European oil major is doing, and why. No doubt Murray Auchincloss, who was appointed chief executive on a permanent basis in January, would argue he has been clear about BP's strategic direction, even if its transition to an integrated energy company has been tweaked since Looney's original blueprint. Auchincloss makes a big deal of simplifying and focusing BP to deliver on promises of becoming a "higher value company". In glossy marketing material, he states he is focused on delivering BP's 2025 targets on profits and shareholder returns "and we are confident". The trouble is, the market is not. To be fair, Auchincloss is getting out of businesses that no longer make sense. This week there were several divestment announcements, including BP's plan to sell its US onshore wind energy business, which owns 10 operating wind farms across seven states. In total, the assets have 1.7 gigawatts of generation capacity, of which BP's share is 1.3GW. BP started developing its US onshore wind business in the mid-1990s. These are non-core, mature assets that at

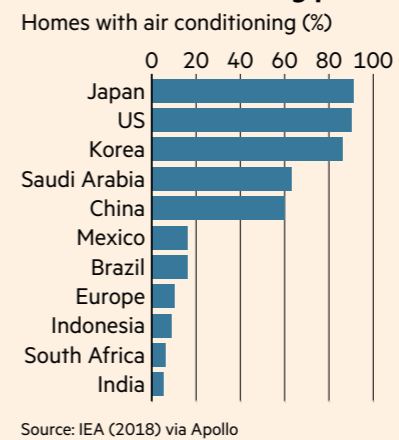


some point will require more investment if existing turbines are to be replaced with newer, more powerful models. Given their age, they are unlikely to fetch the \$2bn or so implied by a standard valuation of \$1.5bn per gigawatt for new wind farms. Auchincloss's tidy-up job is doing little to halt the slide in BP's shares. Falling oil prices have taken a chunk out of all the energy majors. Still, BP is underperforming rivals as investors worry about its 2025 promises: its target to generate total group ebitda of \$46bn to \$49bn by 2025 (versus \$44bn in 2023) was set in the second half of 2023, when oil prices were still above \$80. Given oil's retreat, it is increasingly unclear whether BP will be able to stick to its guidance of handing a further \$7bn to investors through share buybacks in 2025. Those capital returns have served as a useful sweetener while BP tries to convince its energy transition strategy will come good. Lower cash flows will, as Lex has already argued, force all oil majors that have relied on bonanza returns to find a new story to win over investors. The trouble is that BP's was already a rather unconvincing tale.

## China appliance maker Midea receives a warm reception from investors

The air conditioning paradox is that the same technology that cools air may cause hotter temperatures longer-term. Air conditioning accounts for 4 per cent of greenhouse gas emissions. But higher temperatures and increasingly frequent heatwaves mean ever more people are resorting to the systems. A beneficiary of the trend has listed in Hong Kong. Shares of Chinese appliance maker Midea Group rose 10 per cent in morning trade on its debut yesterday. Midea raised \$4bn in the offering, which was already priced at the top end of the marketed range, making the listing the biggest in the city in more than three years. Midea's listing was eight times oversubscribed by institutional investors, an even

## Cooling homes is bigger business on a warming planet



higher multiple than that for its allotment for retail investors. Midea would have found the public markets less welcoming had it listed five years ago. Sales of household appliances were thought to have peaked in 2019. Aircon usage rates are high in Asia, including in China where Midea is the largest appliance maker and has long been a household name. Investor expectations for growth in this segment were subdued. Rising temperatures and growing demand in markets outside China have changed that in recent years. Earnings hit a record last year, with overseas sales accounting for more than 40 per cent of total sales. Demand from markets such as India has been growing, with air conditioner sales expected to hit a record this year. In Japan, where more than 90 per cent of homes have aircon, shipments of air conditioners rose nearly a fifth in July to 1.3mn units, rising for the fourth consecutive month. There is potential for further growth at home. As consumer spending remains weak, Beijing has kicked off a trade-in policy for products such as cars and home appliances, which spurs people to replace outdated goods with newer models by providing subsidies. Midea has been investing in robots and logistics automation. Demand for this tech is expected to grow in China, where an ageing population has been shrinking its workforce. It is estimated that more than 28 per cent of the population will be over 60 by 2040. A listing that would have had a cool reception a few years ago has several long-term growth options to keep investors' fires burning.

## US homebuilders really do look as safe as houses judging by returns

Few investors predicted that US homebuilders would prove to be standout performers in an era of rising interest rates. Changes to their balance sheets mean forecasting their performance might not be much simpler when rates ease, either. Since the US Federal Reserve began to tighten policy in March 2022, the top five homebuilders by market value have delivered a total return of, at worst, about 80 per cent and, at best, just over 200 per cent. The S&P 500 has managed 37 per cent. These old economy stocks have even eclipsed the index since February when Warren Buffett sold his stake in the biggest, DR Horton, after less than a year with no explanation. Gains have been driven by the fact that sharply rising rates in effect trapped US homeowners unwilling to give up low fixed-rate mortgages, limiting supply and leaving sellers of new homes almost the only game in town. The speed and scale of rate rises are still protecting homebuilders now. Mortgage rates may have eased from a high of 7.9 per cent for a standard 30-year loan to 6.4 per cent. But about two-thirds of existing loans carry interest rates of 4 per cent or less. Homebuilders cannot escape the cyclical nature of their industry entirely. If a US slowdown becomes a recession they will suffer: people who fear for their jobs tend not to commit to a new house. But the biggest companies have improved their operating model. By next year, overall leverage in the sector will have halved from 2019 levels, said S&P, leaving total debt at an undemanding two times ebitda. That should help limit their downside. Last month, DR Horton was rated A minus by Fitch Ratings – the first A rating for the sector, said CreditSights. That is an eye-catching vote of confidence in the company's ability to weather the inevitable industry cycles. Over the past month, the biggest homebuilders by market value outperformed the main industry ETF as well as the S&P 500. They cannot avoid cyclical but companies can adapt and – so far – it is the biggest that have proved most nimble.

## NIKKEI Asia The voice of the Asian century

### CROSSWORD No 17,845 by BASILISK

- ACROSS**
- Person who's part of the underworld is cut to pieces (9)
  - Dispatch bears terms of latest ceasefire (5)
  - Compel payment of new carbon tax on energy (5)
  - Singer and social worker performing well (9)
  - Cleared out desk having been sacked and got in a muddle (10)
  - Refuse to allow poll exchanging one's sides (4)
  - Presumably one may review *Wolf of Wall Street*? (7)
  - South American customs ultimately confiscated meat product (7)
  - Go on line, say, to get job involving travel (7)
  - Launch enterprise (7)
  - Chief's cycling daily (4)
  - Popular question I pose for missing fellow member of tribunal (10)
  - Asked for firm to adopt name (9)
  - Doctor nurses strange person with chronic bellyache? (5)
  - Apprehension in connection with parent's drinking (5)
  - Temporary post responsible for building (9)
- DOWN**
- Outfit of female doctor? (5)
  - Labour clique producing drivell (9)
  - Birth that requires the use of forceps possibly (10)
  - Great performance displaying greater lack of awareness? (7)
  - In-house supporters right behind Head of Sales (7)
  - Part of company dismissing second career (4)
  - Climb feature that splits range (5)
  - Outgoing individual unusually making answer obvious (9)
  - Hidden force sought to influence followers primarily (3,2,5)
  - Complaint about failure came to nothing (9)
  - Filled with fear in fight behind waste ground (9)
  - Unlimited picketing organised due to motion (7)
  - Place articles from France and Germany in sack (7)
  - Produce lower section of tactical vehicle (5)
  - Rent about to go up is more suitable for consumer? (5)
  - Drug found in revolutionary medication (4)

### JOTTER PAD

Solution 17,844

REGALITIA ARTISAN  
ERAC SOWI  
STAIR RECEPTION  
ONV OOD FE  
REDCARPET OCTET  
TIO LLY  
SOLE LISTLESS  
SQ IIAU  
REPULSED RIPE  
S A E A  
TIDAL DELIVERED  
U A I R I E V V  
PERISHING GUISE  
O T E V H A S N  
RESERVE TANGENT



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credX	DEUTSCHE DIGITAL ASSETS	DIVIZEND	elucidate
fincite Wealth Simplified	GenTwo	HeyLara	iBanFirst
lemon.markets	Leverest	mondu	Monite
N26	NAO	NARO IQ	Nect
NEODIGITAL	PEO	Qonto	raisin
sinpex	TANGANY	tokenforge	TRADE REPUBLIC
Trever	Ultramarin	UNIQUE	upvest
		wealthpilot	

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