

9th June 2015

Asia – Uniquely Positioned to capture Growth in the Asian Century

Investor Update 2015

HSBC

Investor Update 2015

Important notice and forward-looking statements

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Non-GAAP Financial Information

This presentation contains non-GAAP financial information. The primary non-GAAP financial measure we use is 'adjusted performance' which is computed by adjusting reported results for the year-on-year effects of foreign currency translation differences and significant items which distort year-on-year comparisons. Significant items are those items which management and investors would ordinarily identify and consider separately when assessing performance in order to better understand the underlying trends in the business. Reconciliation of non-GAAP financial measurements to the most directly comparable measures under GAAP is provided in the 'reconciliations of non-GAAP financial measures' supplement available at www.hsbc.com.

Asia

Key strategic priorities

Key messages

Strong position to capture Asian growth

- Asia is the world's leading economic region
- China continues to be an engine of growth
- HSBC is in a unique position to benefit from Asia's development, as Asia's leading international bank

ASEAN

- Strong growth potential in ASEAN priority markets
- HSBC to capture opportunities in Wealth, trade and investment flows in Singapore and Malaysia
- Build scale post-integration in Indonesia

Expansion in China

- Connecting China to the world, with Shanghai as key emerging financial centre and focus for HSBC
- Growth opportunities arise from stronger integration of Pearl River Delta (PRD) with Hong Kong
- Aspiration to expand presence in PRD significantly

RMB international-isation

- Strong underlying factors and policy reforms are driving the international use of the RMB
- HSBC is the leading international RMB bank and in a strong position to capture resulting opportunities

Wealth and Connectivity

- Capture emerging middle class and wealth creation
- Business corridor initiative to capture client opportunities along fast growing Asian trade corridors

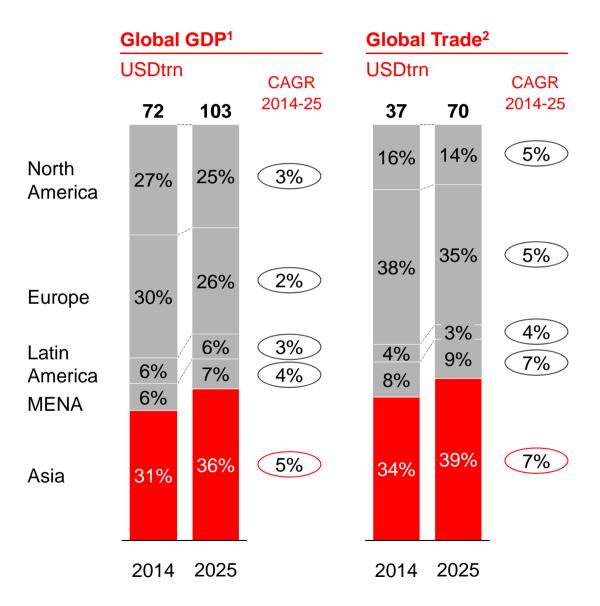
Asia financials¹

2014, USDbn	
Revenue	23.7
Operating expenses	10.4
LICs	0.6
PBT	14.6
CER	44%
RWA	500
RoRWA ²	3.1%

Financials on reported basis

Including Associates

Asia is the world's leading economic region



Drivers of growth

Trade and capital flows

- Growth in international and intra-regional trade has been a key driver of Asian development, led by China
- Intra-regional investment and people flows gain importance

Urbanisation

- By 2050, Asia's urban population forecasted to increase by 61%³
- Another 1.2bn people expected to live in the region's cities in the next 35 years³

Rising Middle Class

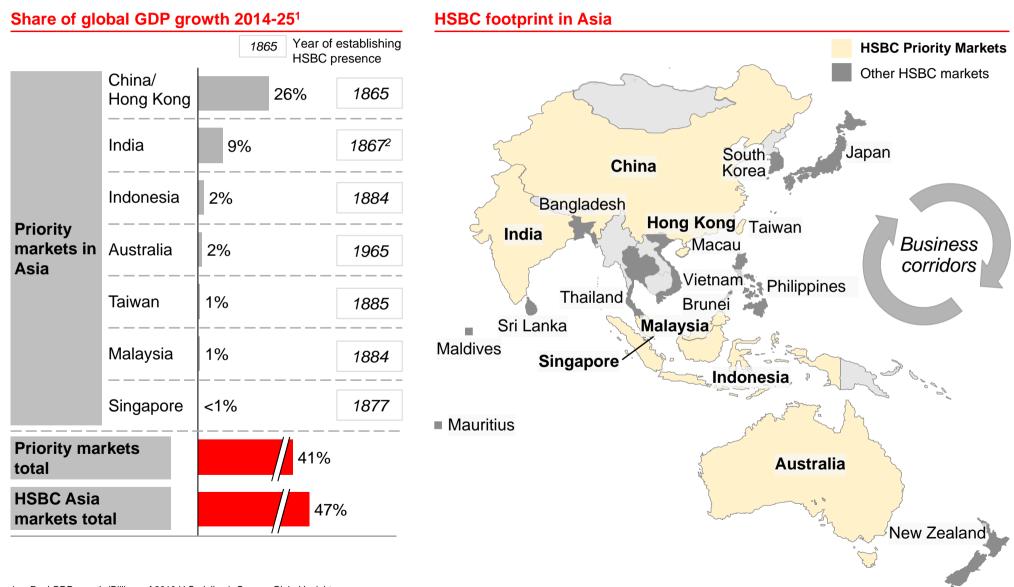
- The rising middle class has been a key source of wealth creation across many Asia markets
- By 2030, Asia is expected to account for 66% of the world's total middle class population from 28% in 2009⁴

Sources:

- 1. Real GDP growth (Billions of 2010 U.S. dollars); Source: Global Insights
- 2. Exports + Imports; Source: Global Insights
- 3. United Nations, Department of Economic and Social Affairs: World Urbanization Prospects: The 2014 Revision
- 4. OECD, Middle class defined as households with daily expenditures between USD10 and USD100 per person in purchasing power parity terms

Asia

HSBC is in a strong position to capture growth opportunities in Asia...

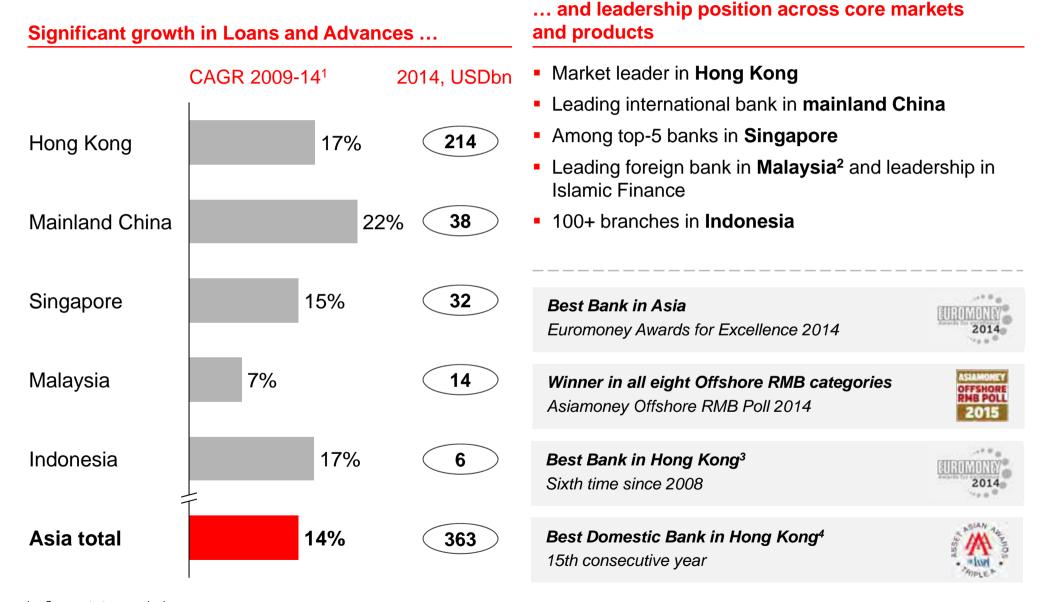


l. Real GDP growth (Billions of 2010 U.S. dollars); Source: Global Insights

^{2.} HSBC Group commenced operations in India in 1867 with a branch in Calcutta (now Kolkata). An earlier commencement, as the Mercantile Bank of India, China and London, which the Group acquired in 1959, was established in 1853, with a branch in Bombay (now Mumbai)

Asia

... which has been reflected in strong performance over the past years



^{1.} On a constant currency basis

^{2.} By PBT and branch network

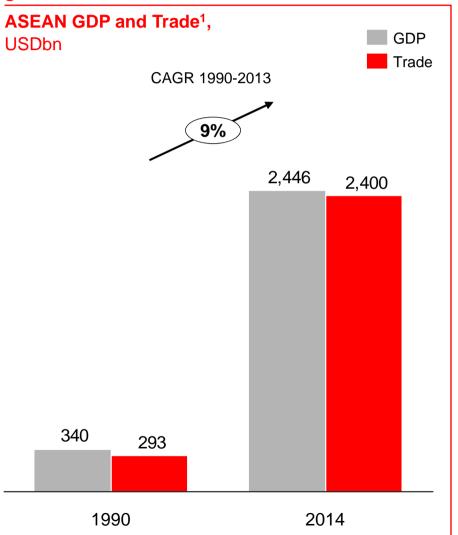
HSBC Hong Kong

^{4.} Hang Seng Bank Hong Kong

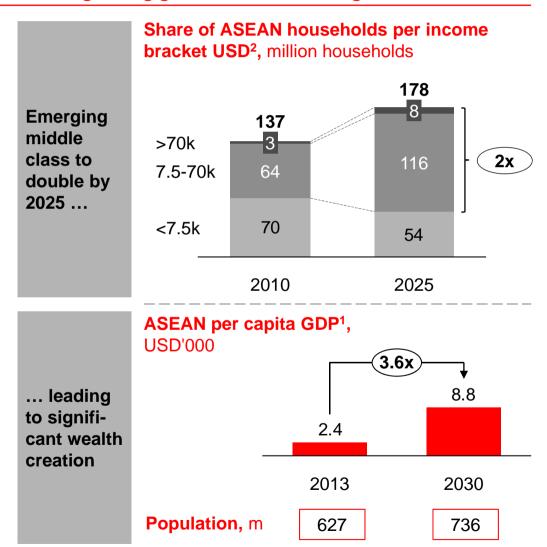
Asia: ASEAN

Significant growth opportunity in ASEAN

ASEAN economic integration has led to significant growth in GDP and Trade...



...fostering strong growth over the coming decades



^{1.} Source: Global Insights

^{2.} Source: McKinsey, Understanding ASEAN: Seven things you need to know, 2014

ASEAN: Position HSBC as top 5 bank in region

	Current position	Long-term target	HSBC growth areas
Singapore	Among top 5 banks in the market ¹	Become the leading international financial services provider in Singapore	 Leading financial centre in Asia Capture growth in business corridors – focus on large regional and global Corporates and FIG³ clients Capture cross-border wealth flows in GPB and Asset Management Local incorporation of Retail business, focus on Wealth growth and digital investment
Malaysia	Leading foreign bank ²	Protect position as most profitable foreign bank and leadership in Amanah franchise	 Increase share in trade and cross-border investments into ASEAN and North Asia – growth in the Corporate sector and GTRF Expand RBWM in growing emerging affluent population – Wealth, Cards Grow Amanah business (e.g., through Amanah branches, strong position in Sukuks)
Indonesia	Network of 100+ branches	Become a top-3 foreign bank	 Following integration of Bank Ekonomi and HSBC's Indonesia operations, leverage combined branch network of 100+ outlets in 30 cities Accelerate growth in Retail and Business Banking propositions through investments in distribution/ digital Continue to expand strong position in Corporate and cross-border business

^{1.} Based on market share in loans and advances to customers and deposits 2013/14. Source: company reports, Monetary Authority of Singapore (MAS); 2013 deposits data for other banks based on Credit Suisse Research (SEP14)

^{2.} Based on network (68 branches) and profits of foreign banks 2013/14. Source: company reports, Central Bank, IMF

^{3.} Financial Institutions Group

HSBC has a leading market position in Hong Kong ...

Leading market position of HSBC Group in Hong Kong supported by two brands

Population of

Hong Kong²

Hang

Seng Bank

HSBC (X)

Best Bank in Hong Kong

Sixth time since 2008



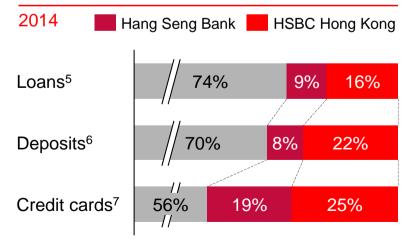
- Largest and leading bank in Hong Kong, first in terms of deposits, loans³ and profitability⁴
- Note issuing bank in Hong Kong since 1865
- 2014 key metrics⁴
 - USD10.5bn revenue
 - USD5.8bn PBT
 - RoRWA of 5.4% / CER of 42%



Market shares³

HSBC

Hong Kong





Best Domestic Bank in Hong Kong

15th consecutive year

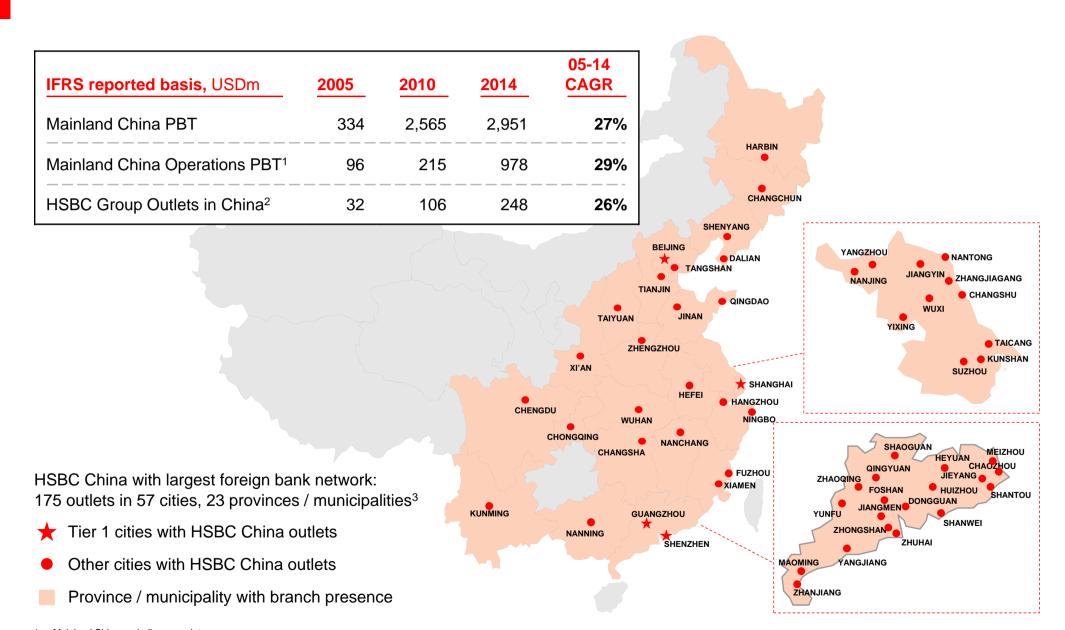


- Established 1933, majority-owned by HSBC Group since 1965
- Leading domestic bank in Hong Kong, third largest by assets³
- Recognised brand, owner of Hang Seng Index
- 2014 key metrics⁴
 - USD3.4bn revenue
 - USD2.3bn PBT
 - RoRWA of 4.1% / CER of 31%
- 1. As at DEC14. RBWM customer numbers for HSBC may include customers of Hang Seng Bank, and vice versa
- 2. Mid-2014. Source: The government of the Hong Kong SAR, Census and Statistics Department
- 3. As at DEC14. Loans and deposits market data from HKMA
- 4. On a reported basis

- Loans and Advances to customers
- Customer accounts
- 7. As at DEC14. Credit Cards receivables, HKMA published data

Asia: Greater China

... and is the leading international bank in mainland China



^{1.} Mainland China excluding associates

^{2.} Includes HSBC China, Hang Seng Bank China, and HSBC China Rural Banks

As of MAY15

Asia: Greater China

Various initiatives to foster increased capital flows and stronger integration with Hong Kong

Policy themes

Integration with Hong Kong

- Government policy to drive closer economic integration of Hong Kong and Guangdong province
- Hong Kong pilot destination for many areas of cross-border policy liberalisation

Example initiatives

- CEPA free trade agreement between mainland China and Hong Kong, covering trade and investments
- Shanghai-Hong Kong Stock Connect established in 2014 and preparation work for Shenzhen-Hong Kong Stock Connect expected to be completed by JUL15

Regional infrastructure investment

- Investment initiatives to drive China's economic and overseas development
- Focus will be on infrastructure investment and promoting cross-border trade
- New Silk Road ("One-Belt-One-Road"): Infrastructure investment to facilitate flow of services and capital over land ("one belt") and sea ("one road"2)
- Asian Infrastructure Investment Bank (AIIB): Chinaled initiative to fund investment in Asian infrastructure

RMB internationalisation

- Gradual liberalisation of RMB capital account
- Policies to promote cross-border investment and trade
- Shanghai Free Trade Zone to pilot reforms that facilitate trade and the regulatory framework for RMB convertibility under the capital account
- QDII2³ allowing mainland Chinese customers to invest overseas

Free Trade Zones

- FTZs provide a controlled testing ground for reforms of current and capital account
- Following successful pilots, intention is to roll out policies nation-wide
- Shanghai Free Trade Zone (FTZ) launched in SEP13
- Three new FTZs in Guangdong Province, Fujian Province and Tianjin have been launched in APR15

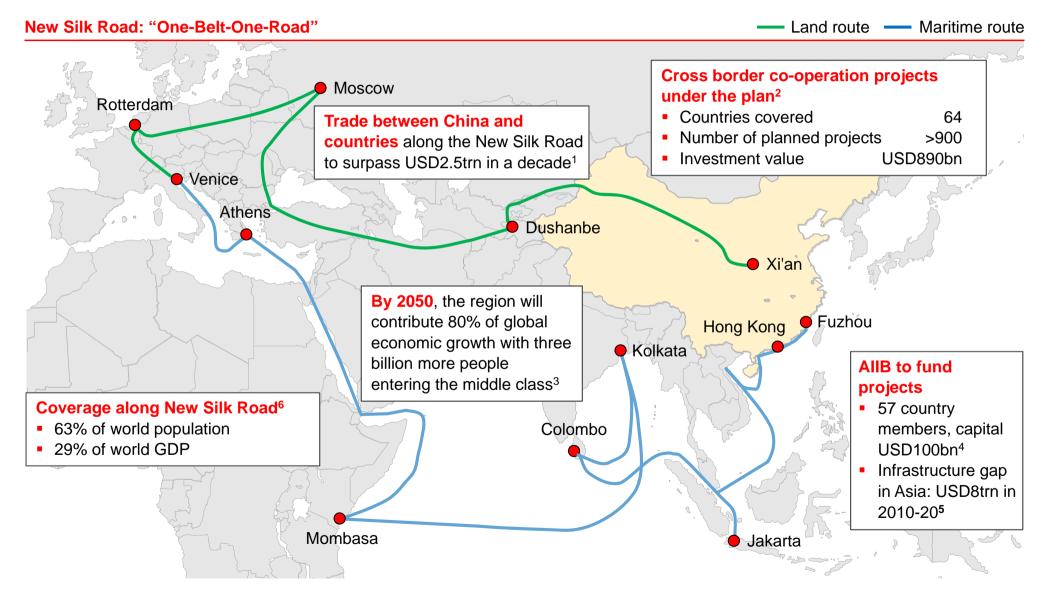
^{1.} Silk Road Economic Belt: Connecting China, Central Asia, Russia and Europe

^{2.} Maritime Silk Road: Linking China to ASEAN, India and Africa

^{3.} The new Qualified Domestic Individual Investor programme

Asia: Greater China

China's New Silk Road initiative and AIIB to drive growth in Asian cross-border flows



Sources:

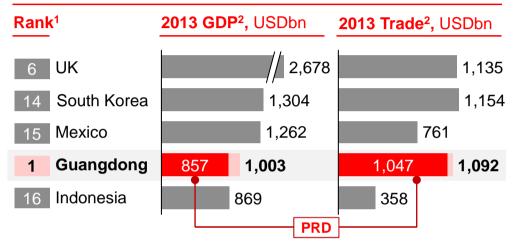
- 1. Xi Jinping in 2015 Boao Forum, Xinhuanet, 29MAR15 (http://news.xinhuanet.com/english/2015-03/29/c_134107329.htm)
- 2. China Development Bank (http://en.xinfinance.com/html/Economies/Investment/2015/72999.shtml)
- 3. McKinsey (http://www.bloomberg.com/news/articles/2015-04-14/china-follows-the-silk-road-in-search-for-land-of-fast-growth)
- 4. AIIB (http://aiibank.org/)
- 5. Asian Development Bank (News Release 30MAY12)
- 6. HSBC Global Research. On the New Silk Road III

The Pearl River Delta corresponds in size to a leading global economy, in close proximity to Hong Kong

Guangdong (GD)

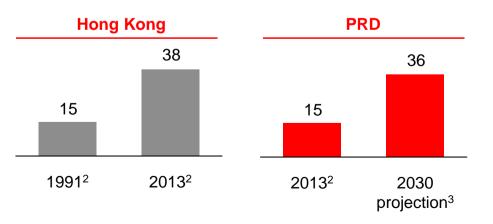
Pearl River Delta (PRD)

Already today, the Pearl River Delta corresponds in size to a leading global economy ...



... with significant potential for growth and wealth creation ...

GDP per capita, USD'000



... in close proximity to Hong Kong

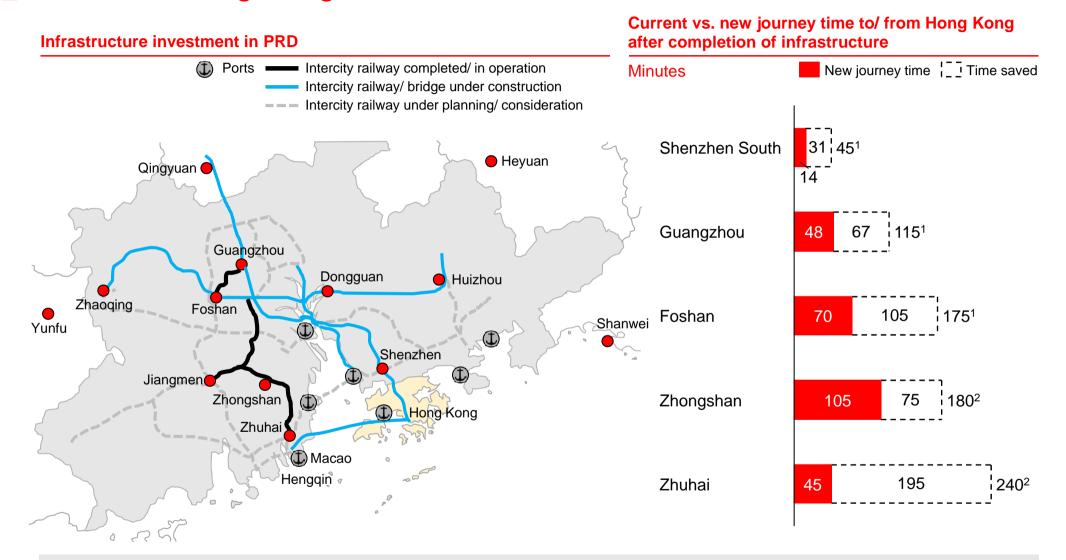


Economy size²

2013	Guangdong	PRD	Hong Kong
Population,	106 (8% of China)	57 (54% of GD)	7
GDP,	1,003	857	275
USDbn	(<i>10% of China</i>)	(85% of GD)	
Trade,	1,092	1,047	1,045
USDbn	(26% of China)	(96% of GD)	

- 1. Rank of country / Chinese province, respectively, by GDP
- . Sources: Global Insights; Statistics Bureau of Guangdong Province; National Bureau of Statistics of the People's Republic of China
- Source: Planning study on the coordinated development of the Greater Pearl River Delta Townships, 2009
- 4. Not part of Guangdong Province

Infrastructure investments to further enhance connectivity between PRD and Hong Kong



Hong Kong and surrounding PRD would likely be shaped into a single large metropolis area in the future

Source: "The Greater Pearl River – 7th Edition" – Invest Hong Kong

^{1.} Time saved based on train travel via new Express and Intercity Railway connections

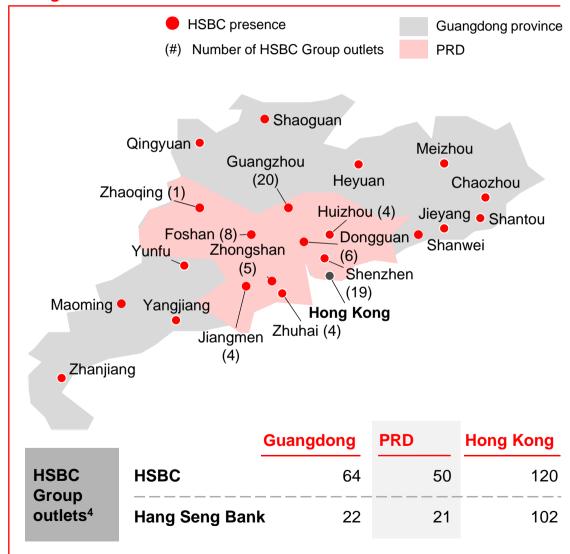
^{2.} Time saved based on car travel via new Hong Kong-Zhuhai-Macao bridge

A combined Pearl River Delta and Hong Kong would rank as the world's largest banking city cluster by 2025¹

Total banking revenue estimates¹

	Rank ¹	Total banking	
City / Cluster	2010	2025	revenue ² 2025, USDbn
PRD ³ + Hong Kong	2	1	185
Beijing	6	2	124
Shanghai	9	3	98
Sao Paulo	8	4	86
Tokyo	1	5	83
New York	3	6	73
Hong Kong (standalone)	12	7	48
London	7	8	45
Los Angeles	10	9	45
Singapore	17	10	42
Guangzhou (standalone)	24	11	41
Tianjin	40	12	38
Paris	5	13	38
Shenzhen (standalone)	29	14	38
Toronto	14	15	31

HSBC present in all 21 prefectures of Guangdong province, with a strong focus on PRD cities



^{1.} In terms of total risk adjusted revenue pool for Retail Banking (excluding consumer finance) and Corporate Banking. Based on McKinsey's city attractiveness model

[.] McKinsey estimates of banking revenues after risk costs, representing customer-driven banking figures and excluding consumer finance revenues. Different from reported results, noncustomer-related results (such as ALM, prop. Trading) are excluded

Includes 9 prefectures: Guangzhou, Shenzhen, Foshan, Dongguan, Zhongshan, Huizhou, Zhuhai, Jiangmen, Zhaoqing

[.] As at MAY15

Building on our leading market position in Hong Kong, HSBC aspires to achieve USD1bn PBT in PRD

Leverage market leading position through select growth themes

Emerging Middle Class

- Grow and enhance physical footprint complemented by significant investment in digital platform and mobile sales force
- Broaden product offerings and accelerate quality asset growth, e.g. via a step up of mortgage business in selected cities
- Capture cross-border wealth flows, e.g. opportunities from remittances, Shenzhen-Hong Kong Stock Connect, medical insurance
- Roll out of credit cards business under a relationship-led "Card First" strategy to drive new customer acquisition

Commercial clients / connectivity

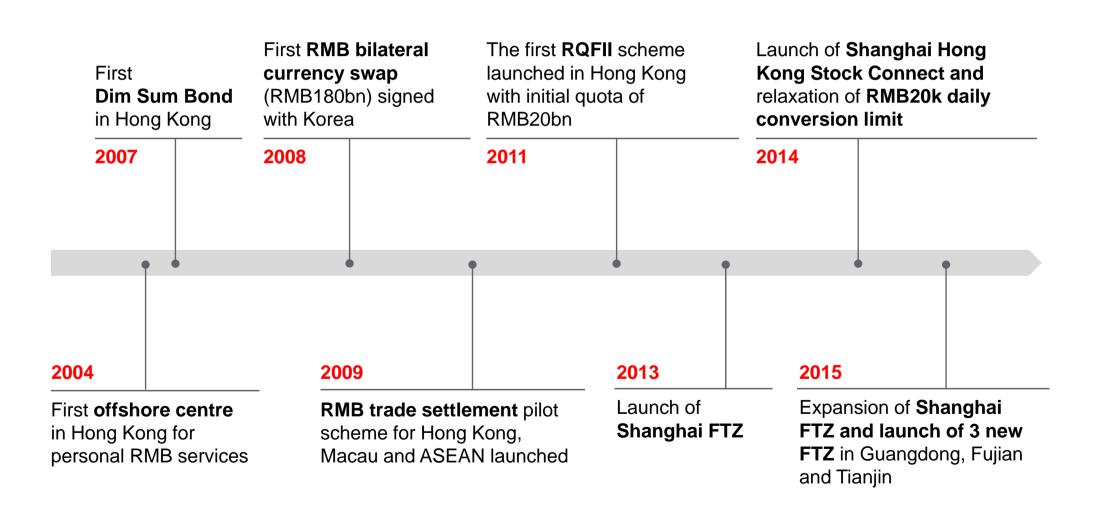
- Enhance coverage and implement sector specialism to deepen wallet share and drive returns in Large Corporates – especially those with capital finance needs
- Broaden client base and capture new-to-bank opportunities in the Mid-Market Enterprises space
- Build up Business Banking Upper through International Relationship Managers, and drive for deposit-heavy product mix

New business capabilities

- Expand Markets capabilities from policy liberalisation, e.g.:
 - Securities
 - Asset management
 - Metals and commodities
- Drive incremental Greater China / offshore income from regulatory relaxation

International use of the RMB has increased rapidly ...

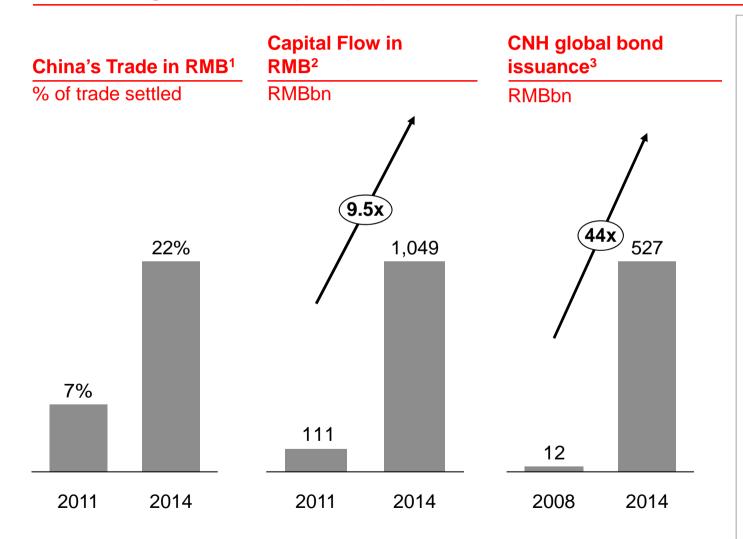
RMB internationalisation has been driven by regulatory relaxation since 2004



Asia: RMB internationalisation

... leading to significant market growth

RMB market growth metrics (examples)



2015:

- Offshore RMB deposit pool of c.RMB1.9trn⁴
- 15 official RMB clearing banks⁵
- Total RQFII⁶ quota of RMB920bn from 12 sites around the world⁷
- 29 currency swap agreements in place totaling over RMB3trn⁸
- 35 central banks have invested or expressed an interest in using RMB as reserve currency⁹
- RMB is #2 trade and #5
 payment currency globally¹⁰

- 6. RMB Qualified Foreign Institutional Investor
- Source: Press reports
- Source: Press reports
- Source: South China Morning Post Money News
- 10. As at MAY15, Source: SWIFT

^{1.} Cross-border goods trade with China; Source: Estimates based on published data from PBOC and China Customs

^{2.} Combined Outward Direct Investment and Foreign Direct Investment; Source: PBOC

^{3.} Source: HSBC Global Research, Bloomberg

^{4.} Source: Public data from various Central Banks / Local Authorities

^{5.} Source: Press reports

Asia: RMB internationalisation

HSBC is the leading international RMB bank

HSBC capability / awards

- Capability in 50 markets
- Dedicated RMB experts in offshore centres



- Best Overall Offshore RMB Products & Services
- 4 years in a row



- RMB House of the Year
- 3 years in a row



Winner of Dim Sum Bond House - 3 years in a row

Leading across RMBI offshore centres



Sole underwriter for 1st CNH issuance by foreign regional government

Financial advisor / sub-

underwriter for RMB Asset Backed

Securities in China

February 2015



Sole lead manager for the 1st CNH Green bond issued by IFC



October 2014

Joint Lead Manager for the 1st Non – Chinese sovereign CNH Bond issuance. BOE acted as agent

France

March 2015 agency

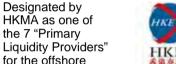
Joint book

runner for the 1st ever CNH Bond by a French

Hong Kong

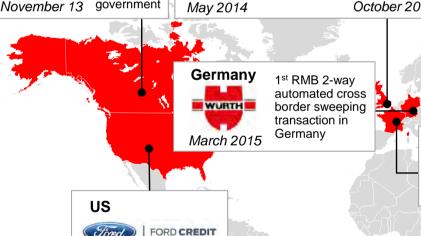


November 2014



Amona 1st banks to offer Northbound services as part of SH-HK Stock Connect

November 2014



Taiwan

Winner of best Taiwan deal for China Construction Bank Asia's RMB 3.3bn Formosa Bond issuance acting as ioint bookrunner

November 2014

Korea



manager for 1st CNH bond issuance in Korea

Sole lead

October 2014

RMB market



June 2014

Singapore Amongst 1st banks to provide cross

border lending in Suzhou Industrial Park

Malaysia Advised and facilitated RMB trade settlement for Palm Oil Industry in



December 2013

Malaysia

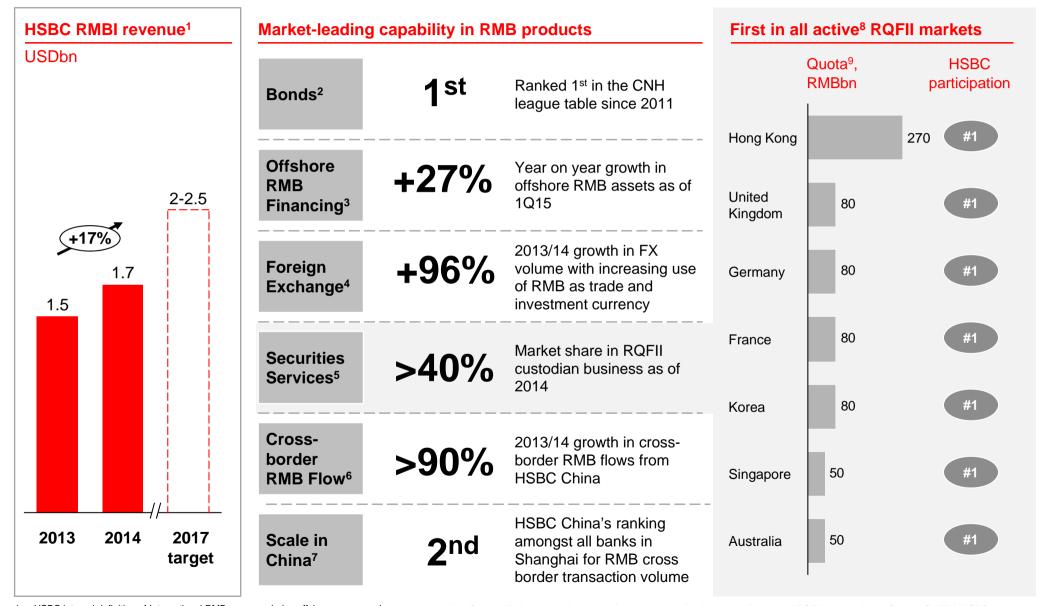
June 2015

Sime

manage their RMB/liquidity across multiple jurisdictions including Australia, Canada, UK and China and reducing FX costs

Helped Worley Parsons

Market leading position driving revenue growth



HSBC internal definition of International RMB revenues being offshore revenue where any
portion is denominated in RMB and onshore revenue from Global Markets, BSM and Capital
Financing (excluding Credit and Lending) that is denominated in RMB

- Source: Estimated market share of onshore custodian business of approved RQFII quota holders. Source: SAFE & HSBC
- 6. Source: HSBC
- 7. Source: PBOC

^{2.} Bloomberg CNH Bond League Table

^{3.} Offshore RMB lending balance, Source: HSBC

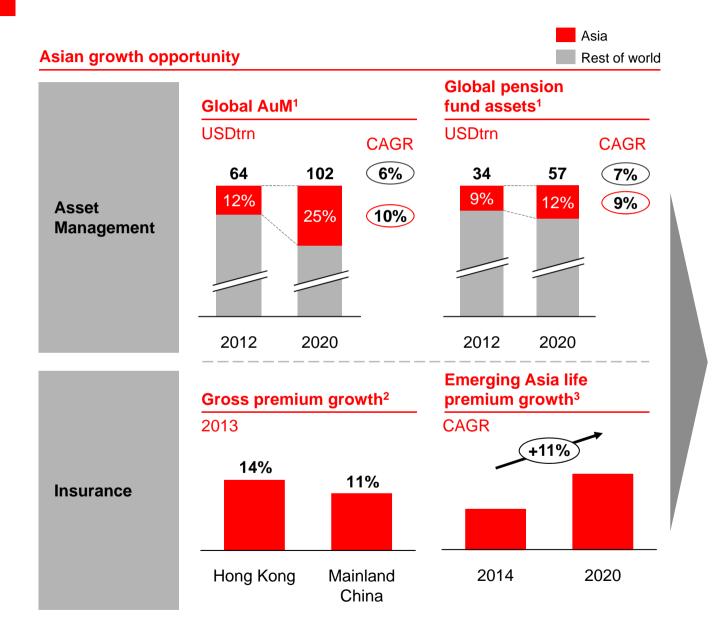
^{4.} FX transactions through Global Markets. Source: HSBC

^{8. &#}x27;Active' refers to where a custodian has been appointed in a market and approved by SAFE

^{9.} Based on public announcements

Asia: Wealth

Significant growth potential in Asset Management and Insurance



HSBC priorities for Asset Management and Insurance

- Invest in Asia to capitalise on growth opportunities
- Capture rise of the Asian middle class, meeting demand for wealth products and insurance, e.g. protection and education needs
- Address needs of Asia's ageing population, particularly in Greater China, to meet the demand for retirement products
- Continue to focus on increasing penetration of customer base in Hong Kong
- Lead innovation in RMBdenominated investment and insurance products, leveraging international RMB leadership position
- Support international investors in accessing Asian investment opportunities, in particular in mainland China

Sources

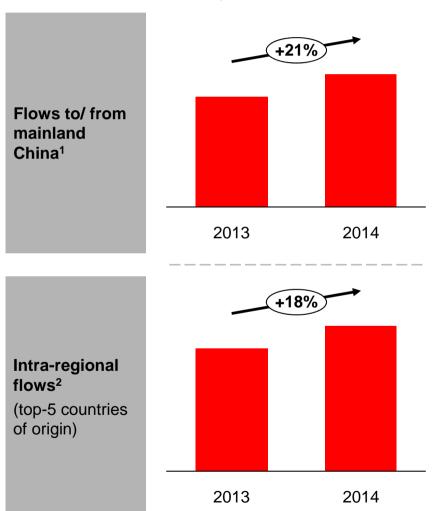
- . PwC Report "Asset Management 2020 A Brave New World"
- HK TDC research
- 3. Munich Re Insurance Market Outlook (MAY14)

Asia: Connectivity

HSBC is systematically capturing growth in Asian trade and capital flows



HSBC cross-border subsidiary revenue CMB and GB&M



Examples for business corridor initiatives



- Strong economic connectivity and people flows (NRI Non-Resident Indian)
- Support large number of US companies with subsidiaries in India in their cross-border operations
- Provide advisory and investment to Indian technology companies, including mid-size (CMB) clients, in establishing a US presence

Intra-ASEAN

- Trade and investment facilitated by ASEAN economic integration agenda and strong underlying growth
- HSBC building centralised sector expertise for region in economic and financial hub Singapore
- Initiatives focused along key sectors such as real estate, commodities, manufacturing and infrastructure

Mainland China – Australia

- Mainland China is major destination of Australian exports (34% of total exports), and source of 21% of imports³
- 2014 bilateral free trade agreement to accelerate growth in trade and investments
- HSBC initiatives focused on infrastructure and energy sectors and increasingly agribusiness
- 1. Cross border revenue from companies domiciled in mainland China to the rest of the World and companies domiciled in the rest of the World into mainland China. Source: Internal HSBC client data
- 2. Cross border revenue from companies domiciled in Hong Kong, India, Singapore, mainland China, Malaysia and their subsidiaries in other Asian markets. Source: Internal HSBC client data

^{3.} Source: UN ComTrade, 2014

Case example: Enabling China-Australia cross border investment

Background

- The China-Australia Free
 Trade Agreement
 announced in NOV14 is
 accelerating growth in trade
 and investment flows
 between both countries
- Responding to the "One-Belt-One-Road"
 government initiative,
 Chinese infrastructure
 companies are seeking to
 enhance their international
 footprint and
 competitiveness
- In this context, HSBC has supported the recent acquisition of Australia's John Holland Group by CCCC from China

Cross-border M&A to facilitate Chinese investment in Australia

Acquires

100% of



China Communications Construction Company (CCCC)

- State-owned infrastructure enterprise
- One of the largest global companies specialising in transport, infrastructure, engineering and construction
- #187 on the Fortune 500
- Active in 135 countries



John Holland Group

- One of Australia's largest construction companies
- Operations in Australia, New Zealand, South East Asia and the Middle East

HSBC contribution

In Hong Kong:

- MLA¹ and Underwriter of a USD1.1bn bridge loan facility for CCCC's acquisition
- HSBC acted as advisor on CCCC's debut international rating by Moody's and Fitch
- HSBC acted as JGC², JLM³ and JBR⁴ for CCCC's USD1.1bn perpetual bond takeout of bridge facility

In Australia:

 MLA, Underwriter and Bookrunner of AUD1bn syndicated bonding facilities for John Holland's ongoing operations after the acquisition

- Demonstrates HSBC's strong international structuring capability for a complex cross-border transaction
- "One-stop" solution for clients in an accelerated timeframe
- Well positioned to support future financing needs for the overseas expansion of Chinese companies

^{1.} Mandated Lead Arranger

^{2.} Joint Global Coordinator

^{3.} Joint Lead Manager

^{4.} Joint Bookrunner

Case example: Enabling UK-India cross border investment

Background

- Diageo wanted to increase its holding in USL, its Indian subsidiary to more than 50% from the current 28.78%, which it acquired from the erstwhile promoters and through an offer to public shareholders
- In this context, HSBC supported Diageo to acquire an additional 26% stake in USL
- Largest inbound Foreign
 Direct Investment in India in 2014 (USD1.9bn)
- Helped Diageo to significantly strengthen its presence in India with India becoming the 2nd most important market for Diageo Plc

Cross-border M&A to facilitate UK investment in India

DIAGEO Diageo Plc

- World's leading premium drinks player selling alcoholic beverages in more than 180 markets
- Marquee brand portfolio includes Johnnie Walker, Cîroc, Baileys and Guinness among others

Acquires USL

26% for

USD1.9bn

United Spirits Limited ("USL")

- USL is the market leader in the Indian liquor market with a volume share >c.40%
- The transaction enabled Diageo to increase its shareholding from 28.78% to 54.78%

HSBC contribution

In India:

- Acted as the Jt. Financial Advisor and Jt. Manager to the Offer by Diageo to acquire 26% stake in USL
- Also provided full service bouquet to Diageo which included Escrow services, FX¹ services (including hedging) and bank guarantee for the Open Offer
- Leveraged HSBC's access to investors domestic insurance companies, mutual funds as well as strong relationship with blue chip FIIs²

In UK:

Committed USD2bn facility to Diageo plc to fund the transaction

- HSBC provided inputs to Diageo on the timing and pricing of the transaction
- As a result, the transaction garnered 183% response despite the market run up post the Indian general election result outcome – one of the highest for any offer of similar size to date
- Despite the complex nature ensured no delay in timeline

Foreign Exchange

^{2.} Foreign Institutional Investors

Case example: Facilitating Malaysian exports to China

Background

- The Malaysia-China trade corridor is growing fast, and China is Malaysia's #1 trade partner¹
- In line with its aspiration to diversify the economy, the Malaysian government seeks to strengthen soft commodity exports to China
- A dialogue on how trade settlement in RMB could promote this initiative has been initiated between the respective stakeholders
- HSBC has been proactively supporting this initiatives

RMB trade settlement to facilitate Malaysian exports to China

Benefits

Malaysian Exporters

- More competitive credit terms to Chinese buyers
- Tapping bigger market of buyers who can buy in RMB
- Ability to deploy RMB in China Operations where applicable
- Strategic diversification of trade currency and be part of the RMB Internationalization

Chinese Importers

- Easier access to RMB Trade lines / Credit Lines
- Longer payment period for RMB facilities against FCY facilities
- Match their local sales in RMB, natural hedge

HSBC role

Advisory

- Support Regulatory Agencies in articulating strategic intent
- Develop RMB trade settlement structure that is beneficial to both buyers and sellers

Execution

- Commit dedicated USD1bn fund to support Malaysia's exporters
- Provide financial instruments to facilitate trade in RMB
- Deliver proof-of-concept transaction

Pilot transaction



- Provided a structure for cross border Palm Oil trade in RMB. Funding rate to remain competitive with USD pricing benchmark.
- Chinese Buyer issued DC in RMB through HSBC to import Crude Palm Oil (CPO) from Sime Darby
- Sime Darby to export CPO and invoice in RMB under that DC
- HSBC acting as Issuing / Advising / Negotiating / Funding Bank in both China and Malaysia

Asia

Key messages

Key messages

Market Summary

- Asia will continue to develop as the world's leading economic region over the coming decade
- China continues to be an engine of growth

HSBC Position

- HSBC is in a unique position to benefit from Asia's economic development
- Strong heritage and positioned as leading international bank in the region and Greater China in particular

Strategic Priorities

- Grow presence in ASEAN capture opportunities in Wealth, trade and investment flows across the region
- Connecting China to the world, Shanghai as key emerging financial centre
- Leverage Hong Kong position to build scale presence in the Pearl River Delta
- Strengthen position as leading international RMB bank
- Capture client opportunities in wealth creation and business corridors

Strong track record in delivering growth

Since 2009¹ we have ...

- Doubled lending² in Asia, on average c.USD35bn growth per year
- On average, added c. USD1bn revenue per year
- Profit growth c.10% CAGR³ over the period
- CER improved during the same period from 48% to 44%
- Delivered consistently RoRWA >3%

Our aspiration is to ...

- Achieve USD1bn PBT in the Pearl River Delta
- Achieve at least USD2bn revenue from RMB internationalisation
- Strengthen our position as
 - Leading Bank in Hong Kong
 - Leading International Bank in mainland China
 - Leading International Bank for RMB
- Become a <u>Top-5 Bank</u> in **ASEAN**

Constant Currency Basis

Loans and advances to customers

^{3.} Excluding Associates

