



Major Career Roles

Chief Financial Officer, HSBC
Singapore (+4 countries)

Chief Financial Officer, Asia
International (11- country
cluster)

Chief Financial Officer, HSBC
Hong Kong

Chief Financial Officer,
SABB/HSBC Saudi Arabia (now
SAB)

Chief Financial Officer,
Citibank Saudi Arabia (Samba,
now SNB)

Chief Financial Officer,
Citibank Singapore

Director, Audit & Risk Review,
Citigroup Asia Pacific

Other Career Highlights

Senior Finance & Risk

Leadership Roles, Citibank
(Middle East & Asia Pacific)

Independent Director, Multiple
Financial Institutions (Middle
East & Asia Pacific)

Consultant & Strategic

Adviser, Financial Institutions
(Middle East & Asia Pacific)

Mansoor Tirmzi is a senior banking and finance leader with more than four decades of experience across strategic planning, financial management, enterprise risk management and corporate governance in Asia Pacific and the Middle East.

Most recently, he has held multiple country and region level CFO roles for HSBC (Singapore, Hong Kong and Saudi Arabia/SABB) and Citibank (Saudi Arabia and Singapore), leading large multicultural teams through business transformation, restructuring and performance improvement in complex, fast evolving regulatory and business environments. Mansoor has also served in conflict zones and high volatility markets (including the First Gulf War and Afghanistan), strengthening his crisis leadership capability and his belief in clear analysis, open communication and disciplined execution. Over a 34 year career with Citi and HSBC, he has led strategic reviews, integrations and divestitures, and managed finance and risk functions across multiple flagship locations, consistently enhancing effectiveness and improving control while delivering commercial expectations against tight deadlines.

Beyond his executive responsibilities, Mansoor has served as an Independent Director at two financial institutions with a focus on strategic restructuring, and he continues to act as a financial consultant and adviser to organisations across the Middle East and Asia Pacific. His track record reflects a calm, critical thinking approach to driving complex change and a strong commitment to developing high performing teams.

Mansoor brings extensive financial and managerial experience and expertise in:

- **Strategic Planning and CFO Leadership:** CFO and Executive Committee roles across Citi and HSBC countries in the Middle East (Saudi Arabia) and Asia Pacific (Singapore, Hong Kong, Japan, Korea, India, Indonesia, Australia & New Zealand, Thailand, Taiwan, Vietnam, Malaysia, and the Philippines). Several regional roles in Asia Pacific for multiple country 'clusters'.
- **Corporate Governance, Enterprise Risk Management and Crisis Leadership:** Maintaining a robust financial and operational control framework, including during major reorganisations and integrations-- for subsidiaries, branch networks, joint-ventures, and affiliates. Operational stewardship in conflict situations and rapidly changing regulatory and business environments (e.g. First Gulf War, 1997 Asian Financial Crisis, Global Financial Crisis 2008)
- **Business Transformation & Restructuring:** Optimising the structure and mix of Balance Sheet, Capital, Funding and Liquidity; driving business performance across customer segments and product to maximise growth and profitability.: Direct experience of Mergers, Acquisitions and Divestitures for several significant transactions in Saudi Arabia, Korea, Singapore, Indonesia, Philippines, Brunei.
- **Retaining talent, building scale & improving efficiency:** Retaining and developing large teams across multiple countries; strengthening processes, operational effectiveness and improving cost-efficiency across geographies.

Mansoor is a UK qualified Chartered Accountant. His 42year career in financial services includes KPMG London, followed by 34 years with Citi and HSBC in flagship financial centres across the Middle East and Asia Pacific. Mansoor supplements his professional and technical experience with learnings from his love of history, philosophy, literature – and the competitive arenas of business and sport.