

Tricor Teams in Action



Tricoria 

The Tricor Newsletter

December 2008

Contents

Message from the Managing Directors	1
Business in Hong Kong	3
Mergers and Acquisitions	5
Tricor Seminar 2008	8
Perspectives	12
Advancing Professional Frontiers	22
Business Development	25
Tricor Regional Executive Seminar	29
Staff Events	32
Tricor Contacts	42



Message from the Managing Directors

Dear Colleagues, Valued Clients and Business Partners,

We welcome you to the 2008 issue of the Tricorian and are proud to share with you our achievements of this year.

As at the end of 2008, Tricor Group has staff strength over 1,400 operating from 21 cities and 12 countries / special regions.

In addition to internal growth, Tricor has completed 5 mergers and acquisitions this year. Our merger with the PFA Group of Companies in Malaysia places us in the leadership position in the corporate services industry in Malaysia. The year also sees our entry into Europe, Brunei Darussalam and Indonesia, and further expansion in Singapore.

Turning Constraints into Opportunities

Year 2008 is an uncertain year for most businesses around the world, in particular for the financial markets and financial services, owing to unprecedented negative effects on economies starting off with the sub-prime mortgage crisis in the United States.

Despite these uncertainties, we are pleased to report a successful year for Tricor Group. And despite these uncertainties, you will be reassured, dear readers, on going through this issue, that the Tricorian team spirit and Tricorian resilience will continue to stand us in good stead, in:

- providing consistently high quality client services;
- opening up new business opportunities;
- advancing professional frontiers;
- taking ownership of continuing professional development; and
- maintaining work-life balance.

As the market leader in integrated business, corporate and investor services, Tricor will continue to look for business opportunities in the region in 2009.

Welcome

We welcome into the Tricor family expert management and staff from all our newly acquired businesses. Especially we welcome the following to the Tricor leadership:

- From PFA Group in Malaysia: Patrick Yeoh, Group Managing Director (now Vice Chairman of Tricor Malaysia); Beh Tok Koay, Executive Director; Chen Yen Mooi (Ms), Executive Director; Cheang Siow Voon (Ms), Director; Anderson Ng, Tax Director; Au Poh Keong, Director; Goon Heng Kai, Human Resource Director; and Ng Kuan Yee (Ms), Chief Financial Officer.
- From Asia Management Services in Malaysia: Tan Enk Purn, Executive Director; Donna Lim (Ms), Associate Director; and Tan Kim Chin, Adviser.
- From Aldbridge Group in London: Richard Tozer and Stephen Page, Partners.
- From Ernst & Young business and corporate services practice in Brunei Darussalam: James Low, former Partner-in-charge; and Cecilia Wong, Senior Professional.
- From PT Amalgamated Tricor in Indonesia: Drs Istama Siddharta, President Director; Sukiman Muljana, Business Services Director; and Grace Gosal (Ms), Tax Director.

Advancing Professional Frontiers

Tricor continues to support staff to serve in various capacities in professional associations.

Johnny Ng & Julian Chow
Group Managing Directors
December 2008

Our Executive Directors Natalia Seng and Allan Tong have been re-elected President of The Hong Kong Institute of Chartered Secretaries and Chairman of The Federation of Share Registrars Limited in Hong Kong, respectively, both for the third term.

Other Tricor executives contribute their expertise in various ways.

Employer of Choice

We aspire to be an Employer of Choice to our employees. Tricor offers a caring and supportive work environment through teamwork; established mechanisms, procedures and guidelines; opportunities for continuing professional development; and channels for top down and bottom up communication. To encourage work life balance, our various offices sponsor a variety of staff events throughout the year. In the staff events section of this issue, you will see staff interacting after work. Tricor Hong Kong is especially active in this respect, with its exemplary Staff Sports and Recreation Committee.

Thank You

We wish to thank our clients and business partners for their unfailing support, and look forward to continuing collaboration in future.

To each and every Tricorian, we wish to express our heartfelt appreciation for your hard work and commitment.

In this holiday season, allow us to wish you all and your families a very happy, healthy and prosperous New Year!

Business in Hong Kong

Tricor Hong Kong has had a fruitful year despite the economic downturn, owing to the collective efforts of our very able professional service teams.

As the saying goes, with every constraint there is always an opportunity, and there is a silver lining to every cloud. On the one hand, Tricor executives have continued to provide existing products and services at quality standards and on the other hand, have taken the initiative to explore new ways to serve.

Company Secretarial and Corporate Governance

Corporate Services (CS) continues to expand.

In 2008 Tricor provides company secretarial and corporate advisory services to 131 companies listed on the Hong Kong Stock Exchange (HKEx). These 131 Hong Kong listed clients include 124 Main Board issuers (including 15 H share issuers and 3 REITs) and 7 GEM issuers (including 3 H share issuers).

Tricor executives act as named company secretary for 20 listed clients (including 8 H share issuers, 10 Main Board and GEM issuers, and 2 REITs).

The latest appointments are:

- Corinna Leung as
- joint company secretary of
Honghua Group Limited,
宏華集團有限公司
- Susan Lo and Caron Lee as
- joint company secretaries of
Guangzhou Pharmaceutical Company Limited,
廣州藥業股份有限公司
- Y T Soon as
- company secretary of
Maoye International Holdings Limited,
茂業國際控股有限公司,

- company secretary of
Delta Networks, Inc.,
達創科技股份有限公司
- Caron Lee as
- joint company secretary of
Shenzhen Neptunus Interlong Bio-technique
Company Limited,
深圳市海王英特龍生物技術股份有限公司.

China Consultancy

China Consultancy Services offers multinational companies expert services in setting up business in Mainland China. We have a strong professional service team comprising an advisory team based in Hong Kong and executives based in Beijing, Shanghai and Shenzhen.

Foreign investors could set up foreign investment enterprises (FIEs) including wholly foreign owned enterprises, representative offices and joint venture enterprises in the Mainland. Tricor's strong local network and knowledge and experience of local regulations can speed up clients' entry into and expansion in China.

Registering FIEs in Mainland China is complex as it involves complicated corporate and tax regulations as well as approval from multiple local authorities and bureaus. From January 2008, the new PRC Unified Corporate Income Tax Law reiterates that withholding tax on dividends, interests, royalties and capital gains are to be levied. The use of a Hong Kong holding company to invest in Mainland China will benefit from preferential withholding tax rates on dividends, royalties or interests received from a FIE.

Our executives can assist multinational clients to:

- set up a Hong Kong holding company within the most efficient timeframe;
- tailor-make advice to establish the relevant bank accounts and obtain the bank reference letter required for the registration of the FIE.

We have close working relationships with China-Appointed Attesting Officers to verify documentation for Hong Kong companies to ensure a smooth registration process for new FIEs or changes in structure of existing FIEs.

As our executives also provide outsourced accounting, individual income tax compliance and payroll services and assist clients with opening bank accounts in Mainland China, we have extensive experience in handling payment process arrangements with foreign and local banks in the Mainland.

Tricor has teams of executives who are familiar with frontline developments in both Hong Kong and Mainland China markets. We offer a one-stop advisory team to clients on matters

relating to registration, administration and de-registration of business entities in Hong Kong and the Mainland.

Initial Public Offerings (IPOs)

Tricor Investor Services (IS) completed 17 new listings and provided retainer services to over 680 listed issuers in Hong Kong this year. As we are all aware, the market has been and will be slowing down until it picks up again.

Despite the slowdown, we are diversifying services and exploring new business opportunities.

Dual Listing

Tricor Hong Kong and Tricor Malaysia have worked successfully together on a dual listing project. A Hong Kong listed issuer has been listed on the Malaysia Stock Exchange through the acquisition of two Malaysian companies.

Hong Kong Depositary Receipts

We are also exploring business opportunities with a new product introduced by HKEx, Hong Kong Depositary Receipts (HDRs).

HDRs are receipts issued by a depositary representing underlying shares of a corporation, which have been deposited with the depositary or its nominated custodian. This approach not only enables Hong Kong investors to invest in overseas issuers within the Hong Kong regulatory regime, but also facilitates overseas corporations to take advantage of the capital market in Hong Kong.

HKEx requires the depositary, which is the intermediary between the overseas HDR issuer and the Hong Kong HDR holders, to maintain a holder register via an approved share registrar in Hong Kong. This is where Tricor could play a role.

Mergers and Acquisitions

Mergers and Acquisitions

In 2008 Tricor Group continues to expand rapidly through mergers and acquisitions as well as through organic growth.

To date the Group has completed 5 mergers and acquisitions. These have further strengthened our presence in the region and have gained us a foothold in Europe.

As with previous mergers, there is a change of ownership at the corporate level of the acquired businesses, without major changes at the operational level. For clients, there is continuity of quality professional services. For the Group as a whole, there are synergies and collaborative business opportunities.

Tricor Malaysia in Leadership Position

Mergers and acquisitions by Tricor Malaysia this year have put Tricor in the leadership position in the corporate services industry in Malaysia.

PFA Group Joins Tricor Malaysia

The largest of our mergers this year is with the PFA Group of Companies (PFA Group) in February. PFA Group was the former secretarial practice of Deloitte KassimChan Malaysia. It is now part of Tricor Malaysia.

Founded in 1974, PFA Group is one of the leading providers of corporate services in Malaysia, with offices in Kuala Lumpur, Johor Bahru, Penang, Ipoh, Melaka, Kuching, Kota Kinabalu and Labuan.

PFA Group provides customized support and solutions, from outsourcing assistance in accounting to highly specialized corporate advisory services.

Its client portfolio is diverse, including multinational companies, public listed companies, startups, leading local enterprises, small to medium enterprises, family-owned businesses, clubs, associations and societies.



Dr David Li, Tricor Chairman and Yeap Kok-Leong, Tricor Malaysia Chief Executive welcoming Patrick Yeoh into the Tricor family

Patrick, formerly Group Managing Director of PFA, is now Vice Chairman of Tricor Malaysia.

Left to right: Eric Koh (BEA), Dr David Li, Patrick Yeoh and Yeap Kok-Leong

Asia Management Services Joins Tricor Malaysia

Tricor Malaysia is also in the process of completing another acquisition. This is Asia Management Services Sdn Bhd (AMS), the former secretarial practice of BDO Binder Malaysia.

Founded in 1974 also (similar to PFA) with offices in Kuala Lumpur and Seremban, AMS offers a full range of corporate, accounting and payroll services to clients in different industries.



Yeap Kok-Leong with AMS Executive Director Tan Enk Purn on visit to Tricor Hong Kong

Left to right: Johnny Ng, Tan Enk Purn, Yeap Kok-Leong and Julian Chow

Official Launch: Merged Practice in Malaysia

Tricor Malaysia's various offices were relocated to one office this September. This is at The Gardens in Mid-Valley, a prestigious state-of-the-art office complex in Kuala Lumpur.

To celebrate the launching of the merged practice, a cocktail reception was held in Sime Darby Convention Centre, Kuala Lumpur, in October.

Dr David Li, Chairman of The Bank of East Asia Group (BEA) and Tricor Group, together with Tricor senior executives, visited the new Tricor Malaysia headquarters at The Gardens and attended the reception. Senior executives that joined in the celebrations included:

- Tricor Group Chief Executive / Group Managing Director Johnny Ng;
- Group Managing Director Julian Chow;
- Tricor Singapore Chief Executive / Managing Director Ho Lon Gee;
- Tricor Singapore Senior Adviser Mike Gray;
- Tricor Hong Kong Executive Director Allan Tong.

Tricor Malaysia Chief Executive / Managing Director Yeap Kok Leong, Vice Chairman Patrick Yeoh, Executive Director Chuah Poo Sian and the Malaysia Tricorians organized a most memorable evening.

Tricor Malaysia now has over 300 staff strength.



Tricor Malaysia headquarters at The Gardens, Kuala Lumpur

Expansion into United Kingdom

In April, Tricor acquired Aldbridge Group's corporate services practice in London, UK. The practice is now operating under the name of **Tricor Aldbridge LLP**.

Tricor Aldbridge LLP offers a comprehensive range of corporate administration and accounting services. Aldbridge clients in UK and elsewhere in Europe will benefit from Tricor's impeccable network in Asia; while Tricor's existing clients will enjoy seamless access to comparable services in the UK.

Expansion into Brunei Darussalam

In September, Tricor acquired the business and corporate services practices of Ernst & Young (EY Brunei) in Brunei Darussalam. **Tricor (B) Sdn Bhd**, a new subsidiary, has been formed to offer clients a full range of corporate, accounting and payroll services in Brunei.

With our Brunei subsidiary, clients will have more choices of vehicles for strategic corporate planning. In addition to the flexibility for corporate planning offered by Tricor's other offshore offices in the British Virgin Islands and Labuan, Brunei has the additional advantage of operating within the same time zone as Hong Kong and the rest of the region.



Launching Tricor (B) Sdn Bhd

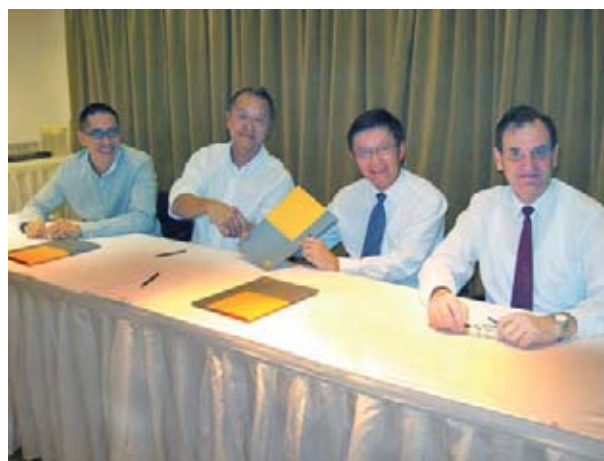
Left to right: Lim Teck Guan (Partner-in-charge, EY Brunei), James Lo (Senior Adviser, Tricor (B) Sdn Bhd), Johnny Ng, Cecilia Wong (Chief Operating Officer, Tricor (B) Sdn Bhd)

Joint Venture in Singapore

Tricor Singapore entered into a joint venture this year with the solicitor firm of Colin Ng & Partners LLP (CNP) in Singapore, taking over their secretarial practice.

Our new joint venture commenced operation in September, under the name of **Tricor CNP Corporate Services Pte Ltd (Tricor CNP)**.

Through Tricor CNP, existing CNP clients now have access to the full range of Tricor's integrated professional services.



Signing the joint venture agreement

Left to right: CNP Partners Quek Li Fei and Colin Ng with Ho Lon Gee and Mike Gray of Tricor Singapore

Joint Venture in Indonesia

Through Tricor Singapore, Tricor set up a joint venture called **PT Amalgamated Tricor** in Jakarta, Indonesia.

PT Amalgamated Tricor provides a full range of professional services, including accounting, payroll, business establishment and outsourcing, taxation, etc.

The addition of the Jakarta office provides an important link in the Asian operations of the Tricor Group.

Tricor Seminar 2008

Corporate Social Responsibility & Corporate Governance Updates

The 6th Tricor Annual Seminar, held in November at the Conrad Hotel in Hong Kong, was once again overwhelmingly supported with over 700 attendees. Clients sent in most positive feedback and provided suggestions for future seminars.

The seminar this year presented an interesting array of topics under the following themes:

- Corporate Social Responsibility (CSR) in the Workplace
 - Trends in Implementing CSR
 - Share Award as Employee Incentive
 - Employee Share Incentive Schemes from HR Perspective
- Hong Kong Corporate Governance (CG) & Regulatory Updates
- Technology in the Board Room
- Offshore Updates
 - Updates from BVI
 - Updates from Labuan

Dr David Li delivered the opening speech, welcoming participants and highlighting the importance of a commitment to CSR especially in hard times.



Dr David Li welcoming participants to the seminar

Julian Chow gave a brief update on Tricor's expansion in the past year, both through organic growth and mergers and acquisitions.

Distinguished guest speakers then took the floor, speaking on the theme of CSR in the Workplace. The session focused on attracting and retaining employees, one of the stakeholder groups in implementing CSR.

Professor C K Low, Associate Professor of Corporate Law at The Chinese University of Hong Kong, led off with a discussion of current trends in implementing CSR and touched on employee relations.

Rossana Chu, Partner of the Commercial & Securities Group at Baker & McKenzie, followed with a presentation on share award as employee

incentive. Ms Chu elaborated on the nature and characteristics of share award schemes, parties involved and implementation procedures.

Dr Hans Kothuis, Director of Executive Compensation Asia Pacific at Watson Wyatt Worldwide, continued the discussion on employee share incentive schemes from HR perspective. Dr Kothuis noted that internationally, in the past 12 months, companies have increasingly made use of restricted stock programmes as employee compensation and that such programmes are a useful alternative to the traditional share option scheme given their long term vesting schedules.

After tea break, Tricor executives took over.

The second session was an intensive technical update. Tricor Hong Kong executives from Corporate Services (CS) shared with the audience proposed changes to the Listing Rules, as contained in the "Combined Consultation Paper on Proposed Changes to the Listing Rules" issued by HKEx in January 2008.



Left to right: Natalia Seng (Tricor), Rossana Chu (Baker & McKenzie) and Ilex Ka Keung Lam (BEA) enjoying the tea break



Left to right: Amy Ho (Tricor) with Lisa Yim (Noble Group Ltd) at tea break



Over 700 attendees at Tricor Seminar 2008



Tricor Hong Kong presenters Cynthia Wong (left), Y T Soon (third left) and Wendy Kam (right) with Natalia Seng (second left)

Wendy Kam, CS Senior Manager, discussed investor-related issues; Cynthia Wong, CS Director, presented company-related issues; while Y T Soon, CS Director, dealt with director-related issues.

In each case our executives presented the key changes proposed, how these may differ from current rules and associated practice implications.

Despite the technical complexity, the audience found light-hearted moments and were fully involved.

(Since the seminar, Consultation Conclusions have been published and Rule Amendments based on the conclusions will become effective on 1 January 2009.)

In the third session of the day, Tricor UK Partner Stephen Page presented on board portals. These are corporate websites that have the tools to assist the board and its committees in the execution of their duties and the evaluation of performance. Board portals, with 24 x 7 secure online access to information that the board requires, can improve communication, drive efficiencies, eliminate waste and enhance security.

Tricor offshore experts conducted the last session of the day.

Clair Burke, Tricor British Virgin Islands (BVI) Senior Manager, presented updates on legislation regarding BVI business companies and private trust companies.

Moritz Gubler, General Manager at Tricor Labuan, introduced the advantages of setting up Labuan trust companies and trading companies.

At closing, Johnny Ng examined changing perspectives on the role and purposes of business over time and left the audience with a thought provoking statement, "Nowadays companies increase their profits through responsible business practices / CSR efforts, not despite them."



Left to right: Eddy Tsang, John Crawford, Julian Chow (Tricor), Howard Lau, Nigel Reid, Nick Kitto (all formerly Senior Executives / Partners of Ernst & Young Hong Kong)



Left to right: Diana Chung (formerly of Tricor), Ellen Mak (Misys International Banking Systems) and Vanessa Lam (Tricor)



Left to right: Fiona Yung (Tricor) with Winnie Chow (Computime)



Left to right: Virginia Ng (Tricor) with Tony Yiu Shing Kam (Bloomage BioTechnology Corporation)



Left to right: Christina Lai (Tricor), So Sau Ming (ASM Pacific Technology Limited) and Patsy Cheng (Tricor)



Tricor senior executives with guest speakers

Left to right: Allan Tong, Moritz Gubler, Paul Moyes, Stephen Page, Johnny Ng, Clair Burke, Rosanna Chu, Julian Chow, Dr. Hans Kothuis, Natalia Seng, Betty Yeung and Susan Lo

Perspectives

Tricor colleagues write on...

Coming of Age

Let me share with you my story of becoming a chartered secretary...

When I was a fresh graduate, I did not specifically plan for my future career. I could never have imagined that I would stay in the corporate services field for such a long period of time, much less perceive it as a lifetime career.

I had the good fortune, immediately after graduation, of joining a reputable company secretarial practice, Tengis Limited, under Ernst & Young, one of the "Big 4" international accounting firms. I was an Economics graduate

who, back then, had actually no idea what a company secretary does. Partly attracted by the reputation of the "Big 4" and partly out of curiosity, I applied and got the job.

When one's role is changed, there has to be a transforming period before the person fully adapts to the new life. At the workplace, the rules of the game are totally different from what you may face at school. Your academic results, the awards you may have won during school life, and your performance in extra-curricular activities are no longer a concern. The value of each worker is measured by daily performance and every piece of work generated. The first three months at Tengis was my transforming period from a full time student to a full time employee. Fortunately for me, the intensive training I received in this period helped me to equip myself well for my duties.



The China CS team in Hong Kong

*Back Row (left to right): Charlotte Shar, William Fu, Tim Tsang
Front Row (left to right): Ella Wong, Desmond Lau*

In a period of two years, I was trained in the best practices and service standards of a corporate services professional, and in my own time also completed a postgraduate diploma in corporate administration. I was, to all appearances, supposed to be a satisfied employee intending to stay on in the firm or at least in the same field. To everyone's surprise, I made a move to the contrary. Others might have seen a promising future for me in the firm, I, however, found fault with the abundant paperwork and stringent practices that I saw at the workplace.

At this point, I decided to leave Tengis to look for another job in some totally different industries that I believed could offer higher levels of client servicing, the ones that I perceived as matching my outgoing and cheerful personality. I dared not and did not discuss with anyone at work about the idea, as I knew it would not generate much sympathy. Hilariously, I chose to seek support from a "fortune-teller". With her encouragement, I resigned and began looking for a change.

I spent six months researching industries, through which experience I learned more about various industries and the business world. The more I understood about the business world, the stronger I believed I had made the wrong decision. I then chose to return to the corporate secretarial field and spent another six months working in a small-scale professional firm. In this new post, I had to fully rely on my own devices, as I had no training or support at the workplace.

Luckily, it had cost me only a year's time before I turned back onto the right track. Thanks to my director, I was offered the opportunity to re-join Tengis in 2001. In the same year, I was admitted as a Chartered Secretary (ACIS, ACS). From the same environment and from the same familiar faces, I could see well-established systems, consistently high quality of services and a broader variety of tasks, apart from the negative aspects that I used to find fault with. It is certainly true, as it has been in my experience, that when one looks at the same situation from a different perspective, one will have different feelings and findings. Always keep an open mind!

Although there was a change of ownership at Tengis in 2002, from being part of Ernst & Young to being a member of the Tricor Group, the positive factors that I have always treasured, including excellent mentoring, facilitative management style, and support for continuing professional development, remain unchanged. We are still working in teams in which the overall atmosphere is harmonious instead of competitive.



Ella's favourite dish in Beijing, Zhaijiang Noodle

Over the years, I have moved on. After about 4 years of re-joining corporate services, I was promoted manager. Since then, I have joined the China services team. My work commitments have branched out into the provision of corporate services for Mainland China businesses. My new teammates have given me many new ideas and broadened my vision. I also have frequent opportunities to travel to Mainland cities - Beijing, Shanghai and Shenzhen – on business. Working alongside colleagues in Tricor's Mainland China offices and local agents, we continue to strengthen our understanding of different Mainland contexts. Improved understanding facilitates our role in balancing clients' expectations and compliance with PRC laws and regulations.

Through providing support for clients over these years, I see the principles of integrity, accountability and confidentiality at work in a professional services firm, whereas in some other industries revenue gain may be the only emphasis. While seniority is not cherished in most businesses, in the corporate services field you are accumulating your knowledge and experience day by day, and your value to your employer grows with time.

Like many of you, I do feel some pressure and stress at work. Nevertheless, I seldom take stress home with me. While we accept that stress is a part of life, we must not extend our business concerns into the non-working hours, as this will only ruin our private life.

Looking ahead, my personal ambition is not simply to move further up the corporate ladder, but also to take part in bringing good corporate governance practices into companies in Mainland China. As I grow in the profession, I likewise observe growth in our management - enlarged vision extending to different global business contexts, swift response to changes in business environments, and ability to open up new business opportunities, and so on, which will take me much time to learn and to understand. There is still a long way ahead for me!

Ella Wong (Hong Kong)



Ella's first ever shopping experience at a temperature below 10 degrees Celsius – at The Place, a huge shopping mall in Beijing with a 4,800 square metre sky screen.

One World One Dream

8 August 2008 – This is not only an auspicious date, but also a noteworthy day for the peoples of the world, and a day of pride and celebration in particular for the Chinese people. On this day China, as host to the 2008 Olympic Games, officially opened the Games to be held in Beijing.

I had half-day off, as did all Tricor Hong Kong colleagues, courtesy of the management who was so considerate as to give us time off to watch the opening ceremony of the Olympic Games, which has always been an eye-opener. I stayed home, eagerly looking forward to the show that would be broadcast live on TV, yet wondering at the back of my mind if everything would run smoothly for the Chinese organizers.

The four hours of display that very night dedicated to the opening of the 2008 Olympic Games left me speechless. I was so captivated by the excellent performance that my eyes were

literally glued to the TV screen. Dazzled by the opening ceremony, I felt a strong urge to be in Beijing and to experience history in person, on location, on the very next day. Luckily, through friends in Beijing, I was able to secure two most wanted tickets for the Track and Field events on 21 August (including the much coveted 110m Hurdles Final for Men, at which the world's record keeper, Liu Xiang, might have the chance to repeat his victory of the 2004 Athens Olympic Games.)

As my wife and I were busy making arrangements to visit Beijing on that Wednesday, we heard the devastating news that Liu Xiang would not be participating in the 110m Hurdles event because of an injury.

Disappointed but determined, we went ahead with our plan and landed at the new Beijing International Airport on 20 August. We were much impressed by the sophisticated

infrastructure and excellent overall arrangements of the new airport in an atmosphere of welcome for the thousands of visitors arriving from all corners of the world.

In fact, once we came out of Immigration, we could see over 50 reception desks with volunteers helping overseas athletes, officials of the Games and guests in completing registration procedures. The visitors were then directed by the cheerful volunteers to take the appropriate transport (for some the 'through train') to The National Stadium (nicknamed the Bird's Nest) or their respective destinations.

On 21 August, prior to getting to the Bird's Nest, we joined a group of VIPs (under the flag of our legacy firm, Ernst & Young) to a very early dinner (at 4:00 pm) at a venue close to the imposing National Aquatics Center (nicknamed the Water Cube). We took the opportunity to tour around the huge stadium where all the water sports were to be held. On this tour, we paid flying visits to booths with eye-catching designs set up by some of the world's biggest brand-name companies. As we walked along there were sideshows around us, similar to those at a carnival.

The events of that evening included the Long Jump Final, which took place just 10 metres away from us. It was the first time ever that we were sitting so close to an athletics event taking place! We were jammed against other athletes, from France, Russia, UK and so on, who were faithful fans intent on supporting their own team.

At the same time, the Women's 4 x 100m Relay Final was also being held and we witnessed the strong favourite, the Jamaica team, being disqualified as a result of failing to pass on the baton during their last change.

We were totally engrossed in watching activities in all sections of the Stadium and were extremely excited by the competitive 'live' performances.

The Bird's Nest and Water Cube were not only architectural wonders in their external design, but also in their grand, systematic and sophisticated interior design. Give and take, of course. You will be surprised to know that only 30% of the audience in the Bird's Nest could actually see the Olympic torch in flame due to a 3-level seating design.



Allan with business associates outside the Bird's Nest

Left to right: Chris Chow (EY), Steven Lo (SNP Leefung Holdings Ltd), Allan Tong (Tricor) and Joe Tsang (EY).



Allan Tong having fun - as gold medallist

Throughout our visit to Beijing, I was particularly impressed to have met so many enthusiastic full-time and part-time volunteers, who are citizens of Beijing and other areas in China or from overseas, in official uniform or with simply a hat or a banner as identification. Always smiling and helpful to the throngs of visitors, these volunteers offered much needed assistance. These smiling ambassadors were not only pre-Games and Games-time helpers, but also acted as traffic conductors, security officers, translators, first aid helpers, tourist guides, and so on. We could see them at street corners, middle of the roads, hotels, scenic spots, medical centres, shopping malls, souvenir shops, cultural centres and even where you may not expect volunteer assistance! Later on I realized that the total population of volunteers reached 1.7 million.

Another lasting image in my mind was the multitude of Olympic banners and signboards densely displayed along all the roads and on

buildings in Beijing. These were especially prominent along East Chang An Street and Wang Fu Jing Street. In addition, the city authorities also reserved an 'Olympic Express' lane on all the main roads leading to the National Stadium to speed up traffic for officials and related vehicles for the Olympic functions.

The express lane was made possible by a temporary policy of restricting the vehicle flow in the capital city, allowing private vehicles to drive in the city on alternate days only according to the number of the vehicle registration plate. Those vehicles whose last digit in the plate ends in an even number could move in the city on calendar dates 2, 4 and 6... while those whose last digit ends in odd numbers are allowed in the city on calendar dates 1, 3 and 5... Regular visitors to Beijing would appreciate the tremendous difference this could, and indeed did, make to ease the persistent traffic queues in the capital city.

During our stay, I also made use of all free time slots to meet with my business associates.

Our four days in Beijing for the 2008 Olympics were indeed memorable. I believe I am justly proud of what I have seen as the result of fantastic commitment and teamwork from the athletes, the Games organizers, the Government, and last but certainly not the least, the volunteers from within and without China.

For China, much has been achieved within a relatively short time, from preparation for the Games to successful delivery of all the events. Some of the infrastructures will be here to stay, open to use of the public at large. The Olympic spirit, I hope, would carry on and propel China to newer heights in areas such as civic consciousness, environmental conservation and celebration of individual efforts to reach beyond one's limits.

Allan Tong (Hong Kong)

Nature's Little Secret

Time flies. Let me retrace my steps back to early 2007, when management at Tricor Malaysia offered staff the opportunity of a one-year secondment at Tricor BVI. I was thrilled as this seemed to be an excellent opportunity for me to learn more about offshore practice and to explore BVI as well. I thought to myself, "Why not take up the offer?" At that time I had no idea where BVI was located. I immediately searched on the internet and got to know the exact location of BVI. It is in the Caribbean Sea, closer to North America and is half of the world away from my home, Malaysia.

Most of my friends and colleagues asked if I was really ready to work abroad. It did take a lot of courage on my part to make the decision. Indeed, deep down in my heart, I was worried whether I could take up all the challenges to work abroad, to be alone and independent, away from family and friends, adopting a different lifestyle and culture. After having a word with Patrick Nicholas of Tricor BVI during the Tricor Regional Executive Seminar, I felt more at ease and began looking forward to working in BVI.



Loving it all

Clarisse on Virgin Gorda, enjoying the sunset, taking in natural wonders

In October 2007, I arrived at Tortola, BVI. By now, I have been working and living in BVI for a year. I am very grateful for the warm welcome and support that I have received from Tricor BVI colleagues, without which I would never have been able to pick up my job duties so smoothly. As many Tricorians know, BVI is a tax haven, and many of its rules and regulations are totally new to me. In Tricor BVI, I have gained lots of valuable experience through my dealings with Tricor Hong Kong and overseas clients. I also learn to appreciate the importance of being part of the Tricor global team, through which connection we could have immediate support from Tricor offices around the world to provide seamless service.

Apart from work experience, I have gained the most valuable life experience in BVI. Although it is tough to start a new life in a foreign country, I have learned that everything will go well as long as you are willing to open your heart to communicate and to understand the culture around you.



I have been exploring the islands around BVI, which include the most beautiful islands of Virgin Gorda and St Thomas, part of the US Virgin Islands.

BVI is also known as Nature's Little Secret – a diving paradise, which name I cannot agree with more. I have taken up sailing lessons here, which I would hardly do back in Malaysia. Also, I have dived to the wreck of the Rhone, a Royal Mail Steamer, which sank during the hurricane of 29 October 1867 with 125 people aboard. Similar to the famous Titanic, the Rhone was at the time also known as the 'unsinkable' Rhone. Deep under the sea with the temperature at 78 degrees Fahrenheit, I could still see portholes, winches, boilers, a large set of open-ended wrenches and bowsprit. It was a great experience.

Another 'unique' experience, which I wish to share, was the earthquake, the first ever time that I have felt an earthquake in my life. It was scary and we were lucky because it was just a small earthquake.

I would like to express my warmest thanks to the management, colleagues from Tricor Malaysia and Tricor BVI, and also my family and friends for their friendship, care, support and guidance. This once in a lifetime experience has helped me to be a stronger and better person, not only through work exposure but also through my discovery of Caribbean culture. This experience will prepare me for future challenges and personal growth.

Before this, never have I thought that I would be working abroad in BVI, which is half of the world away from home, although I have always looked forward to working in a foreign country. Life is too short and I certainly want to have a colourful life so that I could look back and say that I have no regrets.

Clarisse Loh (Malaysia)



Clarisse exploring undersea treasures in the waters around BVI

Minute by Minute

It was in December 2007 that I saw an advert in the Singapore newspapers for volunteers for the first FORMULA 1™ Grand Prix to be held in Singapore. The race was to be run on a street circuit around Marina Bay and would be the first FORMULA 1™ race to be held at night. I had for many years watched FORMULA 1™ races mostly on TV, and had also been a frequent attendee at Goodwood in England in the late 1950's, where the likes of Stirling Moss and Graham Hill used to race.

I thought that I would give it a shot and maybe end up as a flag marshal on the trackside, where I could watch the race for free! After a short interview I was given the role not as a trackside flag marshal but as Deputy Secretary of the Meeting, a much larger task than I had ever envisioned. As Deputies we were understudies to experienced Australian officials, with the objectives of switching roles for future events.

The first task for us was to learn about how to run a motor race. About 30 of us went to the Clipsal 500 race in Adelaide, where we rotated roles so as to get maximum experience. For me, some time was spent trackside, some in race control and most of it with the Secretary of the Meeting. The experience was interesting, but was marred by the death of one of the drivers - a fairly rare occurrence in view of the latest safety procedures. I was in race control at the time and was amazed at the calm way the whole incident was handled under a formalized "Critical Incident Plan".

The Clipsal 500 was followed by the Australian Grand Prix in Melbourne. It was at this event that we had the first taste of FORMULA 1™ cars and aurora surrounding the event. The noise and the atmosphere is something quite unique. This was followed by a trip to the Malaysian Grand Prix at Sepang for myself and the Deputy Clerk of the Course.



On course training in Australia

On my return to Singapore I started to attend the monthly Race Committee meetings and this is when the work began.

Under the race organization structure, the Secretary of the Meeting is the senior administrative race official responsible for the sporting organization of the meeting, whilst the Clerk of the Course is the senior local operations official and his role is to control all race activities. In simple terms these are the two key officials, the Secretary of the Meeting is responsible for the planning and organization of the meeting and the Clerk of the Course is responsible for the conduct of all track activities. Other people attending the race committee included representatives of the Singapore Motor Sports Association, Singapore GP Pte Ltd, Singapore Sports Council, Singapore Tourist Board and the track engineers Kellog, Brown and Root.



Mike at Malaysia Grand Prix

The tasks of the Secretary of the Meeting are too extensive to include in such a short article. His team basically covers four areas namely:

- Race administration, which is all the documentation such as manuals, procedures and documents used during the race.
- Management of officials, which includes recruitment, training and allocation to posts. (We had nearly 1,000 officials involved in running the race. What most people do not realize is that all the officials, except two, were volunteers.)
- Administration of the support races and the support paddock.
- Running of the Equipment team and Marshal Services. (The equipment team supplies all the trackside equipment.)



Mike at Singapore Grand Prix Race Control

One of the main functions of the Secretary of the Meeting is to prepare what is called the "Minute by Minute". This is basically the planning document that controls the timing of all the activities that happen on and around the track. FORMULA 1™ races have to start exactly on time, down to the second. Delays can cause thousands of dollars in additional satellite time. Another major area is to ensure that all the equipment and track vehicles have been ordered together with putting together plans for the recovery of cars and handling fires. One innovation that I put together, with the help of my Australian colleagues, was a 136 page "Marshals Handbook", which covers the information needed for marshals and other officials to carry out their jobs. It seems that many circuits do not have an equivalent booklet.

It was late September 2008, about a week before the FORMULA 1™ race, that we moved into our offices. Our complex, which was next to the Ferrari pits, included Race Control as well as offices for the Secretary of the Meeting, Clerk of the Course, FIA Race Director and FIA stewards. (FIA is the governing body of FORMULA 1™ racing.) Being the first race, there was much last minute preparation getting everything organized. I was fortunate that my role was at the nerve centre of the race and my pass allowed my access to all of the track, pit lane and the paddock. The drivers and most of the celebrities had to pass our door and drivers would come into our office reception for stewards' enquiries.

Once racing was on, the role of the Secretary of the Meeting was more fire fighting. In fact I did not see much of the race except on the TV monitors in our office. The last task under our responsibility was to control track invasion. This meant organizing the security guards to make sure that the crowds do not converge on the winning drivers. If you look at the TV footage closely you could just make me out on the pit lane wall at the end of the race.

To sum up, this was an experience of a lifetime but also a lot of hard work. By all accounts the race was a success. In fact the Singapore GP has won three awards for the race including the most prestigious one awarded by FIA at a gala dinner in Monaco, where the drivers and team stewards were also presented.

Next year should be much easier. In fact the planning has already started.

(Mike Gray, Singapore)



Racing in action



The Singapore FORMULA 1™ Grand Prix Course

Advancing Professional Frontiers

As a leading corporate and investor services provider in Hong Kong, Tricor acts proactively in raising corporate governance and disclosure standards of listed companies and enhancing share registration mechanisms and processes.

Tricor supports chartered secretaries through participation in The Hong Kong Institute of Chartered Secretaries (HKICS), and supports share registrars through participation in The Federation of Share Registrars Limited in Hong Kong (the Federation).

Tricor sees it as our professional responsibility to make submissions to government and regulators in respect of market practices as and when necessary.

HKICS Presidency

Our congratulations go to Natalia Seng, Executive Director and Head of Corporate Services and China Consultancy Services at Tricor, who has been re-elected President of HKICS for her third and final term.

Natalia and members of HKICS hope to:

- further promote the benefits of employing chartered secretaries to employers;
- develop the chartered secretary profession in Mainland China;

- make continuing professional development mandatory for HKICS members; and
- collaborate with professional bodies in other countries towards the setting up of an international body for chartered secretaries and governance professionals for the promotion of universally accepted standards of good governance.

Our best wishes go with HKICS and Natalia in these endeavours.



Natalia Seng delivering the opening speech at HKICS conference

Federation Chairmanship

Our congratulations also go to Allan Tong, Executive Director and Head of Investor Services at Tricor, who has been re-elected Chairman of the Federation for the third year in a row.

In his capacity as Federation Chairman, Allan continued dialogue with SFC and HKEx as well as other securities market practitioners on industry-related issues over the year.

Allan, together with Federation members, will continue to improve and promote share registration practice.

Other Support for HKICS

Tricor sponsored the following key events of HKICS during the year:

- Silver sponsor of the 9th Annual Corporate and Regulatory Update (ACRU) in May;
- Platinum sponsor of the 6th Biennial Corporate Governance Conference in September.



ACRU 2008, HKICS conference sponsored by Tricor



6th Biennial Corporate Governance Conference, another HKICS conference sponsored by Tricor



Tricor colleagues supporting HKICS' 6th Biennial Corporate Governance Conference



Susan Lo is a regular speaker at HKICS CPD seminars

With ongoing support from Tricor, our executives participated in various HKICS activities during the year:

- Amy Ho (CS Director) and Natalia Seng – Members of Professional Services Panel, actively involved in the publication of the ‘Anti-Money Laundering and Counter-Terrorist Financing Guidelines’ for trust and company services providers (TCSP) in May.

Natalia also gave a seminar on “Recommended best practices for Chartered Secretaries of TCSP under HKICS’s AML & CTF Guidelines” in December.

- Diana Chung (formerly CS Director) – Council member and also representative of HKICS on the Companies Registry Customers’ Liaison Group.
- Mildred Chan (CS Senior Manager) – Core member of working team in the research study and published report on “ A Comparative Study of Continuing Disclosure in Hong Kong and the PRC – Implications for cross border listings on H-share and A-share markets”.

- Natalia Seng and Paul Moyes (CS Director and Head of Practice Development, Marketing & Communications) – Representative members of an Advisory Group for the Rewrite of the Companies Ordinance.
- Susan Lo (CS Director and Head of Professional Development & Training) – Regular speaker at CPD seminars to H share board secretaries, HKICS Affiliated Persons and members.
- Veronica Lin (CS Director) – Member of Technical Consultation Panel.
- Y T Soon (CS Director) – Speaker to prospective HKICS students about the Chartered Secretary profession on the HKICS Career Day.



Y T Soon speaking to prospective HKICS students about the Chartered Secretary profession on HKICS Career Day

Tricor is the employer of the largest number of Chartered Secretaries in Hong Kong. We fully support and sponsor our executives to apply for the HKICS Practitioner’s Endorsement Certificate after obtaining the requisite CPD points from HKICS Endorsed CPD programmes.

Other Support for the Federation

Other Tricor executives also serve the Federation. Virginia Ng (IS Director) and Winnie Chow (IS Senior Manager) have been re-elected Executive Committee Members of the Federation.

Business Development

Networking

Over the year Tricor continued working together with our legacy firms and other business associates through cross-referrals and other collaborative ventures. There are frequent meetings, for work and for fun.

The Ernst & Young Luncheon



The PwC Summer Cocktail



The HK Tens Rugby Tournament



4th Tricor-PFA Tax & Corporate Seminar

Tricor Malaysia conducted the 4th Tricor-PFA Tax & Corporate Seminar in September at the Sime Darby Convention Centre in Kuala Lumpur.

Topics covered included:

- Updates & Highlights of Recent Tax Developments
- Tax Planning under the Single Tier Tax System
- Corporate Responsibilities & Implications for Directors and Companies
- Taxation of Land Transactions
- Managing Wealth through Effective Financial Planning

Expert speakers included Beh Tok Koay, Anderson Ng and Dr Cheah Foo Seong from Tricor Malaysia, and Dr Arjunan Subramaniam from Lee Hishamuddin Allen & Gledhill and Alfred Sek from Standard Financial Planner Sdn Bhd.



Patrick Yeoh at the registration desk of the 4th Tricor-PFA Tax & Corporate Seminar



Beh Tok Koay speaking at the Seminar



Seminar in progress



Left to right: Anderson Ng, Chen yen Mooi, Beh Tok Koay, formerly of PFA, now senior executives of Tricor Malaysia, with Yeap Kok Leong at the Seminar

Official Launch Reception for Tricor Malaysia

In September 2008 all practices under the umbrella of Tricor Malaysia were relocated to The Gardens, the new Tricor Malaysia headquarters. A glittering cocktail heralded an exciting new beginning.



Tricor Regional Executive Seminar

Tricor continues its commitment to staff development and integration in its numerous offices throughout the year.

The highlight of the year, as always, is the bringing together of Group executives in a Regional Executive Seminar (RES). At RES, executives have the opportunity to learn about developments in the businesses and practices of each country / special region, to share ideas, and to have fun together.

RES is usually conducted in March of each year, as a relatively easier time for executives to leave their desks and spend some time away from daily work and family routines.

We report on the RES below while other staff development activities are shown in pictures in the photo gallery at the end of this newsletter.



15 Hong Kong colleagues with Julian Chow after the photo session



Tricor drums heralding the Tricor Dragon Dance

Our 4th RES this year was held at the Venetian Macao-Resort-Hotel. About 250 Tricor executives attended the 2-day event.

And what a fiesta this was! Head Office in Hong Kong hosted the event, highlighting the theme of the seminar, "Tricor - Employer of Choice", with an exciting opening performance and plenty of fun activities.

To start off, a smart photo-shooting corner greeted arriving colleagues. Elegant backdrops featuring the Venetian Hotel and St. Paul's Cathedral were set up to give colleagues fond memories of their Macau visit. Individuals and teams had fun posing in different innovative ways for their photos. Those who wanted to be actively engaged moved to the adjacent Balloon Sculpture Workshop. They learned to twist various balloon sculptures there from Hong Kong Tricorians. Participants held their breath whenever a balloon looked likely to burst under

novice fingers. The sculpture of the day was definitely the balloon motorcycle created by Alvin Chan and Kenny Ho from IS, Hong Kong.

When the Welcoming Dinner began, colleagues entered the ballroom with wows and ohs at the grand ambience of the elegant setting. Everyone was ready for the 'Tricor Show'. There it was - the Tricor Dragon dance performed by Tricorians from the Head Office! As Tricor dancers manoeuvred the long undulating dragon at centre stage, Tricor standard bearers on all corners waved in tune to the melody of the song - 'Zhong Guo Ren' ('Being Chinese'), while Tricor drummers out front put all their energy into the beating of the accompanying drums. After weeks of training with professionals, our colleagues' performance was indeed magnificent.



Drummers at their very best



Tricor standard bearers flanking the Tricor dragon



Tricor Thailand colleagues preparing their instruments for an accomplished musical performance

Over dinner, MC's John Poon (China) and Gemma Sze (Hong Kong) led us through an evening filled with fun and laughter. Other Tricor offices continued the highlights of the evening. The Tricor Malaysia team sang us the song, 'We are the World', with new lyrics that the team wrote. Mike Gray and Ho Lon Gee of Tricor Singapore performed their standup comedy speech. Tricor Barbados showed a video prepared by the Barbados office introducing this beautiful country; while Tricor Thailand performed to the tune of authentic Thai music using Thai instruments.

After the lively Welcoming Dinner, it was back to business the next morning.



Tricor Hong Kong Dragon Dance Team posing for a photo



Tricor country leaders and senior executives

Left to right: Natalia Seng (Hong Kong), Connie Smith (Barbados), Chris Campion (Hong Kong), Paul Moyes (Hong Kong), Betty Yeung (Hong Kong), Jennifer Smith (Barbados), Richard Tozer (UK), Munthana Thamlikitkul (Thailand), Yeap Kok Leong (Malaysia), Julian Chow (Hong Kong) and Dr. Cheah Foo Seong (Malaysia)



Colleagues having fun in the activities session

Johnny Ng and Julian Chow reported on the performance and growth of Tricor business in 2007/08. Responding to the theme of the seminar, country leaders presented their various practices in aspiring to be an 'Employer of Choice'.

An experienced consultant took the theme further, relating it to the concept and practices of Corporate Social Responsibility (CSR). We learned about the stakeholders of CSR, which include employees, and CSR practices of large corporations in Asia.

Participants then divided into groups to explore how CSR might be implemented in the Tricor context.

After lunch, it was time for more active fun again. We engaged an external team to organize a series of teambuilding activities, our quasi-Olympics, as 'warm up' to the much looked forward to Beijing 2008 Olympic Games.

The seminar ended with a cocktail in the afternoon, leaving some personal time for colleagues to make forays to various hot spots of Macau.



Meet our 250 Tricor executives from all Tricor offices

Staff Events

Badminton Competition

Hong Kong



Balloon Twisting Class

Hong Kong



BS Away Day

Hong Kong





Clay Making Class

Hong Kong



Cake Making Class

Hong Kong



CS Away Day

Hong Kong



IS Annual Dinner

Hong Kong



Green Power Hike

Hong Kong



Karaoke Competition

Hong Kong



Olympic Torch Relay

Hong Kong



Snooker Competition

Hong Kong



Community Chest Sports Corporate Challenge

Hong Kong



Tung Lung Island Hike



Hong Kong



Celebrating 1st Year in the Tricor Family



Barbados

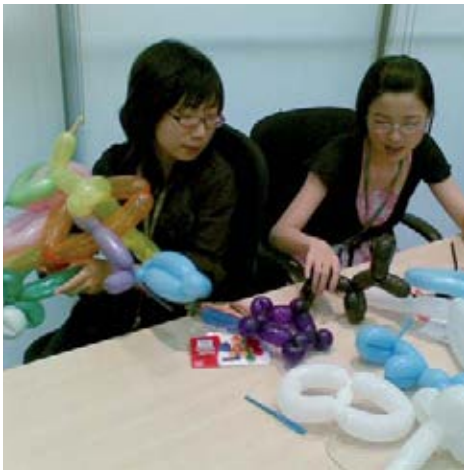


Our congratulations go to James Clennell, Senior Manager of Tricor Barbados.

James has been awarded the internationally recognized Certified Anti-Money Laundering Specialist designation – CAMS.

Balloon Twisting Class

Beijing



Recreation Activities

BVI



Congratulations and Best Wishes

Wedding Bells



Gao and Calvin (Hong Kong)



Brian and Mashana (BVI)



Katie and Gareth (BVI)



Joanne and Wilkins (Hong Kong)

Babies Corner



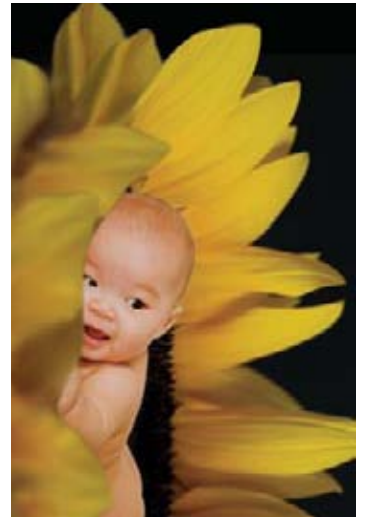
Sweet baby of Andy Ma (Hong Kong)



Bouncy baby Sophie of Calvin Chen (Hong Kong)



Cute baby Mariella Charlotte of Connie Smith (Barbados)



Lively baby Nick of Ivy Chow (Hong Kong)

BARBADOS

Tricor Caribbean Limited
Caribbean Corporate Services Limited
info@bb.tricorglobal.com
www.bb.tricorglobal.com

BRITISH VIRGIN ISLANDS

Tricor Services (BVI) Limited
info@bvi.tricorglobal.com
www.bvi.tricorglobal.com

BRUNEI

Tricor (B) Sdn Bhd
info@bn.tricorglobal.com
www.bn.tricorglobal.com

HONG KONG

Tricor Services Limited
info@hk.tricorglobal.com
www.hk.tricorglobal.com

INDONESIA

PT Amalgamated Tricor
info@id.tricorglobal.com (coming soon)
www.id.tricorglobal.com (coming soon)

LABUAN

Tricor Trustco (Labuan) Limited
info@my.tricorglobal.com
www.my.tricorglobal.com

MACAU

Tricor Services (Macau) Limited
tricor@macau.ctm.net
www.cn.tricorglobal.com

MAINLAND CHINA

Tricor Consultancy (Beijing) Limited
Tricor Consultancy (Beijing) Limited - Shanghai Branch
Tricor Consultancy (Beijing) Limited - Shenzhen Branch
info@cn.tricorglobal.com
www.cn.tricorglobal.com

MALAYSIA

Tricor Services (Malaysia) Sdn Bhd
info@my.tricorglobal.com
www.my.tricorglobal.com

SINGAPORE

Tricor Singapore Pte Limited
info@sg.tricorglobal.com
www.sg.tricorglobal.com

THAILAND

Tricor Outsourcing (Thailand) Limited
Tricor Executive Recruitment Limited
info@th.tricorglobal.com
www.th.tricorglobal.com

UNITED KINGDOM

Tricor Aldbridge LLP
info@uk.tricorglobal.com
www.uk.tricorglobal.com



Member of The Bank of East Asia Group

Tricor Group, a member of The Bank of East Asia Group, is a global professional services provider of integrated Business, Corporate and Investor Services.

Our Mission is to be The Business Enabler of Choice.

TRICOR GROUP CONTACTS

Group Chief Executive & Group Managing Director

Johnny Ng
Tel: (852) 2980 1100
johnny.ng@hk.tricorglobal.com

Group Managing Director

Julian Chow
Tel: (852) 2980 1238
julian.chow@hk.tricorglobal.com

HONG KONG (HEAD OFFICE) & MAINLAND CHINA

Executive Directors, Practice Leaders Business Services

Shirley Tsang
Tel: (852) 2980 1298
shirley.tsang@hk.tricorglobal.com

HC Ying
Tel: (852) 2980 1988
h.c.ying@hk.tricorglobal.com

Executive Director, Practice Leader Investor Services

Allan Tong
Tel: (852) 2980 1818
allan.tong@hk.tricorglobal.com

Practice Leader Executive Resources

Fiona Yung
Tel: (852) 2980 1166
fiona.yung@hk.tricorglobal.com

Executive Directors, Practice Leaders Corporate Services

Natalia Seng
Tel: (852) 2980 1688
natalia.seng@hk.tricorglobal.com

Betty Yeung
Tel: (852) 2980 1882
betty.yeung@hk.tricorglobal.com

Executive Directors, Practice Leaders China Services

Natalia Seng
Tel: (852) 2980 1688
natalia.seng@hk.tricorglobal.com

Shirley Tsang
Tel: (852) 2980 1298
shirley.tsang@hk.tricorglobal.com

BARBADOS Managing Directors

Connie Smith
Tel: (246) 430 3917
connie.smith@bb.tricorglobal.com

Jennifer Smith
Tel: (246) 430 3909
jennifer.smith@bb.tricorglobal.com

BRITISH VIRGIN ISLANDS Managing Director

Patrick Nicholas
Tel: (284) 494 7396
patrick.nicholas@bvi.tricorglobal.com

BRUNEI Chief Operating Officer

Cecilia Wong
Tel: (673) 223 2780
cecilia.wong@bn.tricorglobal.com

UNITED KINGDOM Partners

Stephen Page
Tel: (44) 20 8460 2880
stephen.page@uk.tricorglobal.com

Richard Tozer
Tel: (44) 20 8460 2880
richard.tozer@uk.tricorglobal.com

INDONESIA President Director

Drs Istama Siddharta
Tel: (62) 21 5799 7799
istama@istama.com

MALAYSIA CEO & Managing Director

Yeap Kok Leong
Tel: (60) 3 2264 8818
kok.leong.yeap@my.tricorglobal.com

SINGAPORE CEO & Managing Director

Ho Lon Gee
Tel: (65) 6236 3988
lon.gee.ho@sg.tricorglobal.com

THAILAND CEO & Managing Director

Munthana Thamlikitkul
Tel: (66) 2 343 1222
munthana.thamlikitkul@th.tricorglobal.com