





# **ACCELERATE YOUR CAREER WITH TRICOR**

Tricor Group, Asia's leading business expansion specialist, provides customized solutions for every stage of our clients' business growth, from incorporation to IPO.

Our people make us who we are. We believe that each recruit is the beginning of a relationship—a partnership where together we build a stronger Tricor. Let us be the building blocks for your career and join us on our exciting journey of growth and expansion.

When you join Tricor, you'll be working alongside seasoned business professionals in 21 markets across the globe to deliver innovative solutions to a diverse portfolio of clients across different industries, service lines and geographies.

At Tricor, we're committed to a culture of continuous learning and we provide comprehensive training programs to nurture both your professional development and personal goals. We help hundreds of businesses grow every year. Let us help catalyze your career growth and life aspirations.



Tricor's approach to global talent management is based on developing a workforce of 'ready now' leaders who can fuel growth well into the future. We know that hiring for today's skills is not enough. Instead we focus on upskilling, reskilling and building a culture that attracts lifelong learners who have the ability to constantly learn new skills and navigate the technology and innovations that might not even yet exist."

> Sharon Cheng **Group Chief People Officer**

# **ABOUT TRICOR**

Tricor Group (Tricor) is the leading business expansion specialist in Asia, with global knowledge and local expertise in business, corporate, investor, human resources & payroll, and corporate trust & debt services. We deliver critical tax, accounting, finance, business advisory, human capital management, and compliance services where and when our clients need them.

People are at the heart of everything we do at Tricor. From servicing our clients to volunteering, we emphasize the importance of building strong relationships with our clients. colleagues and communities.

> Because people are so essential to our work, we provide all new hires with a myriad of tools and resources including formal learning programs, development plans, mentorship connections and onboarding checklists.

> > **Lennard Yong** Group Chief Executive Officer



Tricor was founded in 2000 through the acquisition of the accounting, company secretarial, share registration and related services from major international accounting firms and other leading professional firms. Strategically headquartered in Hong Kong SAR, we operate out of 21 countries/ territories and across a network of 47 offices

We are the leading provider of business solutions to a massive client base spanning a range of industries and sizes, from startups to multinationals. We have been instrumental in the growth of over 40% of the Fortune Global 500 companies, provided investor and IPO services to over 1,500 companies listed in Hong Kong SAR and in Mainland China, as well as 2,000 companies listed across Asia.

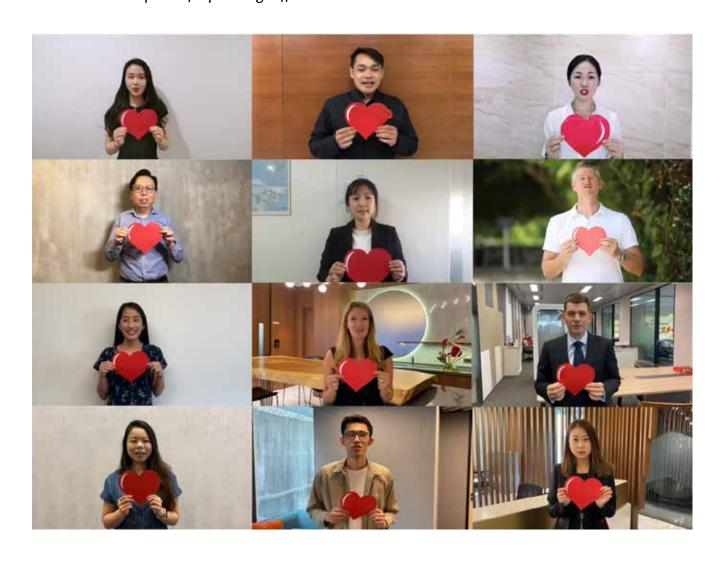
Tricor's advantage comes from deep industry experience, committed staff, technology-driven processes, standardized methodologies, constant attention to changes in laws and regulations and wide industry contacts. Tricor is uniquely positioned to unlock the potential of our clients' business, and help them stay one step ahead of today's diverse and fast-evolving regulatory environment.

At Tricor, the work you do will be challenging, meaningful and keep you at the forefront of your industry. Our commitment to innovation - powered by automation and robotics - helps us deliver results and will equip us with a sustainable competitive advantage for years to come. This momentum will offer more opportunities for you to pursue your goals.

> Wendy Wang **Group Chief Financial Officer** & Group Chief Operating Officer

To spark innovation in 66 today's competitive business environment, you need a supportive management team that enables experimentation, encourages creative exploration and rewards smart risk-taking. Recruits have the opportunity to work alongside and learn from top talent executives as they develop solutions for our clients. It is a fast paced, challenging work environment where driven individuals will thrive.

> Peter Lam **Group Chief Information Officer**



# **ARE YOU READY TO LEAD?**

Tricor aspires to be Asia's leading business expansion specialist and we believe it begins with finding the right people in place to deliver out strategy. Tricor is the largest corporate secretarial services provider in Asia and our staff base includes over 630 certified professionals. We build our teams up with talent development plans to help them grow their knowledge, skills and experience.

We are looking for ambitious and motivated individuals to join our inclusive and energetic team. You will be working with chartered secretaries, certified accountants and seasoned professionals from various backgrounds to deliver solutions to a diverse portfolio of clients across different industries, service lines and geographies. We keep a strong pulse on high potential and high performance.







## **TOGETHER WE SERVE**

Our volunteer team aims to not only spread positivity and give support to our community but also to bond our staff members. We offer frequent volunteering and community-based initiatives.

# **TOGETHER WE PLAY**

Work hard, play hard. Our teams gather regularly to celebrate their achievements and enjoy a great time together. There is nothing better than forging meaningful relationships at work.

# **TOGETHER WE GROW**

No matter how the world changes, our alumni are considered part of our Tricorian family as "One Tricor." Our online alumni community allows everyone to stay in touch and expand their professional network.







We are One Tricor.

Ho Lon Gee Manging Director & CEO **Tricor Singapore** 





Tricor is a leading professional service firm. but with an innovative, start up mentality. I advise all new joiners to be prepared to seize all the unique opportunities the firm presents and most importantly – stay hungry! Hopefully you will enjoy the journey as much as I do.'

> Joe Wan Chief Executive Officer Hong Kong

# **INSIDE TRICOR: TRICOR'S VALUES**

We work under the idea of 'One Tricor'. Join us to work with our dedicated teams out of 47 offices in 21 jurisdictions across the globe. We operate in some of the most vibrant and dynamic markets in the world, and we value cooperation and synergy between all our functions. We must be agile and innovative to scale an ever-changing global business climate with confidence and resilience.

No one feels excluded in our warm company culture of acceptance and unity. We build each other up as a team and as comrades.



# **COLLABORATION**

We work as 'One Team' at all levels and across the globe. We pursue excellence and help each other to succeed.



# **CARE**

We genuinely care about our clients, our colleagues, our environment and ourselves.



## **AGILITY**

We are open to new ideas and adopt a continuous improvement approach to better ourselves and our processes.



## INTEGRITY

We are dedicated to a high standard of values and principles that benefit both our clients and organization.



## **PASSION**

We are filled with positive energy and do our best for our clients, company and teams every day.

**VALUES DEFINE** THE PRINCIPLES **WE BELIEVE TO** BE IMPORTANT, **MEANINGFUL** AND RIGHT. THEY **DRIVE ALL OF OUR DECISIONS AND ACTIONS.** 



# **INSIDE TRICOR: TRICOR'S DNA**

#### **INTRAPRENEURSHIP**

We focus on intrapreneurship, aiming to empower our employees to act like entrepreneurs for the benefit of both your career and our team.

It is important for our team to be self-motivated, proactive, and action oriented people who have leadership skills and are able to think outside the box.

We provide a platform for you to engage in challenging, meaningful and rewarding work.

We grow as you grow.

## "AT YOUR SERVICE"

Tricor's global mission is to be "at your service", and corporate social responsibility (CSR) is paramount. Our dedication to environmental. social and governance (ESG) matters is set out in our CSR policy, which commits us to ethical business conduct, corporate governance, fair employment practices, workplace health and safety, environment protection and social causes.

Tricor dedicates resources to support CSR and ESG initiatives, including sponsorships, campaigns and events.

## **DIVERSITY**

We work within diverse cultures across a vast geographical reach. With a huge presence in Asia Pacific, our global network currently covers 47 offices across 21 territories.

Beyond race, culture, gender and age, we acknowledge and place value on the diversity of thought and experiences.

Be prepared to join a working culture where differences are embraced and employees are inspired and empowered to reach their full potential.







**TRICOR HAS BEEN NAMED** A "CARING COMPANY" FOR FIVE CONSECUTIVE YEARS BY THE HONG KONG COUNCIL OF SOCIAL SERVICE IN RECOGNITION OF OUR CONTRIBUTIONS TO THE COMMUNITY



# **ESG AT TRICOR: 3 KEY PILLARS**

Tricor is committed to sustainable development. Our environmental, social and governance (ESG) concerns include ethical business conduct, corporate governance, fair employment practices, workplace health and safety, environment protection, and social contribution.

We are committed to being a good corporate citizen, a responsible employer, and empowering our workforce. By fostering diversity and inclusion and boosting employee engagement –reinforced by our fundamental core values of inclusion, dignity and respect – we aim to nurture talent and maximize the success of all our team members.



We are committed to operating in an environmentally responsible manner to reduce our impact on climate change, conserve natural resources and operate in compliance with environmental regulations. To accomplish this, we have outlined company-wide values: natural resource conservation, carbon footprint reduction, sustainability initiatives, and proper waste disposal and recycling efforts.

We're committed to building a company-wide culture dedicated to ethical business practices and socially responsible corporate activity. We believe that strong corporate governance is the foundation to delivering on our ESG commitments.

What you get out is dependent on what you put in. Creating a **positive and supportive** work environment inspires our teams to produce their best."

Yeap Kok Leung CEO & Managing Director Tricor Malaysia / Labuan



An inclusive workplace, made up of a diverse mix of talented individuals, leads to more innovative and creative ideas."

Scott Sato CEO Tricor Japan



# **INNOVATIONS AT TRICOR**

Innovation is one of the key building blocks of our continuous business development and expansion. We strive to raise the bar on technology adoption for the whole industry and develop innovative solutions for our clients.

Here are a few examples:

# **EZBOARD - BOARD MEETINGS MADE EASY**

ezBoard is an advanced digital board portal solution that is driven by latest technologies to make management of your sensitive board information easier. It is a secure and centralized repository of all materials pertaining to meetings and board processes and enables seamless collaboration between the board members. Board members can collaborate with each other in real-time and easily initiate meetings.

Our systems are hosted at ISO 27001 certified data centers and are highly secure and reliable. eZboard simplifies tasks for board members and administrators alike and offers significant savings in cost and time.

This solution innovates how corporates manage their board interactions and relationships. By integrating cloud-based data storage and encryption technology, ezBoard is a simple and secure solution that enables our clients to focus their attention and resources on core business activities.

# **UNIFY | HRS - MULTI-MARKET HR SOLUTIONS**

Our modular system, the unify I HRS suite, improves the work ethic and morale of your workforce by providing transparent data and empowering individuals to take control of their leave and reimbursement applications, as well as other administrative tasks. A self-service system is more effective for executives, more empowering for managers, more engaging for employees and more efficient for HR.

It innovated the way businesses can manage their HR related functions, by automation and database technology. The three-fold management solution take cares of our clients HR needs in accessing HR materials, approving leaves and entitlements and automating reimbursements.

# TRICOR ACE - OUR SHARED SERVICE CENTER

Launched under the 'One Tricor' concept with a total investment in technology of around HK\$35 million, our Shared Service Center - Tricor Ace in Malaysia will function as the center of excellence and provide support across the Group's financial accounting, payroll, IT, corporate services and other shared service center functions to maximize efficiency, productivity and fuel business growth.

Tricor ace focuses on building integrated technology-enabled operations to improve client experience and deliver business value via optimized business processes throughout core markets in Asia. It also plays a key role in Tricor's drive for Augmented Intelligence, or AI, as Tricor's senior leadership transitions from operation-focused models to a more advisory-focused model.

# **WOMEN IN TRICOR**

# **EMPOWERING WOMEN IN THE WORKPLACE AND BEYOND**

At Tricor, we are committed to recruiting, developing and promoting a diverse workforce while providing unique opportunities across our departments. Women are positioned to become the dominant source of economic growth in the near future—and Tricor recognizes that harnessing the leadership capabilities of women will help us maintain a competitive advantage. At Tricor, we promote an inclusive culture where women are empowered to lead with confidence.



WENDY WANG **GROUP CHIEF FINANCIAL OFFICER & GROUP CHIEF OPERATING OFFICER** 

Wendy joined Tricor in July 2017. Prior to that, she was with Genpact Asia for more than a decade in various roles including the Senior Vice President (Sales, Solution, Practice, Transition), and Chief Financial Officer.

Wendy oversees the operation and finance of the Group. In particular she implements state-of-theart technology to spearhead the ongoing development of our Shared Services Center and robotic process automation.

Wendy describes the most exciting part of her job as developing and deploying strategies alongside the leadership team.

"Stay focused, and remember that you are part of the executive group. Be consistent, focus on the path forward and keep pursuing your ambitions."



**SHARON CHENG GROUP CHIEF PEOPLE OFFICER** 

Sharon joined Tricor in December 2018. Previously she served as the SVP for People and Culture at Langham Hospitality Group.

Sharon leads and develops human resources strategies to support Tricor's business plan and strategic direction. With nearly three decades of global HR expertise, she has helped elevate Tricor's talent and performance management, compensation and employee culture.

Sharon is passionate about identifying emerging trends and solutions to equip us with the resources, skills and talent to best serve our clients.

"Don't be afraid to fail or make mistakes. Anyone who has achieved success will likely have stories that begin with chapters of setbacks not tales of instant perfection. Successful people to stay the course and transform their mistakes into lifelong learning tools to become better everyday."



**JUDY WONG GROUP GENERAL COUNSEL & CHIEF COMPLIANCE OFFICER** 

Judy joined Tricor in October 2018. Prior to that, Judy was with Ernst & Young Greater China General Counsel Office. Judy has also held in-house legal counsel roles at Asia Television Limited and CITIC Ka Wah Bank Limited and associate at Linklaters and Maver Brown JSM.

She provides both the Group office and the board with legal strategies and spearheads the implementation. Judy oversees the Group's legal and compliance functions and external legal advisors across markets worldwide. She also works closely with the M&A team.

"Lawyers are custodians of justice. We have the duty and responsibility to uphold the rule of law, which is critical for maintaining a stable and prosperous economy. I believe those principles are as relevant today as they always have been."



CHLOE CHAN HEAD OF M&A, DIRECTOR

Chloe joined Tricor from Deloitte where she was a Partner in the M&A practice. She has worked in the consulting and investment banking industries for over a decade. With four fast-track promotions she has worked on over 120 deals worth US\$50 million to US\$2 billion. Before Deloitte, she acted as Director at KPMG Deal Strategy team and as Director and Head of Investment Banking Asia at Erste Bank AG.

Chloe leads Tricor's global M&A strategy. She oversees the execution of new acquisitions and maintains a robust deal pipeline—while adhering to a rigorous 'One Tricor' approach that emphasizes a commitment to due diligence and customer excellence.

"Always take the opportunity to demonstrate that you're up for the challenge. Force yourself out of the comfort zone, take the risk and assert your leadership potential."

# TRICOR'S FEMALE COUNTRY LEADERS



Connie Smith Managing Director Barbados



Cecilia Wong COO & Director Brunei



Sue Lin
Director
Taiwan, China

"One bit of advice that I keep in the back of my mind is Steve Martin's "Be so good that they can't ignore you!""

Connie Smith Managing Director, Barbados **C** Tricor Group is embarking on an exciting and transformative iourney. Part of our success will rely on our ability to energize and empower team members to maximize their full potential. If you're looking to jumpstart your career, you've definitely come to the right place."

> Sharon Cheng Group Chief People Officer

With the right coach, the right gear and the right attitude, there is no problem you cannot handle."

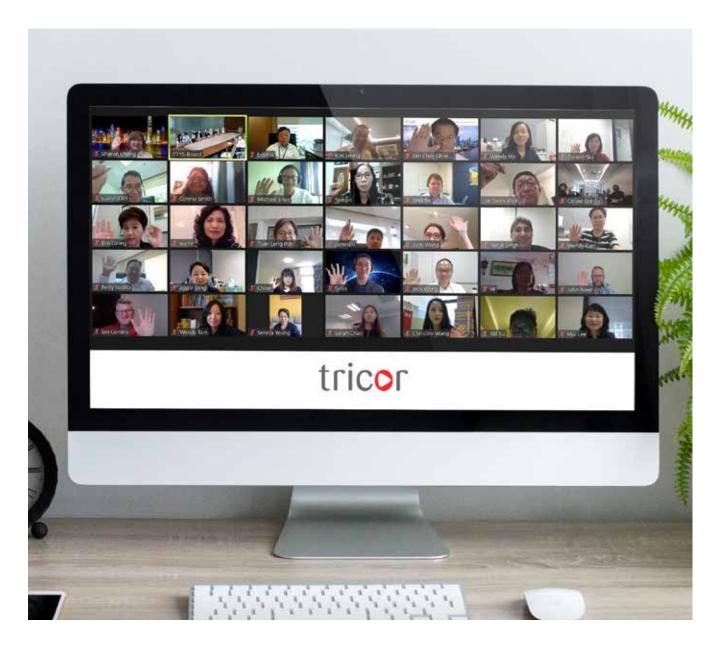
Judy Wong Group General Counsel & Chief Compliance Officer

# TRICOR'S LEADERSHIP PHILOSOPHY **AMIDST UNCERTAIN TIMES**

2020 is turning out to be a very unprecedented year in human history with COVID-19 evolving into a global pandemic. The pandemic has led to severe global economic disruptions, the cancellation of events and widespread fears of supply shortages. This is truly a human tragedy and we are very saddened by it.

The coronavirus crisis poses uncertainties. What is clear is that companies have an imperative to act immediately to protect their employees, address business challenges, mitigate risks and help to fight outbreak. Here at Tricor, we have set strategic priorities (the 5Ps) to navigate this challenging time: Protect, Preserve, Prosper, Perform and Purpose.

Our company has risen to this challenge and led by example—with flexibility, resilience, courage and a caring heart. Empowered by the strategic 5Ps, we believe Tricor is in a strong position to help our employees, clients and stakeholders understand and address the business implications of this unprecedented event.





# **PROTECT**

# **IMPLEMENT BCP TO PROTECT PEOPLE & OPERATIONS**

Tricor responded to COVID-19 immediately by setting up a business continuity planning team, led by the Group CEO and the Group CFO & COO.

To protect the health and safety of our employees, we have implemented safety measures and flexible working arrangements for over 2,600 employees. Tricor Group has also procured 80,000 masks and other supplies such as thermometers for various countries.



# **PRESERVE**

# **PRESERVE PROFIT & CASH FLOW** WITH STRESS TESTING

With an inevitable global slowdown ahead, Tricor's goal is to preserve our financial performance by deploying initiatives to protect cash flow and EBITDA.

We have taken a proactive role to reach out to each of our offices and conduct stress testing. A multi-level defence strategy has been developed to protect YoY EBITDA. Meanwhile, we are closely monitoring cash collections, revenue generation and cost reductions.



## **PROSPER**

# **USE COMMERCIAL AGILITY TO TURN CRISIS** INTO OPPORTUNITY

Crisis can be a catalyst for creativity and pivoting, with many successful businesses having been built or reshaped during recessions. Our teams have been working closely together to keep the ship moving during the outbreak.

Tricor launched a COVID-19 Business Sentiment and Resilience Barometer Report and presented over five webinar meetings in partnership with chambers, regulatory bodies and professional firms.



## **PERFORM**

# **ACHIEVE FINANCIAL & COMMERCIAL TARGETS**

In Q1, we hosted two virtual meeting for country CEOs, Sales and Finance leaders, with over 70 participants. These sessions aligned country leaders on strategies to achieve financial and commercial targets against the headwinds.

YTD February 2020 financial results are still robust under current circumstance, benefiting from momentum built in Q4 2019. However, with a looming risk of a global slowdown or even are cession, we remain fully committed to protecting EBITDA.



## **PURPOSE**

# **RALLY PEOPLE TOGETHER FOR A GREATER PURPOSE**

Here at Tricor, we are committed to helping the global communities we serve face this issue and we are doing our part through active CSR and employee-led community initiatives.

Tricor, together with Permira, purchased 30,000 surgical masks. We then engaged volunteers from Hong Kong and government organizations distribute them to the local community. This is a time when we can be a true force for good.



At Tricor we offer our talent local. regional and global career opportunities. We are committed to continuous learning, nurturing the personal and professional development of our people.

> Hailiang Zhang Chief Executive Officer Mainland China

# WE ARE HERE FOR OUR EMPLOYEES

Actions speak louder than words. We continually challenge ourselves to create a better place of work by supporting our colleagues' personal and professional development and keeping their success in mind. We are committed to building a winning team together to better serve our clients.



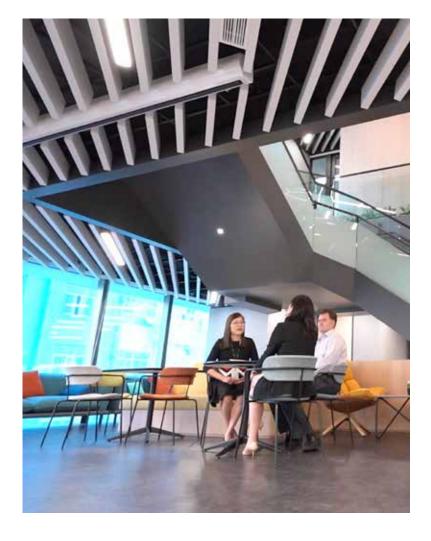
## **BEST IN ME - EMPLOYEE PERFORMANCE PORTAL**

"Best in Me" is our interactive performance management portal. It is aimed at building a high performance culture that is clear, transparent and engaging.

Tricor's "Best in Me" platform allows employees to capture their performance anytime and anywhere. It allows managers and staff members to set Specific, Measurable, Achievable, Realistic and Timely (SMART) goals by aligning their expectations.

Throughout the year, the portal supports a mid-year check in, ongoing feedback, a year-end review and even 360-degree feedback that incorporates input from managers, direct reports, and peers. This fosters a highly engaging environment for our team members to grow and celebrate success.

At Tricor, every member performs at their best to make Tricor the best. We genuinely care, and provide support at every stage of life and career. Inside and outside of work, we treasure our relationships with every Tricorian.



I joined a very strong and energetic community driven by a bold leadership team. We work together, night and day, to build a better and stronger Tricor. As we move through our transformation journey, we tackle issues, confront challenges and share our achievements together as a team.

> **Judy Wong** Group General Counsel & Chief Compliance Officer



Always take the opportunity to demonstrate that you're up for the challenge. Force yourself out of your comfort zone, take measured risks and assert your leadership potential."

> Chloe Chan Head of M&A, Director



# We invest in our people.

It is a collaborative effort that brings the vision of One Tricor to life. When we are focused and aligned, we can do great things and bring sustainable value to our clients, our company, our society, and each other."

> Byung-Doo Choi CEO Tricor South Korea



# **BUSINESS SERVICES**

Tricor Business Services partners with you to enhance your competitiveness and generate business value. Leveraging our suite of financial, accounting, human resource and advisory services, our professionals offer tailor-made solutions to meet your specific requirements.

We are an Authorized Employer of the Hong Kong Institute of Certified Public Accountants (HKICPA), Recognized Employer of CPA Australia (CPAA), and Approved Employer of the Association of Chartered Certified Accountants (ACCA).



# **CORPORATE SERVICES**

Tricor is the largest corporate secretarial services provider in Asia. We offer expert corporate governance, corporate administration and secretarial services.

We provide services to different types of entities, including listed issuers, multinationals, Hong Kong-incorporated companies, non-governmental organizations, offshore companies and fund structures. We are well-equipped to take care of both routine and extraordinary matters effectively and efficiently on behalf of your organization.



# **INVESTOR SERVICES**

Tricor offers comprehensive one-stop solutions for all securities registration and related corporate issues. As a leading share registrar in Hong Kong, servicing over half of the total number of listed issuers on the Hong Kong Stock Exchange (HKEX), we assist in maintaining statutory registers of securities holders, implementing corporate actions, and managing shareholder / investor relations, disclosures and corporate governance compliance.

We also provide cross-border services through our practices in Brunei, Malaysia and Singapore as well as through members of the Global Share Alliance.



# **HR & PAYROLL SERVICES**

Tricor's cloud-based integrated human capital management solution, unify | HRS, is a comprehensive technology and service offering designed to address human resource challenges that most businesses face as they expand locally and globally.

Our award-winning unify | HRS suite of customizable modules makes it easy to own or subscribe, deploy, use and maintain intelligent, mobile and comprehensive technology in one solution from a single service provider.



# **CORPORATE TRUST & DEBT**

Madison Pacific, a Tricor Company, is an independent premier provider of Corporate Trustee and Debt Services. Our services focus on Trust & Agency, and Escrow & Custody.

Each of Madison Pacific Trust Limited, Madison Pacific Corporate Services Limited and MPCSL Nominees Limited has been granted a TCSP license required to apply CDD and record-keeping protocols to all new and existing clients. Our team comprises seasoned finance and legal professionals with over two decades of experience.



# **GRC SERVICES**

Tricor's integrated governance, risk management & compliance (GRC) solutions include tax advisory, business consulting, enterprise management system applications and business process outsourcing services.

Our GRC arm, Tricor Axcelasia, is based in Malaysia and holds deep advisory expertise. With a dynamic, client-centric, technology-driven approach, we help clients manage their increasingly complex compliance responsibilities in the emerging and maturing economies of the Asia Pacific region.



# **CORPORATE & FAMILY TRUST**

Setting up family trusts is a popular, cost-saving solution to protect, transfer and preserve wealth – provided that you are in the safe hands of highly qualified trustees who can safeguard every step of your trust set-up and operation.

No matter where you are located or how many jurisdictions you operate from, Tricor's expert teams are ready to set up various forms of trust in compliance with relevant laws and regulations, provide trust administration, acting as trustee, and more.













# AT THE SERVICE OF OVER 50,000 **CLIENTS WORLDWIDE**











BANG & OLUFSEN





































































# GLOBAL FOOTPRINT & OFFICE LOCATIONS

# **HONG KONG SAR (HEAD OFFICE)**

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