

# THE CUSTODIAN

ESTATE PLANNING AND WEALTH SUCCESSION NEWSLETTER



## TABLE OF CONTENTS

- 2 [Chairman's Message](#)
- 2 & 3 [Why Planning for Mental Incapacity Matters More Than Ever: The Rise of LPA Form 2](#)
- 4 & 5 [Rise of Joint Bank Account Disputes & Prevention Methods](#)
- 6 & 7 [Succession at PreceptsGroup](#)
- 8 [Regional News: Asia's Rich Lack Succession Plans as Wealth Nears \\$129 Trillion](#)
- 9 [A Strategic Shift in HNWI Wealth Succession: Private Trust Companies and Family Offices](#)
- 10 [Launch of EPPL Malaysia](#)
- 11 [The Life Legacy Ad](#)
- 12 [A Conversation with Mun Kid, CEO of PreceptsGroup](#)

## Looking Ahead at PreceptsGroup

Succession is not just something we advise on, it is something we practise.

In this issue, we share how PreceptsGroup is approaching leadership succession to ensure continuity, and preservation of our values for the years ahead. Inside, you will find:

- How leadership transition is thoughtfully planned
- What continuity means for our partners and community
- How experience and fresh perspectives come together
- Why succession planning matters beyond the individual

Find out more  
on pages  
6 & 7

# CHAIRMAN'S MESSAGE



## Lee Chiwi

Barrister-at-law, England & Wales  
TEP, ChT, AEPP®  
Chairman  
Estate Planning Practitioners Limited (EPPL)

Across Asia, families are entering one of the most significant periods of wealth transition in history. As assets grow and cross borders, the complexity of succession planning has increased just as rapidly. Yet many families remain unprepared for the legal, financial and emotional challenges that arise when plans are incomplete or unclear.

In this issue of *The Custodian*, we explore several developments that reflect this changing landscape. From the rise in disputes involving joint bank accounts to the growing role of private trust companies and family offices in Singapore, these articles point to a common theme. Early and thoughtful planning matters more than ever.

Succession is not simply about documents or structures. It is about continuity, clarity and confidence for those we leave behind. This includes planning for incapacity through instruments such as the LPA, understanding the implications

of trustee choices, and recognising how regional developments can shape family decisions. Our regional coverage also highlights how wealth across Asia is expanding faster than succession planning readiness, a gap that deserves urgent attention.

We are also pleased to share milestones within the Group, including the launch of EPPL Malaysia, as well as reflections on how legacy messages are communicated to the public. These developments underscore our continued commitment to evolving alongside the needs of families and practitioners in the region.

As you read through this issue, we hope it prompts reflection not only on technical solutions, but on the broader purpose of estate and succession planning. The goal is not merely preservation of wealth, but the responsible transfer of values, intent and peace of mind across generations.

## Why Planning for Mental Incapacity Matters More Than Ever: The Rise of LPA Form 2

### A changing social landscape

As societies evolve, so do the challenges of ageing. Across the world, demographic trends show more individuals remaining single, marrying later, or choosing not to have children. At the same time, people are living longer. These shifts mean that an increasing number of individuals may enter old age without the familiar family support systems that previous generations relied on.

In response, there has been a growing push to make **Lasting Power of Attorney (LPA) planning**, particularly **LPA Form 2**, more visible and accessible. The intention is to help individuals prepare for a future where they may no longer be able to make decisions for themselves, and where personal support may be limited or unavailable.

### What is an LPA, and what is LPA Form 2?

A **Lasting Power of Attorney (LPA)** allows a person (the *Donor*) to appoint someone else to manage their affairs if they lose mental capacity.

- **LPA Form 1** involves appointing individuals such as a spouse, children, or siblings as Donees.
- **LPA Form 2** allows the Donor to appoint a **licensed corporate trustee** to manage property and financial matters.

While LPA Form 1 remains suitable for many, changing social realities have highlighted its limitations over the long term.



## The limits of relying on individual Donees

As the population ages, many LPA Form 1 Donees are of a similar age as the Donor and may face comparable health or capacity issues over time. When this happens, the effectiveness of an LPA Form 1 may be compromised.

If an individual Donee becomes incapable, the LPA may no longer function as intended. This can restrict access to financial resources at a time when long-term care and support are most needed.

## Why appoint a licensed trust company as Donee under LPA Form 2?

### 1. Consistency and continuity

A licensed trust company does not age, fall ill, or pass away. This ensures consistent management of the Donor's property and financial affairs throughout the Donor's lifetime, without disruption.

### 2. Clear processes and adherence to wishes

Licensed trust companies operate within established governance frameworks. The Donor's wishes and intentions are documented and followed even after the Donor is no longer capable of making decisions.

### 3. Reduced burden on family and loved ones

Unlike estate administration, which is finite, an LPA may remain active for many years. Individual Donees carry fiduciary responsibilities throughout the Donor's lifetime and may even outlive the Donor. A corporate Donee removes this prolonged responsibility while ensuring professional care.

### 4. Accountability and transparency

Licensed trust companies are regulated and auditable by the Monetary Authority of Singapore (MAS). This significantly reduces the risk of abuse of power and helps minimise disputes or conflicts among family members.

### 5. Access to information when needed

Statements of financial and property management can be made available to welfare Donees or family members upon request, offering transparency without transferring operational responsibility.

## How is an LPA different from a Will?

An LPA and a Will are often mentioned together, but they are meant to operate at different moments in a person's life.

A Will applies after death. It settles matters once, distributes assets, and then comes to an end. An LPA, however, applies while you are still alive. It manages your affairs when you can no longer make decisions for yourself and may remain in effect for many years before death happens.

In short, a Will protects your wishes after you pass on, while an LPA protects your interests while you are still living. Together, they form a more complete plan for life and beyond.

## The trade-off: Cost vs Long-Term Stability

The primary consideration when appointing a licensed trust company under LPA Form 2 is cost. Professional administration involves annual fees, which may be perceived as a drawback.

However, these fees reflect the value of continuity, neutrality, accountability, and long-term protection. In return, the Donor gains assurance that their affairs will be managed professionally and in accordance with their intentions, regardless of how long support is needed.

## Planning for a future beyond family support

In an era where individuals may outlive their support systems, incapacity planning requires a broader perspective. LPA Form 2 offers an alternative approach that prioritises stability, professionalism, and the preservation of the Donor's intentions over time.

It is not a replacement for family, but a recognition that professional structures may sometimes be better equipped to support individuals through the uncertainties of longevity.

Management	LPA Form 1 (Individual)	LPA Form 2 (Corporate Donee)	Estate (Corporate Trustee)
Consistency of Management	Uncertain	Yes	Yes
Accountability	Uncertain	Yes, Subject to audits	Yes, Subject to audits
Continuity of care	Uncertain	Yes	Yes
Adherence to Intentions	Uncertain	Yes	Yes
Burden of Care	Yes	Professional Administration	Professional Administration
Fiduciary Duty	Uncertain	Yes	Yes
Auditable	No	Subject to audits	Subject to audits
Abuse of Power	Uncertain	No	No
Family Conflict	Uncertain	No	No
Time Frame of Administration	Long term till death of Donor	Long term till death of Donor	Finite Time Frame and Closure
Availability of Financial Statement	No/Uncertain	Yes	Yes

# THE RISE OF JOINT BANK ACCOUNT DISPUTES

## HOW PROPER ESTATE PLANNING PREVENTS THEM



In recent years, Singapore has seen more disputes involving joint bank accounts, especially after the death of one account holder. Many families assume that the surviving joint holder automatically inherits everything in the account. Recent cases show that this belief often leads to misunderstandings, prolonged arguments and in some situations, litigation that could have been avoided with clearer estate planning.

A key example is the 2025 Court of Appeal decision in (*Khoo Phaik Ean Patricia and another v Khoo Phaik Eng Katherine*) and others. The dispute involved more than 4 million dollars in joint accounts. Even though the accounts were opened with a right of survivorship, the Court ruled that the money belonged to the estate rather than the survivors. The Court examined the deceased's Will and codicil and found clear evidence that he intended the funds to be shared among all his children. The joint account structure was not enough to override this intention.

This is consistent with the approach taken in other recent decisions. In (2023 SGHC 121), the High Court found that joint accounts can be subject to a resulting trust, especially where one person provided all the money and there was no proof that a gift was intended. The Court again focused on the actual intention of the deceased instead of relying only on the form of the bank account.

The same principles appear in family law. In (2025 SGFC 25), the Family Court repeated that joint account holders are presumed to own the funds in equal shares unless there is evidence to show otherwise. This reflects a wider shift in the courts towards examining context, financial contributions and the purpose behind the creation of the account.

Legal commentaries reinforce this trend. A 2024 article titled "Who Gets the Joint Bank Account Monies if One Owner Dies" explains that survivorship clauses in bank documents do not automatically determine beneficial ownership. They are mainly contractual terms between the bank and the account holders. The article encourages individuals not to rely on joint accounts as a shortcut for inheritance planning.

Media coverage has highlighted the same issue. The Straits Times reported on the 2025 Court of Appeal case and noted that joint accounts are becoming a common source of conflict within families. Many people open joint accounts for day to day convenience, such as allowing someone to help manage finances. However, without clear documentation of intention, the surviving account holder may face challenges when trying to claim ownership of the funds.

### Why these disputes keep happening

Three common reasons appear across these cases.

#### 1 Lack of documentation

Many people add family members to accounts without stating whether the arrangement was intended as a gift or for convenience.

#### 2 Conflicting instructions

A Will that distributes assets one way, combined with a joint account titled another way, often creates uncertainty.

#### 3 Misunderstanding of survivorship

Many individuals assume that survivorship means inheritance. The courts have repeatedly clarified that this is not the case in Singapore.

### How proper estate planning helps

Clear estate planning, whether through a Will, Living Trust or Standby Trust, allows individuals to document their intentions in an unambiguous manner. Proper planning can prevent unnecessary disputes, ensure that assets flow smoothly to beneficiaries and protect families from avoidable conflict during an already difficult time.



Fig 1. Snapshots of recent articles from The Straits Times



## Recommendations: How to Properly Handle Joint Accounts in Estate Planning

Joint bank accounts can be convenient during one's lifetime, but without proper planning and documentation, they often become one of the most contentious issues after death. The following recommendations provide a clear framework to help individuals structure joint accounts appropriately and avoid future disputes among family members.

### 1 Avoid using joint accounts as a substitute for estate planning

Joint accounts may appear to offer a simple way to pass assets to a loved one. However, court decisions show that survivorship clauses do not automatically confer beneficial ownership. They are primarily operational arrangements with banks.

Where the intention is to leave money to a specific person, this should be clearly stated in a Will, Living Trust, or Standby Trust, rather than relying on joint account structures.

### 2 Clearly document your intention when opening or modifying a joint account

The central question in most disputes is whether the deceased intended the funds to pass to the surviving account holder or to be returned to the estate. To avoid ambiguity, individuals should record their intention in writing at the time the joint account is created or updated.

Documentation may include:

- a letter of intent signed by the account holder,
- written instructions kept with the Will,
- an email addressed to family members,
- a memorandum prepared by an estate-planning professional.

This contemporaneous evidence is invaluable when disputes arise.

### 3 Ensure consistency between your Will, Trust (if any) and bank arrangements

Contradictions between a Will and how a joint account is structured are a major reason disputes escalate. For example, a Will may specify equal distribution among children, but a joint account with one child might appear to suggest otherwise.

To avoid such confusion, ensure that:

- the Will reflects how you want joint account funds to be treated,
- any Trust deeds consistently address the handling of cash assets, and
- you review account structures when updating your estate plan.

### 4 Use a Standby Trust or Living Trust for substantial cash holdings

For accounts containing significant sums, a Trust provides the clearest and safest structure. Trusts explicitly state:

- who the beneficiaries are,
- who should manage the funds, and
- how distributions should be made.

They eliminate uncertainty and reduce the chances of family members challenging ownership after death.

### 5 Review joint accounts during major life events

Life changes such as marriage, divorce, death of a family member or new financial obligations may require adjusting account structures to avoid unintended outcomes.

### 6 Communicate your intentions to family members

A lack of communication often leads to suspicion, misunderstanding, and conflict. If you use joint accounts for convenience, or intend to benefit a specific child, discussing this openly can prevent future disputes and manage expectations.

Communication does not need to be formal. Even a simple explanation to family members can avoid years of litigation.

### 7 Seek professional estate-planning advice

Proper structuring of accounts, trusts and testamentary documents can significantly reduce the risk of future conflicts.

# SUCCESSION AT PRECEPTSGROUP: Honouring the Past, Strengthening the Future



In the estate planning industry, leadership transitions carry particular significance. Organisations that support families in preserving their legacies must demonstrate continuity, resilience and long-term governance. PreceptsGroup, a leading provider of estate and succession planning services in Singapore, is marking such a transition as its long-serving Chief Executive Officer, Mr. Lee Chiwi, handed the executive functions over at the end of 2025.

On 1 January 2026, Mr. Leong Mun Kid will assume the role of Chief Executive Officer.

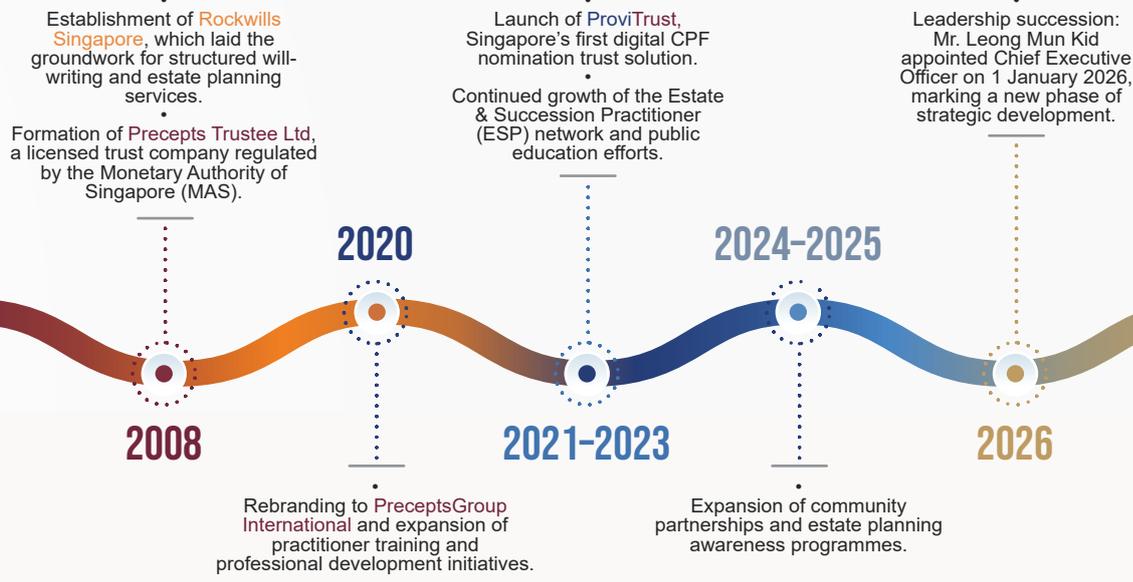
The change is a notable milestone for the Group, which has expanded steadily in recent years in both scale and capability. With demand increasing for Trust services, Will-writing, digital nomination solutions and public education, the planned succession helps ensure strategic consistency during a period of continued growth.



## A Structured Transition Designed for Stability

PreceptsGroup has taken care to design the transition in a way that balances renewal with stability. While Mr. Lee will retire from his current role, he will continue to serve as Chairman and Non-Executive Director. This arrangement allows him to provide strategic oversight while supporting continuity in the organisation's long-term direction. The combination of new executive leadership and retained institutional experience is consistent with governance practices in mature professional services firms.

Mr. Leong's appointment follows several years of involvement in the Group's operational, governance and compliance functions. His experience positions him to guide the organisation through evolving industry expectations, especially in areas related to regulatory standards for Trust companies and advancements in digital estate planning solutions.



PreceptsGroup: Key Milestones in Organisational Development

### An Organisation Built on Long-Term Vision

Under the leadership of Mr. Lee Chiwi, PreceptsGroup transformed from a traditional estate planning provider into a comprehensive ecosystem offering Wills, Trusts, LPAs, custody services, professional training and digital-first tools such as ProviTrust. The organisation's growth included the establishment of a licensed Trust company regulated by MAS, the expansion of practitioner development programmes, and stronger engagement with community partners.

Industry observers note that the upcoming leadership succession reflects a continuation of these developments. Mr. Lee's ongoing role as Chairman supports consistency in strategic direction, while the incoming CEO is expected to strengthen operational capability and drive further innovation.

### Succession as a Governance Principle

In industries that rely on long-term client relationships, succession planning is an essential aspect of governance. For organisations involved in estate and Trust services, this is even more important because clients expect stability and sustained oversight over their legacy plans.

A well-planned leadership transition helps reinforce that trust. It signals preparedness, clarity, and a commitment to long-term service standards. For licensed trust companies, where governance expectations are continually rising, structured transitions are a core part of organisational resilience.

PreceptsGroup's succession plans reflect these principles. The arrangement is designed to uphold operational integrity, retain institutional knowledge, and ensure that stakeholders continue to receive consistent service and guidance.

### Looking Ahead: Strengthening Foundations for the Future

As families in Singapore become more aware of the importance of estate planning, providers are expanding their services to address digital documentation, cross-border estates, family governance, and wealth preservation. PreceptsGroup is positioned to continue contributing to these developments under its upcoming leadership.

Areas expected to remain central to the Group's focus include:

- Digital development, especially in nomination and trust solutions
- Professional development for Estate and Succession Practitioners
- Public education initiatives
- Strengthening governance and compliance within MAS-regulated frameworks
- Deepening partnerships with community organisations and industry professionals

With Mr. Leong leading the executive team and Mr. Lee continuing in his new capacity as Chairman and Non-Executive Director, PreceptsGroup is set to enter its next phase of strategic development while preserving the continuity that has defined its growth to date.

The transition is an example of leadership succession carried out with intention and foresight. It reflects the same principles of preparedness and long-term thinking that underpin estate and succession planning itself.

# REGIONAL NEWS:

## Asia's Rich Face a Succession Gap as Wealth Nears US\$129 Trillion

Asia is approaching the largest intergenerational wealth transfer in its history. Regional estimates indicate that private wealth across Asia is nearing US\$129 trillion, built on decades of rapid economic growth, entrepreneurship, and expanding family-owned enterprises. However, alongside this surge in wealth lies a growing concern: many affluent families remain unprepared for how this wealth will be transferred.

Recent regional observations suggest that a significant portion of high-net-worth and ultra-high-net-worth individuals in Asia do not yet have clear succession plans in place. While wealth accumulation has accelerated, succession planning has not kept pace. This gap presents meaningful risks for families, businesses, and the long-term preservation of wealth.

### Why Succession Planning Lags Behind

One key reason lies in the profile of Asia's wealthy. Many are first-generation wealth creators who built their assets within the last few decades. Their focus has understandably been on growth, reinvestment, and expansion, with succession planning often viewed as something to address later.

Cultural factors also play a role. Discussions around incapacity, death, or loss of control remain uncomfortable topics in many Asian families. In family businesses, succession planning can raise sensitive questions about leadership, fairness, and family dynamics. As a result, decisions are frequently postponed in the hope that clarity will emerge over time.

At the same time, family and asset structures have become increasingly complex. Cross-border families, overseas properties, multiple jurisdictions, blended households, and globally dispersed heirs introduce legal and administrative challenges. Without deliberate planning, assets may be exposed to conflicting laws, delays, or unintended outcomes.

### The Cost of Not Planning

The absence of a clear succession plan can have lasting consequences.

For families, uncertainty can translate into disputes, strained relationships, and lengthy administration processes. Assets may be temporarily frozen, disrupting financial support for dependants or heirs who rely on them.

For family-owned businesses, succession gaps can be particularly damaging. Leadership uncertainty, unclear ownership transitions, and shareholder disagreements have caused many profitable enterprises to lose value or collapse entirely during generational transitions.

On a broader level, unstructured wealth transfers can reduce capital efficiency. When significant assets are tied up in disputes or poorly managed transitions, long-term value preservation is compromised.

### What This Means for Wealth Succession Planning

As Asia's wealth continues to grow, succession planning is becoming a strategic necessity rather than an afterthought.

Effective wealth succession planning today extends beyond drafting a Will. It increasingly involves coordinated structures that address governance, continuity, and protection across generations. Trust arrangements, for instance, are commonly used to manage assets over time, provide safeguards for beneficiaries, and ensure smoother transitions in complex family situations. Clear executor and trustee appointments further reduce uncertainty and administrative risk.

Importantly, succession planning is not static. Plans must evolve alongside changes in family circumstances, asset composition, and regulatory environments. What is suitable at one stage of wealth creation may no longer be appropriate years later.

### A Timely Reminder

The approaching US\$129 trillion in Asian wealth represents both opportunity and responsibility. Without proactive succession planning, much of this wealth risks erosion through inefficiencies, disputes, and unintended consequences.

As Asia stands on the threshold of a historic wealth transition, the challenge for families is clear: preserving wealth requires the same level of intention and foresight as creating it.

# A Strategic Shift in HNWI Wealth Succession:

## Private Trust Companies and Family Offices

Singapore has become a leading hub for wealth management in Asia, attracting high net worth individuals (HNWIs) with complex, multi-jurisdictional assets and long term succession concerns. As family wealth grows in scale and structure, traditional estate planning tools alone are often no longer sufficient.

Increasingly, families are turning to **Private Trust Companies (PTCs)** and **Family Offices (FOs)** as part of a more strategic approach to wealth succession. These structures are no longer niche solutions. In the Singapore and regional context, they are becoming core components of sophisticated estate planning.

### Why PTCs matter in modern succession planning

A PTC allows a family to act as trustee of its own trusts, rather than relying on an external professional trustee. This structure is particularly attractive to HNW families who wish to retain influence over decision making, especially where assets are illiquid, closely held, or deeply connected to family businesses.

In practice, PTCs are commonly used to manage operating companies, regional real estate portfolios, and long-term family assets that require continuity across generations. They also allow families to customise governance arrangements to reflect family values and succession objectives.

However, PTCs introduce their own challenges. Issues such as fragmented shareholdings, director succession, conflicts of interest and asset segregation can arise if the structure is not carefully designed. In Singapore, where regulatory expectations and fiduciary standards are high, poor PTC structuring can create long term risks rather than solutions.

### The expanding role of Family Offices

Singapore's Family Office ecosystem has grown rapidly in recent years, supported by a strong regulatory environment and professional infrastructure. While Family Offices are often associated with investment management, their role in wealth succession is far broader.

A well-structured Family Office can serve as a central coordination platform for advisors, a governance framework for family decision making, and a mechanism to prepare the next generation for stewardship of wealth. It bridges the gap between wealth preservation and legacy planning.

Family Offices may operate independently or sit within a PTC framework, depending on the family's objectives. Each approach carries different implications for tax, operations and advisory responsibilities, particularly for families with regional footprints across Asia.

### The evolving role of the advisor

As Singapore-based families adopt more complex wealth structures, estate planners and financial advisors are expected to move beyond cookie cutter solutions. Clients increasingly look for guidance on governance, continuity and long-term risk management.

This requires advisors to understand not only how PTCs and Family Offices work individually, but how they interact within a broader succession framework. Practical knowledge, rather than theory alone, has become critical.

### Building capability through advanced training

These realities underpin the need for **Associate Estate Planning Practitioner (AEPP®) Advanced Module: Private Trust Company and Family Offices for High Net Worth Individuals' Wealth Succession**, organised by AEPP® and EPPL, and delivered by Precepts Academy.

Designed for practitioners with foundational estate planning knowledge, this advanced module focuses on real world application within the Singapore and regional context. Participants will gain practical insight into PTC structures, Family Office integration, and the advisor's role in fact-finding, proposals and succession design.

The programme is led by Ethan Lim, whose experience spans across corporate banking, private banking and Family Office advisory.

As PTCs and Family Offices become central to HNWI wealth succession in Singapore, this advanced module equips practitioners with the clarity and confidence needed to advise families in an increasingly complex landscape.

### OUR NEWLY LAUNCHED, AEPP® ADVANCED MODULE

## PRIVATE TRUST COMPANY & FAMILY OFFICES FOR HIGH NET WORTH INDIVIDUALS' WEALTH SUCCESSION

by Precepts Academy, led by

**Ethan Lim,**

delivers practical insights for complex succession planning.



REGISTER HERE

Link to find out more:  
<https://www.preceptsgroup.com/courses>



# ADVANCING ESTATE PLANNING EDUCATION IN THE REGION:

## EPPL ACADEMY LAUNCHES IN MALAYSIA

Estate planning across Asia is entering a new phase. As families accumulate assets across jurisdictions and intergenerational wealth transfer becomes more complex, the demand for well-trained professionals who understand succession planning has grown significantly. In this context, the launch of **EPPL Academy Malaysia** marks a timely development for the Malaysian professional community.

EPPL Academy Malaysia introduces a structured learning platform dedicated to estate and succession planning education. Designed for professionals seeking to deepen their understanding of legacy planning, the academy focuses on equipping practitioners with practical knowledge that can be applied in real advisory scenarios.

### Building practical competency in estate planning

The courses offered by EPPL Academy Malaysia cover a broad range of estate planning topics, including wills, trusts, succession structures, and family wealth considerations. Rather than focusing solely on theory, the curriculum is structured to help participants understand how estate planning tools operate in practice and how they interact with family dynamics, regulatory requirements, and cross-border considerations.

Participants can expect a learning approach that balances technical foundations with real-world application. This is particularly relevant in a region where estate planning outcomes are often shaped by cultural expectations, family relationships, and evolving legal frameworks.

### Flexible learning pathways for professionals

One of the key features of EPPL Academy Malaysia's offering is its flexible course structure. Programmes are delivered through a mix of live sessions and self-paced learning, allowing professionals to upgrade their skills without disrupting their existing practice.

This flexibility is increasingly important as professionals juggle advisory responsibilities while keeping pace with regulatory developments and changing client needs. By offering modular learning options, the academy lowers the barrier for practitioners to build estate planning capability progressively, rather than all at once.

### A recognised entry point: the AEPP® programme

Among the academy's flagship offerings is the Associate Estate Planning Practitioner (AEPP®) programme. The AEPP® designation is designed as an entry point for professionals who wish to formalise their estate planning knowledge and adopt a structured advisory framework.

The programme introduces participants to core estate planning concepts and methodologies, providing a foundation that can support more advanced learning in the future. For many practitioners, this serves as a starting point to engage clients more confidently on legacy and succession matters.

# EPPL MY

### Supporting a growing regional need

The launch of EPPL Academy Malaysia reflects a broader regional trend. As wealth planning conversations increasingly extend beyond accumulation towards legacy, professionals are expected to provide guidance that is both technically sound and sensitive to family dynamics.

Estate planning is no longer viewed as a niche specialisation. Instead, it is becoming an integral component of holistic advisory work, particularly for professionals serving families with multi-generational and cross-border interests.

### Looking ahead

With its entry into Malaysia, EPPL Academy expands access to structured estate planning education in the region. By focusing on practical application, flexible learning, and professional relevance, the academy aims to support practitioners in navigating the complexities of modern succession planning.

As client expectations continue to evolve, initiatives such as this play an important role in strengthening professional standards and ensuring that estate planning advice remains relevant, responsible, and aligned with the realities families face today.

**Find Out More**



<https://www.eppl-my.com/>

Leave Love, Not Debt

留爱，不留债

 **The Life Legacy**  
by The Life Celebrant



## Helping You Leave Love, Not Uncertainty

Many families delay legacy planning until it's too late.  
At The Life Legacy, we believe these conversations aren't morbid,  
they're an act of love.

We make planning clear, gentle, and personalised,  
so your wishes are understood  
and your family can focus on what truly matters  
being together, healing together, remembering together.

With The Life Legacy, you don't leave uncertainty.  
You leave peace of mind.

## Your All-in-One Legacy Planning Suite

-  Will Writing & Trust Set Up
-  LPA (Lasting Power of Attorney)
-  Advance Care Planning / Advanced Medical Directive
-  Funeral Pre-Planning / Life Celebration Design
-  Emotional Will (Letters, Videos, Messages to Loved Ones)

Your Legacy Begins With a Conversation.  
Let us help you create a gift your family will treasure —  
clarity, peace, and love.

 +65 9151 3386 |  [www.TheLifeLegacy.sg](http://www.TheLifeLegacy.sg)  
The Life Legacy, Your story deserves to be heard.



# A Conversation with **Mun Kid** CEO of PreceptsGroup



## Q As you step into the role of CEO, what are the key priorities you have in mind for PreceptsGroup?

Having taken over the role as CEO, I see 2026 as a year of consolidation for PreceptsGroup.

We had a strong 2025, driven by the hard work of our colleagues and the leadership of our former CEO and current Chairman. As I stepped into this role, I realised there were areas that needed streamlining.

In the past, we relied heavily on manpower, and we will continue to do so. However, our processes and SOPs were not sufficiently strengthened over the last two years. Business was on the upswing, and the focus was on meeting demand. Eventually, we realised that while demand was strong, we could not scale effectively.

That is why consolidation is important. We need to evaluate our strengths, address our weaknesses, and improve our ability to scale, while continuing to rely on the strengths of our people.

## Q What would you like to say to Estate and Succession Practitioners about why they should continue to work with PreceptsGroup, and how the firm supports them?

We strongly believe that estate planning is fundamentally a human-to-human interaction. Regardless of advances in artificial intelligence, the current market still demands human engagement.

This is where our Estate and Succession Practitioners, or ESPs, play a critical role. Our responsibility is to support them through education by sharing market trends, evolving practices, and ways to help clients understand the importance of estate planning.

More importantly, we help ESPs guide clients to see that estate planning is not optional. It must be planned ahead. From an investment perspective, investors always think about exit strategies. Similarly, as individuals, we should consider our end goals. When we leave this world, what do we want to leave behind? Is it a legacy, charitable giving or simply ensuring that our children are taken care of?

Once these questions are clear, they guide the decisions we make. Through this approach, we guide our ESPs, who in turn guide their clients.

## Q Why should an ESP remain with PreceptsGroup rather than move to a competitor?

The reasons may sound simple, but they are not. We have invested significant time and resources into training people. In this industry, I do not see many companies willing to invest at the same level in education, both for practitioners and the public.

In 2025, we organised a public forum that was not intended to be a profit-driven event. We invested in it because we believe that educating the public drives the market in the long run, and this is not commonly seen in the industry.

In terms of business direction, many competitors are moving towards investments, often originating from banking or investment backgrounds. PreceptsGroup is different. We are independent and not linked to any investment company.

When clients come to us, we do not begin by discussing investment returns. We start by understanding their concerns and how we can plan for them. That has always been our focus, and it will remain so.

## Q Can you share more about PreceptsGroup's expertise in estate and trust administration?

Estate administration has always been a core part of who we are, and it has exposed us to many complex cases.

We have handled estate administrations arising from court appointments, including situations where trusts were voided from the outset due to legal issues. In one case, we have been administering an estate for over 12 years. This was not due to inefficiency, but because the estate spanned five to six generations, requiring extensive tracing of beneficiaries.

Many trust companies are unwilling to commit to this level of work. We are prepared to do so, with proper remuneration, because we understand the responsibility involved.

Another distinguishing factor is that we are not overly restrictive when selecting clients. While there must be assets to administer, we do not impose high minimum thresholds. We have administered trusts with assets as modest as \$300,000.

As long as our objectives are aligned and clients understand the value of our services, we are prepared to support them.

Our experience across complex and moderate-sized estates sets us apart in the industry.

## Q As PreceptsGroup moves forward, what would you like stakeholders to take away from this next phase?

This next phase is about strengthening our foundations and making sure we are built to support sustainable growth. Consolidation is not about slowing down, it is about tightening our processes, improving consistency, and ensuring we can scale without over-relying on manual work.

A key focus will be supporting our ESPs more effectively through a unified system that streamlines and automates many of the administrative and operational processes that currently require significant manpower. By reducing duplication, improving workflow clarity, and creating better visibility across the organisation, we free up our practitioners to focus on what truly matters, to build trust with clients and deliver meaningful planning outcomes.

Ultimately, our goal is to create a stronger, more efficient platform that empowers our people, supports our ESPs, and allows us to serve families with greater reliability and confidence for the long term.

Contact us for more details:

📍 10 Anson Road, International Plaza, #06-17, Singapore 079903  
☎ +65 6221 8633  
🌐 [epplasia.com](http://epplasia.com)  
🌐 [digital.epplasia.com](http://digital.epplasia.com)

**EPPL**  
Digital

**EPPL**  
Estate  
Planning  
Practitioners  
Limited

