



Leading Through Change

ANNUAL REPORT 2019

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Our Dedication

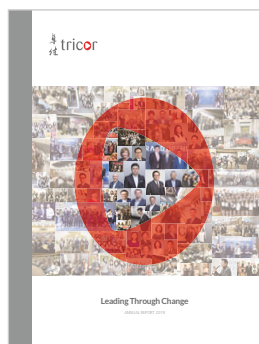
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Cover Story

Tricor leads through change with a team of dedicated professionals that is always at your service, as depicted in the mosaic. Together, we amplify synergy and create value to our clients which lead to business success. The one-line design represents the core value of Tricor Inside. The ever-advancing line symbolizes our promise to walk our clients from start-up to IPO and beyond.

Our Locations

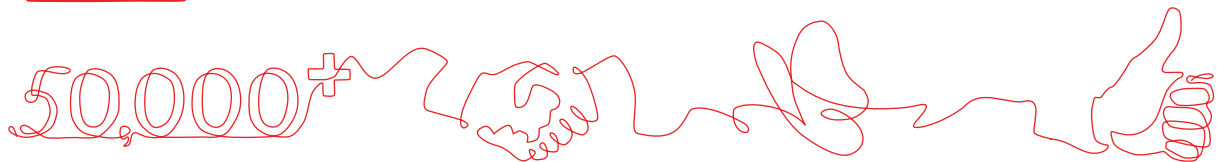
Headquartered In HK

Impacting 21 Countries

Growing With 47 Offices Worldwide



Our People

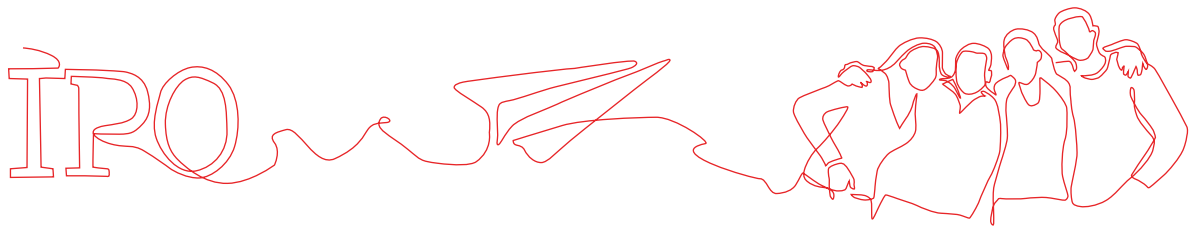


Advancing 50,000+ Clients Globally

Serving 1,500+ Hong Kong Listing Companies

Transforming >40% Of Global Fortune 500 Companies

Exceeding Satisfaction With 99% Positive Ratings*



Cultivating 50% Market Share Of New IPOs In 2019

Nurturing 2,700 Employees Globally

Walking alongside 700+ Employees In Hong Kong

2019 Awards



International Corporate Service Provider of the Year (Tricor China)
Servicing Our Clients Holistically



HKB Management Excellence Awards 2019 (Tricor Group)
Delivering Value At Every Level Of The Organizational Structure



2019 IDC Digital Transformation Awards (DXa) – Digital Transformer – Winner (Tricor Group)
Leading Business Technology Trends



ACCA Approved Employer Programme – Trainee Development – Gold
Providing An Environment To Support Our Future



Caring Company Award (2015-2019)
Shouldering Social Responsibility Time And Again For The Community

* Remarks: The result was based on surveys conducted by an independent research company. Our target is to exceed a score of 95% out of 100%.

Group CEO Lennard Yong

tricolor



2019 has been an extraordinary year. Despite all the trade and economic constraints, Tricolor Group and Tricolor Hong Kong have courageously embraced all challenges. Tricolor has strived and achieved outperformance for the 2019 financial year. Thanks to the resilience of my team in adapting swiftly to the ever-changing business climate under the leadership of Tricolor Hong Kong CEO, Joe Wan.

As a matter of fact, last year's financial performance had hit the highest record since establishment. In the past 18 months alone, 6 mergers and acquisitions plus integrations had been successfully accomplished. A number of HR awards were conferred to us including Best HR Outsourcing Service Provider, Best Payroll Software and more. On top of that, a Greater Bay Area Outstanding Woman Entrepreneur Award was received celebrating the contribution of our fellow team mates. These recognitions would not come possible without the loyalty of our customers and the continuous dedication and support of our staff. Thank you all for keeping us up and strong as Asia's leading business expansion specialist.

Looking forward to 2020, we will persist in mapping out in terms of technology and people. Going digital and developing a paperless economy are the cornerstones of today's techno-savvy business environment. To resonate this, a Shared Service Centre, Tricolor Ace, was launched in Malaysia as a hub of operations in Asia with the goal of optimising and automating businesses. Garnering over 100 Robotic Process Automation (RPA) to service Hong Kong, China, Japan, Korea, Malaysia and Singapore, Tricolor Ace plays a key role in transitioning towards Augmented Intelligence, reshaping operations management as well as

digitally transforming our clients' enterprises. In terms of people, our strong new management team will continue to pilot our crew with focused direction and inspiring vision. I am sure under their leadership, we will drive our clients to make many successes happen.

Taking this opportunity, I sincerely wish our people and the world prosperity and good health as a new year has commenced with some new challenges. Along with my team, we are determined to be at your service and focus on manifesting business expansion goals. Together we walk a path, thank you for continuing to embark on this journey with us.

Lennard Yong
Group CEO
Tricolor Group

This year marks Tricor Hong Kong's 20th anniversary, we cannot express our gratitude and appreciation enough for your continued support over the years. Your support has helped build our legacy, and more importantly, our strong track record and made us the benchmark for professional services here in Hong Kong.

Tricor had made significant and positive strides in 2019 despite the volatile environment. Things can turn unexpectedly as we learnt. Being a CEO, my proudest achievement definitely goes to my strong and agile team which has been demonstrating strong adaptability and flexibility. Celebrating our success, we remain the market leader in integrated business advisory services, with the largest market share in many areas that we are in. Last year, we served over 10,000 clients including 1,500 HKEX listed companies, with a goal to deliver strategic advice at the heart of the clients' business expansion. In this annual report at hand, you will find out more of our achievements.

Moving forward from the Year of Change to a Year of Innovation, we will continue to innovate solutions that help companies navigate the journey from start-up to IPO and beyond. Tricor Staffing Solutions (TSS) and Tricor Trust are the latest additions to our wide range of services. TSS is a one-stop HR consultancy service that helps manage employee experience through executive search, recruitment, hosting employment and personal taxation. TSS also offers physical work space for start-ups, ensuring a well-rounded service for our clients. On the other hand, Tricor Trust provides trust services to families and ensures that the wishes of the settlors are professionally administered in all respects. A pioneer in Hong Kong and Asia, Tricor Trust has introduced the concept of "Sustainable Trusts" in response to climate change. With trusts focusing on the delivery of a

sustainable world environmentally, economically and socially, goodwill can be passed on from generation to generation. As we look towards the future, we continue to cultivate partnerships with various business sectors to lift our united success to the next level.

The story of the last 20 years is only a beginning. My team and I much look forward to seeing you in our many upcoming events. Cheers to such wonderful 20 years and many more ahead!

Joe Wan
CEO of Tricor Hong Kong



Scan QR code to
meet our CEO



Our DNA

Who we are

Founded in 2000, Tricor Services Limited has been the leading business expansion specialist in Asia. Our team of 700+ professionals serves over 10,000 clients across multiple industries, including 50% of listed companies and family offices from Hong Kong and China in full strength.

What we do

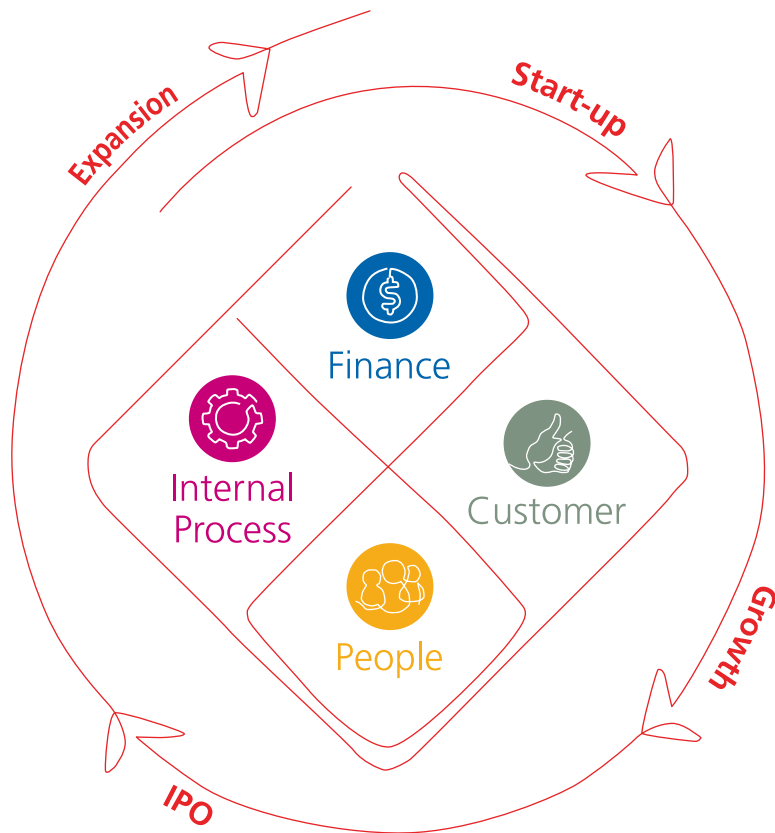
Tricor Services Limited's business expansion solutions include integrated business management advisory, corporate administration and secretarial services, trust and fiduciary services, and human resource consultation. Tricor Inside, our unique approach to business expansion, empowers companies to seamlessly maneuver from start-up to IPO and beyond.

Why Tricor

20 years makes one indispensable journey. We have made good use of the years to amass experiences, tools, people connections and partnerships to deliver on our clients' objectives. With Tricor Inside, you can achieve your expansion ambitions with confidence, knowing our expertise is always At Your Service.

Your Key To Success: Tricor Inside

In a world full of uncertainty, business sustainability becomes challenging. Business needs a winning formula to weave through the volatile cycles and focus on what needs to be done right. With our solid experience in expanding our client's business, Tricor has defined 4 key drivers that are vital to a company's success and brought to our client **Tricor Inside**. Mastering these drivers will enable a company to navigate seamlessly from start-up to IPO, and beyond.



Business Essentials



Finance

Finance plays a critical role in the strategic decision-making that carries organizations forward. New relationships, driving measurable value, establishing core financial processes, compliance and periodic reporting are key at all stages of a business' growth. Managing the pressures that come with going public require strong investor relations and an ability to shape their expectations while building confidence. Managing expectations post-IPO is no less of a task. Monitoring sentiment, company stock, leadership and other factors are also crucial for long-term success.



Customer

A stellar brand identity is the pillar to building a strong market presence. This requires a thorough understanding of the industry to define and segment target audiences in order to service them effectively. Customer engagement, user content generation, blogging and search engine optimization are fundamental to growth in the customer economy, which pays its dividends in public awareness once stepping onto the IPO stage. As a company expands and increases its stakeholders, managing PR and exploring potential in other markets realigns a new focus.



People

Hiring process can be expensive. Compensation and procurement costs, compliance to legal and market knowledge, management training, benefits administration are just a few in the bucket. With a company's sustainable growth in mind, it is in an HR department's best interest to hire ahead of time to ensure it has the capacity to meet future demands. Such processes may require periodic on and offboarding, which are both time-consuming procedures that require an evaluation method to retain and reward quality staff going into the IPO and expansion stages.



Internal Process

Running the internal processes of a business is a "jack-of-all-trades responsibility" in such that workflow, records, legal applications, compliance, regulations, development of systems and a timely delivery of products or services needs to be ensured. This hefty responsibility is present in every stage of growth from start-up to IPO and beyond. Efficiency vs Effectiveness is a key performance indicator for operations in a company. When the business is ready to be listed and to reach more markets, it is essential to run a smooth listing to maintain steady investment and healthy relationships with stakeholders.

Tricor Inside

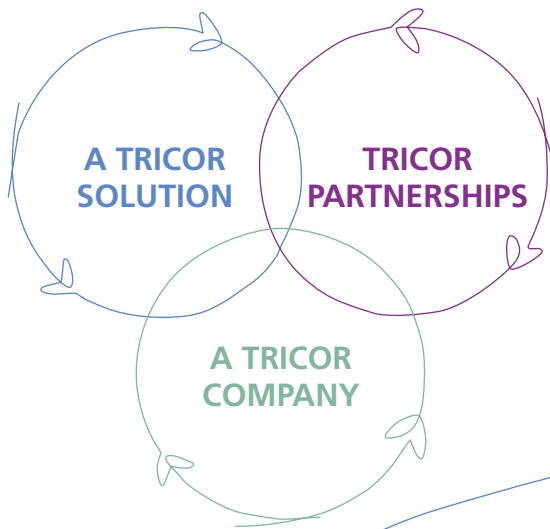
Money matters, especially when starting up. Our one-stop-shop solution takes charges of outsourcing backend support and compliance service. We further offer pre-IPO ESG support plus setup service of SPV. Moving forward to IPO, share registrar appointment and IPO process servicing will be taken care of. After the business has gone public, we continue to provide share registrar services highlighting e-voting on site, e-proxy to appoint proxy electronically and hybrid meeting arrangements. We also act as a master service provider to centralize employment costs and simplify financial routines.

All business needs to start with a good brand. We provide comprehensive brand consultancy including brand building, media relations and content marketing. We help our clients uncover new opportunities by offering networking platforms to support business growth. When the business goes public, we help strengthen our clients' brands to gain market attention with our omnipresent IPO App. Fostering business expansion, we can monitor our clients' brand presence globally. To strengthen our clients' corporate governance policies, we provide ESG reporting services.

Right talents are greatest assets to any business. Spot on recruitment and complying benefits of employees are what we care. We also assist on staffing and the development of employee handbook when the business sets out. Progressively, we support on bulk recruitment and training for customer-facing employees. To protect valuable assets, keyman insurance is provided. Getting set for IPO, we render Trust and Fiduciary Services, ESOP and Employee Benefits Trust. When your business continues to expand, we perform payroll health check, finance process review and outsource recruitment and seasonal hiring.

Establishing a systematic operational model is the key to a business's future smooth-running. We provide business strategy solution and outsource compliance service to start with. Moving forward, we help perform strategic review and consultation, manage HR process automation and portals and handle visa applications. When the business is ready to go public, our IPO App facilitates paperless operation. We give a hand by providing AGM venue and preparing regular reports. Count on us on shareholder communications and post-IPO handling of rights and share issues.

Our Ecosystem



TRICOR PARTNERSHIPS

Two heads are better than one. As a business expansion specialist, we seek every possible strategy to help our clients grow. That is why we're always on the lookout for unique partners that are committed to their craft.



A TRICOR SOLUTION

Steve Jobs said "It isn't the customer's job to know what they want." At Tricor, we completely agree – it's our job. We are always at your service and will continue to build new services to tackle your problems with steadfast determination.

TSS

Tricor Staffing Solutions (TSS) is a one-stop solution for all staffing and HR needs. Built by Tricor, TSS offers a specialised workforce suite to stimulate employee experience through Executive Search, Recruitment and Personal Taxation. Our clients can enjoy tailor-made recruitment services that facilitate business success in a dynamic environment. We apply our scope of services to necessities big and small, to ensure our client's growth objectives are met from corporate to the employee level.



TRICOR TRUST

Tricor Trust is one of our new initiatives with an aim to assist organisations in setting up asset protection and wealth management structures. With a team of dedicated and experienced professionals, we take a holistic approach to creating ideal trust solutions. Our services include setting up Private Family Trusts for trans-generational wealth inheritance, so that future beneficiaries can continue their family legacy. The Corporate Employee Benefits Trust for startups and MNCs improves employee retention – a unique offering that goes beyond traditional employee packages. We also pioneered the concept of 'Sustainable Trusts', that encourages the diversification of Trust Fund investments into "Green" investments that comply with Environment, Social and Governance (ESG) standards to address the environmental issues plaguing our planet.



BOCI – ESOP

Motivating employees takes more than traditional compensation packages, which gives birth to the strategic alliance with BOC International (BOCI) for the provision of the Employee Share Ownership Plan (ESOP) – a solution that attract employees through stock incentives, meaning employees do not merely work for a company, but a part of it.



PRAXONOMY – BOARD PORTAL SOLUTIONS

Tricor partnered with Praxonomy's next-generation board portal for

enabling the remote sharing of highly sensitive documents and accessing up-to-date materials for board directors. This solution does not only improve the efficiency of board meetings, but contributes to the paperless economy in Hong Kong.

WillisTowersWatson

WILLIS TOWERS WATSON

Tricor partnered with Willis Towers Watson to provide risk management and human capital solutions as we believe in the importance of preventive measures. In collaboration, we offer workforce protection and risk transfer solutions throughout Asia.

Farseer

PARSEER

Business in the customer economy is driven by data. Tricor partnered with Farseer for their Business Intelligence Monitoring services to pave the way in formulating effective growth strategies, so businesses are kept up-to-date with the trends making sure that our clients understand what their audience likes more, or less.



RICHFUL DEYONG

The acquisition of Richful Deyong (RFDY) in May 2019 is the largest in the almost 20 years of Tricor's history. RFDY is a Hong Kong-based provider of integrated corporate and business services, focused on supporting mainland Chinese companies in their international corporate activities. With this acquisition, Tricor expands its mainland China presence from five cities (Beijing, Shanghai, Guangzhou, Shenzhen, and Chengdu) to an additional eight cities (Tianjin, Xiamen, Dalian, Qingdao, Nanjing, Hangzhou, Fuzhou and Ningbo).

Together with a network of 140 relationship managers across 13 major mainland Chinese cities from RFDY, the combined Tricor and RFDY platform will continue to meet the growing needs of Chinese enterprises with the most comprehensive suite of services available in the market. This

strengthens Tricor's Asian footprint and supports our aim to become the premier partner for China's globalisation activities, taking full advantage of economic expansion and initiatives like the Belt and Road and the Greater Bay Area.



ALPHALINK

July 2019 saw another acquisition that drove growth opportunities in the APAC region and Greater Bay Area for Tricor. Alphalink brings another 60 experienced professionals catering to a portfolio of over 850 clients to the Tricor platform. As a diversified corporate services company, Alphalink serves international and local enterprises in Greater China, handling global outbound and inbound business and investment for Chinese companies. The combined business will deliver expanded solutions and enhanced capabilities to clients across the Greater China region.

A TRICOR COMPANY

Growth is at the forefront of Tricor's objectives. If the right opportunity presents itself, we'll invest in it. We're always exploring new partnerships and aligning with businesses that share our vision of helping firms across APAC pursue new opportunities.



Xiaomi Corporation

is an internet company with smartphones and smart hardware connected by an IoT platform at its core. Currently, Xiaomi is the world's fourth-largest smartphone brand, and has established the world's leading consumer IoT platform. Xiaomi is the youngest company on the 2019 Fortune Global 500 list.

Celebrate Historic Success With Us – Your IPO Knowledge Master

Tricor reckons that a company of a scale and significance like Xiaomi can accept nothing but the very best corporate and investor service providers. At the time when Xiaomi announced our appointment to provide joint company secretary services, it was the very first among China companies with a weighted voting right (“WVR”) structure to

seek listing on The Stock Exchange of Hong Kong Limited (“HKEX”). Nonetheless, Tricor was determined to provide Xiaomi with professional corporate governance, compliance and secretarial services. Tagging along Tricor's in-depth knowledge and understanding of the latest Listing Rules and regulations, such IPO had turned out to be a promising success.

Zhong An Online P & C Insurance Co., Ltd. (ZA Online)

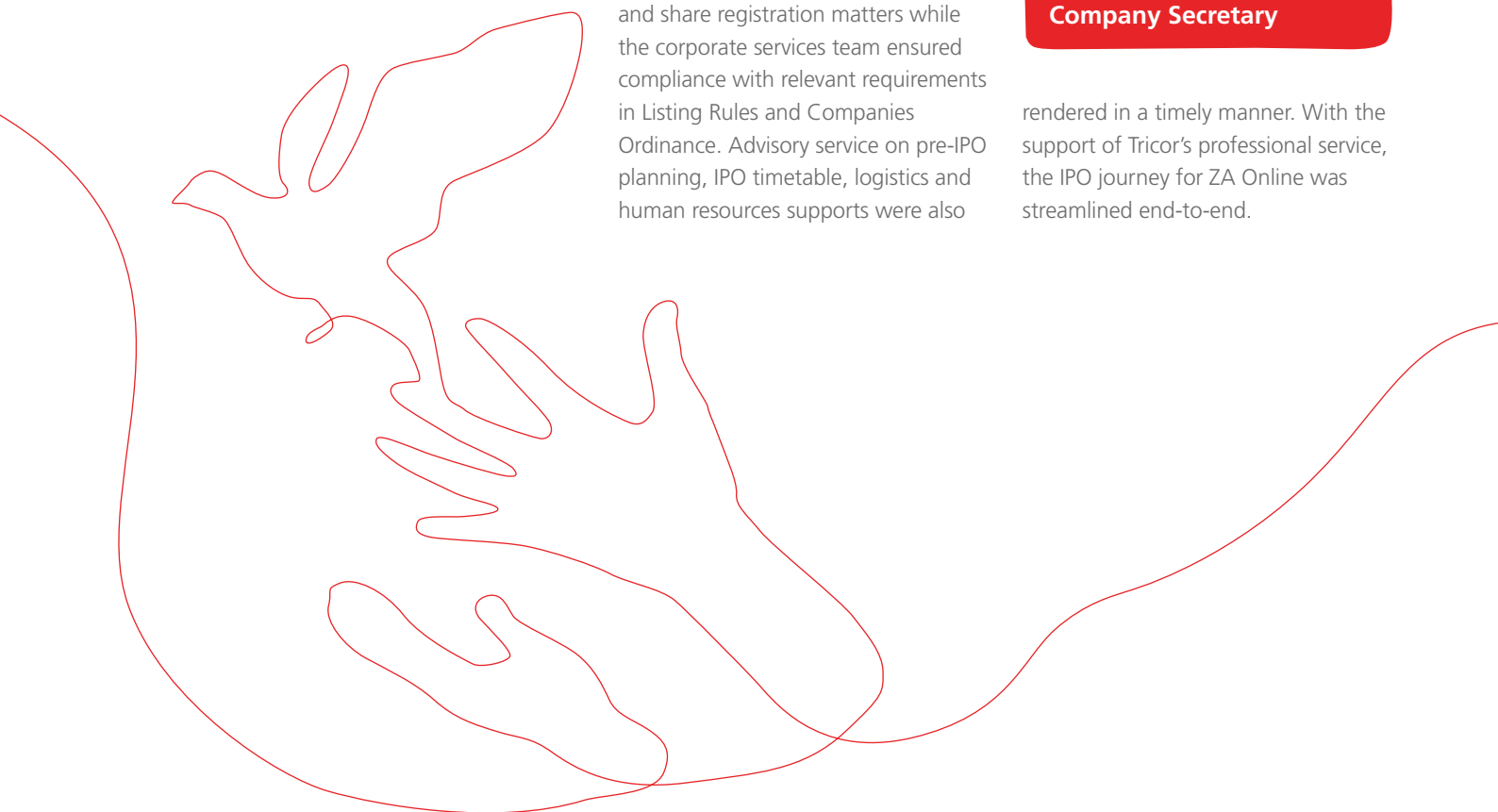
is a Chinese digital-only insurance company based in Shanghai, China. It is also the first and only company in China to obtain an internet insurance license.

Rely On Us – Your Time Chaser

Nothing seems impossible when ZA Online had this innovative idea to reshape traditional insurance by applying internet thinking across the insurance value chain from product design to claims servicing. When ZA Online received over 120,000 applications and was 390 times oversubscribed, time had become a major constraint. Being a reliable and professional one-stop service provider who truly understood its needs on every level, Tricor's investor services team helped manage IPO and share registration matters while the corporate services team ensured compliance with relevant requirements in Listing Rules and Companies Ordinance. Advisory service on pre-IPO planning, IPO timetable, logistics and human resources supports were also

"We are honored to have Tricor to provide both company secretary and IPO share registrar services to us during our IPO listing. Supporting by Tricor's experience, professionalism and tacit coordination, it helped us to save time on unnecessary communications and procedures, so as to improve the overall efficiency of the IPO process." – Yongbo Zhang, Vice General Manager / Compliance Director & Chief Legal Officer / Joint Company Secretary

rendered in a timely manner. With the support of Tricor's professional service, the IPO journey for ZA Online was streamlined end-to-end.





Fosun International Limited

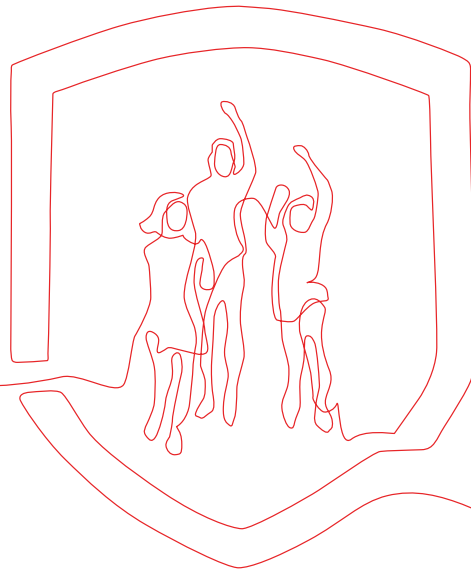
is a family-focused, multinational conglomerate company that has deep roots in China focuses on technology and innovation. Its innovative creation of customer-to-maker (C2M) ecosystem provides high-quality products and services for families around the world.

Expand with Us – Your Timely Advisor

Although originally family-focused, Fosun wishes for more families to enjoy their products and services in the world. In doing so, business expansion and investment are sought after in order to make this dream happen. Tricor, as a trustworthy corporate service provider, responded to Fosun's instructions in a swift manner. A comprehensive series of professional services were rendered including company secretarial

“Tricor is professional and reliable in providing timely responses and solutions even to our complicated and urgent cases.” – Angel Sze, Company Secretary

services, compliance, authorized representatives, further beyond to entity formation and liquidation, dissolution and cessation, and share restructuring. With our support in full swing, Fosun was able to pave their path to distant parts of the world, and bring more satisfaction to families and its shareholders alike.



A family

looking for shared values and having the will to protect and manage family assets.

Envision the Future with Us – Your Dependable Protector

People care about their family members because family bond is beyond physical. The head of the family approached Tricor when they sensed that something amiss under the roof. Although family assets were being maintained under trusts that were established decades ago, trust laws and global tax requirements had evolved and the family needed a new trust structure to properly protect kin assets. In this light, the family had to seek for trustworthy professionals to take up the new role which the

family could confide in by long-term. Tricor confidently took up this position and acted as the protector. Now, the family is fully guaranteed that with the trustee managing the assets and the protector to safeguard independent mechanism that oversees trust administration, all possessions and capitals developed by the past generation are covered and protected to be enjoyed by their offspring – the best gift a family can give.

China Harmony New Energy Auto Holdings Limited (Harmony Auto)

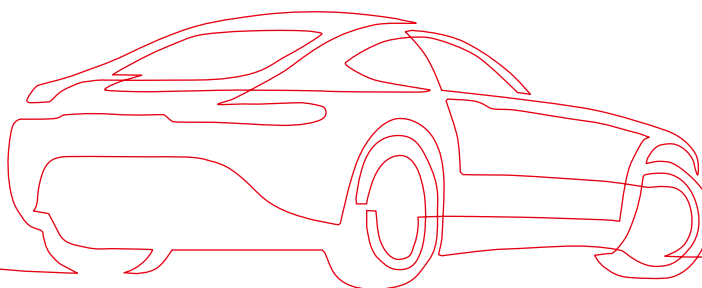
is an investment holding company principally engaged in the sale and related servicing of ultra-luxury motor vehicles in China.

Grow Long-term With Us – Your All-round Backup Provider

A long-term client of Tricor, Harmony Auto began to use our service since their IPO in 2013. At the time when they ran short of staff handling compliance works on Listing Rules requirements, we provided comprehensive business support including named secretarial and corporate services, share registrar services, ESG (Environmental, Social and Governance) report services, ESOP (Employee Stock Ownership Plan), D&O (Directors and Officers) Insurance service and acted as the coordinator-in-charge of all compliance works. Even for service areas that we did not cover, Tricor had no problem helping

“Tricor is always here to offer an all-rounded support and it’s certainly a reliable partner in every steps of our business development!” – Lu Feng, Chief Representative in Hong Kong, China Harmony New Energy Auto Holding Limited

bridge that gap with other service providers to ensure Harmony Auto was backed up all-inclusive. Harmony Auto once experimented company secretary service with providers elsewhere but later decided to come back to us, giving an undoubted evidence of Tricor’s excellent service, on another level.



In 2019, Tricor experienced Digital Transformation at a faster pace than ever before, setting the precedent for a much-anticipated 2020. As digital technologies dramatically reshape industries, many companies are pursuing large-scale change to get a good grip of the trending benefits and to keep up with competitors. Be rest assured, Tricor's clients always stay ahead of the curve.



Finance

Sustainable business growth and value optimization are among the biggest challenges any business faces. To achieve these objectives, Tricor has employed analytics-driven EBITDA improvements, as part of its cost savings and reinvestment solutions. This also maximizes operational efficiency, making our clients all happy clients – now and in the future – accomplished with satisfactory capital goals.



Customer

Integration of technology into all areas of business has fundamentally changed the way and the value we interact with our customers. We are at your service wherever and whenever you ask for. Application of CRM as one of the centerpieces of Tricor's new internal sales tool, has helped optimize the efforts of each business development staff.

Another feature in the cap for Tricor is the launch of its IPO App for IPO clients and public investors. The App enables applying for IPO shares while keeping track of the IPO allotment results with just a few clicks. This App is a pioneer in Hong Kong garnering over 1000 downloads in its first month of launch.



People

Continuous improvement is the key to never getting left behind. With our strong senior leadership and investment in new technologies, the onus is on us to identify and cultivate the next generation of digital innovators. Together with a hunter mindset, we could continue to grow side-by-side with our clients and take on business challenges with fervor.



Internal Process

Productivity is important, but so are the experience and growth of employees. Our new tech platform – Robotic Process Automation (RPA) does not only alleviate mundane and repetitive work, but increases the capacity for employees to focus on more fulfilling and higher-value work, thus further increasing efficiency in delivering client services.

In the coming year, Tricor will utilize tools to automate repetitive HR tasks, such as recruitment, onboarding, daily operations, training and off-boarding. Not only will this make operations more efficient, but it also promises a more accurate way of vetting the right talent for the teams.

Our People and Culture



One Tricor, One Family

Ratan Tata: "If you want to walk fast, walk alone. But if you want to walk far, walk together."

"Collaboration, Care, Agility, Integrity and Passion" lights the flame of Tricorians around the globe. These 5 core values form the basis of "One Tricor". We are passionate about our work and our sense of unity includes the strong relationships we build with our clients. Every day is an opportunity for us to stack the bedrock of our past achievements together.



Training The Next Generation

At Tricor, when we talk about training for the next generation, our utmost concern is just one question – is it fulfilling? Tricor's internship programs prepare young talents for the future in a career that matters to them. Last summer we hired more than 50 interns to work closely with us across different divisions on assignments

such as team presentations, sharing perspectives on growth opportunities across the Greater Bay Area, and a deep dive on applications with the latest technology for client services.

Tricorian mentors guided our interns to pick up skills that many do not get a chance to learn until their tenure as industry professionals. What do opportunities look like, what to do when one presents itself, how to capitalize and make the most of it were just a few questions for our interns to explore. The "Young Talent Award" is designed to strengthen understanding about professional services, as well as to enrich a unique learning journey with us.

Caring For Our Own

Collaboration and synergy are followed by passion and performance. We believe in a supportive environment that helps our people define personal and career goals. A Tricorian does not come to work feeling isolated, they arrive with the confident spirit that "We are One Tricor". We instill this attitude through various team building tasks and activities. Last year, "Tricor Team Building Day" was successfully held at KITEC, Kowloon Bay. With the effort and collaboration of over 260

employees across different divisions, the Team Building Day included a great African drum ensemble and collage creation – a Tricor art-piece now installed in our office as a memento of this unifying day.

Embracing Wellness Inside

Employee health and wellbeing is another important facet which we invest with time, energy and resources. We have embraced wellness and consider it a vital part of our business strategy. An array of wellness initiatives are presented through eleven workshops – (1) Managing Self From Within – Enhancing EQ, (2) Change Management – Leaving Comfort Zone Comfortably, (3) Communication and Coaching – For The New Gen Team, (4) Talent Management, (5) Drawing Class, (6) Laughter Yoga, (7) Green Diet, (8) Body Massaging Class, (9) Office Workout Class, (10) Sleep The Right Way and (11) Eat To Appear.



Business relies on people because people make difference. We are at a position to promote talent sustainability by recognizing our young generations. Tricor makes sure our employees will always have ample chances to showcase their strengths at work and that they are provided the right opportunities to learn skills that do not only benefit them professionally, but in life. Now they do good, we know we will only do better. Invest on money and you get money, invest on people and you get all.



“Time is money. Meeting deadlines and chasing around the clock are the most precious lessons I learnt here. Our clients fully rely on us – it’s also something that we stand proud.”

Ben Pang

Ben graduated from the Hong Kong Polytechnic University. He is an accredited professional of ACS (Hong Kong Institute of Chartered Secretaries), ACIS (Institute of Chartered Secretaries and Administrators) and FRM (Financial Risk Manager) from GARP. As a manager, he works at compliance and capital market operations, placing cash offer, privatization, and more. A powerful influencer, Ben is always confident to set high benchmarks and bring the best out of his team. Netflix over a few drinks is the way he likes best after work.

“Quintessential skills for presentation, professional writing and project management are what I’ve secured here that will benefit me for a lifetime.”

Milton Poon

Milton received both his bachelor and postgraduate qualifications from The University of Hong Kong. He is currently working as a manager who tries to influence his co-workers to strive for the best and go far beyond. Fast-paced and collaborative, Milton’s work philosophy is to always make himself and people around the very finest version of oneself. During his spare time, Milton likes to read to nourish his soul.

“Annual Dinner was really a night to remember! The fun moments and the bond created among colleagues have become a great motivation for me to work harder and contribute even more.”

Danika Wong

A graduate from the University of Queensland, Danika joined Tricor fresh as an associate and was promoted to senior officer within 1.5 years. Her major duties include the handling of content management, conducting of market research and supporting the global team to execute social media strategy. Having created over 130 case studies, Danika has acquired the ability to multitask and meet deadlines efficiently. Being a dog lover, she dreams of having a house big enough to fit 10 pugs.

“If I could use 3 words to describe my experience with Tricor, I would say 1. Fundamental (broad working experience), 2. Satisfactory (self-achievement) and 3. Love-hate (why? leave for your guess!).”

Jason Pang

A City University of Hong Kong’s graduate, Jason holds CPA at HKICPA qualifications. Now as a supervisor, he provides accounting, payroll, payment processing services. Jason has built a solid client portfolio through projects of shared service centre (SSC), client service portal, business processing management and system enhancement projects. His tenure with Tricor has given him great satisfaction that aligns with his personal goals. Jason’s favourite moment is to exchange Whatsapp messages with friends and family members.

Our Corporate Backbones



@Lennard Yong
Group Chief Executive Officer

#GroupCEO
#MalaysianbornHKer
#CantonPop

Qualifications & Education

- Board of Governor, American Chamber of Commerce in Hong Kong
- Leadership program, Harvard Business School
- Master of Commerce in Accounting, University of New South Wales, Australia

What Do You Not Know?

A Malaysian born Chinese, Lennard has lived his life in 4 countries and 6 capital cities but still he is proud to call Hong Kong his home with his wife and two children. As global as he is, be confident to hunt him at a local Taiwanese noodle stall in his neighborhood. Other than authentic food, what would make him extra happy? VIP tickets to G.E.M.'s concert!

What To Expect?

Starting his career with the number's world of accounting and finance, his genuine passion is to spend more time in building and developing people. Lennard communicates day-to-day in English, truth is he also understands Cantonese, speaks some broken Mandarin, and even some of our fashionable slang!



@Joe Wan
Chief Executive Officer,
Hong Kong

#Post80CEO
#AlmostScratchGolfer
#Innovator
#LicensedBusDriver

Qualifications & Education

- Chairman of the Federation of Share Registrars Limited
- Member of The Institute of Chartered Accountants in England and Wales (ICAEW)
- Master of International and Public Affairs, The University of Hong Kong

What Do You Not Know?

A post 80' CEO who is an avid collector of Chinese calligraphy. If not in Tricor, he may now make his living by being a pro golfer and coaching around the world, just as his childhood dream. What's more? No food is more soothing to him like a bowl of instant noodle (overload with spicy chili sauce).

What To Expect?

Placing bets on which hand Joe chooses to write with is something we find interesting to do! If not betting on whether he is lingering around his floor which is his favourite place to meet his people.



@Catharine Wong
Managing Director –
Head of Share Registry &
Issuer Services

#exHKEX
#LeadingShareRegistrar
#InnovativeSolutions
#ClientExperience

Qualifications & Education

- Executive Committee Member of the Federation of Share Registrars Limited (FSR)
- Member of USM Working Group, which is led by the Joint Working Group members including Securities and Futures Commission, HKEX and FSR
- Master of Applied Finance, The Macquarie University, Sydney

What Do You Not Know?

Catharine is the family's odd one out, with most of her family members in the medical field. Israel is her favourite place on earth, she is also fond of trying out fusion food and doing wine-pairing for an extraordinary taste bud venture.

What To Expect?

A believer in human senses, impress Catharine not by the big moves you do, but the trivial way you make her feel.



@Conbie Siu
Executive Director of
Business Services

#exPwC
#Shopaholic
#ThaiFood

Qualifications & Education

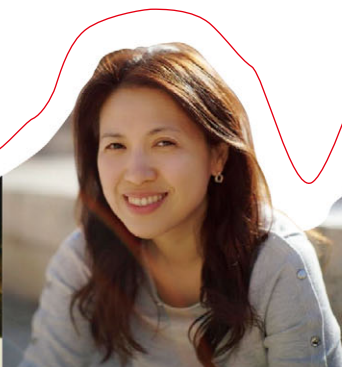
- Bachelor of Business Administration in Accounting

What Do You Not Know?

Get her seal the deal by inviting her to a Thai lunch, or simply ask her out for a shopping spree. After all the food and shopping fun, her home is still the ultimate place she wishes to be for a relaxing evening.

What To Expect?

When we are with Conbie, we are always geared up and be ready to walk that extra mile, if not miles.



"Take your work seriously, but don't take yourself too seriously"
Barack Obama



@Daryl Choy
Chief Marketing Officer,
Hong Kong

#ThinkDifferent
#Minimalist
#StayHungryStayFoolish

Qualifications & Education

- Council Member, Brand Building and Marketing Committee, China Association of National Advertisers
- Founder of Hong Kong Chapter, Service Design Network
- Master of Science in Marketing, The Chinese University of Hong Kong

What Do You Not Know?

A brainteaser in human form who aspires to use Chinese chess to untie his mind knots, yet it fails every time. A big fan of Roger Federer, this book lover had his own one on experience design published in China.

What To Expect?

Play Chopin to get him in the meeting mood, it works all the time.



@Michael Shue
LL.B. CTP,
Managing Director of Trust
Services

#RockTheWorld
#Lawyer
#SustainableTrusts

Qualifications & Education

- Executive Committee member and former Chairman of the Hong Kong Trustees' Association ("HKTA")
- Co-chairman of the China Development Sub-Committee of the HKTA jointly with STEP Hong Kong
- HKTA Certified Trust Practitioner
- Bachelor of Laws, The University of Canterbury, New Zealand

What Do You Not Know?

Don't be staggered when you run into a bar and see him grooving on stage with a rock band! Once dreamt to become a medical doctor, his incompetence in science has led him to an even better career – a lawyer who yearns to defend the under-privileged in society.

What To Expect?

We see him an easy lunch date, because most cuisines would make him happy. Do talk to him if you wish to learn more about the history of World War II and the historic city of Prague, he will share with you in a heartbeat.



@Pamela Chung
Managing Director –
Head of IPO Services

#TricorIPOQueen
#HKEJcolumnist
#600HKIPOs+

Qualifications & Education

- Master of Business Administration, Richard Ivey School of Business of The University of Western, Canada

What Do You Not Know?

Turn to this Japan explorer for some unconventional tips on hot springs and sakura spots but don't bribe her with beef. When you ask her how is it possible to love Japan but not beef? Her answer is you can't have it all, because life is a balance of holding on and letting go.

What To Expect?

When she is in her work nutshell, distract her by saying anything about travelling to Japan. You will see her dance again.



@Wendy Kam
Executive Director of
Corporate Services

#JapaneseFoodie
#CorporateServices
#CorporateGovernance
#CompanySecretary

Qualifications & Education

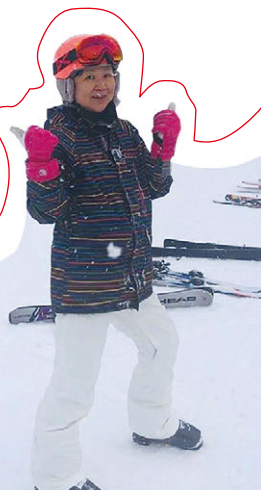
- Member of the Companies Registry Customer Liaison Group
- Chartered Secretary, Chartered Governance Professional and Fellow of both The Hong Kong Institute of Chartered Secretaries ("HKICS") and The Institute of Chartered Secretaries and Administrators ("ICSA") in the United Kingdom
- Graduated from the City University of Hong Kong

What Do You Not Know?

Wendy has the potential to become a Japanese version of Jamie Oliver based on her passion to cook and to teach, especially in simple and fresh Japanese dishes. Cooking under the sun of Santorini sounds like a perfect spell to her.

What To Expect?

We all know that Wendy is a dreamer and a maker. No dream is too big for her to achieve.



At Tricor, our commitment to CSR goes beyond our business operations. We actively promote responsible practices to ensure that our commitment to good corporate citizenship is brought to life through CSR initiatives.



Tricor x Community

A priority on Tricor's agenda is to inspire a new generation of explorers. We sponsored the 2019 Charity Hiking organized by the Hong Kong Shine Tak Foundation aiming to raise interest and funds for the youth to explore innovative aerospace technology.

Narrowing the education gap is another cause that Tricor believes in. Walking the talk, we became the Gold sponsor of the Sowers Action Charity Golf Tournament 2019 in supporting underprivileged children to change fate with knowledge.

Genuine appreciation runs deep at Tricor. Such values have laid the groundwork for the company's success over the past 20 years. As part of our ongoing admiration for heritage, we sponsored Hong Kong General Chamber of Commerce's (HKGCC) Annual Free Ride Day so that the Hong Kong public can ride on Hong Kong trams and the Star Ferry for free.



Tricorians x Community

CSR activities that Tricor involves in have a huge impact: they not only make a positive contribution to the causes they support, but they also have tremendous value for our clients, our employees, and our organization.

Mr. Michael Shue, Managing Director of Trust Services, reciprocates the Trust community by supporting the development of Trust Training Course for HK Trustees Association. This is a key milestone for the Trust industry in Hong Kong, as it aims to develop talent within the trust and fiduciary services industries in a systematic manner. Tricor Trust also sponsored the Legacy Academy Conference in August 2019 to promote best practices in trans-generational family business legacy.

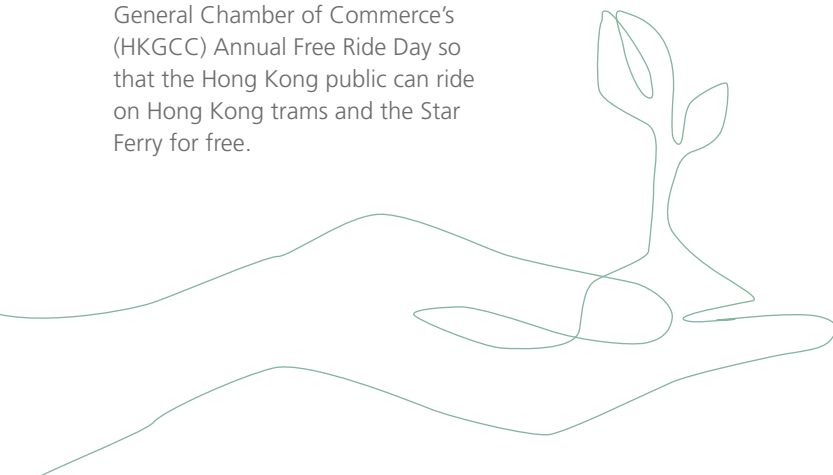
Ms. Wendy Ho, Tricor's Executive Director of Corporate Services, becomes the newly elected Council Member of the Hong Kong Institute of Chartered Secretaries (HKICS) as a result of her contribution in the corporate secretarial communities. As a guest speaker and has chaired various seminars, she has actively participated in stakeholder-networking activities such as the Corporate Governance Paper Competition and Presentation Awards.

Ms Judy Wong, Tricor's Group Counsel and Chief Compliance Officer, has been appointed Director of Shared Value Project Hong Kong (SVPHK). In this additional role, Judy will support SVPHK in helping members create profitable business models to address unmet community needs.



Tricor x NGO

Tricor has long supported financial literacy, and we became one of the Supporting Organizations of IFEC in 2019. Moving forward, we will continue to address education needs, offer experiential learning experience, and provide financial education resource guide to encourage public learning.





We would like to extend our sincere appreciation to the sponsors of Tricor's 20th anniversary celebration.

Diamond



Platinum





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