

THE CUSTODIAN

PRECEPTSGROUP INTERNATIONAL NEWSLETTER

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INTERNATIONAL
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CEO Message:



By Lee Chiwi
CEO, PreceptsGroup International

At the time of writing, we continue to live in extraordinary times, battling against the Covid-19 virus in the phase 2 post Circuit Breaker. Although this pandemic has disproportionately affected everyone-business owners, working adults, students and family units- history proves that crises will pass and in the meanwhile catalyze

new ideas, behaviours and new opportunities.

At PreceptsGroup, we are encouraged by the pick-up of our services in phase 2. In particular, our Education programmes in estate and wealth succession have done well. We are heartened to observe that professionals are putting this period to good use by expanding their knowledge base and upgrading themselves to help families and businesses in estate planning matters.

On the matter of knowledge sharing, our Estate Planning Asia Forum is taking place in October 2020 and preparations are underway to make it a valuable experience for participants despite the consequential inconveniences presented by Covid-19.

As the pandemic is underlining the unpredictability of life events all over the world, this issue of Custodian will touch on matters surrounding estate administration and the important role of an executor.

We wish you and your loved ones well. Stay safe and connected with PreceptsGroup.



In Memory of

BRIAN W. McMILLAN
1951 - 2020

With a heavy heart we came to terms with the passing in June 2020 of Brian W. McMILLAN, Director General of Society of Will Writers in the United Kingdom. Brian has been a great friend and adviser to our management over many years and had influenced us in shaping our business model in estate planning. We are sure that despite his absence, we will continue to build on our working relationship with the Society of Will Writers which will continue to grow his legacy.

A CLOSER LOOK AT A STANDBY TRUST CASE



A Standby Trust is a passive Trust that is on standby/ in dormant mode, only activated when trigger events (mental incapacity or death) occur. Here's a case of a client who used a Standby Trust to provide continuing provisions for his family members in the event of his demise.

Client Background

Mr James, aged 60, recently remarried and has two daughters from his previous marriage and one grandson. He has assets in his bank account and CPF balances, some investments and Life Insurance policy. He also has a private property held under his sole name and a business.

A Standby Trust was created to regularly benefit his wife, daughters, and grandson through periodic payouts. As his daughter is not financially savvy, he appointed Precepts Trustee to help him manage his assets and make important financial decisions. His objectives are to:

1. Invest most of the money to provide a long-term sustainable income, along with some capital appreciation to 'inflation-proof' the funds.
2. Pay out dividends from his business to his wife (on condition that wife does not remarry), daughters and grandson for maintenance and other emergency needs like hospitalisation and medical expenses.
3. Make provisions for his grandson's education and to give him an 'ang bao' when he is married.
4. Maintain his residential property for his two daughters and grandson to live in the future.

Trust as a Solution

The creation of the Trust will ring fence his assets from any creditors of his daughters or his future sons-in-law. He felt it important to protect his funds and property should there be any breakdown of his daughter's marital relationships.

Proceeds from Mr James' CPF account and Life Insurance policy claims will be poured into his Trust upon activation. As this has been planned for, his CPF and insurance policy proceeds will not have to go through the probate process, like the rest of his estate and hence pay-out for his Trust beneficiaries will be faster.

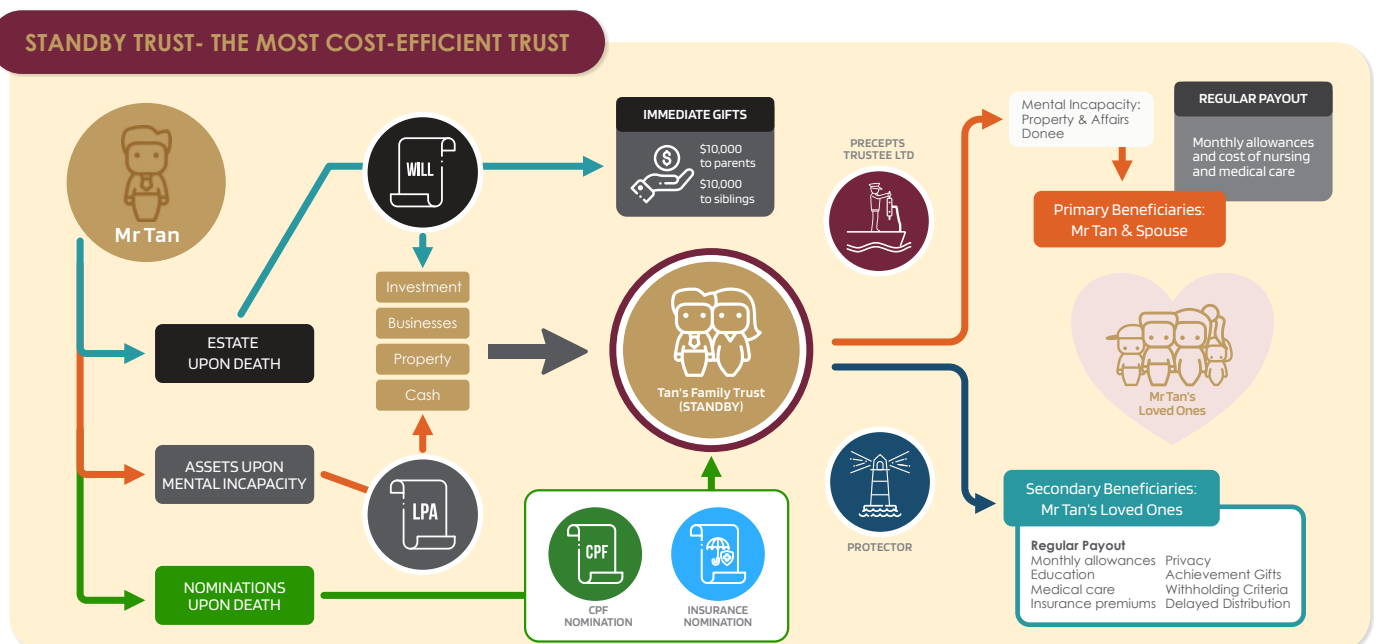
At the same time, Mr James appointed his brother to act as watchdog over the Trust. His brother will be managing the daily operations of Mr James business when he passes on as Precepts is not involved in the daily operations of the company. In this case, the Protector also acts as a main point of contact between the Trust beneficiaries and the Trustee.

Trustee's Handling of Matters

As a Trustee, we will work with the investment adviser appointed by Mr James to review his investment portfolios on a yearly basis. The dividends received from his investments, business profits and rental income (if any) will be pooled together and paid out to his beneficiaries for monthly upkeep and maintenance.

We also work together with property professionals to rent out his residential property if it is not occupied by his beneficiaries. The rental income generated will form part of his Trust Fund.

Through the Trust, Mr James can continue providing for his family. Precepts undertook all the works in relation to the setting up of the Trust, the drafting of the Will and the setting up of the Lasting Power of Attorney. Working closely with the Estate and Succession Practitioner (ESP) and Mr James, we addressed all his needs and ensured that his intentions will be carried out accordingly after the triggering life event.





Prudence in Administering an Estate

A Will often stipulates the naming of an executor, be it sole executor, substitute executor, or even joint executor. Executors have a legal duty to administer the deceased's estate, managing and being responsible for the entire process until the final distribution to the beneficiaries has been carried out. Apart from the distribution of assets to beneficiaries, it also involves identifying all assets (locally or globally), calling in of the assets, settling outstanding debts/liabilities, declaring and paying taxes where they are due.

The process takes minimally six months and can last up to years for complicated cases. Throughout this time, executors are expected to carry out their duties with utmost diligence, good faith and loyalty, acting in the best interest of the estate and being answerable to each beneficiary.

Executorship can be an onerous undertaking for the uninitiated, and it is thus crucial to understand the process of estate administration, from a best practice standpoint.

Estate Administration Process

1. Prepare documents and start a logbook for accountability. Besides a death certificate, schedule of assets and probate checklist are to be drawn up for visibility of assets and liabilities.
2. A Will reading session should then be conducted to ensure all family members and beneficiaries are aware of the schedule of assets and the timelines. This could open up serious discussions on how issues should be handled.
3. Hire a probate lawyer to obtain a Grant of Representation (eg. Letters of Administration or Grant of Probate) from either the Family Justice Court or Family division of the High Court.
4. Ensure income tax clearance and put up creditors' notice. A creditors' notice by advertising on the Government Gazette will help to prevent external claims that would cause delays and inconvenience to beneficiaries and the estate.
5. Processing of insurance proceeds and calling in of assets from various bank accounts.
6. Contact Financial Institutions to enquire about existing accounts. There are close to 50 Financial Institutions such as banks, insurance companies, asset management/ investment companies that PreceptsGroup checks with in this regard. This investigative exercise in calling in assets is important in preparing for the Schedule of Assets to be filed in Court to obtain the Grant of Representation.
7. At the settlement of liabilities stage, proper documentation would go a long way as records keeping would help with accountability of the executor especially at the stage of assets distribution to beneficiaries.
8. It is highly recommended for the executor to open a bank account to manage the deceased's estate. It could be particularly advantageous for the person who has been named executor to keep funds separate from his/ her personal account. The management of funds could be potentially sensitive when it comes to multiple beneficiaries or properties in other countries, even dealing with different exchange rates.
9. After clearing outstanding liabilities, an executor will see to the appropriate distribution of various assets to all beneficiaries identified by the deceased. In many instances, this could include overseas beneficiaries, and even charitable organisations.

Handling of residential or commercial properties requires some coordination with Real Estate Consultants and various authorities for transactions such as rental or sale. Should the property be held under a Trust for rental, the appointed Trustee will rent out and prepare statements of rental income.

For accountability, it is important for the executor to maintain proper accounting-related documents such as statements of distribution and quarterly balance sheets. In instances where properties generate rental income, monthly records and contracts should also be safely kept.

The above outlines the scope for a typical Singaporean family but there are additional common scenarios to take note of too. If the deceased is a business owner or has shares in companies, “many make the mistake of failing to leave instructions on how the personal representative is to deal with the other partners/ stakeholders/ shareholders of the business. At its mildest, miscommunication happens. The personal representative and the estate’s beneficiaries do not trust the other partners, the partners think that the personal representative does not know what he/ she is doing and thinks that he/ she is intruding into their space. Typically, we see a shareholder’s dispute arising from there, in the form of an oppression case or a winding up application,” cautioned Mr Daniel Loh, Associate Director of BR Law Corporation.

Many families also have estates that include overseas assets and properties. For such cases, Precepts would work with overseas lawyers and advisors to facilitate smooth transactions. “Many people do not realise that when they have overseas assets and when they pass on, their personal representatives will need to be vested with authority in the county(ies)/ jurisdiction(s) where the assets are situated before they can access and deal with those assets on behalf of the estate. Getting such authority often involves obtaining grant of probate/ letters of administration, or the equivalent. Legal representation and advice from the deceased’s country of domicile and the country where the asset is situated, ie. 2 sets of lawyers, may be needed,” added Mr Daniel Loh.

In the event where there are minor beneficiaries who are not of age to receive the inheritance, guardianship plans should also factor in financial sensibility. Separate considerations such as availing funds for continuous education must also be given.

Given the scope of estate administration, an executor is often subjected to pressure from different parties. A strain in relationships could also be a consequence of common fallouts such as pressure from family members or differing opinions on proper management. All these complications result in additional costs and prolong the distribution process.

What if an Executor is not properly administering the Estate?

“If a beneficiary has concerns about the executor’s handling of the administration and they haven’t been able to resolve them informally or through mediation then they may look to have the executor removed. Removing an executor is not an easy thing to do. Each case will turn on its own facts, but what must always be demonstrated to the court is

that there are compelling reasons for the removal,” highlighted by [Society of Will Writers in issue 16 \(Summer 2020\) of Focus newsletter.](#)

Hence, it often makes sense to appoint a substitute executor from the onset to cater for undesirable circumstances. “The main problems a beneficiary may face are the executor’s unwillingness to act at all, or an executor failing to carry out their duties correctly.” Often, there are also requests to renounce the right to be an executor and for Precepts to take on the role.

[Read more on “Can an Executor be Removed” \(Page 12\) of the Focus newsletter by the Society of Will Writers.](#)

[Also read within this publication about ‘Why laypersons should not be Executor/ Trustee’ by Jenny Tan, Trust Manager of Precepts Trustee Ltd.](#)

“While the business owner is alive, he must get his house and his estate planning in order. It may be too late if he thinks the personal representative can handle it later. The personal representative may not have the business acumen or the relationship existing with his business partners to continue to play any meaningful part in the business. If he wants his estate to continue his business, he may look into a family office structure (if he is an UHNWI) or he ensures he already seeds the right person to succeed him.

If otherwise, the usual tools would be key-man insurance, complemented together with properly drafted company constitutions and shareholders’ agreement.

Mr Daniel Loh, Associate Director of BR Law Corporation



Why laypersons should not be Executor/Trustee



By Jenny Tan, Trust Manager of Precepts Trustee Ltd

"I did not receive one nickel of the money and yet my reputation was tarnished!"- the voice of a Toronto accountant who acted as an executor and trustee for her client's multimillion-dollar estate, as she burst into tears. If she was aware of the legal implications and responsibilities as an Executor and Trustee, she would not have agreed to it.

Generally, when a loved one passes away, a family member may be appointed in the deceased's Will as the "Executor and Trustee" of the estate. This person has the fiduciary and statutory duty of care to make sure that he distributes the assets to the beneficiaries of the estate according to the wishes of the Will of the deceased. It requires his utmost diligence, good faith and loyalty in his discharge of his duties.

Amongst his many duties, besides avoiding any conflict of interest while administering the estate, the Executor is to prepare an accurate inventory of items in the estate to ensure that nothing of value is hidden from creditors, that one party has not unfairly taken a piece of property belonging to the estate at the expense of other beneficiaries. If he acts without care and causes loss or detriment to the estate, he will be liable to be sued. Even the closest families can be torn apart by problems that arise in the management of an estate.

Many newspaper articles have reported cases where family members ended up taking each other to Court. In a recent case, two women had out of good faith and compassion, agreed to be joint executors of a woman's will. They were found liable to the woman's son for \$87,000. **In VJ and others v UVH and others and another [2020] SGCA 49**, the brothers appointed as executors and trustees were sued in court for breaching their trustees' duties in making personal gains by non-disclosure of material information to their sisters,

who were beneficiaries and misappropriated the trust funds under their care. In other cases, executors were found liable when they had acted dishonestly and obtained personal gain.

During administration of the Estate, there are also proper procedures for an executor or trustee who wishes to resign or retire. **In Chan Chi Cheong v Chan Yun Cheong [2020] SGHC 43**, the individual trustee had to resort to the assistance of the Court in order to resign from the office.

What is the solution?



The testator should carefully consider the person he wants to carry out the executor and trusteeship role in his Will. Is the intended lay executor and trustee equipped with the skills of managing the assets? Is he a responsible and trustworthy person? Is he biased against certain beneficiaries? Is he likely to expect a fee or remuneration to perform his role?

Would it not be better to appoint professional executors and trustees over a lay executor and trustee? The administration of an estate can be complex and the person entrusted to carry out the role may himself be deceased or unwilling or incapable of acting as the executor and trustee. By appointing a professional trust company as the default executor and trustee, it will avoid or prevent the various undesirable disputes among the testator's family members after his death.

Do not worry, call PreceptsGroup, our professional Estate and Succession Practitioners and legal counsel will offer you the solutions to your estate planning concerns.

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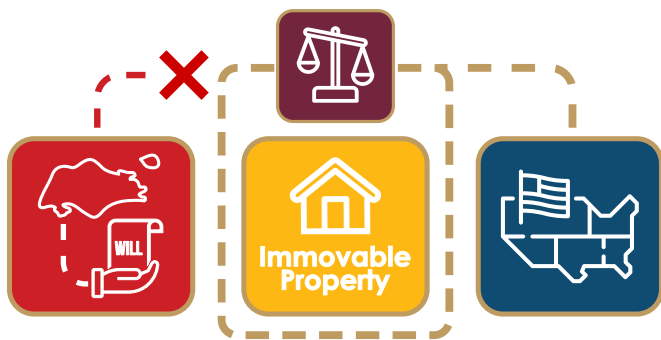
ISSUES TO TAKE NOTE WHEN ADDRESSING OVERSEAS ASSETS IN YOUR WILL

By Precepts Legacy

Over the course of your life, you may have acquired overseas assets for investment purposes, as a family holiday home, etc. You may wonder what happens to your overseas assets when you pass on? Can you include them into your assets to pass on to your loved ones? And how do we go about doing it? If you have assets, such as bank accounts, properties, or jewelry located overseas, writing a Will on your own can be hard.

In this article, we will touch on the issues you have to take note of when dealing with your overseas assets in your Estate Planning. This will come in handy to those who are looking at how to manage their overseas assets when planning out their Wills and Trust for their family.

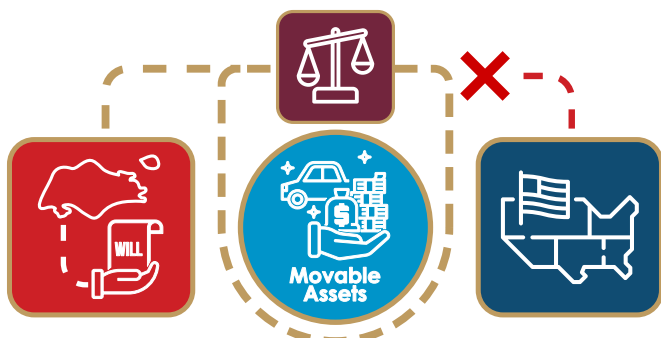
You can include overseas assets to your Singapore Will. In fact, testators (people who create Wills) often do this as it may be more convenient as compared to drafting two separate Wills for your assets in two different countries. However, there are 4 issues you have to take note before you decide to include your overseas assets to your Singapore Will.



1 Your overseas immovable property is subject to the laws of the jurisdiction it is located in

This means that all immovable properties, such as houses, land, condominium will be subject to the laws of the jurisdiction that the immovable property is located in.

For example, if you create a Will in Singapore, the house you own in America that was listed in the Singapore Will would still be subject to and dealt with according to the American law. Your beneficiary, the person who inherits your property, will thus have to pay relevant taxes for the property, as specified by the American inheritance tax rules.



2 Your overseas moveable assets are subject to the laws of the jurisdiction where you are domiciled in

This means that all moveable properties such as money in bank, accounts, cars, and jewelry will be subject to the laws of the jurisdiction of the country that you are domiciled in.

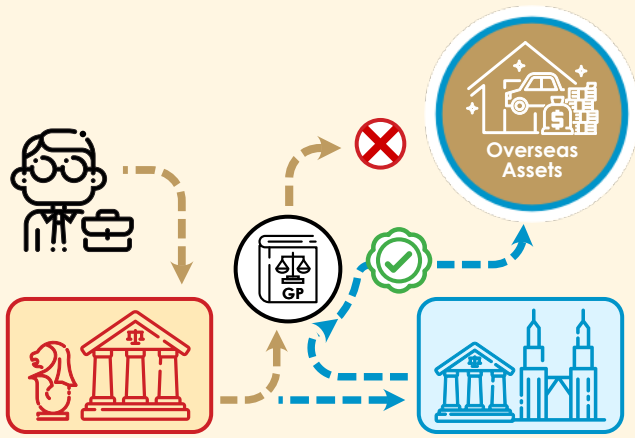
What is a domicile? The domicile is the country which a person officially has as their permanent home, or has a substantial connection with.

Hence, if you create a Will in Singapore, any overseas movable property mentioned in the Will would also be subject to Singapore law. If you create a Will in Malaysia, overseas movable property mentioned in the Malaysia Will would be subject to the Malaysian Law.

If you die domiciled in Singapore and you create a Will in Singapore, any overseas movable property mentioned in the Will would also be subject to Singapore law. Even if you created a Will outside of Singapore, such as with the creation of a Malaysian Will to cover your movable assets in Malaysia, such property is subject to the law of your domicile i.e. Singapore law and not Malaysian law.

Types of domicile

1. Domicile of origin: the place/ country of the individual's parents' home.
2. Domicile of choice: in which the person chooses to replace his/her former domicile, which can be a domicile of origin or domicile of choice and acquires a domicile of choice in another country. According to common law, every independent person can acquire a domicile of choice by satisfying the following conditions:
 - One must have freedom of choice;
 - One must make an intention to change their current residence;
 - One must change the residence to some other state; and
 - One must have an intention to make the new residence their permanent residence.
3. Domicile by operation of law: domicile that the law vests in a person without taking into consideration a person's residence or intention to change residence. There are two classes of persons who acquire domicile by operation of law:
 - those persons who are under the control of another; and
 - those on whom, the domicile of another is given by law.



3 The “resealing of probate” in other jurisdictions

When you write a Will in Singapore, the executors of the Will whom you have appointed must apply to the Singapore court for a “Grant of Probate (GP)”, which will give them the power to carry out the instructions in the instructions in your Will.

However, when your Will includes assets (whether movable, immovable or both) located in another country’s jurisdiction, that jurisdiction must “reseal”, or give legal recognition to, the probate that your executors were granted in Singapore. Only then will your executors have the same power to carry out your instructions in relation to your overseas assets.

Note that Commonwealth jurisdictions, such as Australia and Malaysia, can typically reseal probate granted by a Singapore court. If a jurisdiction rejects your application for the resealing of probate, you will likely be treated as having died intestate (i.e. having died without making a Will), and your overseas property will be subject to the inheritance laws of whichever jurisdiction your property is located in.

Note that the resealing of probate involves its own separate court application, and thus involves more costs. The extra costs involved is one of the reasons why testators sometimes choose to create separate Wills for the assets that they hold in different jurisdictions instead of having just one Singapore Will which includes their overseas assets. A much easier process is to engage in a professional Estate Planning company that will have the expertise and experience to help you in managing the Will writing and distribution of assets both in Singapore and overseas to benefit you and your loved ones efficiently.

Another point to note on dealing with foreign investments is that the Will may need to be translated into the language of the jurisdiction, which can be quite costly. Hence it will be better to create separate Wills for the different jurisdictions and appoint a corporate executor and trustee to manage the overseas legal process.



4 Other jurisdiction may not recognise your Will

Another risk of including your overseas assets in your Singapore Will is that sometimes other jurisdictions may not recognise your Singapore Will. Consequently, you will not be able to have that Will executed in that jurisdiction according to your wishes.

In general, jurisdictions that do not follow Common Law, such as Indonesia and Thailand, might not recognise a Singapore Will.

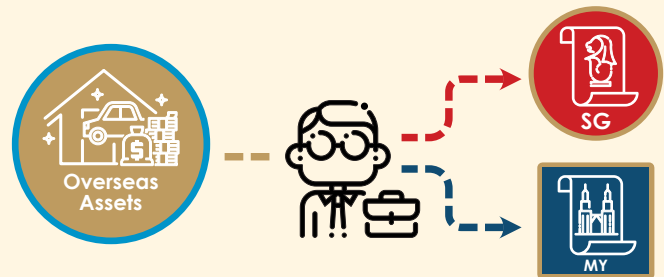
In contrast, Common Law jurisdictions, such as the United Kingdom and New Zealand, will generally recognise a valid Singapore Will. However, this is also dependent on whether the jurisdiction in question:

- Accepts the formal validity of the Will; and
- Accepts the terms of the Will.

In relation to these two factors, a common law jurisdiction may sometimes accept that a Will is formally valid (i.e. it complies with the jurisdiction’s legal requirements for making a Will), but also refuse to accept the terms of the Will because they conflict with other national laws or regulations. This results in the Will not being recognised by the jurisdiction.

For example, if you were to leave all your United Kingdom assets to charity, a person who can show that they were financially dependent on you can apply to the United Kingdom court under the Inheritance (Provision for Family and Dependents Act) 1975 to challenge the terms of your Will.

If they are successful in their application, the term in your Will stating that all your United Kingdom assets should be donated to charity would not be accepted, and a portion of such assets could be allocated to the applicant instead.



5 You can have multiple Wills in different jurisdictions

It is possible to have multiple Wills in different jurisdictions. However, this must be managed carefully so that the Wills do not supersede each other. The different Wills must be drafted carefully, and it will be a complicated process.

For example, there could be an instance where your beneficiaries may not want to manage your overseas assets. You may have properties in Malaysia, but your children may have no interest in living in Malaysia at all. In this case, you may do the following to manage your assets in Malaysia:

- appoint a professional trustee to manage the asset
- appoint one or two beneficiaries as the Trustee for that asset

Advantages of having separate Wills in different jurisdiction includes:

- Both Wills can be probated at the same time
- Overseas Will is already written in the language of the country, which can save cost on translation
- The Will drafted will be recognised in their own respective countries
- Different states, different province may have different legal process and interpretation of the Will (as pointed out in point 5)

For professional Trustee and Wills Writing services, you can engage PreceptsGroup to help with your Estate Planning and Business Succession needs. We have expertise built on more than 20 years experience and we are dedicated to providing comprehensive planning and solutions for wealth distribution, wealth succession, estate administration for individuals and families.



Students enjoying the waterways along the 2.5 miles of Arboretum in UC Davis campus

PLANNING FOR PHILANTHROPY: MAKING A LASTING IMPACT

By Marina Tan Harper, Senior Director, UC Davis

There are many things to consider when planning for your estate plans and setting up your Will. Establishing a philanthropic endowment from a percentage of your estate or Will makes an enduring impact on the issues that are most important to you. An estate gift or planned gift is a way to give back to the communities that supported you in your life and a way to leave your legacy to the causes that most impacted you.

Such an endowment through your estate will continue your support of your most important passions, causes or interests to benefit future generations in your community. You will have to do this through an institution that will administer your endowment gift. For example, a planned gift of your estate or Will to a university is a great way to make a lasting impact to a program, research or project that aligns with your passions. Endowment gifts live in perpetuity at the institution where it is established.

When you make an endowment gift the principal is invested, and a percentage of the earnings is

distributed to the area you designated. This allows your gift to continue to support students, faculty, or community program through the university for generations to come.

The University of California, Davis (UC Davis) is a comprehensive, public American university that trains nearly 40,000 students with an international community of students and scholars from over 140 different countries. With over hundreds of areas of expertise, you can find your personal interests in the programs, research and projects that UC Davis supports. UC Davis is able to leverage expertise of interdisciplinary research to create innovative solutions to the issues facing the world today and future global challenges to come.

One of the ways that UC Davis uses its strength of interdisciplinary research and collaboration is to develop climate solutions that impact every nation. Bringing together partners in industry, government, NGOs and communities, the One Climate Initiative is a way for your legacy to contribute to creating state-of-

the art carbon farming technologies and fostering development of science, tools and policies to help communities adapt to the impacts of climate change.

This includes catalyzing indoor farming initiatives to improve Singapore's agriculture industry. With a top world ranking college in agriculture and environmental science, UC Davis envisions working with local Singapore institutions in breeding, innovating, and sustaining indoor farms to achieve its "30/30" goals for food security and nutrition, i.e. 30% of Singapore food to be produced locally by 2030.

Other ways to leave an enduring legacy through an endowed gift include supporting international students' professional success, scholarships for student access to higher education, or travel awards for global learning via internships, research, study abroad semesters, and exchange programs.

As stable institutions, universities have the capacity to support research, education, training, projects, programs in "forever" timeframes. Universities are here to stay – catalyzing innovations and creating new knowledge to address challenges to humanity, plus delivering the relevant leaders and workforce needed. A philanthropic gift of a portion of your estate or Will to a university is a way for you to contribute to your passions and personal interests beyond your lifetime, to give back to your community and the world.



Marina Tan Harper, PhD (陈美月)

Marina joined UC Davis in 2016 as Senior Director for International Development. She has customized giving platforms for alumni, parents, and friends of UC Davis to give from abroad: Asia, Europe, Latin America, and Canada. Understanding local giving traditions, propensity to give, affinity, connectedness, and readiness of varied constituents on the ground, she knows this is not one-size-fits fundraising.

Marina was also the Founding Director of the Development Office at Nanyang Technological University, Singapore. During her tenure from 2005-2014,

\$500 million of private support was raised, she made a deep and transformational impact on students, faculty and the university through private support with the naming of: Wee Kim Wee School of Communications, Rajaratnam School of International Studies, Lee Kong Chian School of Medicine, Lien Ying Chow Drive, Tan Chin Tuan Lecture Theatre, Toh Kian Chui Annex, Margaret Lien Centre for Professional Success, and Sembcorp Marine Lab.

Born and raised in Singapore, Marina earned her PhD in philanthropic studies in 2019 from the Lilly Family School of Philanthropy, Indiana University.



Estate & Succession Practitioner (ESP) Sharing with Mr Alan Wong

For this issue, we caught up with Mr Alan Wong, one of our most experienced Estate and Succession Practitioner. Mr Alan Wong is also one of our appointed lecturers for our Associate Estate Planning Practitioner (AEPP®) as well as the AEPP® Advanced Module on Business Succession. He gives regular talks and readily helps fellow ESPs in their journey as a Estate Planner with PreceptsGroup.

1 When did you become a Precepts Estate & Succession Practitioner?

Alan: I started as a Precepts Estate & Succession Practitioner in 2008 until now.

2 What prompted you to consider a career and business as a Precepts Estate Planner? Why did you choose to work towards specialising in Estate Planning?

Alan: During the time when I first started, most advisers were focusing on Financial Planning. Estate Planning is an area that was often neglected due to its complexity and challenges. Fortunately for me, I met my mentor, Mr Michael Seow, who introduced me to Precepts (previously known as Rockwills) and so my journey as an Estate Planner began.

3 What have you done so far towards becoming a specialist in Estate Planning? What is the difference do you think that Precepts provide in your journey?

Alan: I keep myself abreast with the latest Estate Planning issues by interacting with business owners to understand their unique concerns as well as discussing challenging cases with other experts (eg lawyers, trust specialists, etc). Apart from this, mentoring advisers who are new in the industry also allows me to learn more and further hone my skills.

Precept provides a 'One-Stop Support' for estate planning services thus providing convenience and efficiency to our clients with their professional services.

4 What are some of your core beliefs for Estate Planning? What are some of your basic fundamentals for Estate Planning?

Alan: My core belief for Estate Planning is that everyone is able to leave his/her legacy to his/her loved ones seamlessly upon his/her demise, only if he/she takes the time and effort to plan ahead.

5 What do you think consumers should look out for when they are doing their planning to distribute their Wealth?

Alan: The family circumstances that the client anticipates, in looking to distribute his wealth in the future can be unpredictable. I believe that the estate plan needs to be flexible to adapt to changing family circumstances. Clients should take the time to discuss their concerns with perhaps one or more Estate Planners so that they will have different perspectives of what they could do, such as the creation of a Standby Trust.

6 Alan, we understand you regularly help business owners to do business succession. What are some of the challenges do they face?

Alan: The challenges for many business owners would be identifying their successors. Many of their children may prefer to establish their own careers. Many business owners need to win their children over by getting them to see the value of their businesses and motivate their children to take over the helm and do better. If there are no successors from the family then it is for the business owner to work out his exit strategies.

7 What are some of the principles you use to help them overcome these challenges?

Alan: I always put myself in the shoes of the business owner and will strive to explain the process in layman's terms so that they can better understand the process that goes behind succession planning and which is the most suitable method for them according to their business.

8 How long is normally the process they take to complete business succession?

Alan: Each business owner has its own particular succession issues to overcome. Thus, as each case is unique, the time taken will be dependent on its complexity and challenges faced.

9 What do you enjoy most with the Business?

Alan: I always feel that I am the "catalyst" plus the "architect" in each client's estate plan, such that I can craft out the best possible way to plan ahead for their assets in their own individual Estate Planning.

10 Tell us more about any memorable parts of the business?

Alan: The first time my mentor brought me to visit a business owner, it was an eye-opening experience, and I have learnt many new things during the process. I remembered clearly that it was during that visit my interest in estate planning was piqued, which led me to want to learn and seek more 'answers' from experts in this field.

11 What do your colleagues and/or family members think about you being an Estate Planner?

Alan: They can see my passion and dedication in being an Estate Planner. And being in this business for so long has been rewarding for me throughout the years, as I can bring light to business owners or people who are interested in Estate Planning but are not sure how to go forth.

Building a Career as an Estate and Succession Practitioner

By Precepts Legacy

With Singapore's rapid aging population, planning for distribution of accumulated wealth and succession planning is getting more and more important.

The challenge is that the general public has little knowledge on how to go about doing it. After all, most people only have a very limited exposure to such family milestones, only either when their grandparents or parents have passed on. It could also be because many of the deceased from an older generation did not have much to pass on from their estates.

A lot of estate planning education out in the market today still focus on the fundamentals of a Will, rather than concepts on wealth distribution and succession. There is very little discussion on how wealth can be managed and sustained fruitfully for future generations. Estate administration is also often overlooked until matters become complicated and relationships turn sour.

When it comes to wealth distribution, the most frequently cited concern is the cost of the Will, rather than the structure of the plan. To a certain extent and which is misconceived, since there is now no estate duty, many people take estate planning very lightly. Often, people take pride that they have gotten a cheap Will or even some cases, a free one because of other transactions paid to the service provider.

When we started business in Singapore more than 10 years ago, the management had as its unique model, the setting up of a business platform which it believes would best serve clients looking for estate planning solutions. The platform encompasses a good support structure for our Estate and Succession Practitioners (ESPs) to join us and acquire the knowledge and skillsets to provide either estate planning as part of their service offerings or as a standalone career, to serve clients needs.

As part of our service offerings, Precepts Trustee offers Executorship and Trusteeship services. These services provide an important feedback loop on how we draft our Wills and set up the Trusts for our clients. We frequently bring forth such learning and expertise to our representatives who then share with their clients on the do's and don'ts, advantages and disadvantages on various strategies of Estate Planning.

Our ESPs are therefore well equipped to extend their relationships with their clients by helping them implement their estate plans. Frequently, our representatives are trusted by their clients in understanding their family's needs to formulate a wealth succession strategy, rather than focus on having a "cheap Will".

We provide a wide range of courses for our ESPs with

"Most importantly, during the estate planning process, it helps the clients to manifest their love, care and responsibility as a spouse, person, parent and child."

Ms Efon Cheong
Precepts ESP since August 2018

"Really enjoyed the program that helped me learn in an engaging way."

Ms Esther Lynne Lim
Precepts ESP since July 2016

"I have been focusing on more in-depth Succession Planning through Trust as part of my practice. The technical expertise and willingness to share through both structured trainings and individualized cases is a big part of my journey with PreceptsGroup."

Derek Liang
Precepts ESP since April 2010
COT, AEP, Affiliate of STEP

"I did not want to stop work completely (to look after my young children) as I still wanted to stay abreast of the business environment. This perfect career allowed me to balance between work and family time to care for my young children."

Ms Joy Koh
Precepts ESP since September 2012

separate and advanced modules for better learning outcomes. Further, our ESPs have continuous access to our legal and trust specialists to resolve and advise client's family situations.

Many of our ESPs have been interviewed on radio shows, local major newspapers, invited to speak at major Corporations and public organizations like National Library Board and regularly hosting seminars for sharing on Estate Planning. Some of the ESPs have an expanding group of international clients. Some have even published well received books. We have featured some of them in our previous issues of this newsletter, The Custodian.

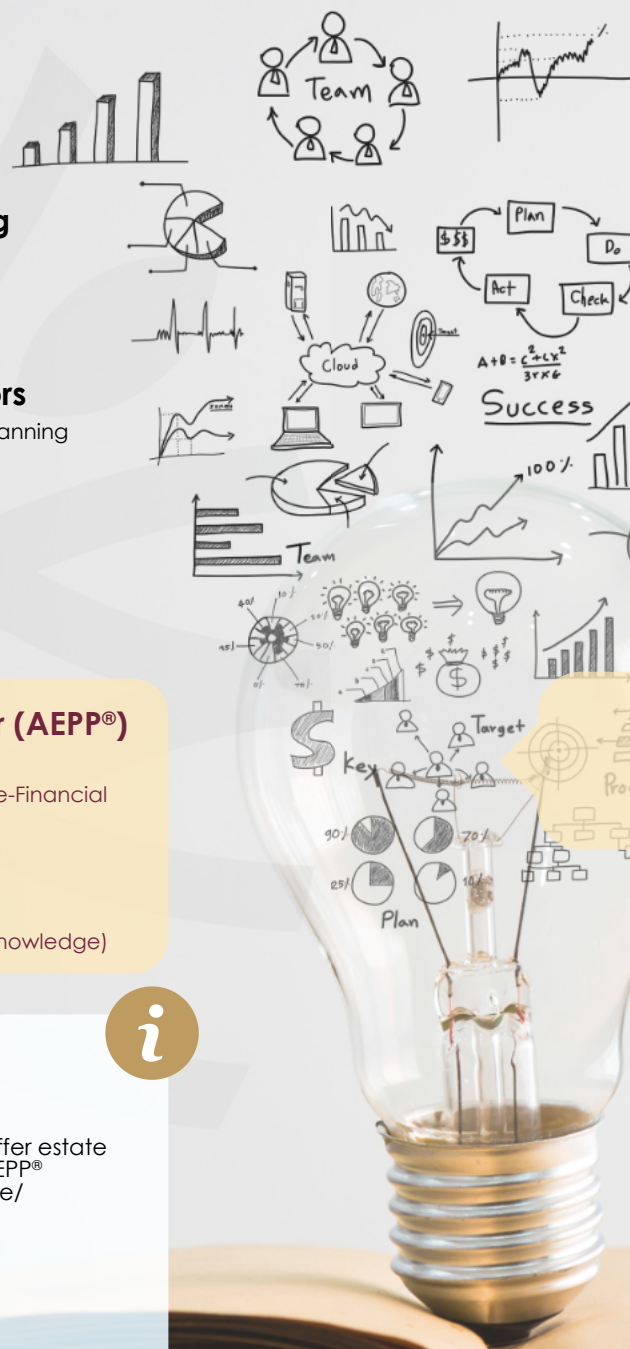
The Estate Planning and Trust industry continues to show growth and promise. It is also part of Singapore's Wealth Management industry. It will suit persons who are passionate about helping families, and at the same time build a professional advisory career and business. Our dedicated ESPs frequently achieve fulfilment by helping their clients in their wealth succession and family needs. In some cases, the challenge may only centre around a HDB flat, which causes much worry to the elderly client.

Whether you are looking to differentiate yourself, to build a more comprehensive financial practice, to explore a new career or entrepreneurship path, do talk to us to explore how you can be part of this growing industry. We will also show you how our comprehensive business platform will help you acquire the expertise in estate planning systematically and most importantly, guide you to a successful and fulfilling career.

Please contact marketing@preceptsgroup.com for more details on how the various Government grants and Skillsfuture scheme can assist you in this journey.

EDUCATION PROGRAMMES FOR PROFESSIONALS

Complete your Advisory Business



By acquiring the know-how on Estate Planning

- Wealth distribution using instruments from Wills to Trust structures
- Understand the role of insurance in Estate Planning



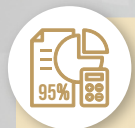
By differentiating yourself from competitors

- Service existing clients' increasing need for succession planning



By adding credentials to your personal brand

- AEPP® is awarded by the Society of Will Writers (SWW) of United Kingdom and Estate Planning Practitioners Limited (EPPL)



Join the Associate Estate Planning Practitioner (AEPP®) with 95% course fee grant* and CPD hours

* Terms and Conditions apply for the Institute of Banking and Finance-Financial Training Enhanced Grant Scheme

Course Fee: \$1,200 + \$84 GST [SkillsFuture credit may be used]

Designation Fee: \$250 (early bird); \$300 (standard)

Continuing Professional Development: 12 CPD hours (50% Skill; 50% Knowledge)



About AEPP®

A 2-day marketing-based course for professional financial advisers to offer estate and succession planning advice to enhance their core services. The AEPP® designation can be earned and used as a professional qualification title/credentials.

Various AEPP® Advanced Modules are also available.

About Precepts Academy

Precepts Academy (previously known as Rockwills Institute) is the body that champions literacy in estate and succession planning as a professional practice throughout Asia via training, seminars, conferences and exchange of ideas. It has established a strong reputation in Singapore, Malaysia and Indonesia while spreading its presence in Hong Kong and China.

Our Designee Holders: Over 5000 AEPP® designees in Asia

Our Presence: Singapore, Malaysia, Indonesia, China, Hong Kong

<https://www.preceptsgroup.com/aapp-course/>

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