



A growing, high-returning HSBC – closing remarks

Asia seminar for investors and analysts | May 2026



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Group CFO



Seminar key takeaways

Simple and agile

- ◆ Building the bank of the future
- ◆ Streamlining and upgrading operating model
- ◆ Leading in innovation

Customer centricity

- ◆ High-quality customer franchise
- ◆ Each business is built on trust

Deliver focused, sustainable growth

- ◆ Market-leader, capturing each of our structural growth opportunities
- ◆ **#1** bank in Hong Kong¹
- ◆ **#1** Wealth Manager in Asia²
- ◆ **#1** Wholesale Transaction Bank in Asia³

Built on strong foundations

Hallmark financial strength

Brand trust and heritage

Power of our global network

Our people and deep product expertise

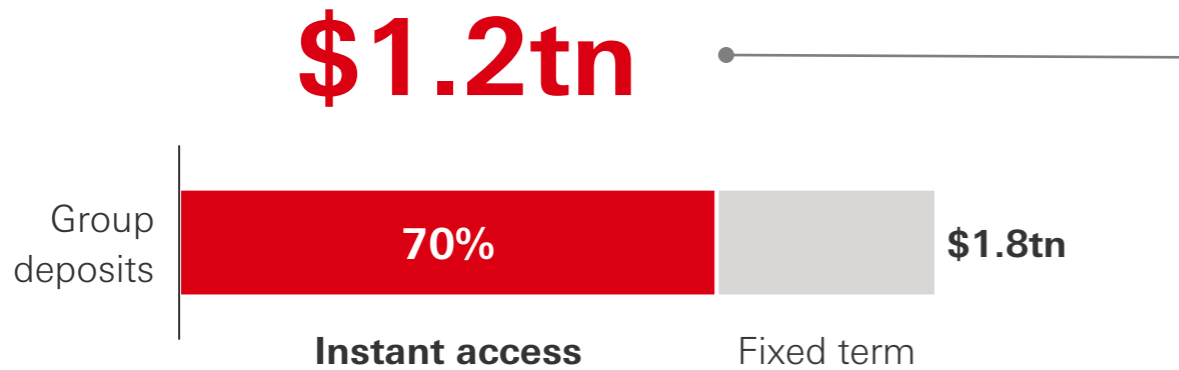
Executing at pace to be simple and agile, driving operating leverage

1	Organisational structure aligned to strategy	DONE
2	Leadership: Agility. Accountability. Speed.	DONE
3	\$1.5bn simplification saves to be taken to bottom line	AHEAD
4	\$1.8bn of cost reallocations \$1.5bn cost reallocation; \$0.3bn synergies across HSBC and Hang Seng Bank ¹	ON TRACK
5	Streamlining and upgrading our operating model	ON TRACK

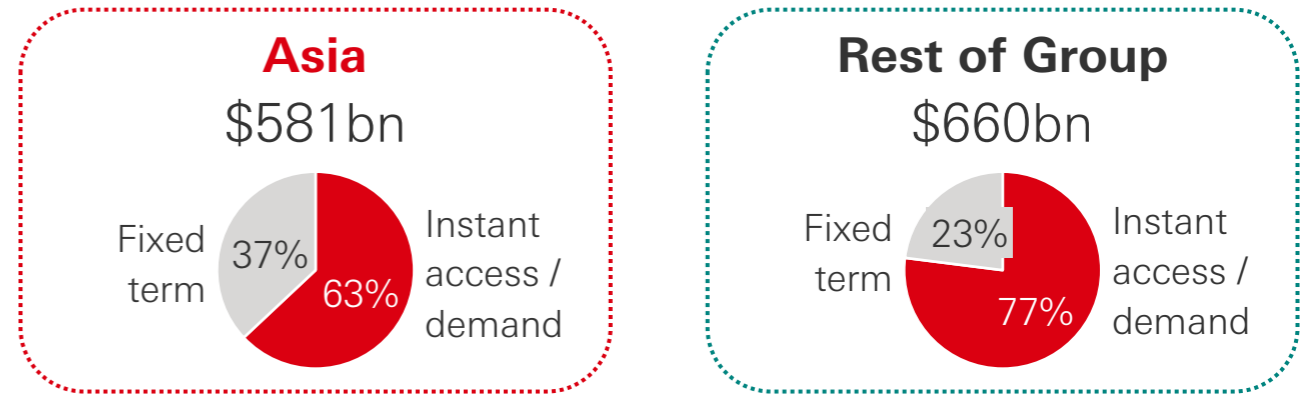
High-quality customer franchise; solid foundation for growth

Instant access / demand deposits

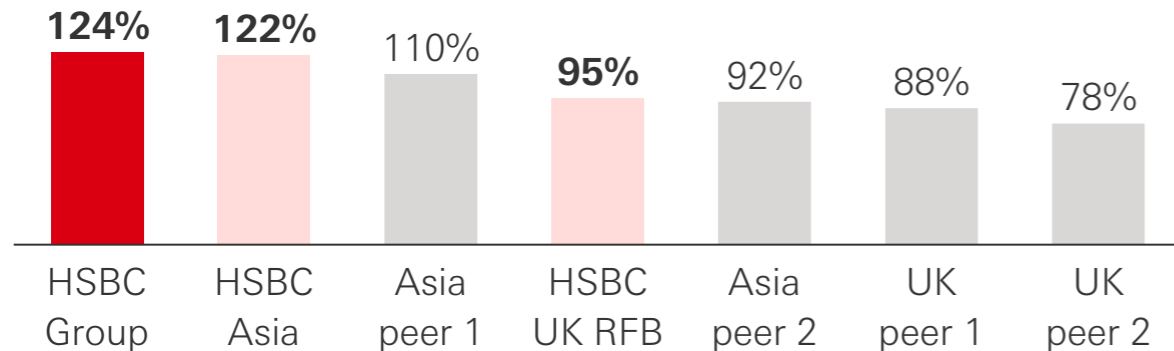
1Q26 customer deposits



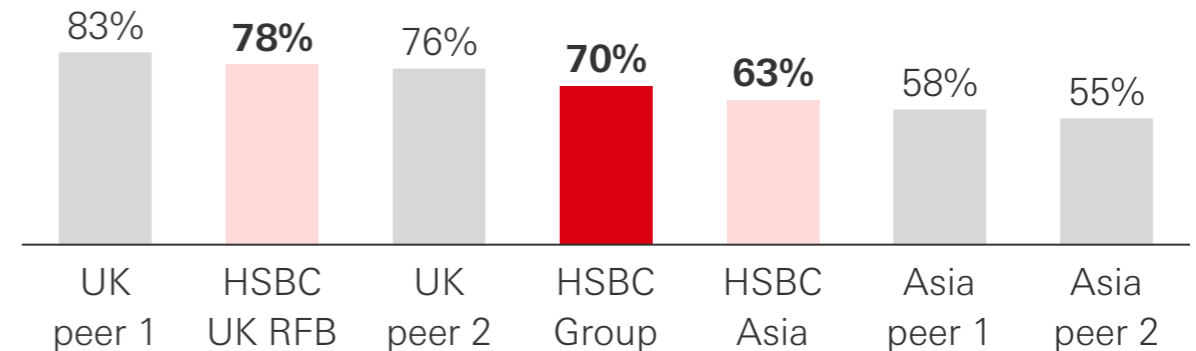
Global strength



Instant access / demand deposits to customer loans¹



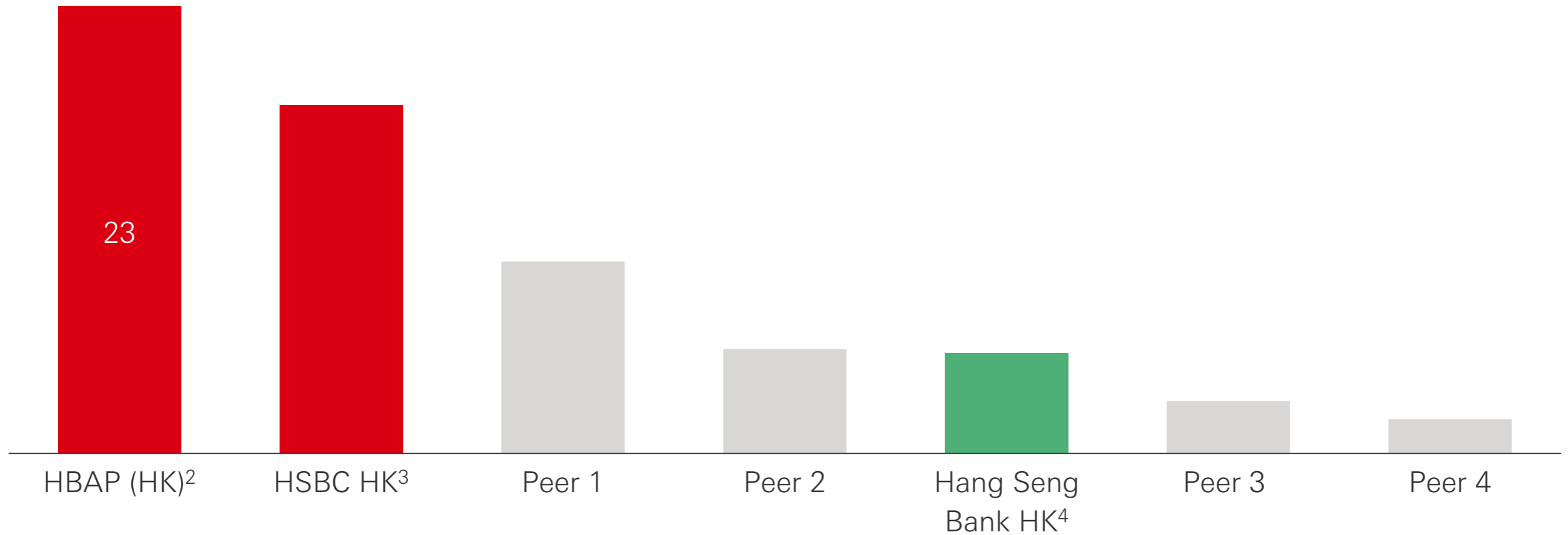
Instant access / demand deposits to total customer deposits¹



* The full analysis, including 7 Asian and 2 UK peers, is included in the opening presentation to this seminar. The charts above show the top 2 Asian and top 2 UK peers only. Refer to footnote 1 for basis of preparation

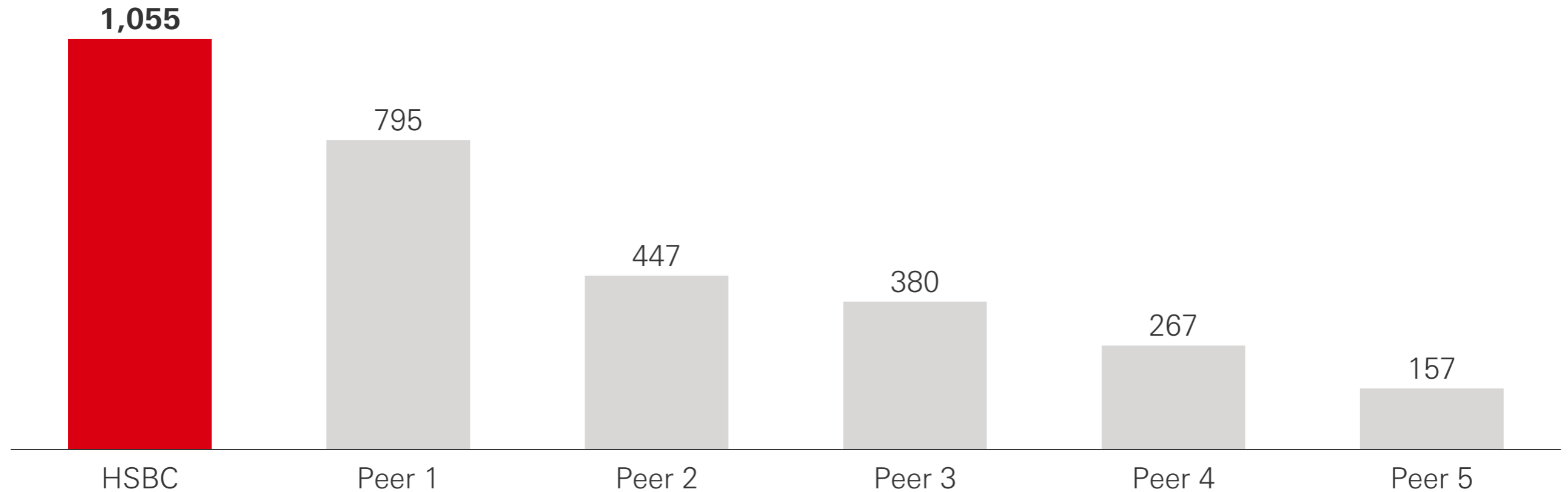
Capturing HK's growth as a super-connector through two iconic banks

FY25 Hong Kong revenue, \$bn¹



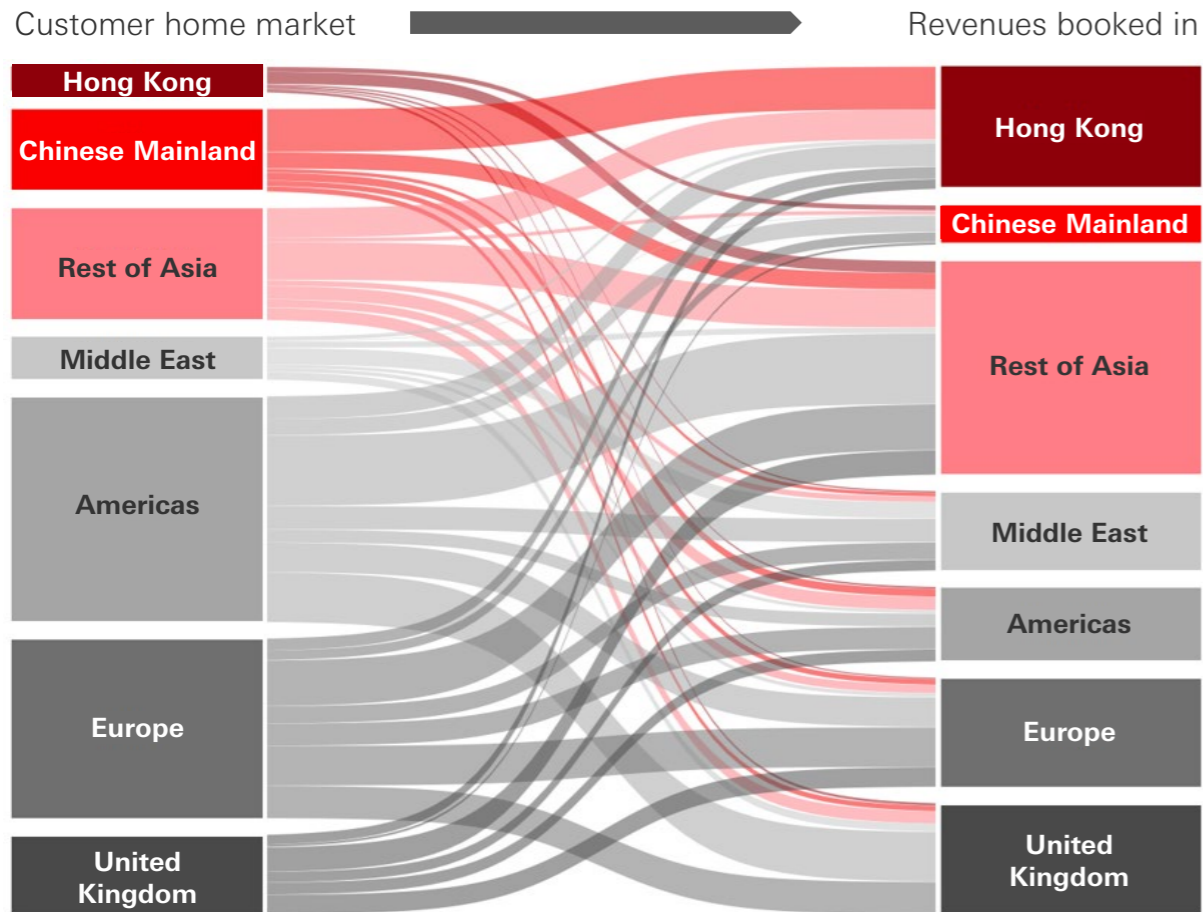
Capturing the Asia wealth opportunity

FY25 Asia Wealth balances, \$bn¹



Capturing “Asia buys Asia”

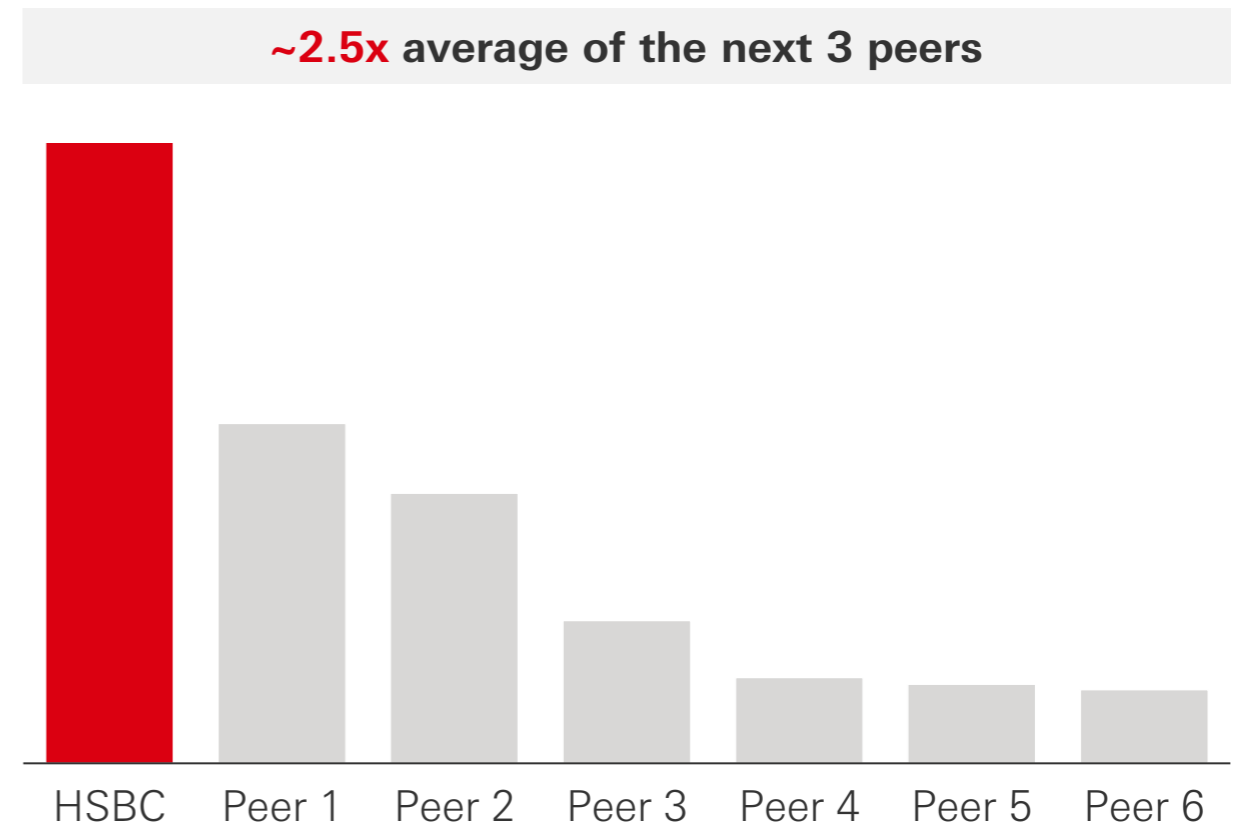
FY25 wholesale cross-border client revenue¹



Width of arrows on diagram indicates relative size of wholesale client revenue

Asia Wholesale Transaction Banking revenue²

FY25, \$bn



Built on strong foundations, driving focused sustainable growth

1Q26 vs. 1Q25¹

Group	+4% Revenue	+5% Deposits
Hong Kong	+3% Revenue	+7% Deposits
UK	+5% Revenue	+3% Deposits
CIB	+2% Revenue	+6% Deposits
IWPB	+6% Revenue	+1% Deposits
Net new money	\$39bn 1Q26	New business CSM² \$1.4bn 1Q26

Strategic priorities



2026 to 2028 financial targets

Revenue	Rising to 5% YoY growth by 2028*
RoTE	17% or better each year*
Dividends	50% of EPS [‡]

* Excluding notable items

‡ Excluding material notable items and related impacts

A growing, high-returning HSBC

Be the most trusted bank globally, putting customers at the heart of everything we do

1

Simple and agile

Focused on our four connected businesses; leadership positions in each

#1 bank in Hong Kong¹

#1 Wealth Manager in Asia²

#1 Wholesale Transaction Bank in Asia³

#1 trade bank in the UK⁴

2

Customer-centricity

Our businesses are built on customer trust, the depth and quality of our relationships and our ability to connect customers globally

\$1.2tn instant access / demand deposits

\$1.6tn Wealth balances

3

Focused, sustainable growth

Increasing investment in the Group's best growth opportunities

Capturing Hong Kong's growth as a super-connector through two iconic banks

Capturing the Asia and Middle East wealth opportunity

CIB: "Asia buys Asia"

Appendix

Footnotes

Slide 2: Seminar key takeaways

1. Internal analysis based on FY25 PBT, loans and advances to customers and customer deposits. HSBC figure relates to the principal operations of the subsidiary or branch of The Hongkong and Shanghai Banking Corporation Limited which are located in Hong Kong. Peers include Bank of China Hong Kong, Bank of East Asia (Hong Kong), DBS (Hong Kong) and Standard Chartered (Hong Kong)
2. Internal analysis based on 5 peers' Asian wealth balances as at 31 December 2025. External disclosures used for DBS, OCBC, Standard Chartered, UBS and UOB. JP Morgan sourced from Asian Private Banker 2025
3. Coalition Greenwich Competitor Analytics, FY25 for APAC. Based on HSBC's internal business structure and internal revenue numbers, and the following peer group: BofA, BNPP, CITI, DBS, JPM, SCB. For Cash Management and Trade Finance, analysis includes all Institutional Clients and Corporates with annual sales turnover of more than US\$5-10mm. APAC refers to Asia-Pacific and is used interchangeably with Asia throughout this document

Slide 3: Executing at pace to be simple and agile, driving operating leverage

1. Reported basis cost synergies, in line with UK reporting standards

Slide 4: High-quality customer franchise; solid foundation for growth

1. Internal analysis based on 2025 peers' external disclosures. Deposit classifications may vary across banks. Peers include Bank of China Hong Kong, BoCom, China Merchants Bank, DBS, Lloyds Banking Group plc, Natwest Group plc, OCBC, Standard Chartered and UOB. Data as of 31 December 2025, apart from China Merchants Bank which uses FY25 average deposit balances. HSBC Group instant access / demand deposits to total customer deposits figure as of 1Q26 (equivalent FY25 number 69%)

Slide 5: Capturing HK's growth as a super-connector through two iconic banks

1. Internal analysis based on FY25 PBT, loans and advances to customers and customer deposits. HSBC figure relates to the principal operations of the subsidiary or branch of The Hongkong and Shanghai Banking Corporation Limited which are located in Hong Kong. Peers include Bank of China Hong Kong, Bank of East Asia (Hong Kong), DBS (Hong Kong) and Standard Chartered (Hong Kong)
2. The Hongkong and Shanghai Banking Corporation Limited (Hong Kong) which represents the principal operations of the subsidiary or branch which are located in Hong Kong. Includes Hang Seng Bank Limited
3. Represents the principal operations of the subsidiary or branch of The Hongkong and Shanghai Banking Corporation Limited, which are located in Hong Kong, excluding Hang Seng Bank
4. The operations of Hang Seng Bank Limited which are in located in Hong Kong on a geographical region basis

Slide 6: Capturing the Asia wealth opportunity

1. Internal analysis based on 5 peers' Asian wealth balances as at 31 December 2025. External disclosures used for DBS, OCBC, Standard Chartered, UBS and UOB. JP Morgan sourced from Asian Private Banker 2025

Slide 7: Capturing "Asia buys Asia"

1. Wholesale client revenue is derived by excluding from CIB, Hong Kong CMB and UK CMB reported revenue the revenue we generate from client facilitation in Fixed income and Equities and other non-client revenue, including allocations of Market Treasury revenue, HSBC Holdings interest expense and hyperinflationary accounting adjustments, and interest earned on capital held in our business units
2. Coalition Greenwich Competitor Analytics, FY25 for APAC. Based on HSBC's internal business structure and internal revenue numbers, and the following peer group: BofA, BNPP, CITI, DBS, JPM, SCB. For Cash Management and Trade Finance, analysis includes all Institutional Clients and Corporates with annual sales turnover of more than US\$5-10mm. APAC refers to Asia-Pacific and is used interchangeably with Asia throughout this document

Slide 8: Built on strong foundations, driving focused sustainable growth

1. Comparisons based on 1Q26 vs. 1Q25, on a constant currency basis. Revenue comparison excludes notable items (1Q25 Corporate Centre revenue \$(58)m, 1Q26 \$(187)m)
2. Insurance manufacturing

Slide 9: A growing, high-returning HSBC

1. Internal analysis based on FY25 PBT, loans and advances to customers and customer deposits. HSBC figure relates to the principal operations of the subsidiary or branch of The Hongkong and Shanghai Banking Corporation Limited which are located in Hong Kong. Peers include Bank of China Hong Kong, Bank of East Asia (Hong Kong), DBS (Hong Kong) and Standard Chartered (Hong Kong)
2. Internal analysis based on 5 peers' Asian wealth balances as at 31 December 2025. External disclosures used for DBS, OCBC, Standard Chartered, UBS and UOB. JP Morgan sourced from Asian Private Banker 2025
3. Coalition Greenwich Competitor Analytics, FY25 for APAC. Based on HSBC's internal business structure and internal revenue numbers, and the following peer group: BofA, BNPP, CITI, DBS, JPM, SCB. For Cash Management and Trade Finance, analysis includes all Institutional Clients and Corporates with annual sales turnover of more than US\$5-10mm. APAC refers to Asia-Pacific and is used interchangeably with Asia throughout this document
4. Euromoney, February 2026. HSBC UK Bank plc was awarded #1 trade finance provider — United Kingdom

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Additional detailed information concerning important factors, including but not limited to ESG-related 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 2025, filed with the Securities and Exchange Commission (the “SEC”) on Form 20-F on 26 February 2026 (the “2025 Form 20-F”) and our 1Q 2026 Earnings Release, furnished to the SEC on Form 6-K on 5 May 2026 (the “1Q 2026 Earnings Release”).

Alternative Performance Measures

This Presentation contains non-IFRS measures used by management internally that constitute alternative performance measures under European Securities and Markets Authority guidance and non-GAAP financial measures defined in and presented in accordance with SEC rules and regulations (“Alternative Performance Measures”). The primary Alternative Performance Measures we use are presented on a “constant currency” basis which is computed by adjusting comparative period reported results for the effects of foreign currency translation differences, which distort period-on-period comparisons.

Reconciliations between Alternative Performance Measures and the most directly comparable measures under IFRS are provided in our 2025 Form 20-F and the 1Q 2026 Earnings Release when furnished to the SEC, each of which is available at www.hsbc.com.

Information in this Presentation was prepared as at 20 May 2026.

