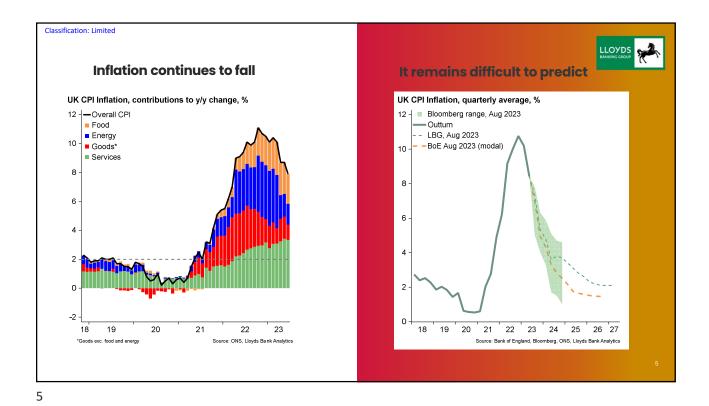
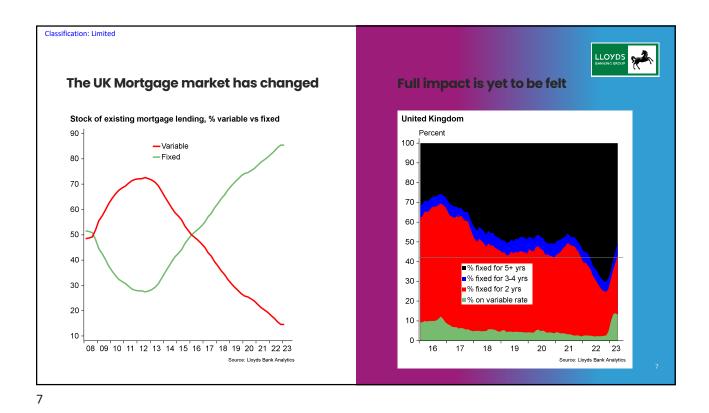


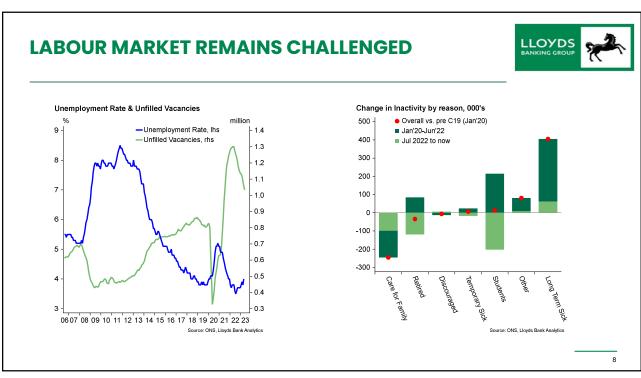
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Global uncertainty since U.S.-China **World Uncertainty Index** Fed 2007 is significant tightening and political risk in Greece trade tensions and Brexit Normalized, 1990-2010 is 100 on average 500 **Difficult to predict** and Ukraine U.S. fiscal cliff -Coronavirus Iraq war and sovereign debt 400 and outbreak of SARS crisis in Europe presidential Difficult to plan election Sovereign debt crisis 300 U.S. War in Brexit **GP income is limited** in Europe and 9/11 Financial 200 Interest rate scenario planning **Drawings** requirements **Cost sensitivity** Source: Hites Ahir, Nicholas Bloom, and Davide Furceri, "World Uncertainty Index," Stanford mimeo, 2018 **∀** HBR analysis



Classification: Limited Interest rates are at/ near peak Global rates have also risen UK Bank Rate hiking cycles, bps Global Market Interest Rate Expectations, % Fed (Fed funds futures) Fed (1st Mar)
BoE (SONIA Futures) BoE (1st Mar)
CONIC Futures) CONIC Futures 600 - 11/2021 --04/1997 - 06/1998 **-** 10/2003 - 08/2004 -07/2006 - 07/2007 -08/1999 - 02/2000 10/2017 - 08/2018 400 300 200 100 10 12 14 16 18 20 22 24 26 months since first hike 23 24 Source: Bloomberg, Lloyds Bank Analytics Source: Bloomberg, Lloyds Bank CIB





How does this all affect practices?



The wider economic challenges have a direct impact on GP practices today



Labour pressures



Sustainability demands





The need to digitize

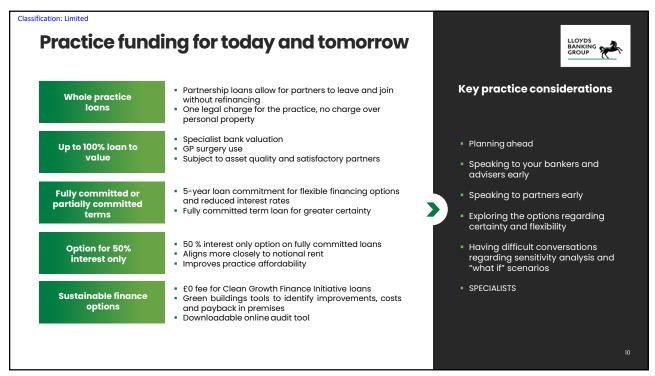


Increased regulation



Partner succession

9



Classification: Limited

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