Technology strategy — helping enable the Group to digitise at scale

**Speed**

- We aim to improve our time to market and stay ahead of the competition, making more of our services available via third parties

**Scale**

- We intend to build products once and rapidly scale them across the bank by leveraging Cloud technology, using modernised core platforms and data as our foundation

**Resilience**

- We plan to make our services more secure, better for the environment and more available

**People**

- Our aim is to have the right people, in the right places, equipped with skills for the future – empowered to be at their best and deliver as one team

- **Multi-year strategy** aims to deliver long-term business benefits
- **Providing the next generation of banking products and services** for customers
- **Built around modernising our technology architecture and operating model**
- **14 programmes** to deliver our 4 strategic capabilities — Speed, Scale, Resilience, People
- **Aligned to the bank’s four strategic pillars,** the businesses, functions and regional strategies
Technology strategy — selected 2027 ambitions

**Speed**

- Release customer-facing applications to market **3x faster** — from more than 6 months to less than 2 months
- Increase focus on Agile delivery – from 15% in 2021 to **80%** of Technology workforce working fully in Agile teams
- Modernise and simplify architecture – **20% of applications demised and 70% modernised**

**Scale**

- Increase focus on cloud adoption – from 27% in 2021, to **>70% of our end-state estate on cloud**
- Increase data availability – from 3 to 20 months to build new data analysis **to on-demand big data analysis**

**Resilience**

- Reduce system downtime – **50% improvement in availability** of important business services¹
- Cybersecurity – **Improve within top-quartile² industry rating** (NIST³ Cybersecurity Framework)
- Reduce carbon footprint – **10% reduction in data centre energy consumption** by 2026, from 2019 baseline

**People**

- Increase employee satisfaction for workplace technology – **significant improvement in Net Promoter Score⁴**
- Foster a culture of **innovation to explore new business models, alternative asset types and develop brand leadership in ESG**
- Improve colleague tooling – from 100+ disconnected tools and technology to **simplified, consolidated tools & one centralised social intranet**

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1. Refers to availability of Tier 0 and Tier 1 systems
2. Top quartile ratings will move with peer group size
3. National Institute of Standards and Technology
4. Employee NPS within the Technology function
Ventures, Innovation & Partnerships

HSBC is investing in and deploying technology to improve customer experience, make the bank more efficient and enable its growth priorities.

Our objectives are to:

- Gain insights into major innovation trends
- Catalyse early adoption of new technologies or business models
- Support all businesses and functions of HSBC
- Seek sound financial returns but recognise risky nature of venture investment

Ventures, Innovations & Partnerships seeks to improve upon HSBC’s approach to innovation by building on our foundational capabilities, further scale existing projects and apply VC-like commercial discipline to our technology investments.

Global Ventures, Innovation and Partnerships helps accelerate the development of digital products and services in our key markets, spread across four services:

- **Open**: Testing and developing new ideas
- **Invest**: Investing in early stage technology
- **Catalyst**: Supporting projects and ideas to scale
- **Accel**: Demonstrating new ways of working
HSBC Invest’s portfolio

Platform / business model innovation

Security, crime prevention & identity
- Malware Prevention
- Contextual Data
- Endpoint Security¹
- Vulnerability Platform¹
- Data Privacy
- Biometric Analytics
- AI Authentication

Cloud, data & analytics
- STOIC
  - Big Data Analytics
- Customer Matrix
  - Customer Network¹
- platform
  - Data Analytics¹
- Trade Information Network
  - Transactional Data*
- Solidatus
  - Graph Database

Banking access
- vizolution
  - Digital Journey
- kyriba
  - Treasury Platform¹
- TRADESHIFT
  - Supply Chain Network
- openfin
  - Financial OS
- Open Banking Platform

Operational efficiency
- CloudBees
  - DevOps
- KY3P
  - Vendor Onboarding*
- we.trade
  - SME Trade Platform*
- CONTOUR
  - Digital Trade Docs*

Borderless financial services
- cxacode
  - Employee Health
- DLT Consortium*
- ESgest
  - Ethereum Blockchain
- Supplify
  - Supplier ESG Rating

Emerging technologies

Deep technologies

Impact & sustainability

* Consortium
1. Exited
Catherine is the Global Head of Ventures, Digital Innovation & Partnerships at HSBC. She is driving group level efforts to uncover new profit pools, alternative business models and leading changes from outside in.

Prior to HSBC, Catherine ran the Consumer Bank for East West Bank and led the efforts to build an entirely new stack of digital capabilities from ground up. Prior to joining the bank, she was a senior partner at PwC and served as the leader for the Digital Services business for the Financial Services Industry.

Catherine is deeply connected to the financial centres in New York, Asia and Europe while rooted in Silicon Valley, San Francisco the Bay area, working with start ups and technology giants in developing digital first businesses.
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Additional detailed information concerning important factors that could cause actual results to differ materially from this Presentation is available in our Annual Report and Accounts for the fiscal year ended 31 December 2021 filed with the Securities and Exchange Commission on Form 20-F on 23 February 2022 (the "2021 Form 20-F") available at www.hsbc.com..

Information in this Presentation was prepared as at 2 March 2022.