

HSBC BELT AND ROAD INITIATIVE

**MARKETING SOCIETY
EXCELLENCE AWARDS 2018**

B2B CATEGORY

**HELPING THE WORLD'S BUSINESSES
KNOW THE WAY TO THE GREATEST
BUSINESS OPPORTUNITY OF THE
21ST CENTURY**

**SUPPORTING AGENCIES
GREY LONDON
MINDSHARE**



300 WORD SUMMARY

The Belt and Road Initiative (BRI) is possibly the greatest business opportunity of the 21st century – presaging as it does, the rise of China to the world stage. It is the project to build the infrastructure that will connect China with the rest of the world, and thus stimulate global growth. With over USD8TRN of investment anticipated in Asia alone, it is also a vital opportunity for HSBC and its customers.

But it's also one that few had heard of and fewer understood.

We set out to illuminate the opportunity for growth so that our customers and prospects could seize the opportunity. We created awareness and relevance on a global scale to C-Suite decision makers in a broad range of businesses.

We set out to make ourselves The Oracle of BRI – the first port of call for everything BRI. This was (and continues to be) and huge and complex task. To engage a broad business audience across multiple countries; on a layered journey through awareness, to education, to sparking conversations that turn into action (and business for HSBC).

The “We know the way” campaign has successfully risen to this challenge – just 6 months into a long-term campaign we can already demonstrate high impact, both globally and locally, with not just increases in awareness and knowledge but also good ROI in terms of incremental BRI revenues.

THE GREATEST BUSINESS OPPORTUNITY OF THE 21ST CENTURY?

Laid out by President Xi Jinping in 2013, China's "Belt and Road Initiative" (abbreviated hereafter to "BRI") is an ambitious, multi-decade strategy to connect China with the world and fuel global economic growth. It is, in effect, the 21st century 'Silk Road', connecting China directly with over 65 countries and indirectly with most others.

It will create or enhance the **physical** (transport, communications and other infrastructure), **financial** (lending, capital-raising) and **policy** (customs, taxation coordination, trade and investment).



A NATURAL OPPORTUNITY FOR HSBC

The BRI requires vast investment – Asia alone estimated USD 8TRN by 2020.

Helping to finance this is a huge opportunity.

Revenues from cross-border RMB flows (RMB is China's currency) – are important to HSBC. Leading BRI would help grow these, as BRI activity creates RMB funding flows in and out of China.

In addition, BRI represents an important new business stream from advisory and raising capital and lending from all over the world, to fund infrastructure projects.

HSBC's capabilities make it the lead candidate for businesses wanting to do this:

- Bank network along the Belt and Road, offering RMB (Renminbi, China's currency) solutions in 50 markets
- 24 dedicated China desks (Chinese advisors to foreign businesses) in individual countries
- Leading international bank inside China, 170+ outlets across 50+ cities
- The leading bank in Hong Kong, a vital BRI hub
- Unrivalled financial scale to support BRI's huge financial requirements

While initially greatest in China and Asia Pacific, the BRI opportunity extends globally.



OBJECTIVES: BECOMING THE ORACLE OF BRI

Businesses needed someone to inform and inspire them, and more importantly to help them navigate BRI to realise the opportunities it presents – a knowledgeable partner, authoritative and capable, with global reach and strong local presence.

The response to this insight was for HSBC to become 'the oracle of BRI'

Communications/ Perceptual Objectives

- Build awareness and knowledge of BRI
- Project HSBC as the global leader of BRI, the 'oracle' and natural first port of call for everything BRI

Marketing/ Behavioural Objectives

- Provide – and drive engagement with – HSBC BRI Content, to help customers prepare for BRI-related opportunities
- Demonstrate HSBC's BRI capabilities – and thus help to create front line conversations and leads

Business/ Commercial Objectives

- Grow HSBC's BRI-related revenues (increasing cross-sell opportunities for other China-related business, including RMB transaction revenues)

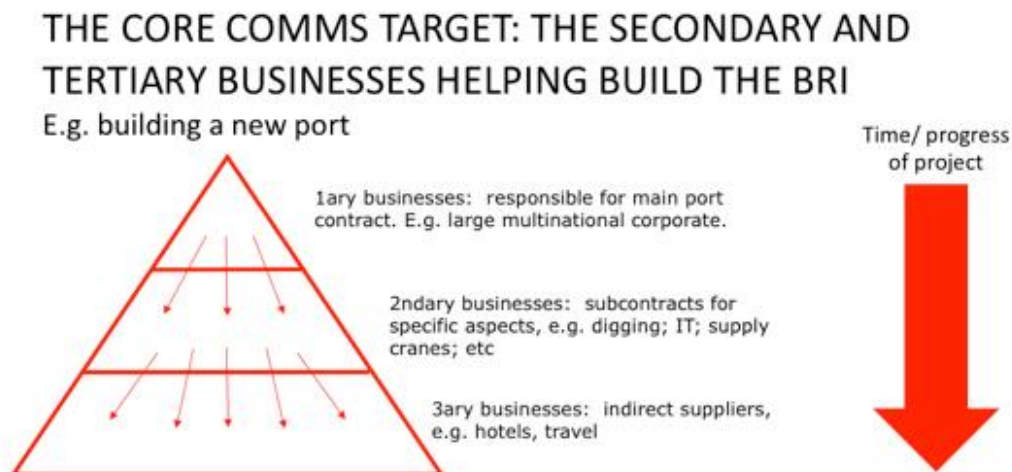
With knowledge low and the BRI market at an early stage of development everywhere, these objectives applied to all markets.



TARGET AUDIENCES

External: Businesses' C-suite decision makers

Multiple businesses are building infrastructure such as ports, railways and roads. As building projects progress, more types of businesses get involved.



Primary players are key but not our main communications target – they are few, and contacted directly by very senior HSBC staff. Our focus was leaders of secondary and tertiary businesses – still large but too many to contact personally, with the need to raise awareness of the opportunities through media and get them in touch with local HSBC staff.

The smaller the company, and the further from China they are, the lower their awareness of BRI, and the more they needed educating and prompting to seize the business opportunities. E.g. in areas where primary companies are just beginning to tender for major infrastructure projects, secondary businesses that are prepared early are more likely to win subcontracts. HSBC's aim was to position themselves as a partner to help them do that, starting with building knowledge from a very low base.

Internal: Staff

At this scale of business, all commercial contact is face to face by skilled RMs (Relationship Managers). They also needed educating about BRI.

We needed a 'mirror image' internal campaign across the world.

Sources

RMB Internationalisation Survey 2016; 1600 businesses globally with a turnover of USD 3M+; fieldwork June 2016; Nielsen also RMB Internationalisation Survey 2016; 1600 businesses globally with a turnover of USD 3M+; fieldwork June 2016; Nielsen

CUSTOMER INSIGHT



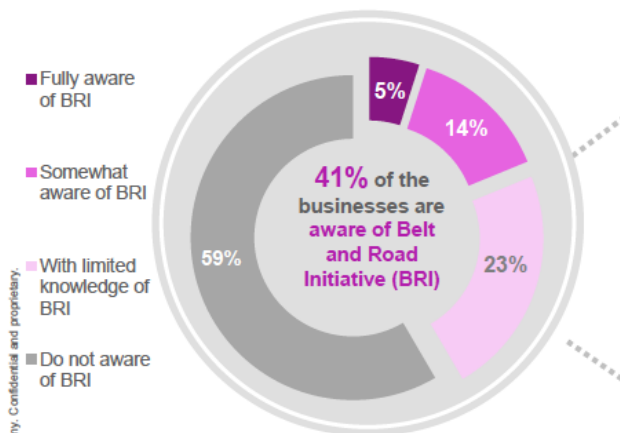
The opportunity for effective marketing communications intervention was informed by several factors:

- Awareness of BRI was low
- There were misconceptions to dispel and barriers to overcome – perceived challenges in regulatory, cultural and economic environments along the BRI, many saw it as a Chinese government-driven initiative of limited relevance to non-Chinese owned businesses
- Businesses who were becoming aware of BRI were asking for information and guidance

Business people were aware that the world was changing in major ways and knew that they needed to be part of these changes if they were to prosper – but they didn't know how this related to them and might be scared/ intimidated. They needed someone to help and show them their opportunity for growth.

GLOBAL SNAPSHOT OF THE BELT AND ROAD INITIATIVE (BRI)

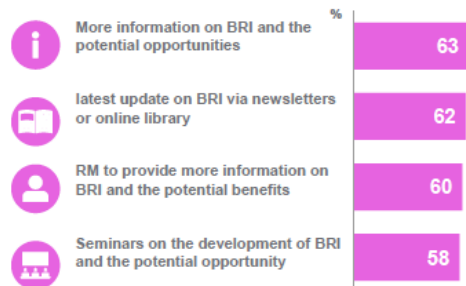
2 in 5 businesses are aware of the Belt and Road initiative (BRI) to some degree, however a very limited proportion of these feel fully informed and able to start developing a strategy to capitalise on the opportunities this initiative presents. The remainder of businesses that are aware of the initiative are not yet informed enough to develop a strategy and require further support from their bank across all channels.



Amongst Those Aware of Belt and Road Initiative (BRI)

- 7% are fully aware of the potential opportunities and have started to develop a strategy to capitalise on these
- 40% are aware of opportunities of BRI but have yet to pursue a strategy to capitalise on these
- 53% do not know the opportunities that BRI could bring to their business

Top 2 Banking Support Required by Businesses



Base : All businesses (Total n=1600), All businesses that aware of Belt and Road Initiative (BRI) (Total n=722)

Are you aware of the recent development of Belt and Road Initiative (BRI) by the Chinese government? Ref. Q53
 How aware are you of the opportunities that the Belt and Road Initiative can offer to your business? Ref. Q54
 In what way could a bank better support you in capturing potential opportunities from the Belt and Road Initiative? Ref. Q55

Note: This question is newly asked in 2016.

THE CHALLENGE FOR MARKETING

Awareness

Despite the scale of the BRI opportunity, in 2016 only 41% of large businesses globally had any awareness of BRI, and a mere 5% felt that they were 'fully aware' – the role for effective communications to make a difference was clear. Fewer had plans in place.

If HSBC was to build its BRI business, it needed to raise awareness and interest from the world's businesses.

As a global initiative, BRI demands a global marketing solution. The breadth brings complexity: broad business audiences across multiple countries; a journey through awareness, to education, to sparking conversations with HSBC staff that turn into action - and business for HSBC.

This is conceived as an evolving, long-term campaign and here we report on just the first 6 months, up to the 31 October 2017.

Data source as above, RMB survey.



THE COMMUNICATION IDEA

“When it comes to the Belt and Road Initiative, at HSBC We know the Way”: to become the oracle of BRI, making HSBC the first port of call for everything BRI, the key to the next stage of global growth.

HOW IT DEVELOPED GLOBALLY

We created a complete suite of templated communications which could cover any needs around the world. Local markets had the ability to adapt and rewrite core global creative in local languages, with local case studies.

E.g. Hong Kong, with higher BRI awareness used a fuller suite of materials - drilling right down into HSBC's credentials in RMB (Chinese currency transactions).

E.g. UK, with lower awareness focused on the awareness raising activity (launch ad in FT and Economist).

Sources

As already referred to, and expanded on in the chart in section 2A, in 2016 only 5% of businesses globally were fully aware of BRI.
RMB Internationalisation Survey 2016; 1600 businesses globally with a turnover of USD 3M+; fieldwork June 2016; Nielsen

THE WORK

The campaign line was 'At HSBC, we know the way', combined with a strong visual anchor (the 'brush stroke' represents the actual route of the BRI).

Creative Assets (locally customized within clear rules where needed) covered:

- Thematic ads (press & digital) – click-through to content/ hub
- Global BRI digital hub (wealth of content)
- Content
 - Video case studies (and CNBC documentary launched Jan 2018)
 - Proprietary/ thought leadership content
 - Licensed content for media partnerships, e.g. The Economist, Quartz
 - Content from China/BRI events hosted globally
 - Global BRI projects data visualization/ interactive tool
 - Social content, e.g. for LinkedIn

An intensive internal programme to educate staff, enable them to speak to their customers knowledgeably, and the creation of customer relationship building events, where conversations could be initiated, e.g.

- Owned events & sponsorship of 3rd party ones
- Event materials, e.g. virtual reality BRI experience, interactive map
- Relationship Manager (RM) toolkit, key facts, webinars, conversation topic guides



EXAMPLES OF THE WORK

Press Launch: We Know the Way

CHINA'S BELT AND ROAD WILL RESHAPE THE 21ST CENTURY ECONOMY. WE KNOW THE WAY.

Forecast to boost trade to \$2.5tn per year in the next decade and reaching 63% of the world's population*, China's Belt & Road Initiative will change the face of global trade. HSBC's vast experience of doing business with China, alongside our strong global footprint, can help your business navigate the opportunities.

Find out how at
business.hsbc.com/belt-and-road

* Sources: Statista.com

Issued by HSBC Holdings plc

HSBC 

EXAMPLES OF WORK

Chinese Press Launch: We Know the Way

「一帶一路」將重塑21世紀經濟版圖。
我們，引領新絲路。

CHINA'S BELT AND ROAD WILL RESHAPE
THE 21ST CENTURY ECONOMY.
WE KNOW THE WAY.

瀏覽 Visit hsbc.com.hk/belt-and-road

由香港上海滙豐銀行有限公司刊發
Issued by The Hongkong and Shanghai Banking Corporation Limited

HSBC  滙豐

EXAMPLES OF THE WORK

In-situ



EXAMPLES OF THE WORK

THE BELT AND ROAD WILL DRIVE TRADE VOLUMES EXCEEDING \$2.5 TRILLION PER YEAR. WE KNOW THE WAY.

By 2025, HSBC's volume of trade finance will exceed \$2.5 trillion, that's over four times the amount of trade finance that the European Union in 2015.

With a presence that covers 100+ countries, at 100+ branches and 100+ offices, we will be the most global bank in the world.

Find out how at rmb.hsbc.com

HSBC

THE BELT AND ROAD WILL FUEL THE POWER SECTOR WITH \$4 TRILLION OF INVESTMENT. WE KNOW THE WAY.

In 2015, China's Belt and Road Initiative will involve \$4 trillion of investment to upgrade the energy infrastructure across the entire world, including areas which were once considered unviable.

With a proven track record of financing and providing energy projects, we can help you take advantage of the opportunities that exist.

Find out how at rmb.hsbc.com

HSBC

THE BELT AND ROAD WILL SUPERCHARGE CONNECTIVITY, CREATING THE INFORMATION SILK ROAD. WE KNOW THE WAY.

From Beijing, HSBC's global network will facilitate new services and services. China's Belt and Road Initiative will increase superconnectivity across three continents. That means better connections between 4.4 billion people.

With a global AI global network built over 100 years, we have the reach and experience to help you take advantage of the new connected world.

Find out how at rmb.hsbc.com

HSBC

THE BELT AND ROAD WILL CONNECT NEARLY TWO-THIRDS OF THE WORLD'S POPULATION. WE KNOW THE WAY.

China's Belt and Road Initiative is the path to a more connected world. Its completion will be one of the largest platform for economic cooperation in history, connecting land and sea routes across Asia, Europe, and Africa.

As a bank with true global presence, we are ready to connect businesses in three continents, every step of the way.

Find out how at rmb.hsbc.com

HSBC

THE BELT AND ROAD WILL BRING POWER TO HOMES IN EGYPT, CONSTRUCT RAILWAYS IN KENYA AND BUILD MOTORWAYS IN BANGLADESH. WE KNOW THE WAY.

The Belt and Road Initiative will build connections between China and the rest of the world. It will drive a \$4 trillion investment in infrastructure projects across 100+ countries.

With a proven track record of financing and providing energy projects, we can help you take advantage of the opportunities that exist.

Find out how at rmb.hsbc.com

HSBC

THE BELT AND ROAD WILL REQUIRE \$8 TRILLION TO FUND THE INFRASTRUCTURE OF TOMORROW. WE KNOW THE WAY.

In financing the Belt and Road Initiative, China will invest \$8 trillion in infrastructure projects. An estimated \$2 trillion of investment will be required for Asia alone in the next five years. HSBC's global network is ready to support these projects. Our staff is the need for their investment, every step of the way.

With an established history of financing the world's infrastructure, we can help you take advantage of the opportunities that exist.

Find out how at rmb.hsbc.com

HSBC

THE BELT AND ROAD WILL ACCELERATE THE GLOBAL SHIFT TOWARDS A LOW-CARBON ECONOMY. WE KNOW THE WAY.

Financing a green economy in the developing countries, along the routes and corridors of China's Belt and Road Initiative will create huge opportunities for green financing and the clean energy industry.

With comprehensive experience in financing and providing sustainable projects, we can help you take advantage of the opportunities that exist.

Find out how at rmb.hsbc.com

HSBC

THE BELT AND ROAD WILL HELP MEET ASIA'S INFRASTRUCTURE NEEDS OF \$1.7 TRILLION PER YEAR. WE KNOW THE WAY.

China's Belt and Road Initiative will connect Asia's infrastructure needs through infrastructure, trade and investment. Currently, almost \$1.7 trillion per year is needed.

With a network that covers more than 100 countries and territories, we can help you take advantage of the opportunities that exist.

Find out how at rmb.hsbc.com

HSBC

Industry Sector specific Belt and Road press

EXAMPLES OF THE WORK

China vs. UK sector ads

同行新丝路 共展新宏图

我们，引领新丝路。

在企业参与一带一路的进程中，汇丰是一个坚定的同行者。沿着一带一路的65个国家和地区，汇丰设立了20多个中国业务部，帮助企业更好地拓展当地的市场。我们希望能够把更多玲珑轮胎这样优秀的中国企业带出国门，和大家一起互相尊重、互相信任、一同探索、共赢未来。

即刻把握商机，尽在 www.business.hsbc.com.cn

HSBC 汇丰

THE BELT AND ROAD WILL BRING POWER TO HOMES IN EGYPT, CONSTRUCT RAILWAYS IN KENYA AND BUILD MOTORWAYS IN BANGLADESH. WE KNOW THE WAY.

The Belt and Road Initiative is set to boost cooperation between China and the rest of the world. It has driven a 44.1% increase year on year in China's non-financial outbound direct investment (ODI).

With the largest network among international banks in China and 24 China business centres around the world, we are well placed to provide the support you need.

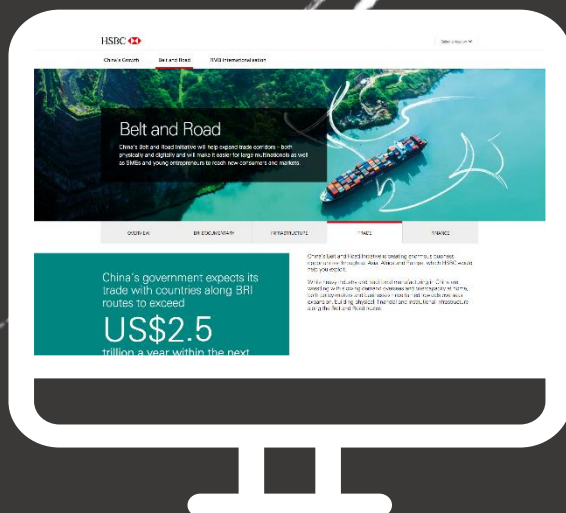
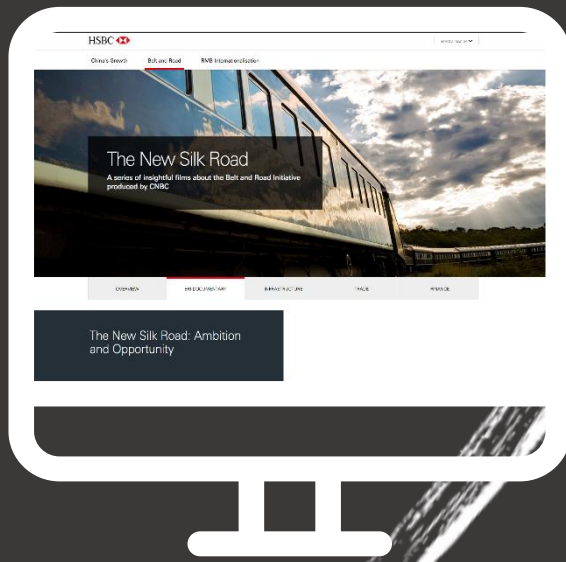
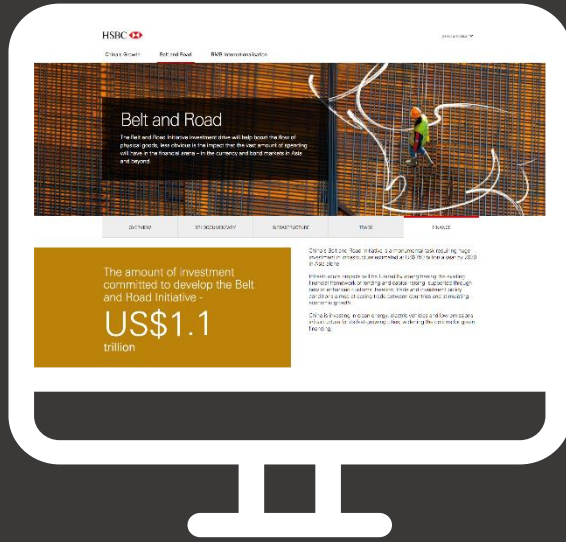
Find out how at rmb.hsbc.com

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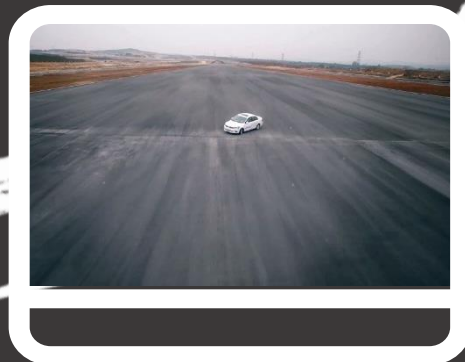
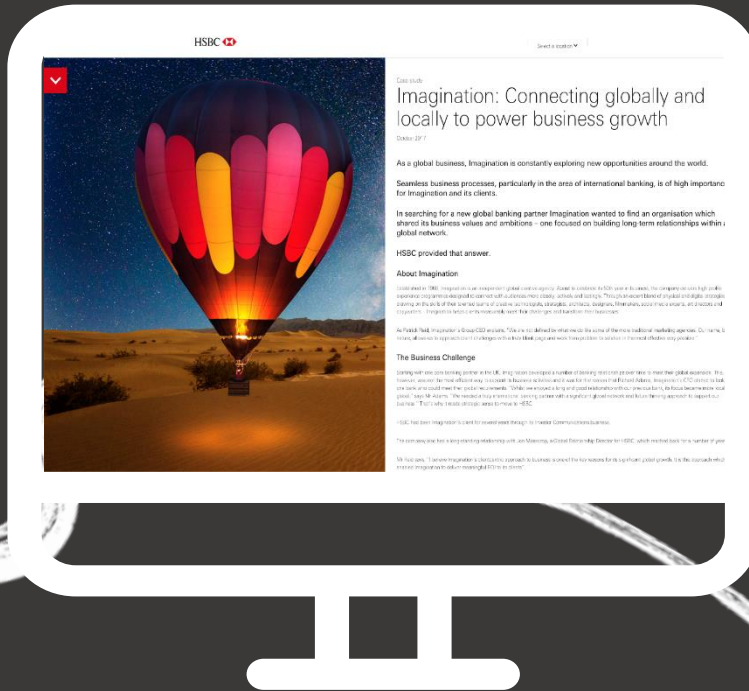
EXAMPLES OF THE WORK

HSBC BRI Website



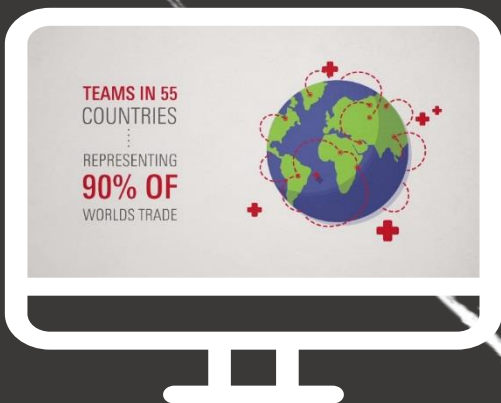
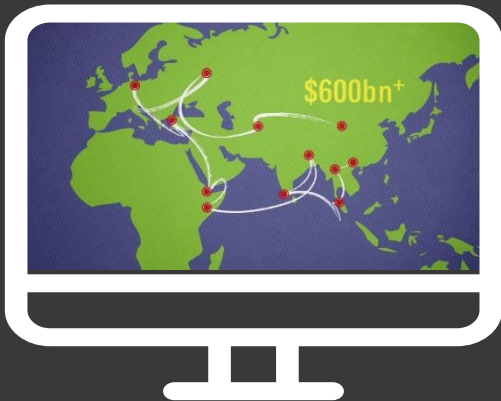
EXAMPLES OF THE WORK

Customer case studies (on website)



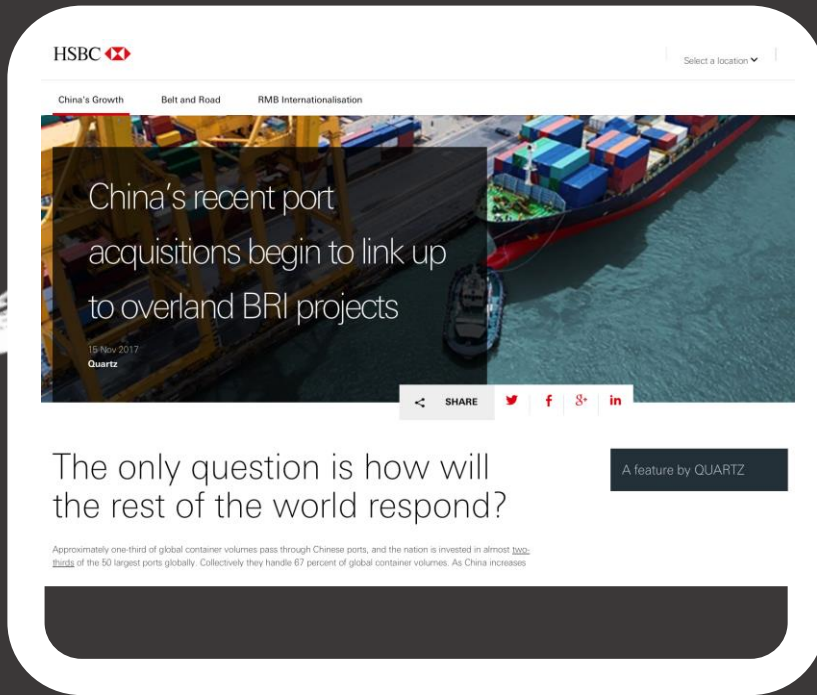
EXAMPLES OF THE WORK


Online Film-Infographic



EXAMPLES OF THE WORK

Online Quartz partnership







HSBC  Select a location

China's Growth **Belt and Road** RMB Internationalisation

China's recent port acquisitions begin to link up to overland BRI projects

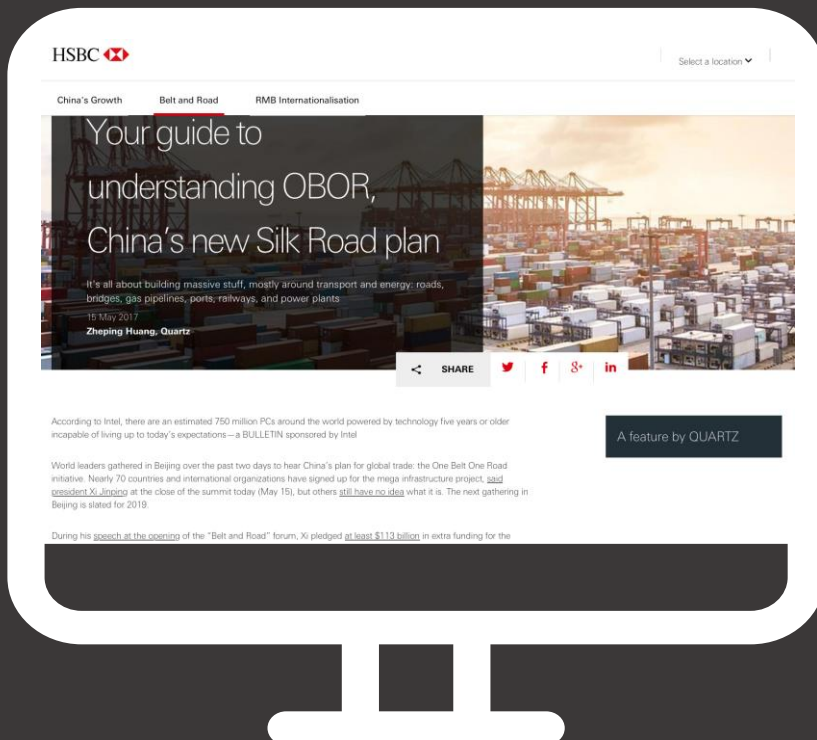
15 Nov 2017
Quartz


SHARE    

The only question is how will the rest of the world respond?

A feature by QUARTZ

Approximately one-third of global container volumes pass through Chinese ports, and the nation is invested in almost [1,000](#) of the 50 largest ports globally. Collectively they handle 67 percent of global container volumes. As China increases







HSBC  Select a location

China's Growth **Belt and Road** RMB Internationalisation

Your guide to understanding OBOR, China's new Silk Road plan

It's all about building massive stuff, mostly around transport and energy: roads, bridges, gas pipelines, ports, railways, and power plants

15 May 2017
Zheping Huang, Quartz

SHARE    

According to Intel, there are an estimated 750 million PCs around the world powered by technology five years or older incapable of living up to today's expectations—a BULLETIN sponsored by Intel

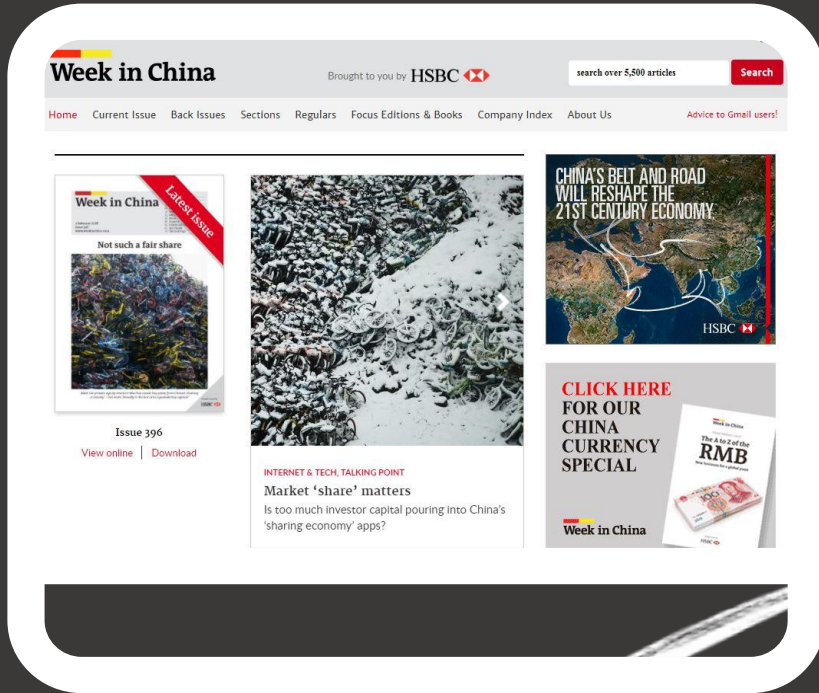
A feature by QUARTZ

World leaders gathered in Beijing over the past two days to hear China's plan for global trade: the One Belt One Road initiative. Nearly 70 countries and international organizations have signed up for the mega infrastructure project, [said](#) [President Xi Jinping](#) at the close of the summit today (May 15), but others [still have no idea](#) what it is. The next gathering in Beijing is slated for 2019.

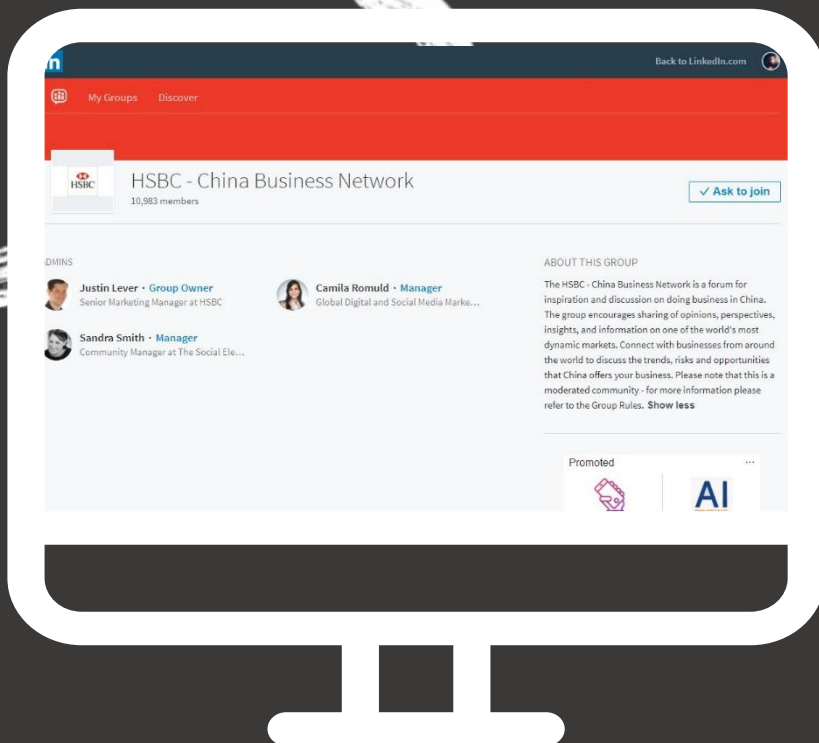
During his [speech](#), at the opening of the "Belt and Road" forum, Xi pledged [at least \\$113 billion](#) in extra funding for the

EXAMPLES OF THE WORK

Content partnership: Week In China



Online Content: LinkedIn



EXAMPLES OF THE WORK

FT Online: Interactive Map

FINANCIAL TIMES



The New Trade Routes: Silk Road Corridor
One belt, one road
A ribbon of road, rail and energy projects to help increase trade


September 14, 2015 by Jack Perschke, James Kruger, Chris Campbell and David Blood

China's "One Belt, One Road" project aims to make central Asia more connected to the world, yet even before the initiative was formally announced China had helped to redraw the energy map of the region. It had built an oil pipeline from Kazakhstan, a gas pipeline that allowed Turkmenistan to break its dependence on dealings with Russia and another pipeline that has increased the flow of Russian oil to China.


Chinese companies have funded and built roads, bridges and tunnels across the region. A ribbon of fresh projects, such as the Khorgos "dry port" on the Kazakh-Chinese border and a railway link connecting Kazakhstan with Iran, is helping increase trade across central Asia.

China is not the only investor in central Asian connectivity. Multilateral financial institutions, such as the Asian Development Bank, the European Bank for Reconstruction and Development and the World Bank have long been investing in the region's infrastructure. The Kazakh government has its own \$9bn stimulus plan, directing money from its sovereign wealth fund to infrastructure investment. Other countries, including Turkey, the US, and the EU have also made improving Eurasian connectivity a part of their foreign policy.

Moscow-Kazan high-speed railway




Rail connection to Tehran



The first freight train from China arrived in Tehran in February 2016 in the wake of China's One Belt One Road project which has seen ongoing investment in overland rail across central Asia. This, plus Iran's landmark nuclear agreement with the west in 2015, has paved the way for deals with France and Germany for a much-needed modernisation of the country's railway network and provided a boost to Chinese-Iranian trade.

China-Pakistan highway



EXAMPLES OF THE WORK

Relationship Manager Discussion Guide



**BELT AND ROAD
BE PREPARED TO SHOW
CLIENTS THE WAY**

RM DISCUSSION GUIDE

RESHAPING THE 21ST CENTURY GLOBAL ECONOMY

China's Belt and Road Initiative (BRI) offers significant global prospects for infrastructure businesses by boosting trade and investment between China and the rest of the world.

DID YOU KNOW?

- 65 COUNTRIES are expected to be directly involved in the BRI.
- 4.48B TRN of infrastructure investment is expected over the next 10 years.
- 63% of the world's population lives in BRI countries.
- 29% of the world's GDP is generated in BRI countries.
- 90% of the world's trade is transported by sea.
- USD 2.5 TRN of infrastructure investment is expected over the next 10 years.

THE ROAD TO OPPORTUNITY

Along the Belt and Road Initiative (BRI), the Belt and Road Initiative (BRI) offers significant global prospects for infrastructure businesses by boosting trade and investment between China and the rest of the world.

DESK LOCATIONS

1. UK
2. France
3. Luxembourg
4. Germany
5. Thailand
6. Saudi Arabia
7. UAE
8. South Africa
9. Mauritius
10. India
11. Sri Lanka
12. Bangladesh
13. HK
14. Macau
15. Thailand
16. Vietnam
17. Malaysia
18. Singapore
19. Indonesia
20. Australia
USA, Canada, Argentina, and Mexico

CASE STUDY 1: HIGH CAPACITY METRO TRAIN PPP

HSBCAN SHINGRE FACILITY

Client: New 2016 Australia

ADT: GVA
Delivery Group: Diverse ED, CMPC, Changjiang, Yunnan China
M&A: Hodge Pindler (Hodge Resources, LC and TB Team)

Transaction details

Structure: Evolvero Plus Finance III Limited

Legal ID: ABS-III

Equipment: Light rail train (LRT) vehicles (up to 50 year commercial period)

Use of Finance: Delivery of 65 high capacity metro trains. Construction of infrastructure depot and 40 km track facility.

HIGHLIGHTS

- HSBC acted as financial adviser and hedge provider for the ABS-III structure, assisting with structured asset support and collateral.
- HSBC acted as the originator's primary processor for the ABS-III structure.
- The originator's strategy, reputation and operating strategy are part of the structure's financial strength and operating strategy.
- The structure is a special purpose vehicle (SPV) established in the UK with the train's world-wide.
- The structure is a special purpose vehicle (SPV) established in the UK with the train's world-wide.
- The structure is a special purpose vehicle (SPV) established in the UK with the train's world-wide.

HOW TO IDENTIFY IF YOUR CLIENT CAN BENEFIT FROM BRI:

Some customers may not immediately see these benefits and believe that it is a Chinese initiative with little relevance for them. HSBC can play a role in helping customers see what the Belt and Road Initiative might mean for their business.

Is your client directly involved in any BRI infrastructure projects?
Does your client provide professional services to BRI projects?
Does your client have any presence in the markets along the Belt and Road routes?
Does your client have trading connections with any BRI related countries?

IMPORTANT CONSIDERATIONS

- Understand the infrastructure projects and the ecosystem.
- Understand client financing which puts the project at the centre of the discussion to enable discussion along the supply chain.
- Collaborate across business and product lines and across geographies.
- Consider opportunities that sit outside of infrastructure e.g. potential M&A opportunities as Chinese firms, for example, look to acquire food and beverage chains to build brands and secure the in the regions that have built around the new routes.

CONVERSATION STARTERS:

- How aware are you of the Belt and Road Initiative?
- Has your business had discussions about the BRI opportunity?
- How could BRI trade routes improve your existing supply chain?
- Do you have a strategy in place to take advantage of BRI?

Fact Sheet

BELT AND ROAD INITIATIVE RESHAPING THE 21ST CENTURY GLOBAL ECONOMY

China's Belt and Road Initiative (BRI) offers significant global prospects for ambitious businesses by boosting the flow of trade, capital and services between China and the rest of the world.

At HSBC we have always been committed to connecting customers to opportunities, by providing expert local knowledge through our global network.

The initiative was first introduced by the Chinese president Xi Jinping in 2013, with the vision to create and improve the physical (infrastructure), financing (leading, capital raising) and policy conditions (customs, trade alliances) that will facilitate greater trade and investment.

Based around the Silk Road Economic Belt and the 21st Century Maritime Silk Road, the 'Belt' is a land-based route leading from China through Central Asia to Europe.

The 'Road' is sea-based, passing through South-East Asia, Africa and the Middle East before reaching Venice, Italy.

DESK LOCATIONS

- UK
- France
- Luxembourg
- Germany
- Thailand
- Saudi Arabia
- UAE
- South Africa
- Mauritius
- India
- Sri Lanka
- Bangladesh
- HK
- Macau
- Thailand
- Vietnam
- Malaysia
- Singapore
- Indonesia
- Australia
- USA, Canada, Argentina, and Mexico

MAP KEY:

- HSBC China desks
- BRI-related countries and territories
- BRI-related countries and territories with HSBC presence
- Silk Road Economic Belt
- 21st Century Maritime Silk Road
- Trade all-positive
- Natural gas pipeline

OPPORTUNITIES FOR BUSINESSES ON AND OFF THE BELT AND ROAD

The wide range of BRI projects offer significant global prospects for businesses, both on and off the Belt and Road, by boosting local GDP growth along the BRI routes and encouraging the flow of trade, capital and services between China and the rest of the world.

According to the China Development Bank, more than 800 projects are currently planned or under way, benefiting more than 80 countries across the route, through the creation of jobs, and leading to increased spending power, airport expansions, consolidation of sea port facilities, the introduction and enhancement of high speed railways as well as oil pipelines, electricity grids and telecoms/multimedia networks.

Initial phase
The initial phase creates opportunities for businesses with expertise in areas from construction, engineering and architecture to finance and professional services.

Construction phase
Once the infrastructure has been approved and finalised, it will create further opportunities for businesses supplying materials such as steel, concrete and asphalt, heavy machinery and components.

Downstream opportunities
Once construction is completed, this creates downstream opportunities in residential and commercial estate development, tourism, new shops and restaurants and increases in land value.

China expects to attract funds from the Belt and Road to invest in infrastructure.

USD 2.5 TRN in total investment

900 PROJECTS are expected to be funded over the next 10 years.

65 COUNTRIES are expected to be directly involved in the BRI.

39 COUNTRIES are expected to be indirectly involved in the BRI.

63% of the world's population lives in BRI countries.

29% of the world's GDP is generated in BRI countries.

4.48B TRN of infrastructure investment is expected over the next 10 years.

WORTH A TOTAL OF USD 890BN are currently under way or planned.

THE ROAD TO OPPORTUNITY. WE KNOW THE WAY

Why HSBC?

Competitive global network with coverage of over 90% of global trade and capital flows.

Uniquely positioned product expertise including cross border and bespoke product solutions across Investment Banking and traditional banking, from securing targets to providing one-stop holistic solutions.

Leading international bank in China with the largest onshore network in China managing the highest inbound and outbound investment flows.

Leading international bank for RMB offering a range of RMB products, services and expertise across more than 50 markets globally.

Leading bank in sustainable finance with expertise in raising debt capital for clients through green bonds and a long-standing commitment to developing and reporting environmental standards for the project finance industry.

Find out how BRI could benefit your business
Please contact your HSBC relationship manager to discuss the opportunities for your business and how this initiative can help your business prosper.
Visit: business.hsbc.com/belt-and-road
Together we can help shape the global economy.

HSBC

EXAMPLES OF THE WORK

Events

China Connections 2017



Chinese BRI Conference 2017



Belt and Road Summit 2017

Virtual Reality 2017

MEDIA CHANNEL STRATEGY

Businesses needed authoritative information and advice. We focused on 'oracle media' that our audience of C-Suite business leaders both use and importantly respect.

Media flexed to cover both awareness & inspiration and education.

- Outdoor awareness posters in business districts of key BRI markets, e.g. Hong Kong, Singapore, Sri Lanka
- Sector-specific print in key trade vertical publications, e.g. infrastructure, technology, transport
- Global/ regional media partners and test scalable programmatic partners to impact, exposure and interest amongst C-suites, e.g. Financial Times, The Economist
- Collaboration with EIU and Quartz delivered indepth analysis and editorial quality with real-time curation of compelling content to drive engagement and enhance stickiness of our BRI hub
- Amplified content via distribution platforms e.g. Smartology, Flipboard to enhance contextual relevancy and drive qualitative traffic
- Always on Google Search always captured needs from the target audience and drove quality traffic to our BRI hub
- Social presence on the most used platforms amongst C-suites to build momentum and fuel interest, e.g. LinkedIn
- Geo-targeting in key markets where merited and needed, use of local 'oracle media' to supplement the global/ regional spine



STRONG SUPPORT FOR CUSTOMER RELATIONSHIP ACTIVITIES

As above, interest becomes action and business only when actual conversations with HSBC occur. The campaign seamlessly pulled through to these activities.

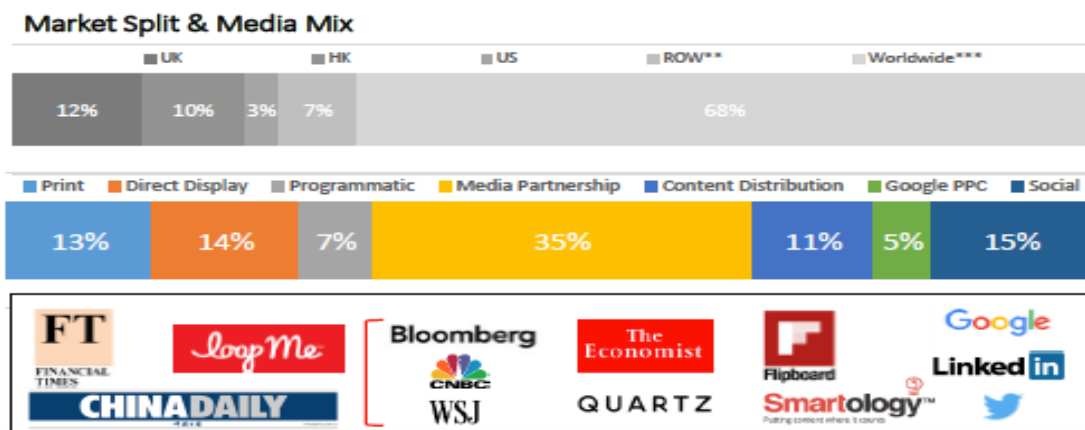
Staff were educated with a toolkit, webinars, fact packs and shareable content.

Events are a key point for conversations. and a suite of tools was developed to enhance our owned and sponsored events, including stands, and a Virtual Reality BRI experience..

The programme of local HSBC-created webinars and hosted events culminating in the 3 day 'China Connections' event in October, an innovative, interactive event to explore the opportunities and challenges of BRI and expanding into China more broadly, whilst also offering support and expert advice:

- 75 clients from 15 countries (all regions represented)
- 12 HSBC regional hosts
- Strong media coverage supported by onsite Bloomberg content journalist
- Highly rated by attendees ('outstanding event that will have lasting impact on my strategic thinking')

FINAL MEDIA SPLIT



*Content Distribution – is the consolidation of media platforms that are used for amplifying HSBC content. It's usually in a native environment or use content as the creative in the banner placements.
 **ROW – China, France, Germany, Singapore, UAE, US, Canada, Malaysia, Indonesia, Mexico, Vietnam
 ***Worldwide – all BRI markets including UK, HK, China, France, Germany, Singapore, UAE, US, Canada, Malaysia, Indonesia, Mexico, Vietnam

While we cannot reveal actual spend, this highly concentrated audience was reached globally for less than USD 2M.

RESULTS

As a global campaign, results are most meaningful at the global level. We focus on these, and then performance in 4 example markets.

1 The campaign has delivered high levels of impact and engagement globally

(For benchmarking, the target audience was estimated by HSBC as 161,000 business across the top 15 markets)

BRI 2017 PERFORMANCE OVERVIEW

BRI Campaign generated massive exposure from both Print and Digital channels amongst global C-suite audiences

690K

Global Print Circulation

13 Million+
Digital Impressions

C-suite audiences were actively engaging with HSBC BRI ads, exceeding industry benchmark for CTR and social engagement rate

0.60% CTR

6x higher than aggregated display CTR Benchmark (0.1%)

80K

Global Social Engagements

1.39% Social Engagement Rate
1.5x higher than LinkedIn Benchmark
7% higher than Twitter Benchmark

New BRI China Growth Hub was highly interacted by the C-suite audiences, consuming deeper and longer than the RMB Resources Centre

57K Site Visits

On BRI China Growth Hub
94% site visits are contributed by paid media

50K Unique Visitors

visiting BRI China Growth Hub
88% of UV are first time visitors

5mins Visit Duration

1min longer than RMB resources centre

Source: Media Agency analyses; from 15 may 2017, ongoing campaign with results cut-off at 31 October

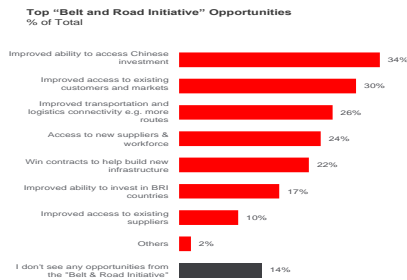
As a global campaign, results are most meaningful at the global level. We focus on these, and then performance in 4 example markets.

RESULTS

BRI awareness has risen alongside growing understanding of BRI business benefits **2**

BRI

One third of businesses see improved access to outbound Chinese investment as a key opportunity of the BRI



- The main BRI related opportunity is access to investment coming out of China
- Operational opportunities also rank highly – improved access to existing customers (30%) and improved transportation and logistics connectivity (26%)
- However 14% of businesses don't see any opportunities – and this is higher amongst European businesses (21%)

Base: the 54% of businesses aware of BRI

Just 3-4 months into the campaign (survey fieldwork – July/August 2017) global awareness has risen to 54% (cf. 41% in 2016).

Understanding was also growing, with 86% of those BRI are able to mention BRI business opportunities'.

3 BRI dividend - a strong financial services revenue halo

32% of global businesses now use RMB for cross-border transactions, a further 29% expecting to do so in the future (cf. 24% and 19% respectively in 2016).

70% of global businesses expect BRI to have a positive impact on their RMB usage.

The growing numbers aware of BRI expect a full range of financial solutions from their bank, most notably involving RMB transactions.

BRI

Businesses expect a full spectrum of financial solutions from their bank in order to support them with their BRI projects

Expected Financial Solutions/Services for BRI Project Support
% of Total



- Trade finance, cross-border cash management and foreign exchange & risk management followed by investment and financing are the lead financial services solutions that businesses expect from their bank(s) in supporting any BRI engagement

Base: the 54% of businesses aware of BRI



RESULTS

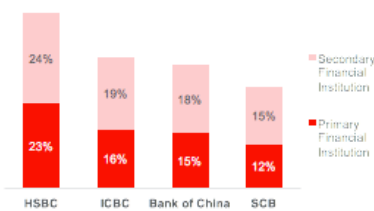
HSBC has an acknowledged leadership position in RMB, and now BRI **4**

RMB Usage

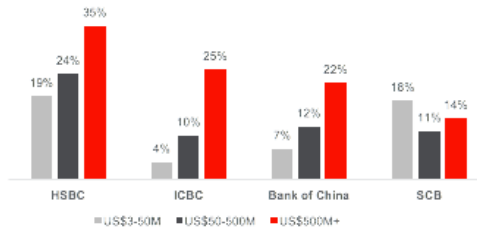
HSBC is the major financial institution for RMB cross border payments outside of China, especially among US\$500m+ businesses

As the largest provider of RMB transaction services outside of China globally, across all sizes of companies, HSBC is well placed to benefit from the BRI dividend.

Primary and Secondary Financial Institution
% of Total



Primary Financial Institution – By business size
% of Total



Base: Those using RMB for cross-border transactions in 2017

HSBC's leadership in BRI acknowledged in the inaugural AsiaMoney New Silk Road Finance Awards:



5 Immediate business impact and ROI, just 6 months in to a long-term campaign

Globally HSBC's directly BRI-related 2017 revenues show double-digit growth (May – October, year-on-year), representing a global media ROI also well into double digits.

This is based on internal HSBC data and relates only to incremental revenues (fees, commissions) for directly BRI-related services; related to business booked in the period plus 10% of the BRI 'pipeline' (BRI leads where there is active engagement but at an earlier stage – based on previous levels of conversion, 10% is the standard factor applied by HSBC for planning purposes). The ROI is based on incremental global revenues thus calculated, divided by global campaign spend for the same period. NB. It is not meaningful to calculate individual market-level ROIs as much of the media spend was global and regional.

Strong performance across a range of markets **6**

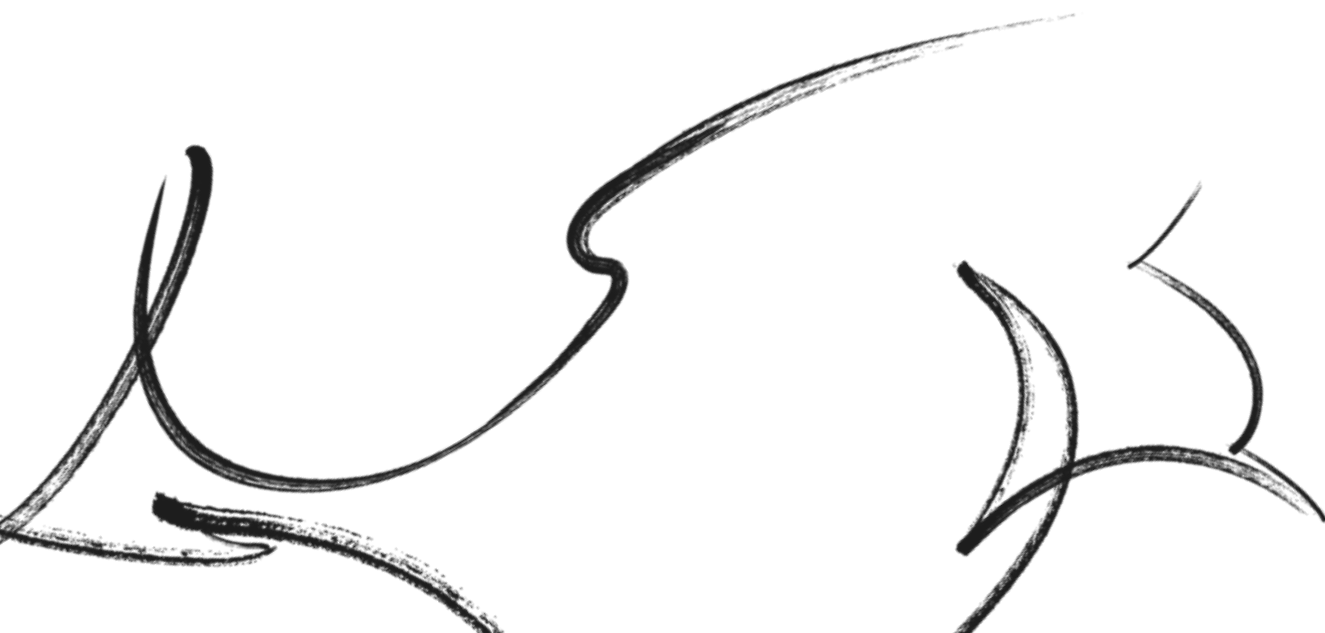
We have seen good results in line with objectives, both in the Asia Pacific region and beyond, as witnessed by our 4 example markets.

KEY MARKET BRI EFFECTIVENESS INDICATORS

	Global	China	Hong Kong	Singapore	UK
% aware of BRI* – July/ Aug 2017 (2016 in brackets where available)	54(41)	86(85)	63(n/a)	70(47)	66(21)
% expect BRI to have a positive impact on their own RMB usage* – July/ Aug 2017	70	85	84	84	73
% for whom HSBC is their primary financial institution for RMB cross-border payments* – July/ Aug 2017, base only RMB users	23	12	33	27	35
Incremental HSBC BRI revenues** – % Increase May-Oct 2017 vs. May-Oct 2016	Double-digit growth	Double-digit growth	Double-digit growth	Double-digit growth	Double-digit growth

* Source is RMB Internationalisation Survey 2017, conducted by Nielsen for HSBC, fieldwork July/ August 2017, 2531 interviews with businesses with annual turnover \$3USD+ and existing business with and/or in China; a similar survey has been conducted since 2012 but was substantially revised in 2017 to include additional markets and new questions on BRI so trend data is limited and indicative only.

** This is based on internal HSBC data and relates only to incremental revenues (fees, commissions) for directly BRI-related services; related to business booked in the period plus 10% of the BRI 'pipeline' (BRI leads where there is active engagement but at an earlier stage – based on previous levels of conversion, 10% is the standard factor applied by HSBC for planning purposes). As already indicated, we can only show directional changes here as all revenue data is embargoed prior to HSBC's 2017 Results Announcement.



WHAT OTHER FACTORS MIGHT HAVE IMPACTED?

All HSBC BRI engagement, external and internal, was delivered within 'We know the way'.

There was no similar global BRI activity by competitors.

While there has been support from the China government and news media, in our view:

- The campaign is greatly accelerating business global awareness and knowledge
- Puts HSBC at the heart of everything BRI, globally
- Delivers immediate benefit/ ROI to HSBC's BRI revenues, ahead of its natural banking share
- HSBC is now in a better place to reap the long-term opportunity for BRI growth
- This is an ongoing campaign investment that in a growing BRI market will pay off more every year, both in BRI revenues and related RMB revenues – and we are confident is already delivering a positive ROI



