



INVESTMENTS

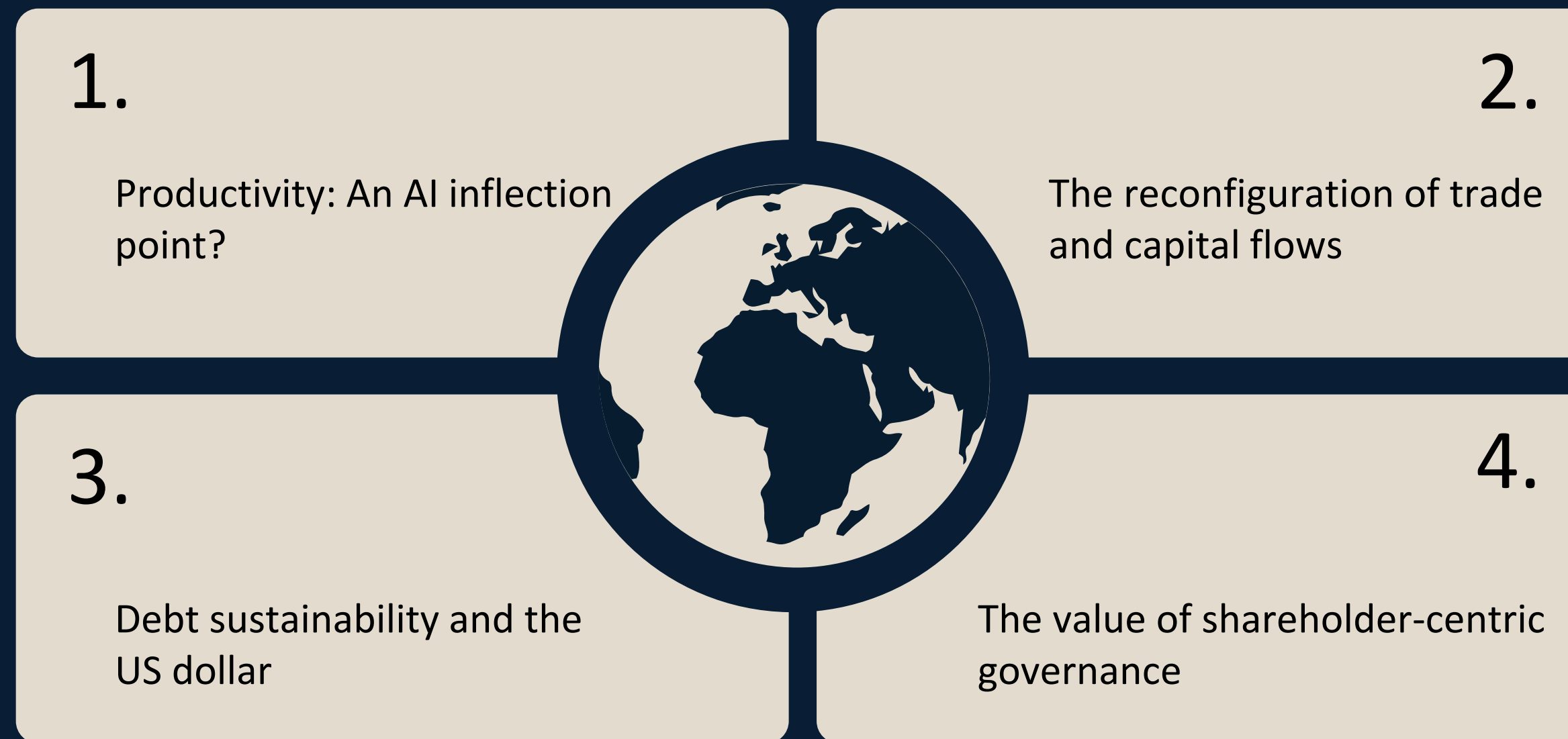
THE GREAT GLOBAL RESTRUCTURING

Investing in an age of economic, technological and geopolitical disruption

RICHARD CARLYLE | MARCH 2026

What is the Great Global Restructuring?

A strategic framework to help investors navigate economic, technological and geopolitical shifts



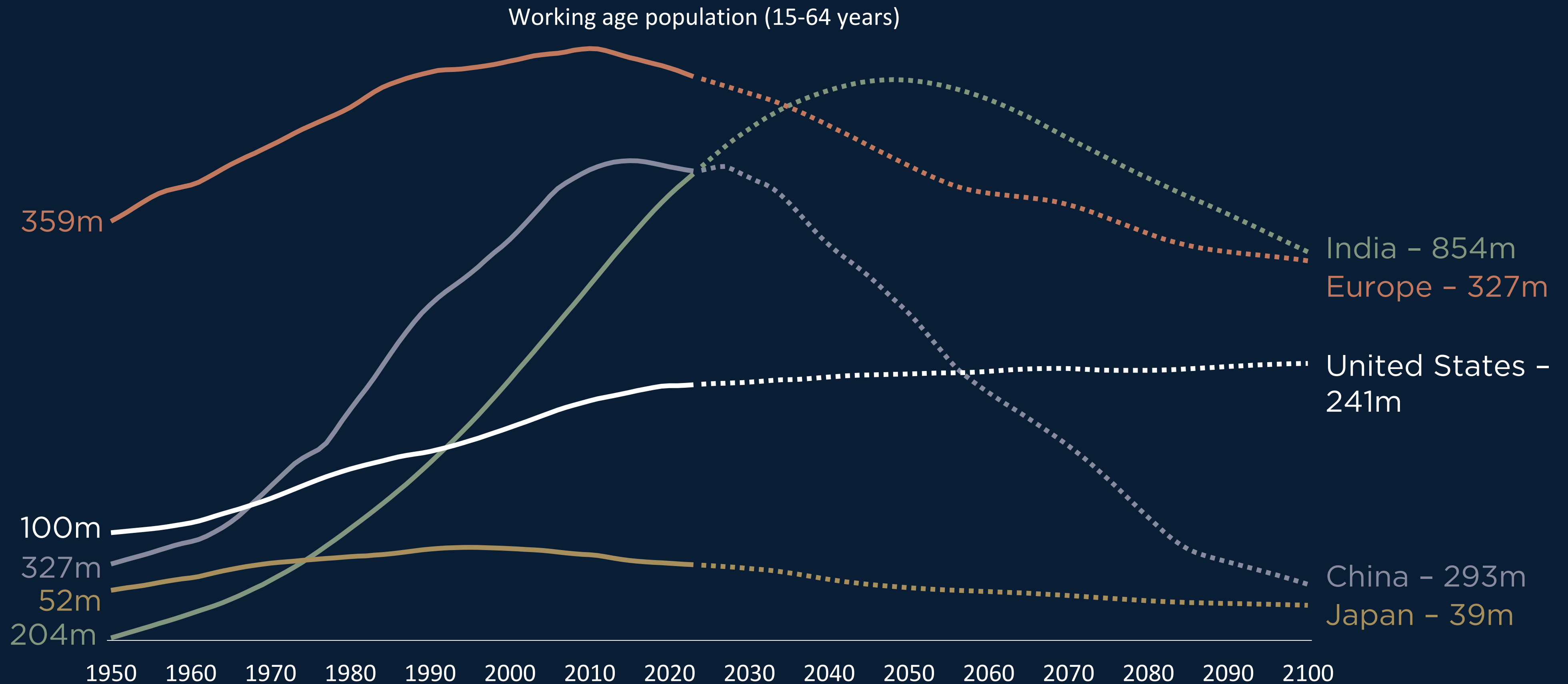


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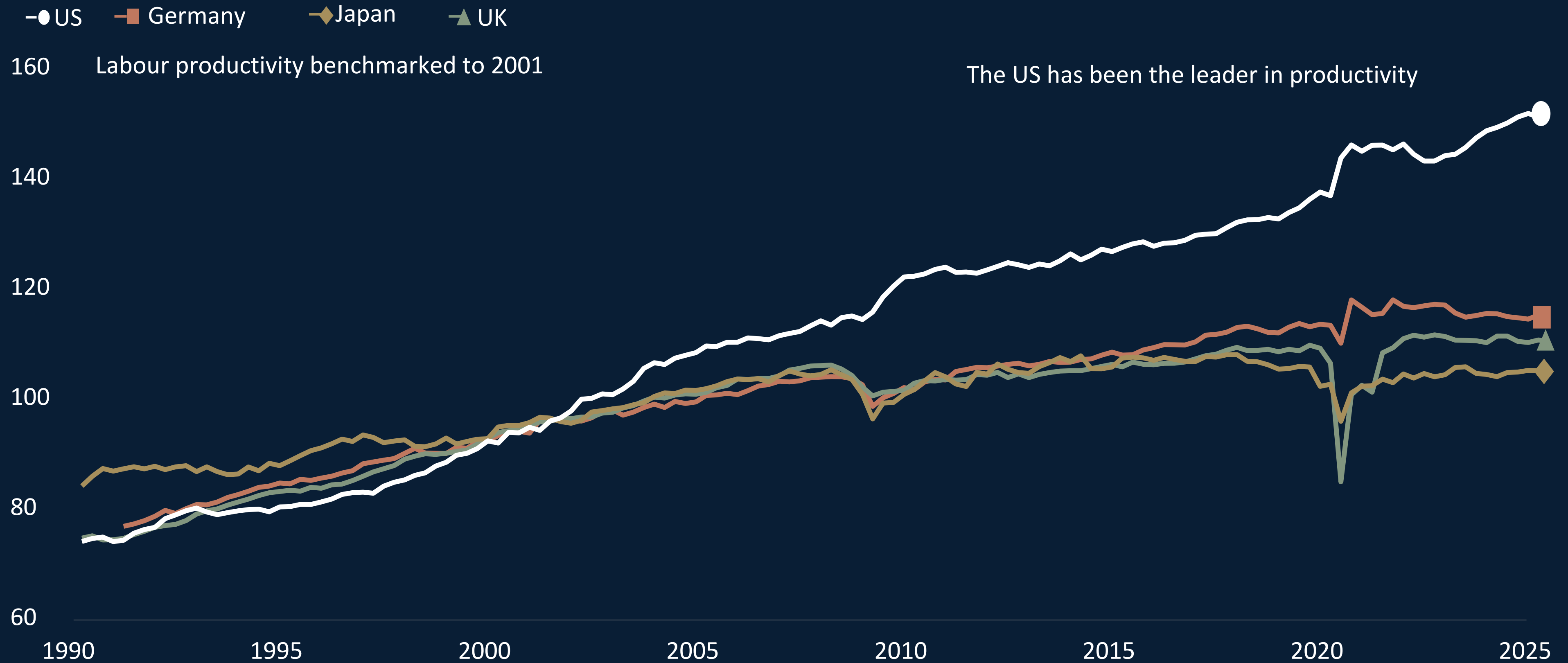
REDEFINING PRODUCTIVITY

AN AI INFLECTION POINT?

A shrinking global workforce



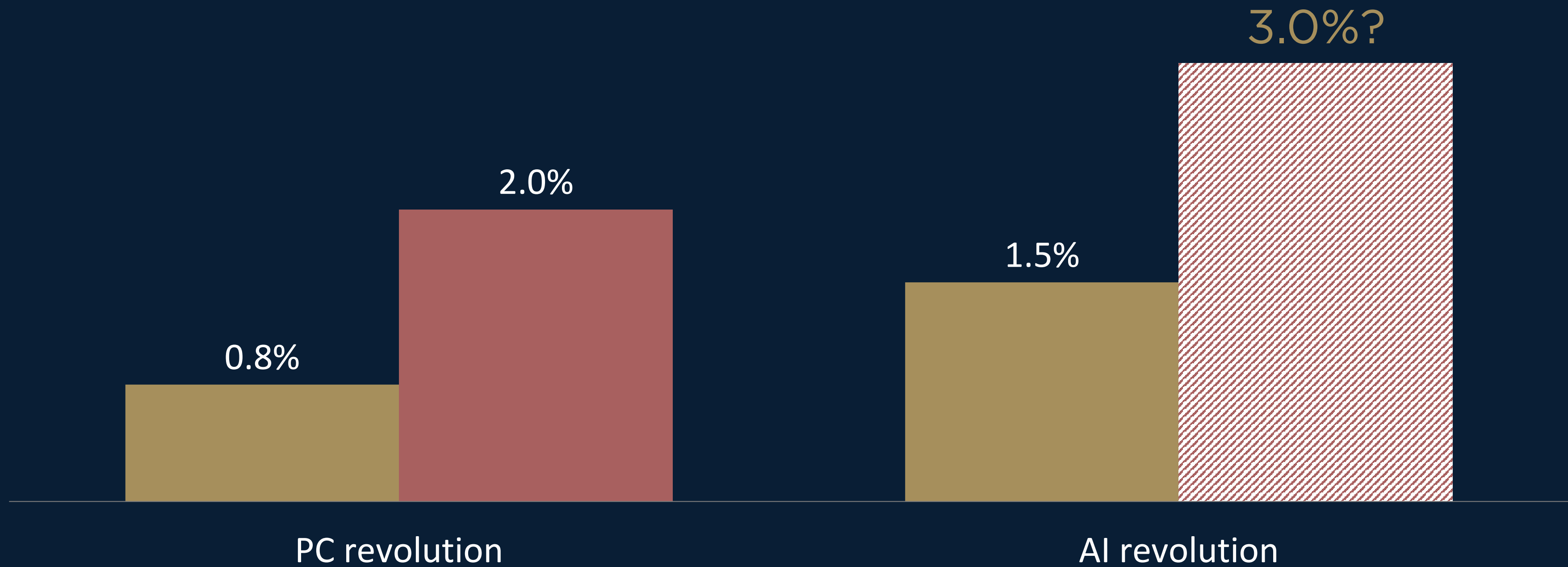
Innovation as a competitive advantage



Are we underestimating AI?

Productivity

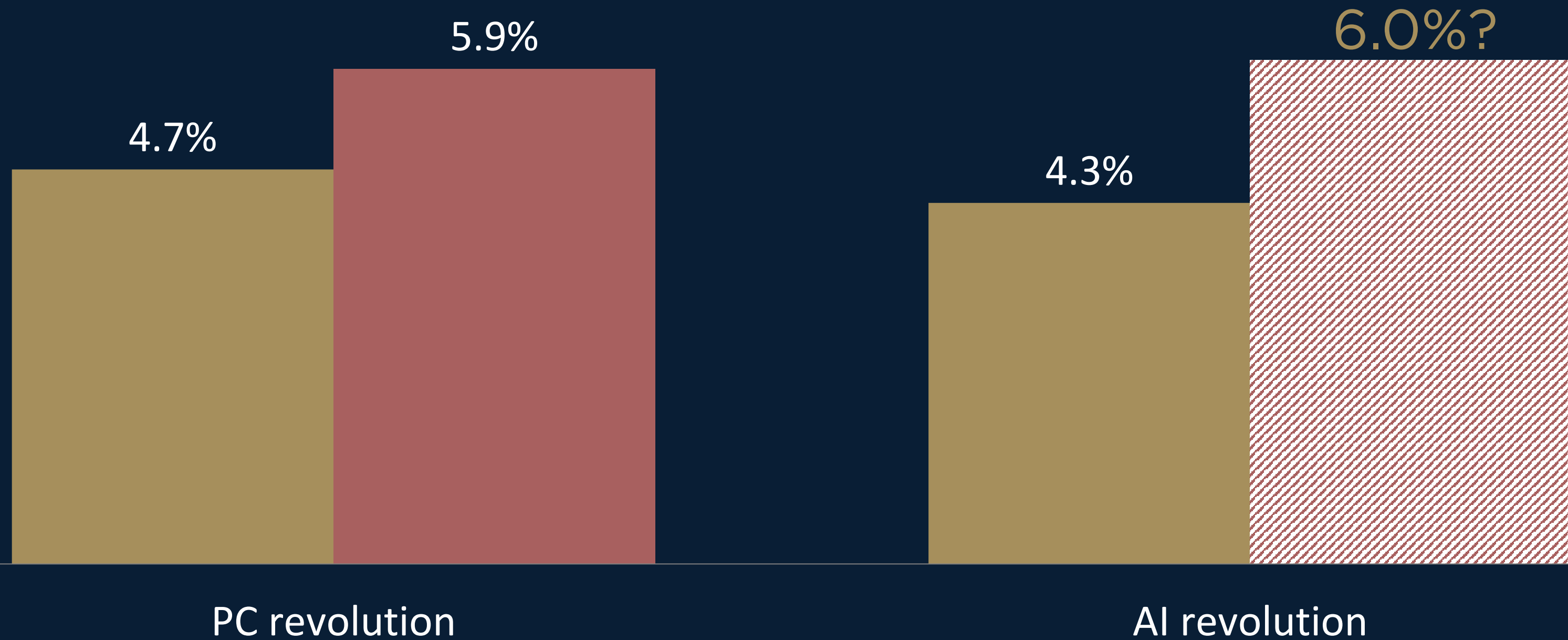
■ Forecast ■ Actual



Are we underestimating AI?

Nominal GDP Growth

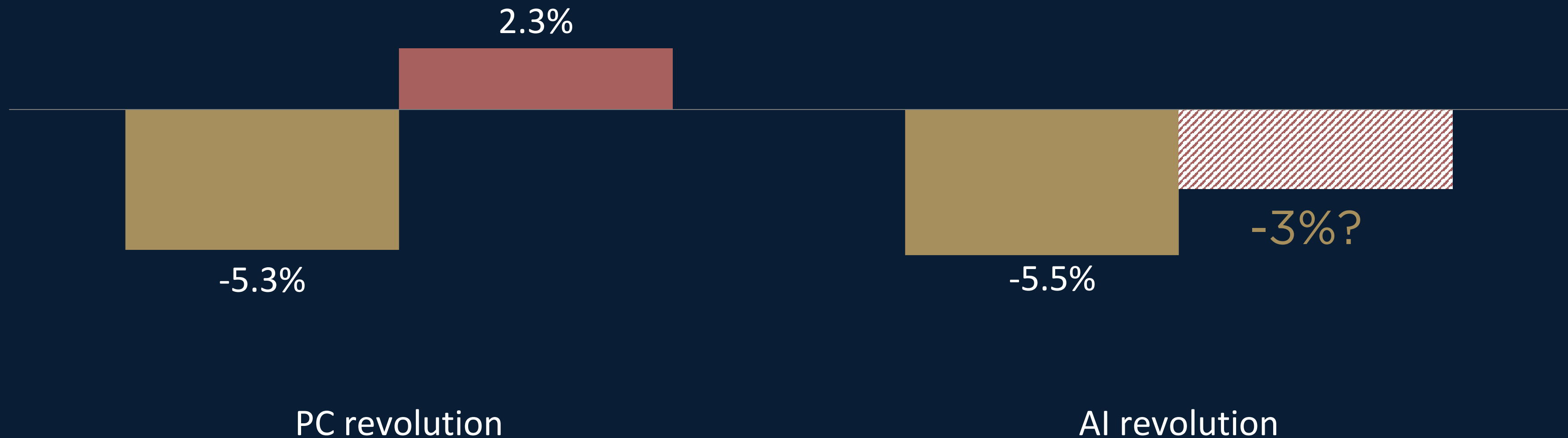
■ Forecast ■ Actual



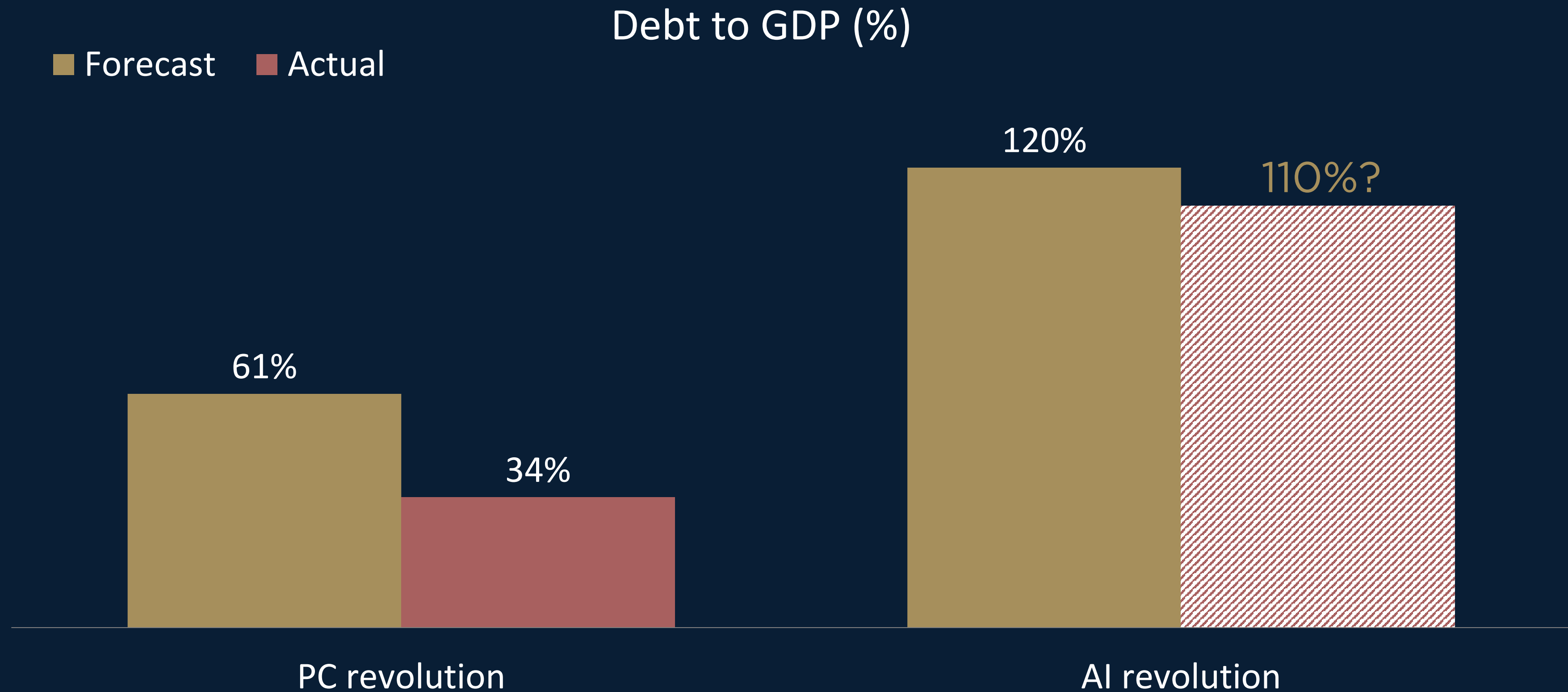
Are we underestimating AI?

Deficit/surplus

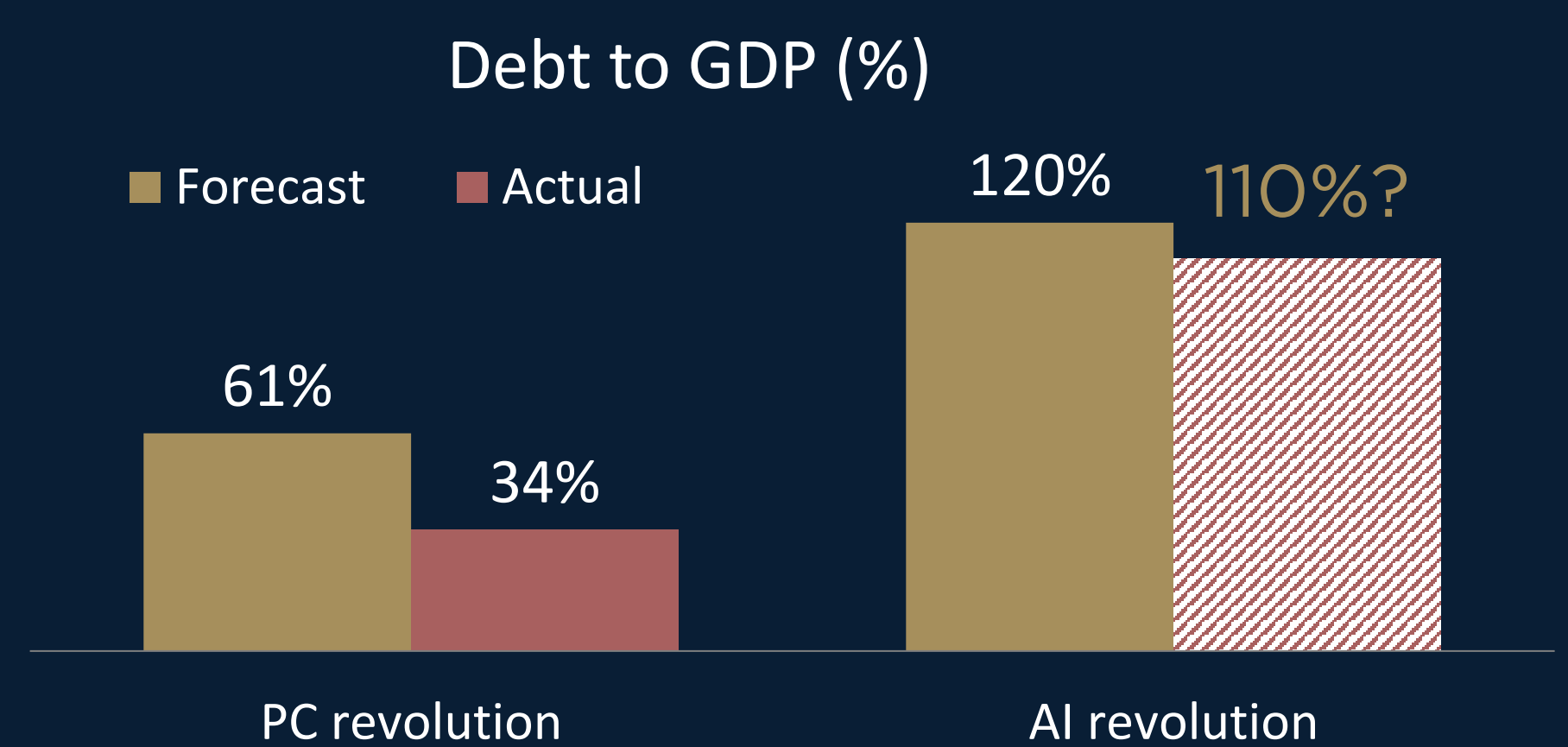
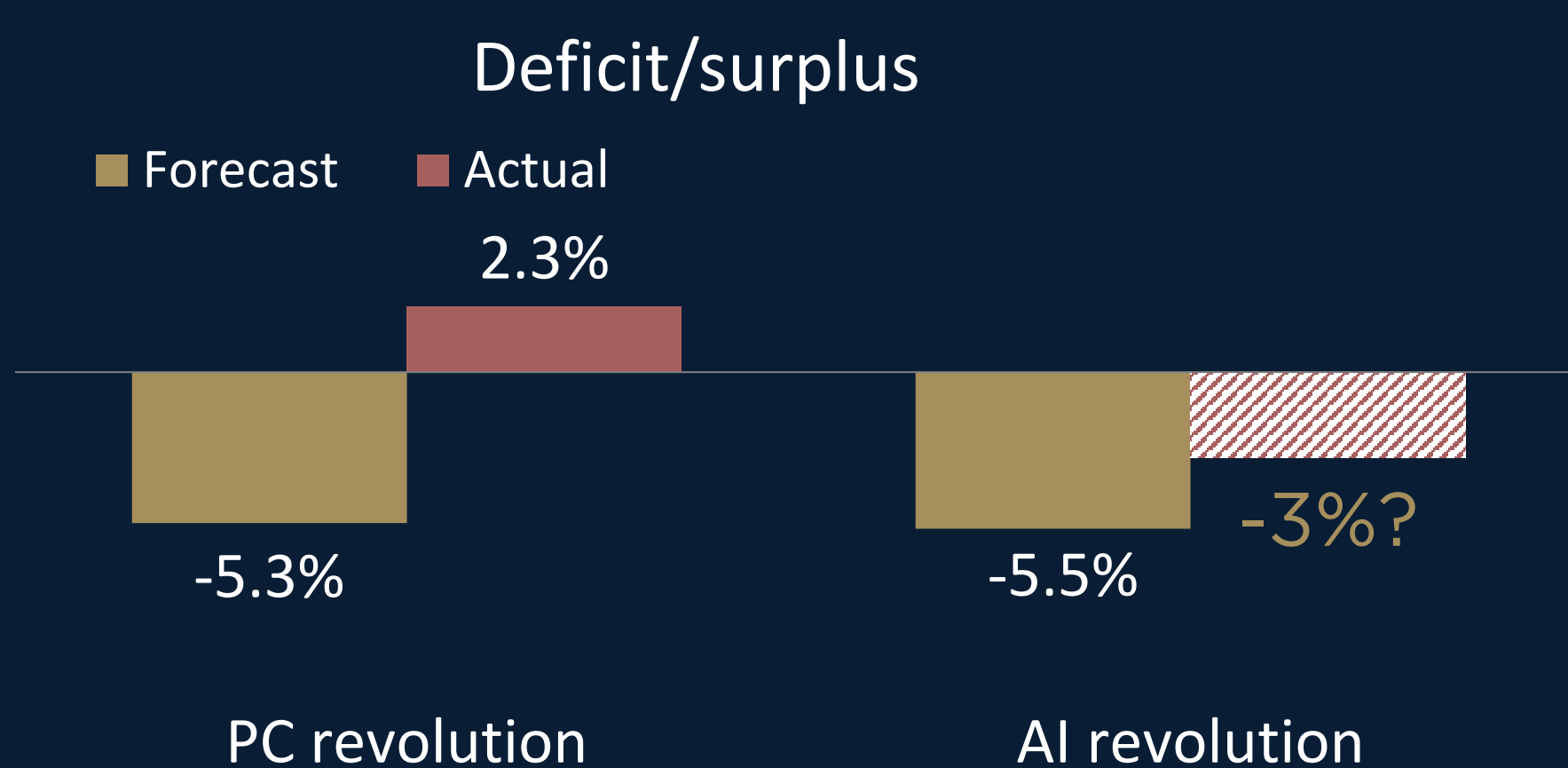
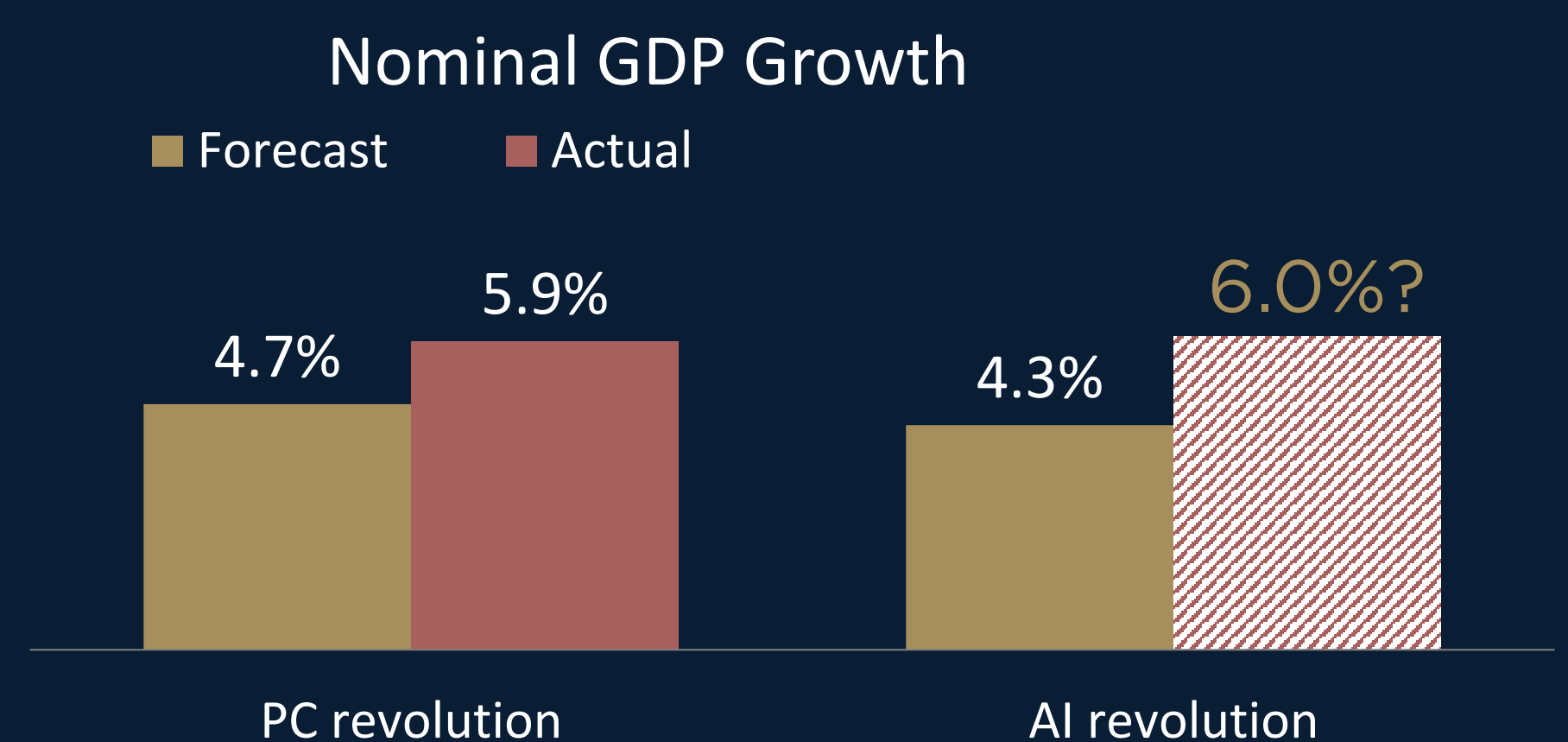
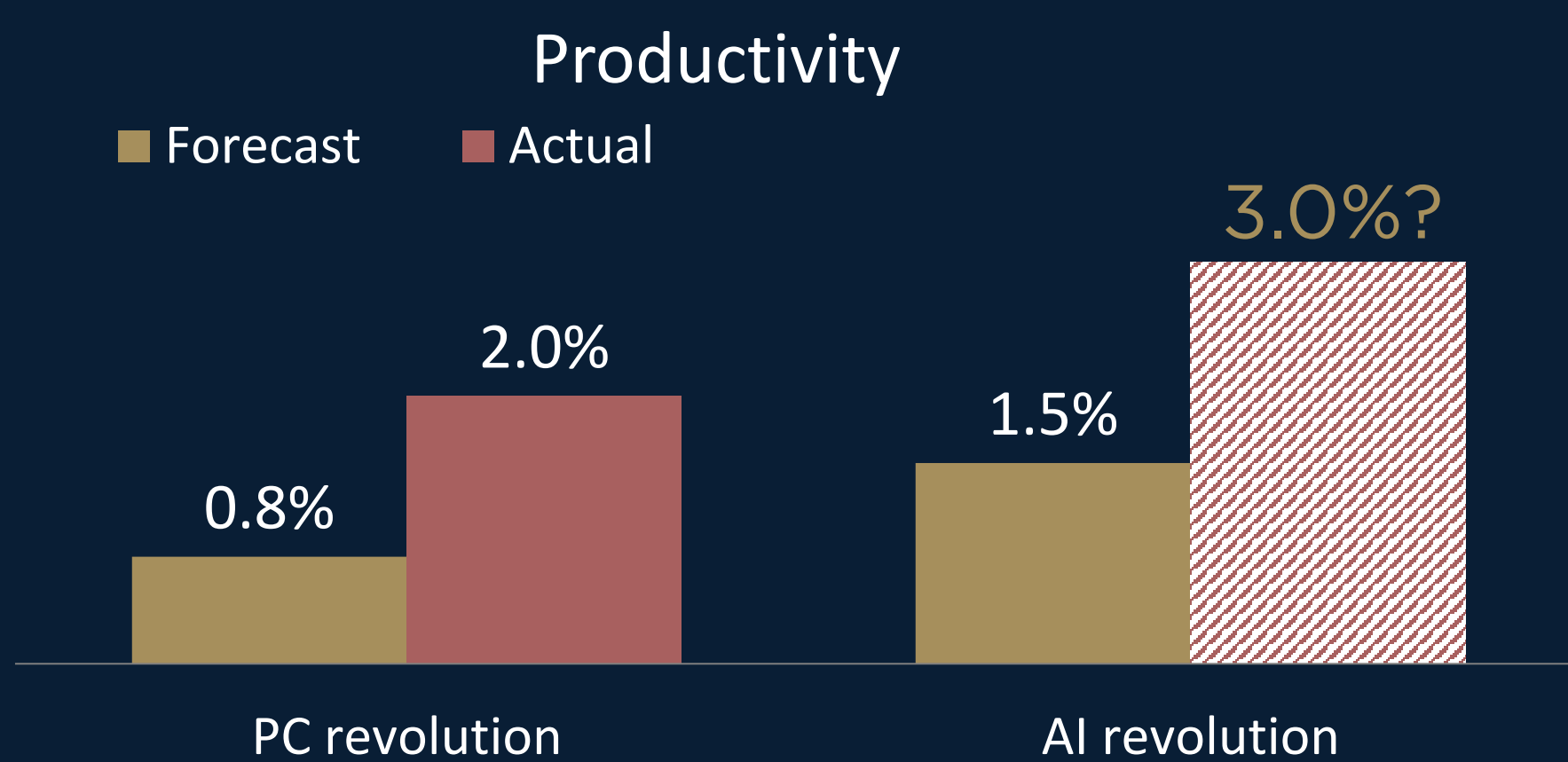
Forecast Actual



Are we underestimating AI?

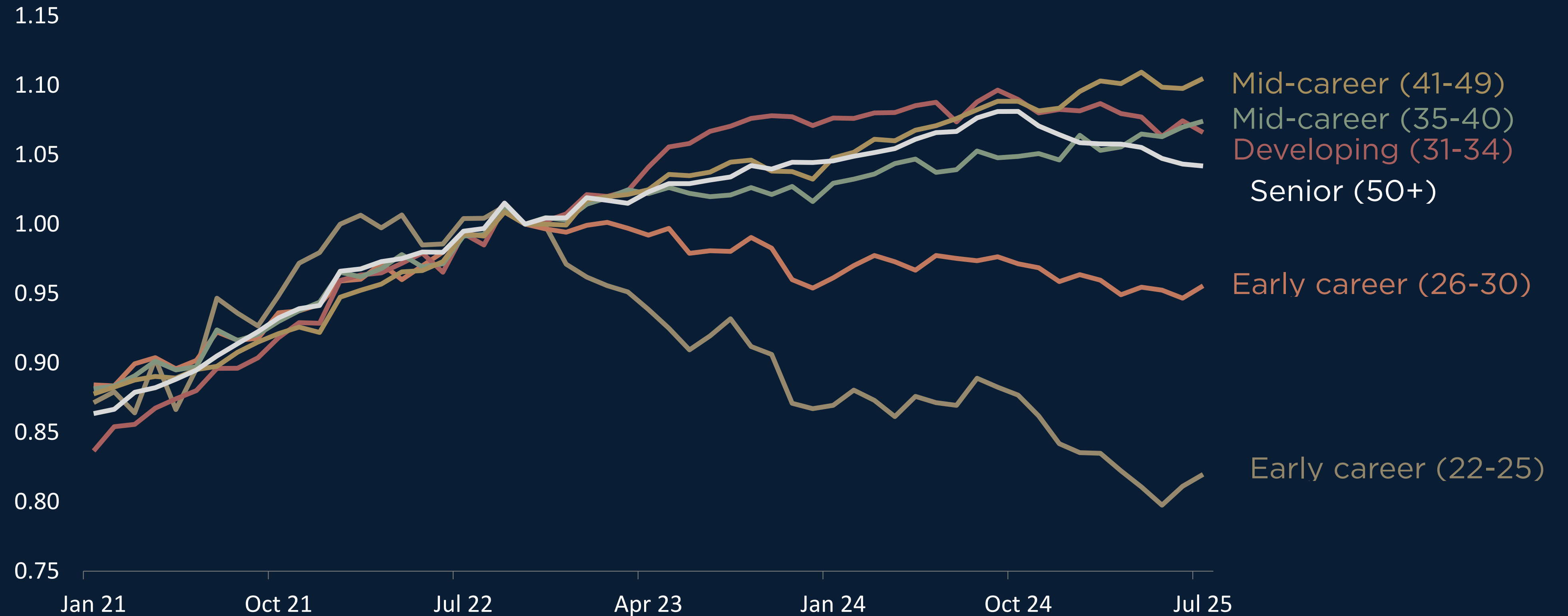


Are we underestimating AI?



How AI is reshaping labour markets

Change in headcount among software developers by age





INVESTMENTS



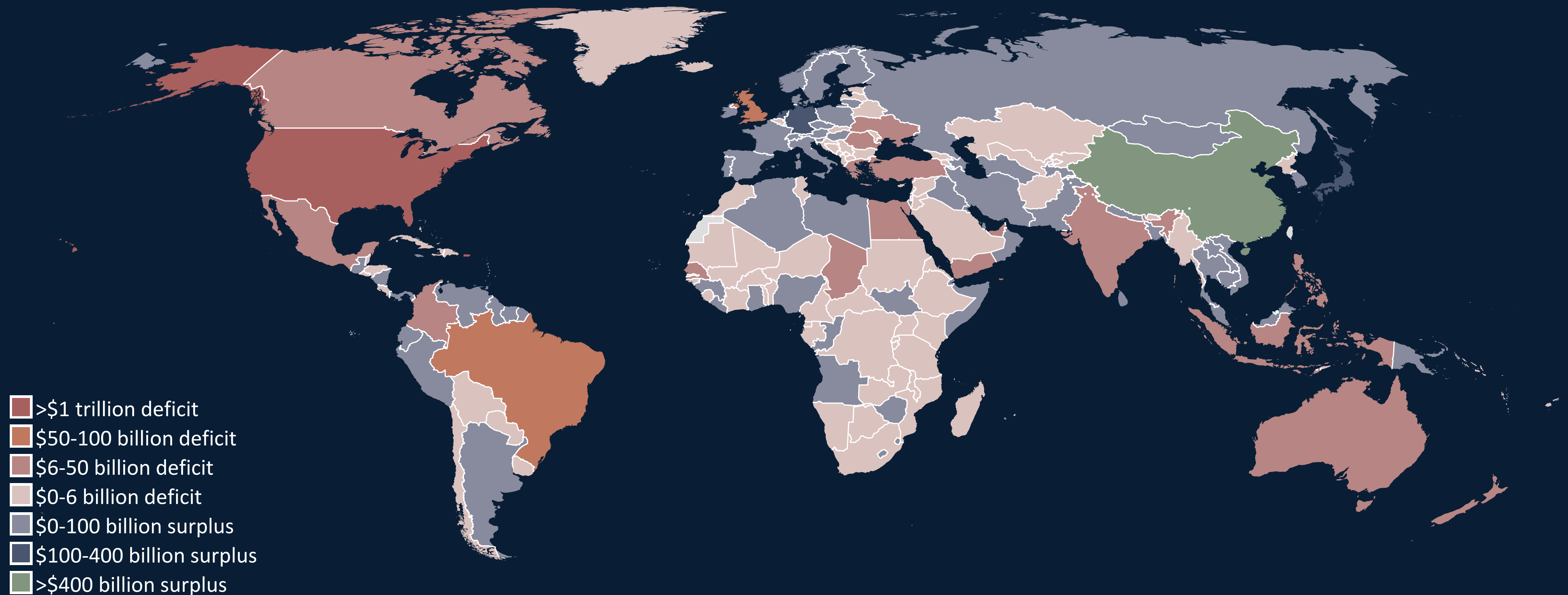
THE CURRENT ACCOUNT

MORE THAN JUST TRADE

The current account is not only about trade

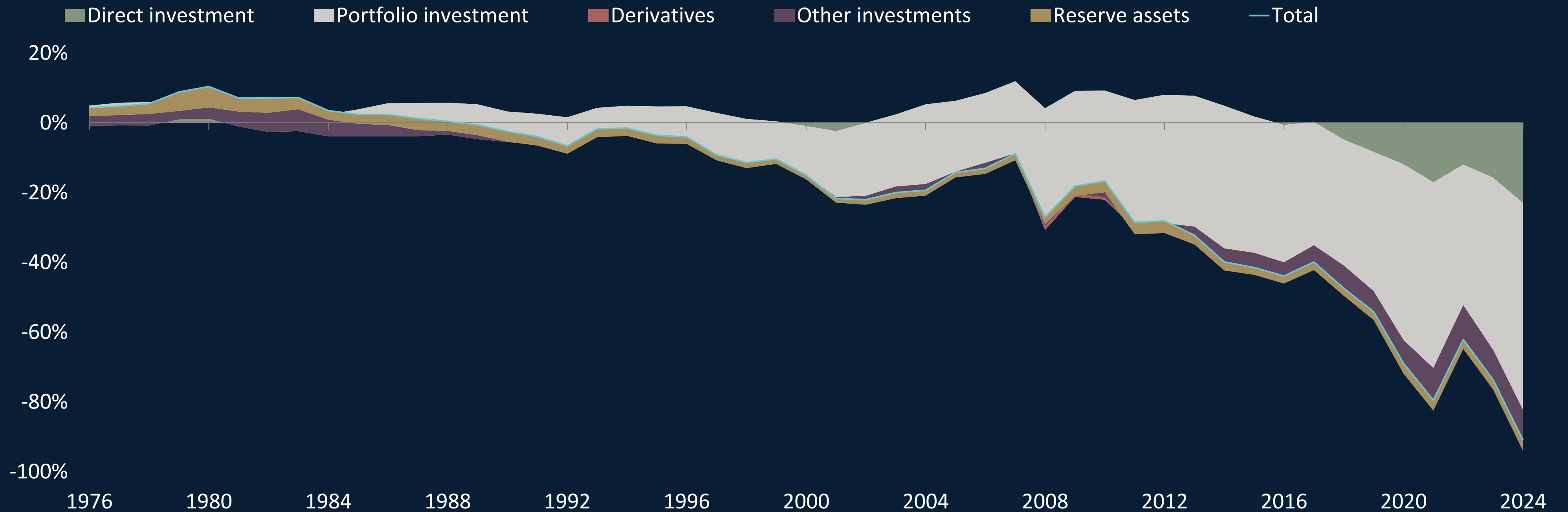
The US spends more than it earns, surplus countries invest in the US

Global current account positions (in US dollars)

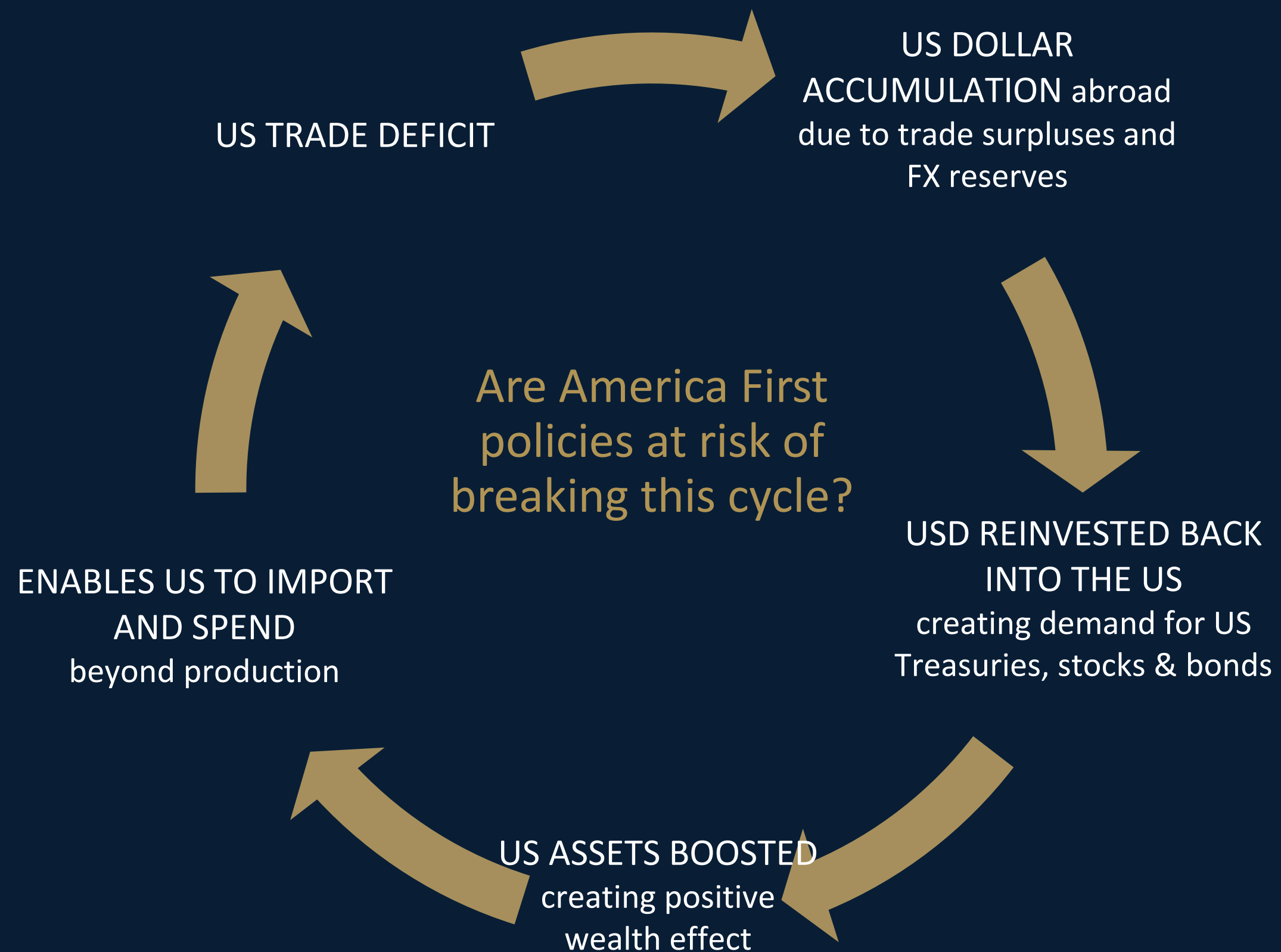


Foreigners own more US assets than Americans own foreign assets

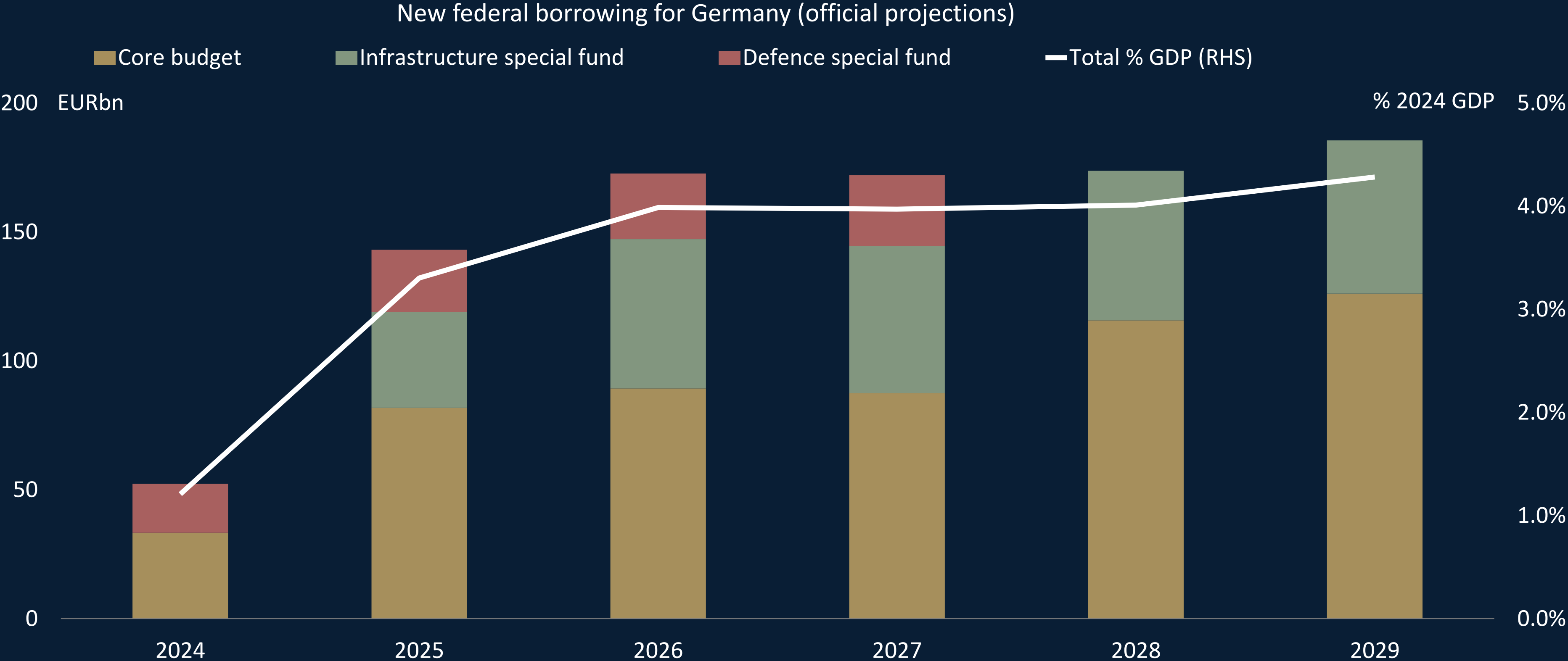
US net international investment position (percentage of GDP)



The recycling of US dollars drives a self-reinforcing system



MAGA = MEGA?



MAGA: Make America Great Again. MEGA: Make Europe Great Again. Forecasts as at June 2025. Sources: Datastream, BMF, Deutsche Bank



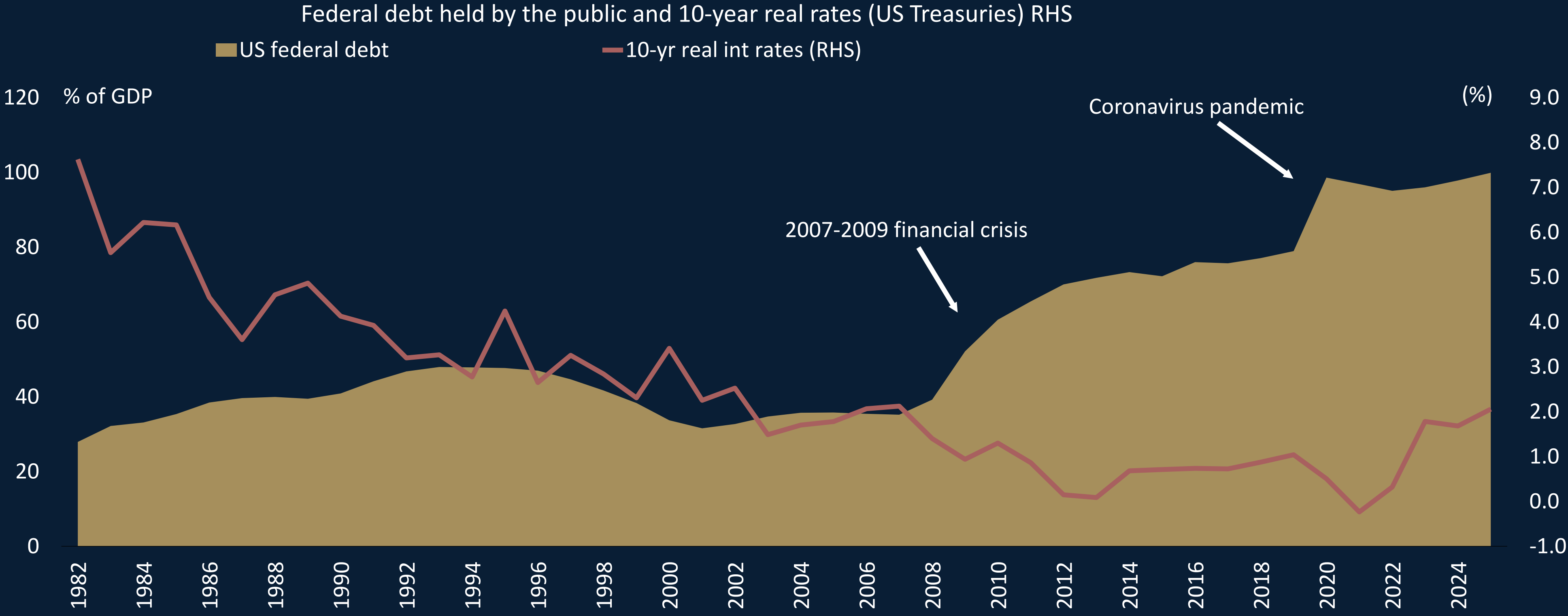
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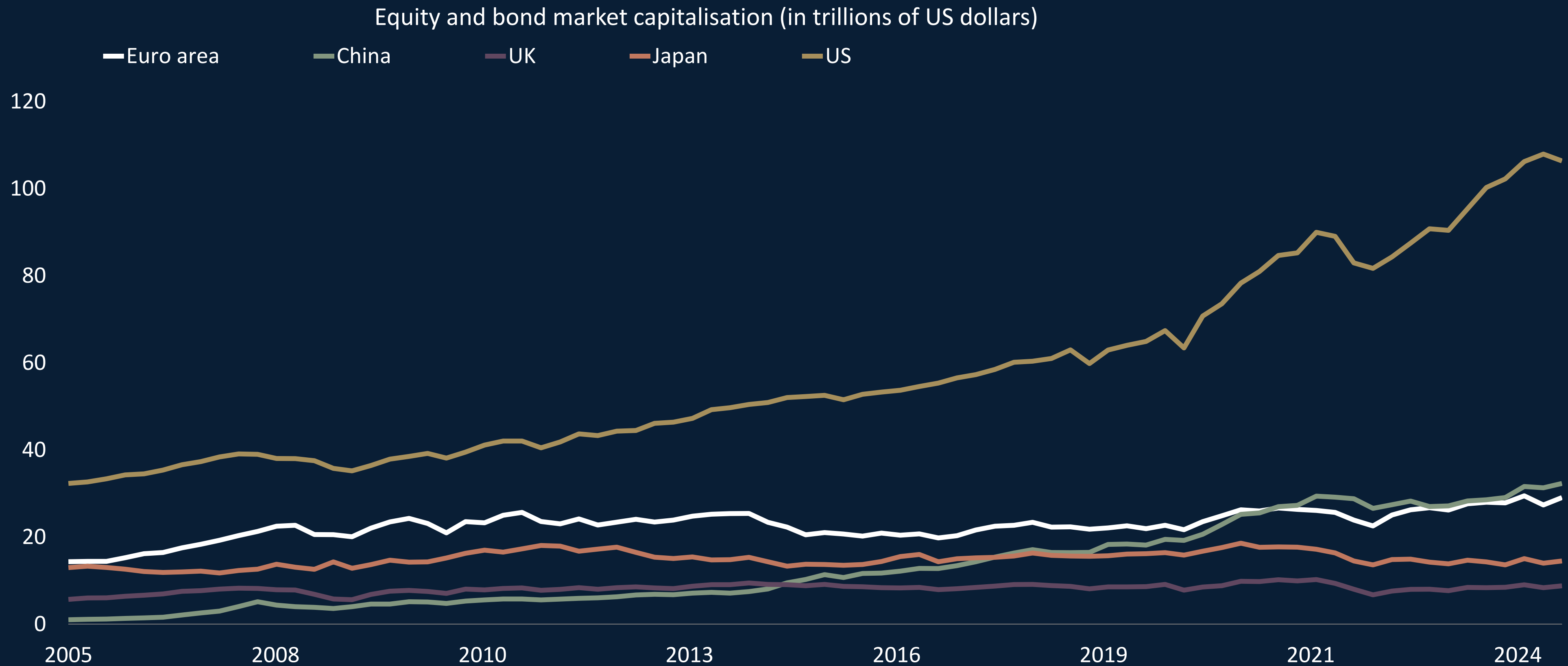
DEBT SUSTAINABILITY

AND THE US DOLLAR'S RESERVE CURRENCY STATUS

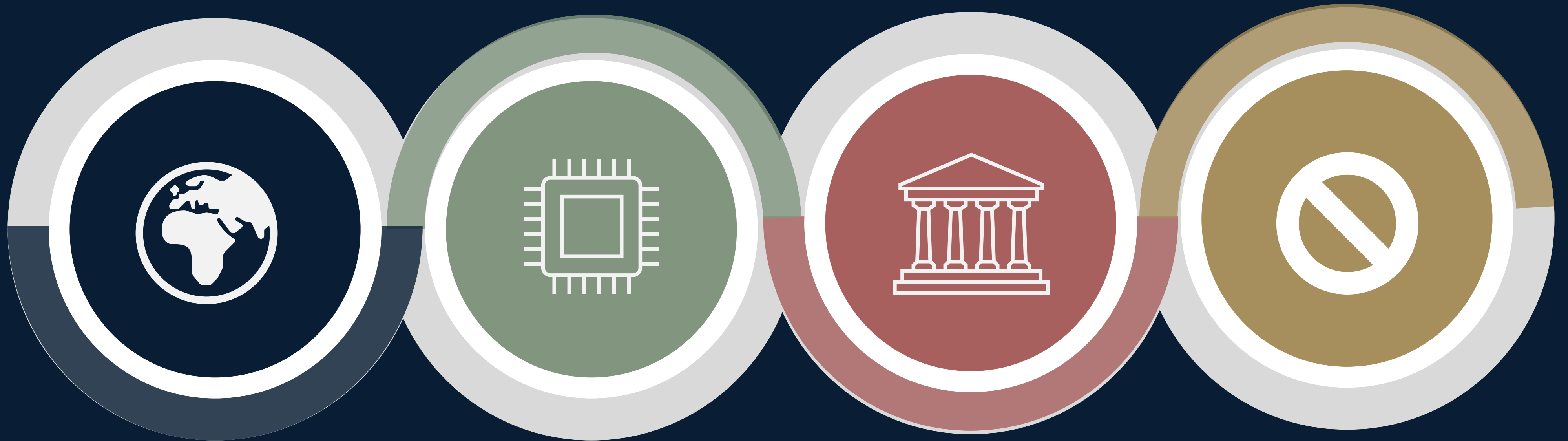
Despite rising US debt, interest rates have remained low



Depth of US capital markets



What could disrupt the dollar's dominance?



Geopolitical
fragmentation

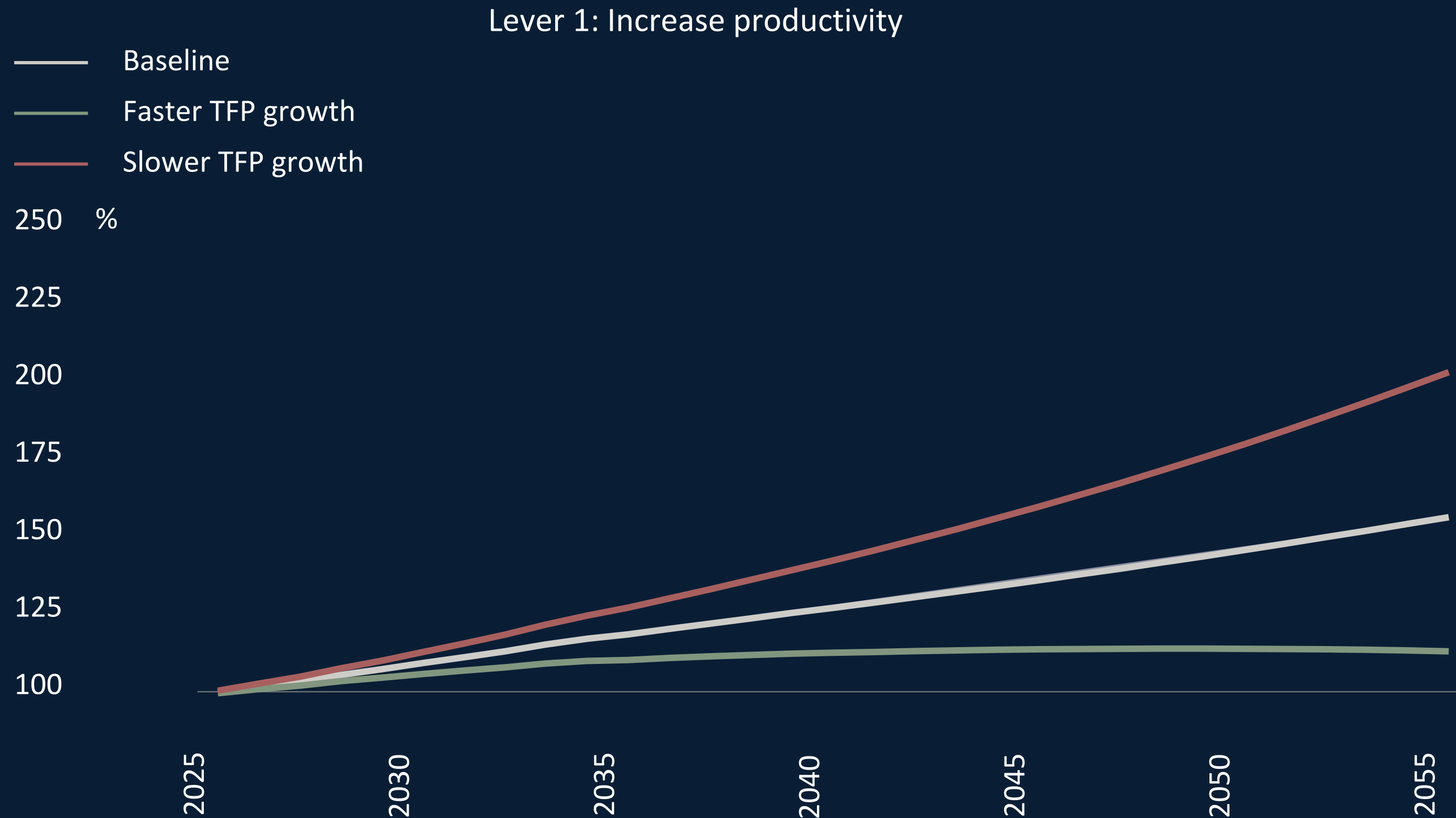
Technological
disruption

Loss of institutional
credibility

Fiscal recklessness

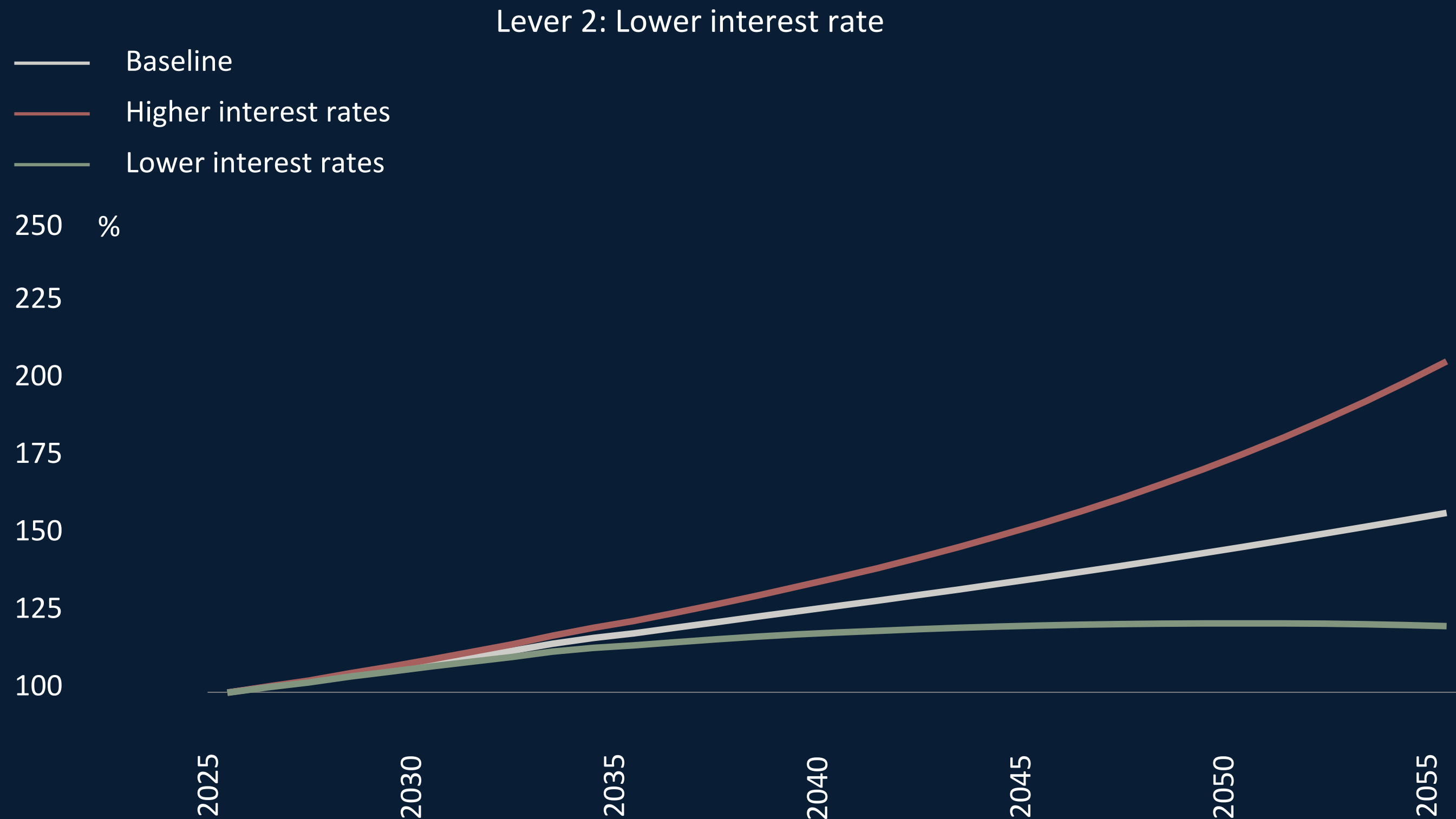
US debt sustainability

Future path of debt-to-GDP is highly dependent on multiple assumptions



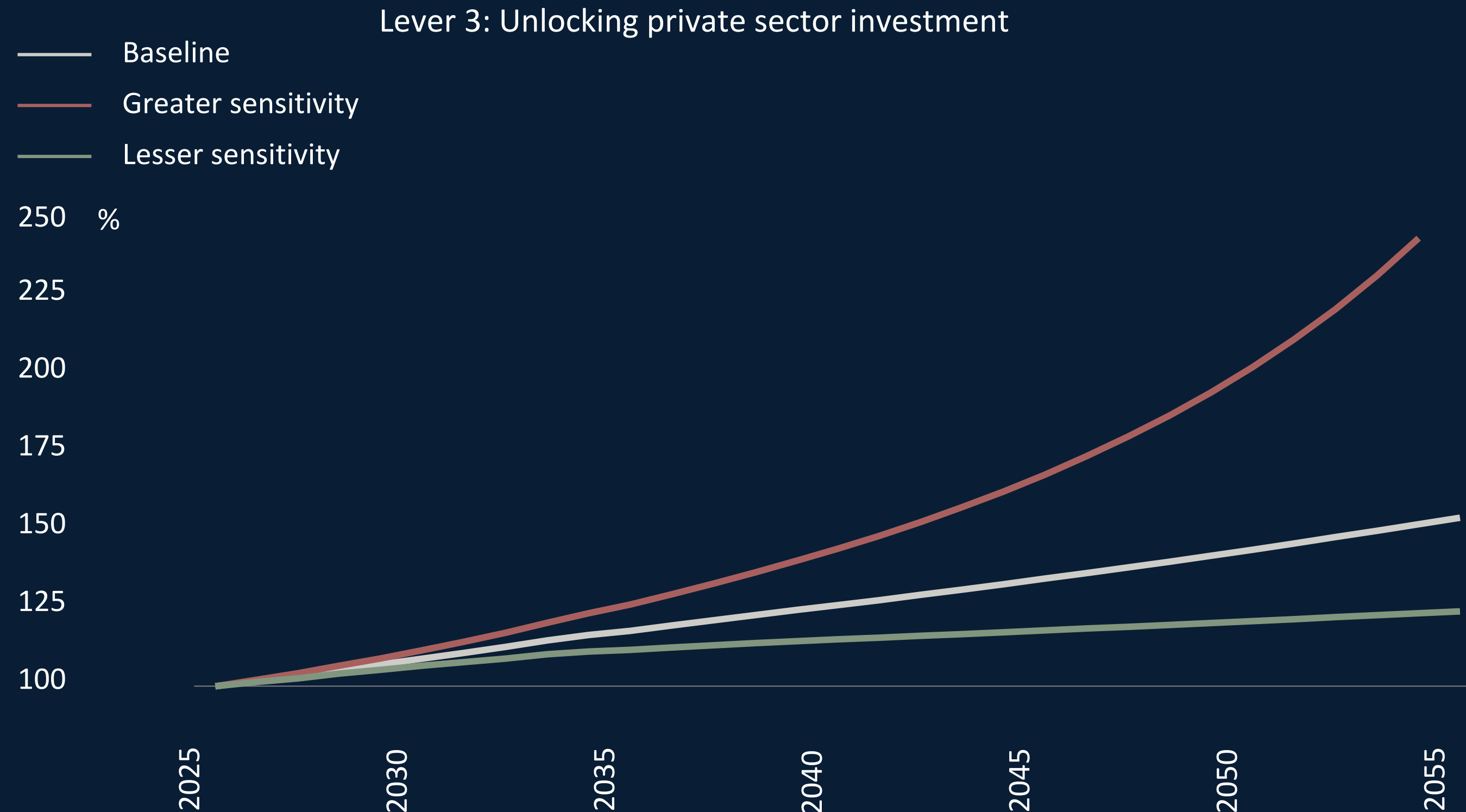
US debt sustainability

Future path of debt-to-GDP is highly dependent on multiple assumptions



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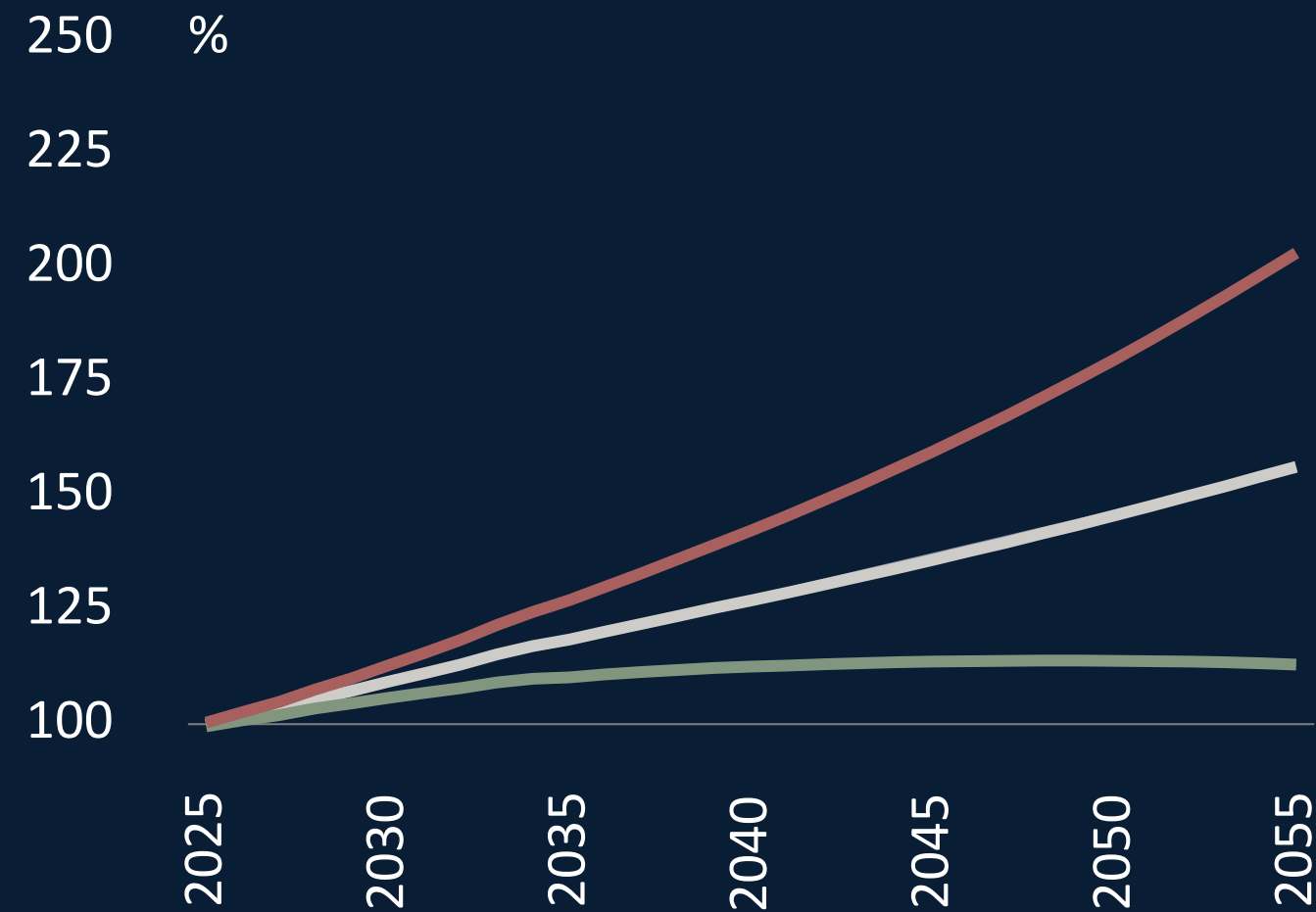


US debt sustainability

Future path of debt-to-GDP is highly dependent on multiple assumptions

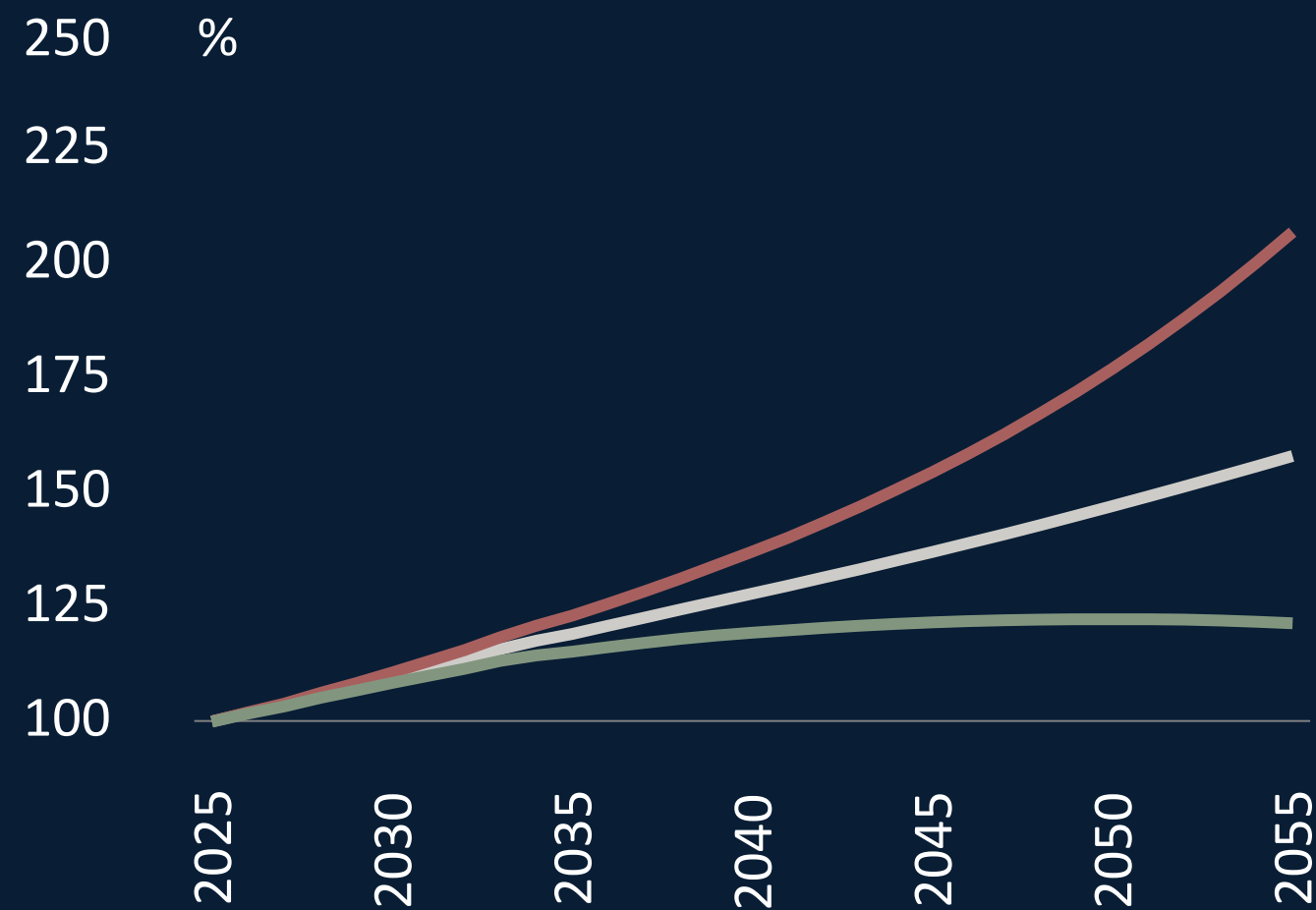
Lever 1: Increase productivity

- Baseline
- Faster TFP growth
- Slower TFP growth



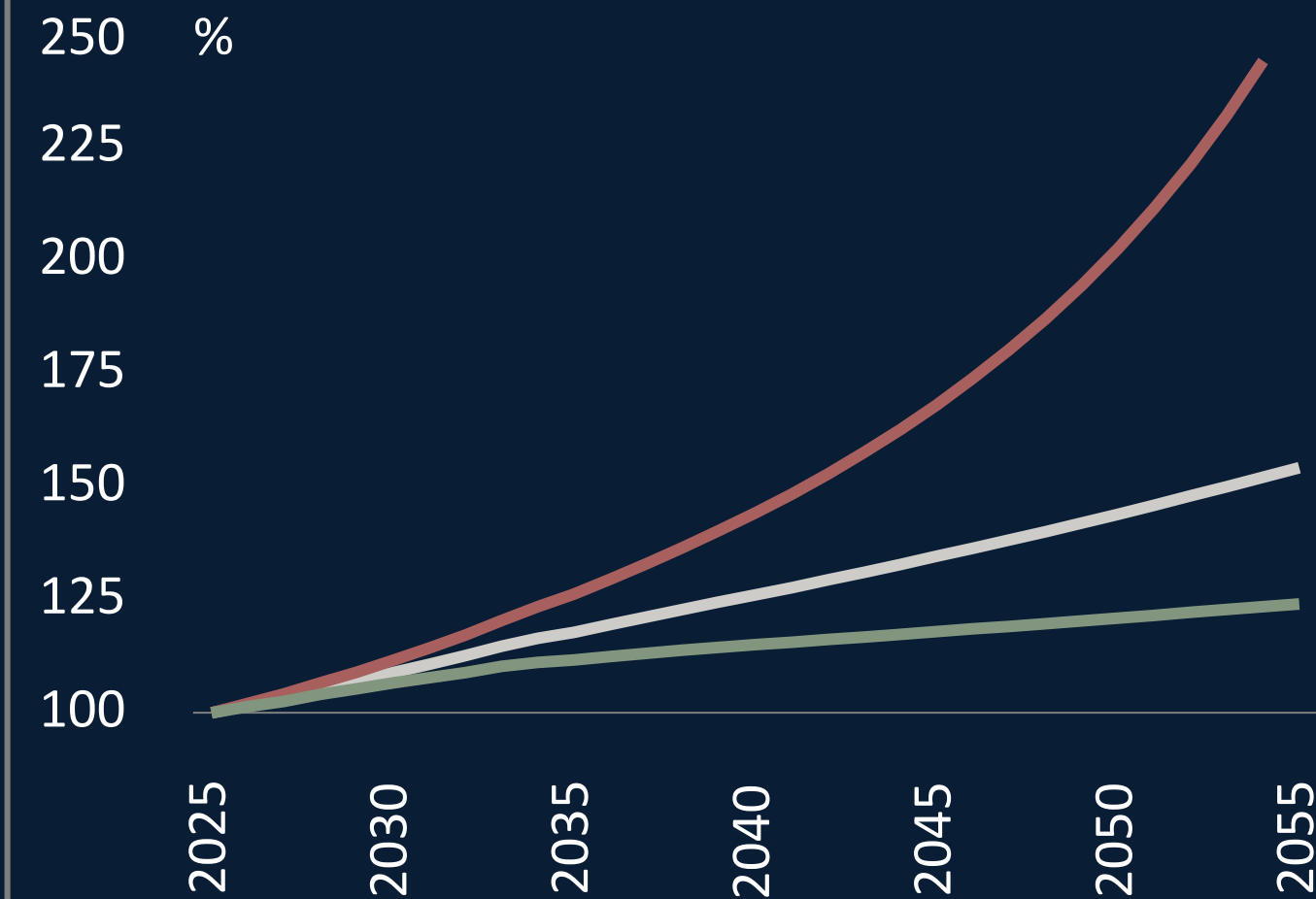
Lever 2: Lower interest rate

- Baseline
- Higher interest rates
- Lower interest rates



Lever 3: Unlocking private sector investment

- Baseline
- Greater sensitivity
- Lesser sensitivity





INVESTMENTS

UNLOCKING SHAREHOLDER VALUE

IN A CHANGING REGULATORY LANDSCAPE

Benefits of the US shareholder-friendly environment

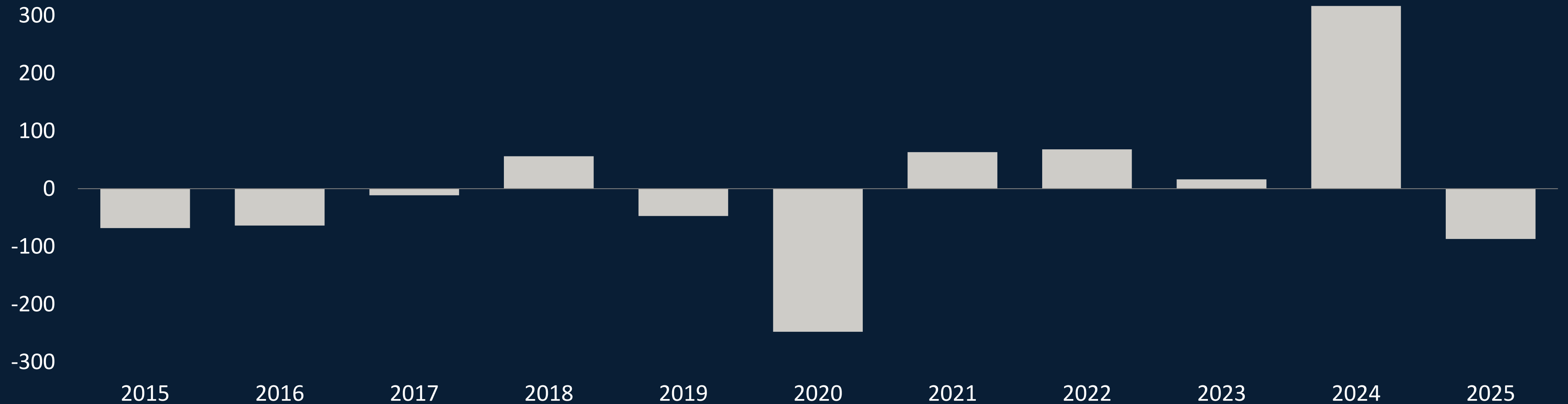
TRUSTED LEGAL INFRASTRUCTURE

HIGH SHAREHOLDER ENGAGEMENT

DEEP, LIQUID CAPITAL MARKETS

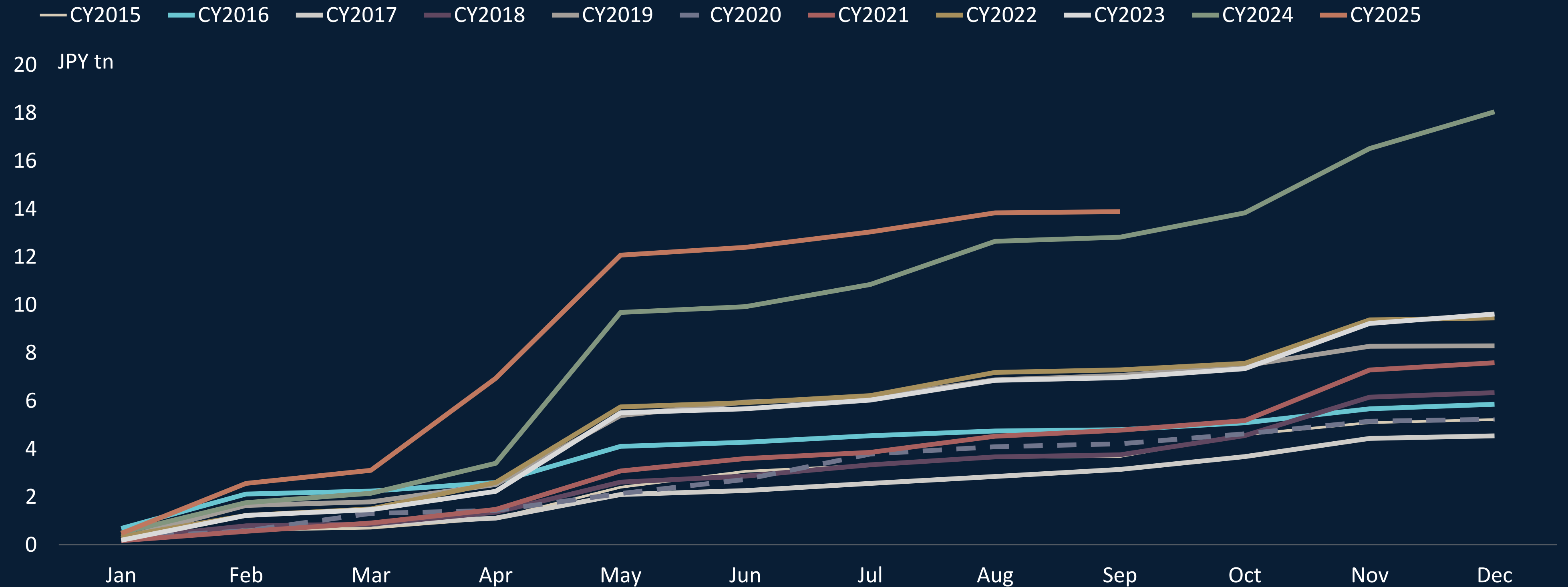
Calendar year net flows into US equities

400 US dollar (billions)

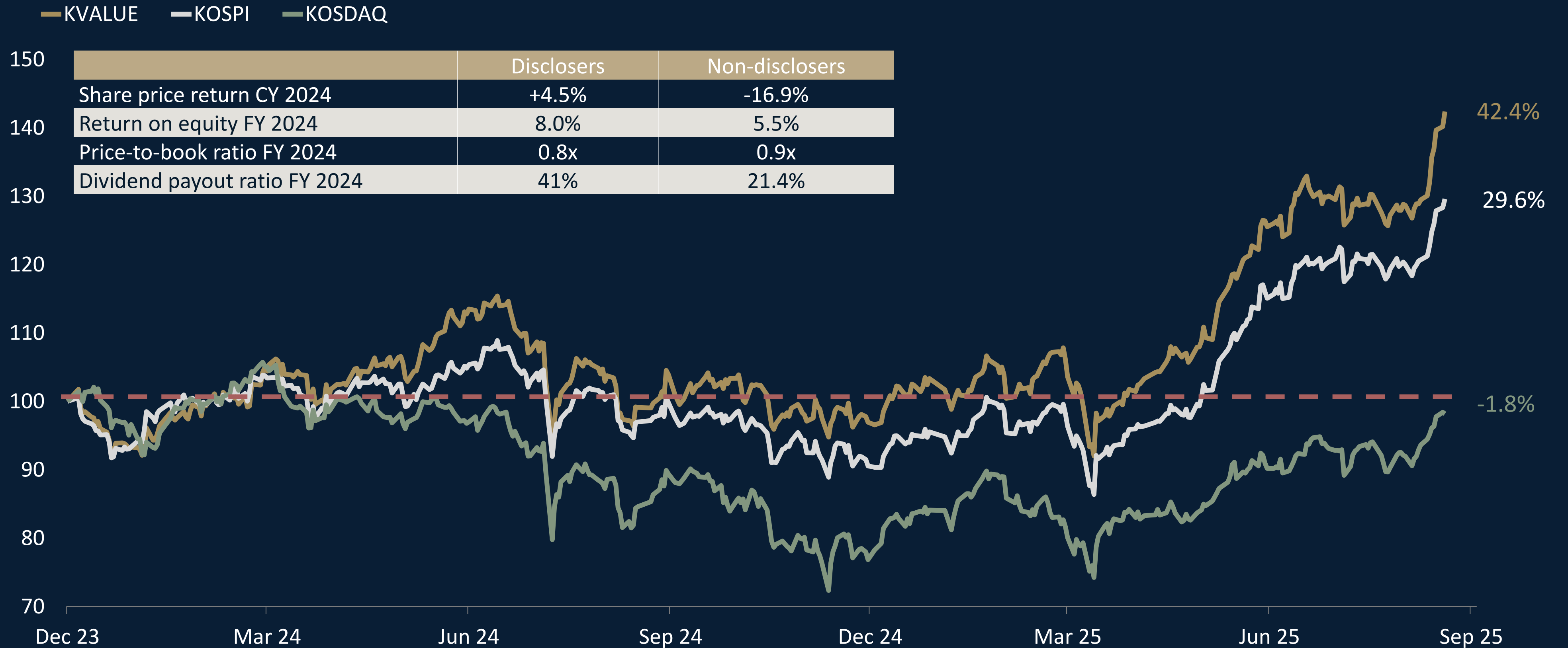


Other countries appear to be taking notes...

Announced buybacks in Japan (cumulative, JPY trillion)



Other countries appear to be taking notes...



Key takeaways

AI & PRODUCTIVITY



Artificial Intelligence could be the key to unlocking productivity growth, but with potentially significant disruption to the labour market. Will wealth created be distributed evenly or narrowly?

TRADE & CAPITAL FLOWS



The US is seeking to correct trade imbalances through tariffs, but this could have wider consequences on capital flows and other countries investing excess savings domestically.

THE DEBT LENS



Headline US debt may look worrying, but the bigger concern for debt sustainability should be long-term interest rates and demand for the US dollar.

GOVERNANCE EVOLUTION



The US has long set the benchmark for shareholder alignment, but other regions are now closing the gap through meaningful governance reforms, with evidence that it is already working.

THANK YOU
