



**Sandy Flockhart, CBE
Chief Executive Officer
The Hongkong and Shanghai Banking Corporation Limited**

Sandy Flockhart has been Chief Executive Officer of The Hongkong and Shanghai Banking Corporation Limited since 25 July 2007. He has been appointed an executive Director of HSBC Holdings plc, with effect from 1 May 2008. He is also currently Global Head of Commercial Banking. As Group Managing Director Asia-Pacific, Mr Flockhart is a member of the HSBC Group Management Board. He is also Chairman and non-executive director of HSBC Bank Malaysia Berhad, Vice Chairman and director of HSBC Bank (Vietnam) Limited, a director of HSBC Bank Australia Limited and a non-executive director of HSBC Bank (China) Company Limited and Hang Seng Bank.

Mr Flockhart was previously Group General Manager, Chairman and Chief Executive Officer of HSBC in Mexico from 2002 to 2006 and Group Managing Director Latin America from 2006 to July 2007. From December 1999 to July 2002, he was Senior Executive Vice President, Commercial Banking, HSBC Bank USA and Chairman, HSBC Bank Mexico S.A., heading the businesses of personal and commercial banking in the USA, Panama and Mexico.

In December 2007, Mr Flockhart was named a Commander of the British Empire in the Queen's New Years Honours List in recognition of his services to British business and charitable services and institutions in Mexico.

In January 1995, he was appointed Deputy Managing Director of HSBC's 40 per cent-owned associate, The Saudi British Bank, which is headquartered in Riyadh, Kingdom of Saudi Arabia. He was later appointed Managing Director in 1997.

From 1992-1994, Mr Flockhart served as Chief Executive Officer of HSBC in Thailand. His previous appointments include postings to Hong Kong, the United Arab Emirates and Qatar.

Mr Flockhart is a member of the Visa Asia Pacific Senior Advisory Council, VISA Inc. He is also a member of the Chongqing Mayor's International Economic Advisory Council.

Born in the UK in 1951, Mr Flockhart was educated in Edinburgh, Scotland where he attended George Watson's College. He joined HSBC in July 1974 after graduating in law (LLB) from Edinburgh University. He is married with four children.

January 2009