



# WPB International strategy & launch

Becoming “the world’s leading and most recommended bank for international customers”





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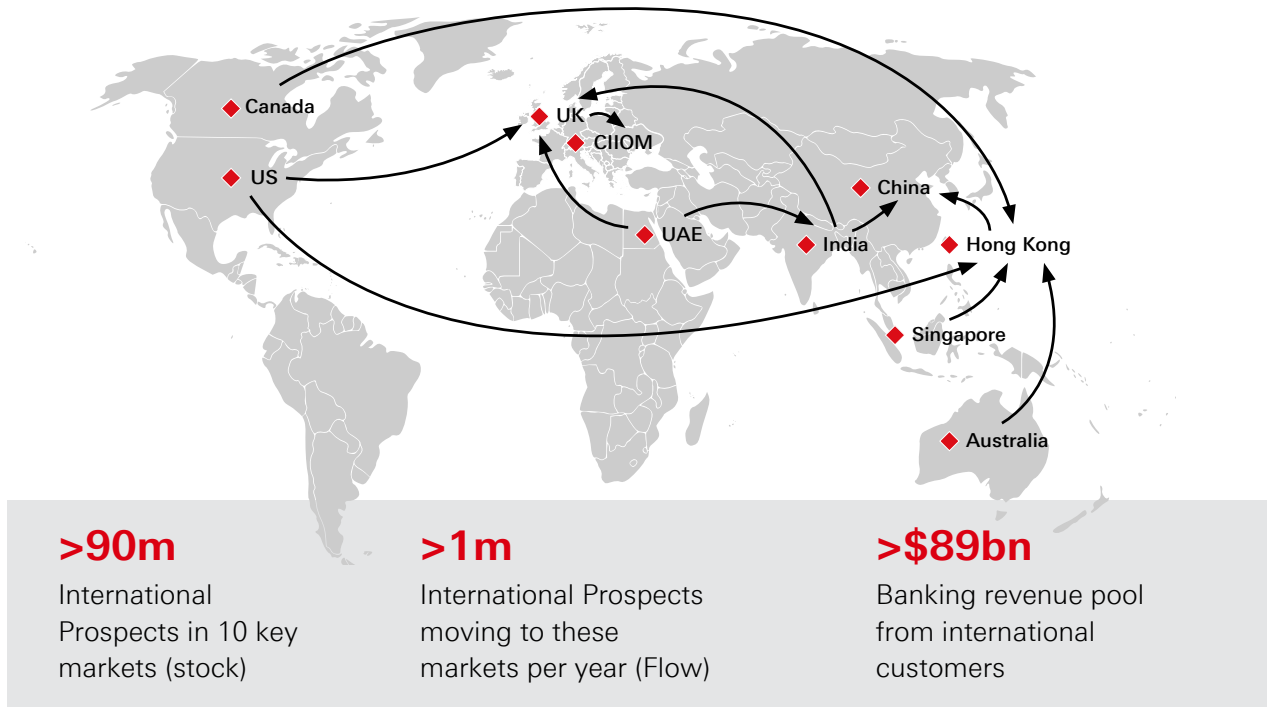
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# Why international is an attractive segment for the bank

International connectivity is at the heart of HSBC's 150-year heritage. It's our core value proposition for clients and employees, and a driver behind improving returns.

**Our ambition is to become the world's leading and most recommended bank for international customers.**

## Global mobility continues to expand<sup>1</sup>



## Our Customers tend to be more mass affluent and with specific needs

- 1 Multi Country:**  
customers who bank in more than one market;  
**or**
  - 2 Non-Resident:**  
customers who are residing outside of their market;  
**or**
  - 3 Resident Foreigner/ New to Market:**  
customers whose nationality is different to market
- ▶ **Professional Expat**
- ▶ **International Investor**
- ▶ **International Student (& Parents)**

(1) Source: Estimated by McKinsey for our 10 markets footprint, based on the United Nations Department of Economic and Social Affairs, Population Division (2020). International Migrant Stock 2020. (United Nations database, POP/DB/MIG/Stock/Rev.2020)

(2) Definition of International Customers: (i) Multi Country, (ii) Non-Resident, (iii) Resident Foreigners

# The international opportunity for WPB

International customers are...

More likely to  
**recommend HSBC**

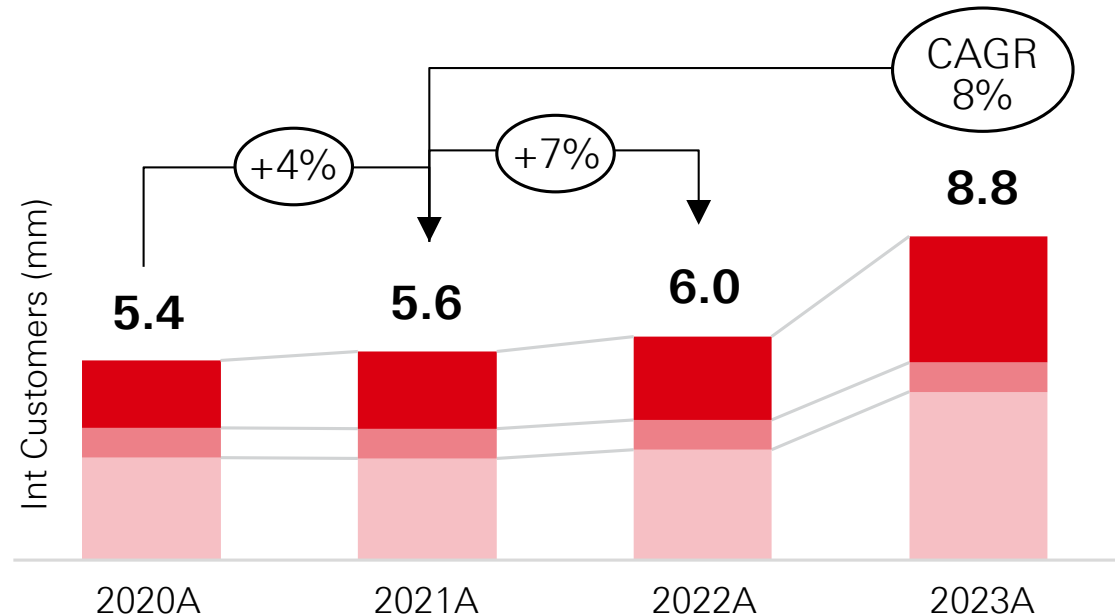
**Higher  
NPS<sup>(4)</sup>**

More willing to  
**centralise the  
relationship with HSBC**

**2x  
Revenue  
Multiplier**

Proven **source of  
new-to-bank  
customer** acquisition

**Fastest  
Growing  
Customer  
Portfolio**



**39%**

WPB's newly  
acquired  
customers are  
international

**30%**

WPB's customer  
portfolio are  
international

**6%**

HSBC's current  
market share

## Ambition

**By 2027:**

- Double customer growth
- Active customers to 8.8m (+3.2m vs 2021)
- Revenues to \$8.3bn
- Grow market share to c. 9~10%



# Six Customer Promises: a new way to support our international clients

## Giving our international customers the support they need

Our recent research highlighted that international customers have specific needs. This information was then used to create our Six Customer Promises; these are now driving all activity across our 10 core markets.

# 91%

of customers surveyed said the international proposition would help them if moving abroad, or moving their money internationally

## Our Six Customer Promises



1

### Make it simple to open an international account

Digital and frictionless journey to open my account with HSBC even before I land in their new country



2

### Enable access to credit when relocating

Providing a credit limit that is aligned to my credit history in my home country



3

### Simplify cross-border banking

Simple, transparent and fast solution to manage balances and move money between markets



4

### Help me plan for my future

Support to manage my wealth in the market I am currently residing, in my home market, and / or in other cases support me to invest abroad



5

### Support me globally

Combination of 15 servicing journeys and key enablers, critical to provide me with the right cross-border experience



6

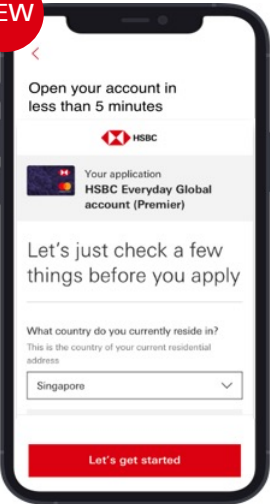
### Beyond banking

Recognising that HSBC is well positioned to support me beyond banking, from referring me for tax advice to supporting international students

# No other organisation can bring together a complete set of international banking and wealth management capabilities in the same way as HSBC

**Case study:** customer journey for an Indian customer moving to Singapore<sup>1</sup>

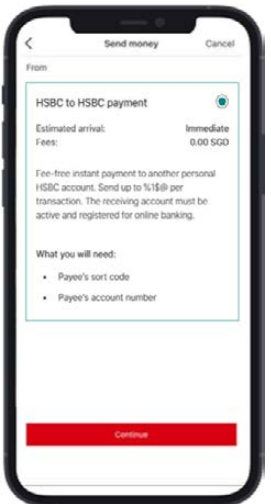
**NEW**



1


**Digital account opening**, allowing me to **open a bank account in Singapore** before leaving India

**2**



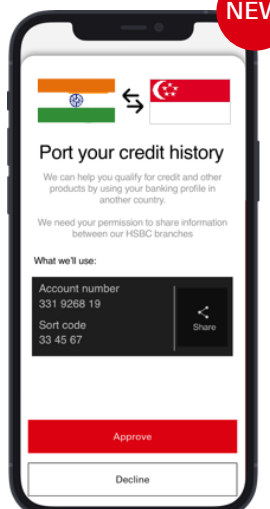
**Instantly fund my new Singapore account** with SGD via **Global Transfers** from my HSBC account in India

**3**



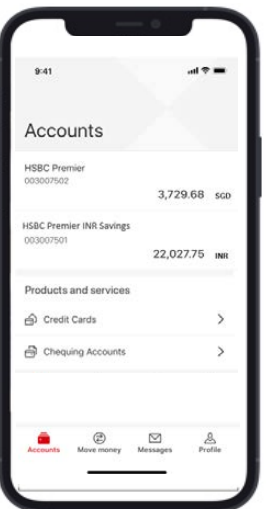
Provide me with worldwide recognition so I can enjoy my **Premier status wherever I bank**.  
**Help me plan for my future**, by consolidating my wealth in an **International Wealth Hub<sup>2</sup>**

**4**



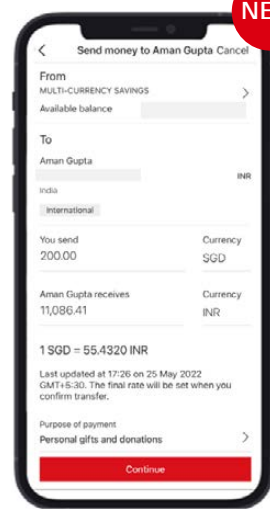
**Give me access to credit in Singapore**, approving a new credit card by recognising the credit history I have in India, via **International Credit Decisioning**

**5**



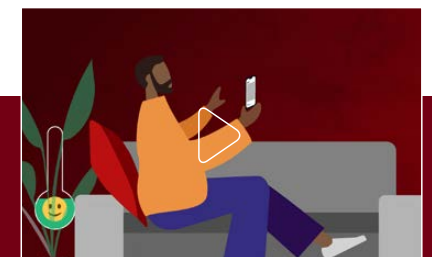
Allow me to view all my holdings, in both Singapore and India, through one **Global View** in my mobile app

**6**



Provide me with a quick, transparent and competitively-priced solution to **send money back home to my family**, via **Global Money**

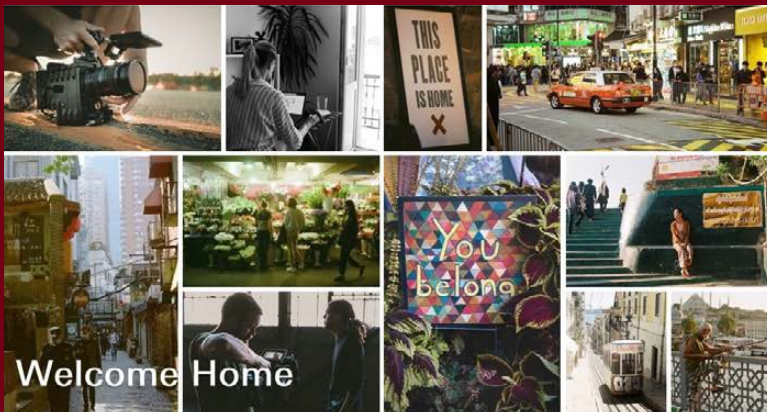
Anil's Story  
[Watch video](#)



# International 3.0 promises to be WPB's most relevant launch in the last decade



Internal event: Connection Lounge

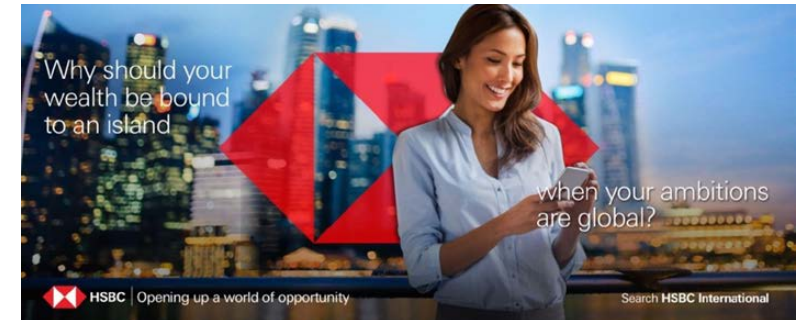


Specially commissioned film

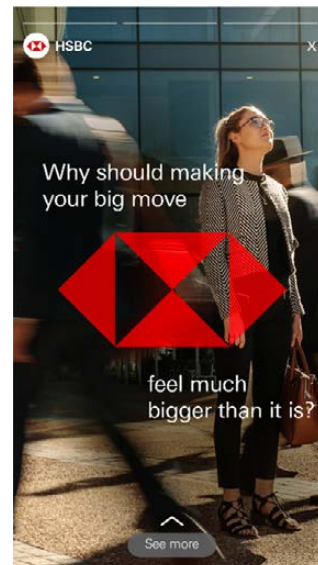
A globally coordinated marketing campaign – internally and externally – will highlight how HSBC can solve the financial frictions Internationalists face



Global Influencer partnerships



Out of Home advertising Singapore



Digital advertising UAE

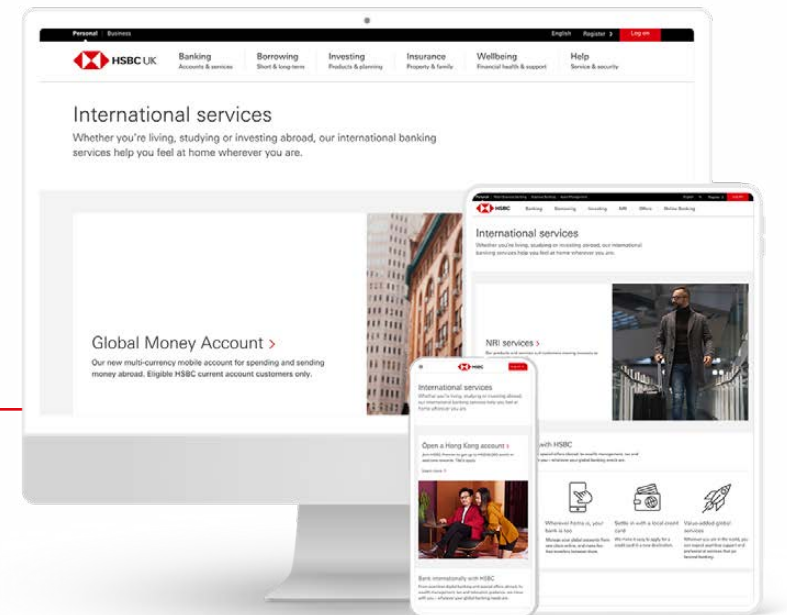




# Our Digital Approach

A revamped 'digital shopfront' now consistently focuses on the Six Customer Promises across local and global websites.

And a digital marketing strategy that attracts attention and directs customers to the most relevant website journey.



## Coordinated Paid Search / Display Digital Marketing

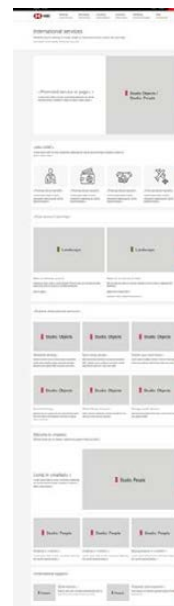
**Contextual**  
Eg. people searching for Moving Abroad terms

**Behavioural**  
Eg. reading articles on sites on Moving Abroad advice

**Similar audiences**  
Eg. user shows similar behaviour pattern as an HSBC customer



## Optimised International (ISW) or Local Market (PWS) websites



Hero banner space which can be utilised for in-flight marketing campaigns

Globally consistent section showcasing the overall Int'l 3.0 prop & promises

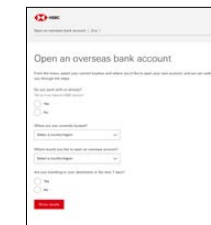
Offers account opening journeys for both in-market (domestic) and outbound (international)

Highlighting our services connected to various Int'l 3.0 promises

Content tailored for new to country customers

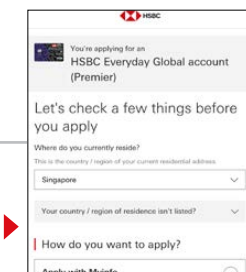
Supports the servicing promise by providing local & global support options

## Triage tool directing customers to the best onboarding journey



Customer answers four questions to identify the best onboarding journey

Start onboarding application for a specific market





# International 3.0: a unique proposition for the international community

A two-pronged approach reassures us that we can provide a consistently positive experience for customers.

## 1. Enhanced proposition

- A global set of 20 standards, as defined in 2022
- Consistently applied across our 10 core international markets
- A combination of new features and enhanced existing capabilities

## 2. Operational readiness

- A robust framework to monitor customer experience and perform ongoing quality assurance, and established governance to course-correct quickly when needed
- A global “control room” has been established to oversee operational resilience
- Operational KPIs identified for the six promises
- SLAs and escalation paths have been defined, including daily indicators

Throughout 2023 – and by leveraging complaints and NPS data – we will continue to work on digitalising processes and further enhancing the proposition.

## Ensuring cross-border responsibilities are met

A well-established framework is in place to manage cross-border risk.

This framework is underpinned by external cross-border legal guidance in 70 countries, with clear roles and responsibilities assigned to local and global propositions and second line of defence teams.

Using an established governance model, a revised approach is being set up for Cross Border Enablement and Control, which will enable the international business to grow safely through two levers:

### 1. Delivering on a proactive agenda:

proactively identifying cross-border opportunities - across growth and controls initiatives - defining and approving the guardrails through the established governance framework and enabling use across multiple markets and corridors, thereby improving speed to market.

**2. Improving efficiencies:** Moving from approval for use in single beneficiary market through the governance framework to leveraging approval for multi-market use, helping build an inventory of best practices across the International markets

# And there are many firsts...

01

**Running a global marketing campaign across 9 markets:**

a coordinated global marketing strategy running across paid, owned and earned channels

02

**New website and consistent digital shopfront across 9 markets:**

refreshing the customer journey, content and design of 9 public websites

03

**Globally-led outbound campaign:**

for the first time, targeting people leaving a country and directing them to a central hub (International Services Website) to find out more information and start the account opening application process for their destination market.

04

**Global influencer campaign:**

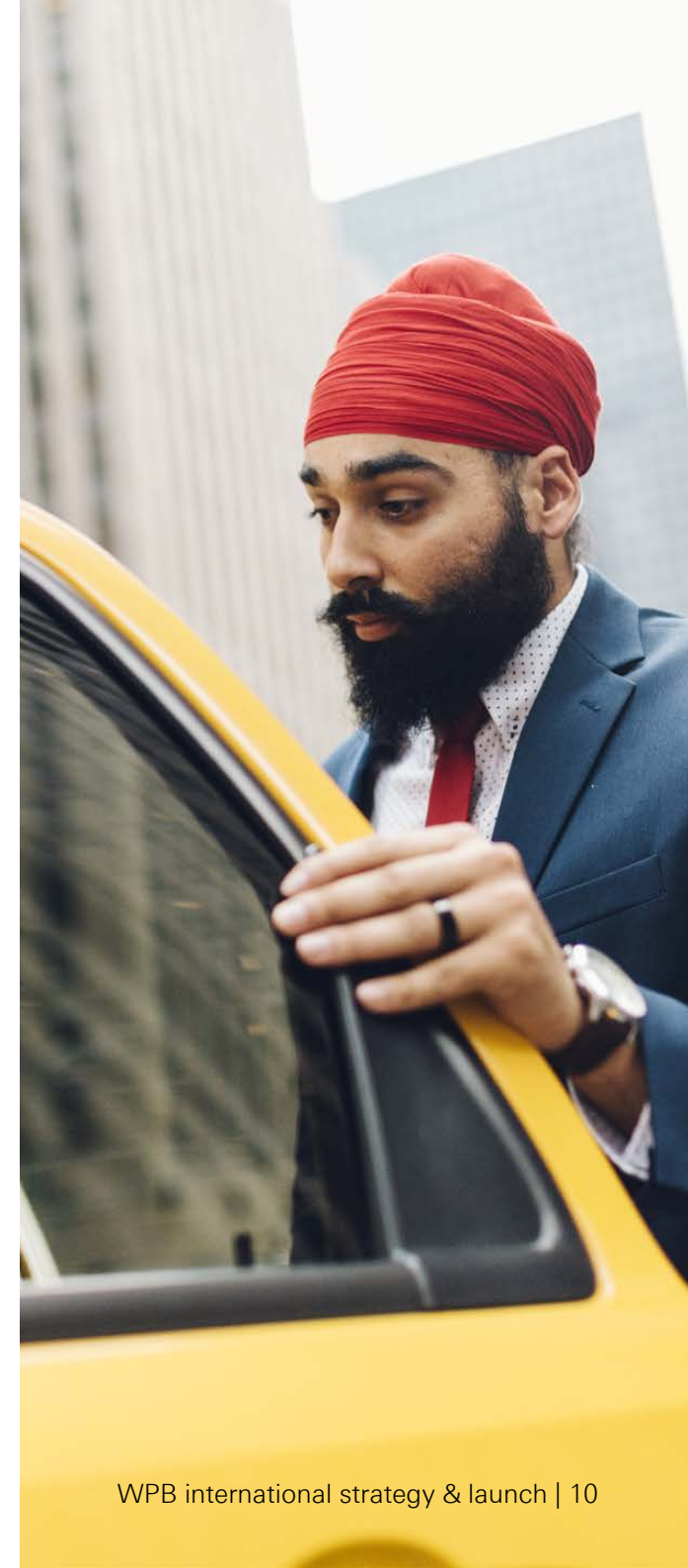
working with over 80 influencers around the world to help share their stories of internationalist lifestyles – to learn how their journeys have taken their dreams and lives across borders.

05

**Global PR campaign:** a globally-coordinated PR and earned media campaign across 9 markets

06

**Internationalist Day:** an opportunity for all HSBC colleagues around the world to celebrate the bank's internationalism





## Moving forward: next steps to realise our ambition

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This global launch is just the first step in our ambition to become the world's leading and most recommended bank for international customers. We are proud of what we have achieved so far, but we must do more to reach our goal.

Throughout 2023, we will continue to invest in creating enhanced capabilities for our international community. We will continue to have more 'firsts'. And we will continue boosting customer awareness of our international offering.

**But, to achieve our goal, we need your help: please ask questions, become advocates and help us to spread the word.**

**Working together, our ambition can become a reality.**