

THE CUSTODIAN

ESTATE PLANNING AND WEALTH SUCCESSION NEWSLETTER



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Lee Chiwi

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

Chairman's Message

Kickstart 2026 reminded us of something simple yet important: legacy is not built in a moment. It is built on intention, structure and proper oversight.

As we reflected on the past year, one thing is clear. Estate and succession planning continues to evolve. Families today face increasingly complex realities. Beyond property and bank accounts, digital assets, business interests and cross-border matters are now part of everyday planning conversations. What once seemed niche is quickly becoming mainstream.

In this issue of The Custodian, we explore these shifting landscapes. From the often-overlooked risks surrounding digital assets, to case insights that show the consequences of inadequate structures, the message is consistent: clarity and preparation matter.

We also revisit the role of corporate executorship. As estates grow more complex and family dynamics become more layered, professional oversight is no longer something only a few require. For many families, it is a practical safeguard that provides continuity and objectivity when it matters most.

As we move forward, our commitment remains steady. We will continue to equip practitioners with the insights and structures needed to serve families responsibly and confidently.

Legacy does not happen by chance. It is built deliberately, with care.



MONTHLY ESTATE PLANNING TALKS BY PRECEPTSGROUP

Estate planning today extends far beyond writing a simple Will. It involves property ownership, CPF nominations, business succession, special needs planning, and long-term wealth structuring across generations. As laws and family circumstances evolve, staying informed is essential.

PreceptsGroup conducts monthly estate planning talks led by experienced Estate and Succession Practitioners. These educational sessions are grounded in real case scenarios and practical planning considerations relevant to families in Singapore.

Recent and recurring topics include:

- Safeguarding the future of persons with special needs
- Estate planning beyond a basic Will
- HDB inheritance and its impact on property plans

- Common pitfalls and practical solutions
- Trust planning and asset protection strategies
- Legacy structuring for multi-generational families

Sessions are conducted in either English or Mandarin.

Whether you are beginning your estate planning journey or reviewing existing arrangements, these talks provide a structured starting point to better understand your options before making important decisions.



To view upcoming sessions and registration details, visit:

www.preceptsgroup.com/events



Kickstart 2026 » Rooted in Legacy, Growing into Tomorrow

As PreceptsGroup embarks on its 19th year, **Kickstart 2026** marked a significant milestone in its journey of growth, transition and renewed direction. Held under the theme Rooted in Legacy, Growing into Tomorrow, the event reflected both the foundations that have shaped the organisation and the strategic priorities that will define its next chapter.

The past year recorded notable expansion across key service lines. Wills saw a 30% increase in overall volume, with growth observed across enquiries, submissions, drafting and attestations. This upward trajectory underscores rising awareness of structured estate planning, as well as the operational scaling required to meet increasing demand.

Executor appointments continued to accumulate steadily, reflecting sustained confidence in corporate executorship arrangements. At the same time, estate administration cases progressed, with substantial assets administered across completed matters. These developments highlight not only growth in documentation but also the practical execution of fiduciary responsibilities.

Trust structures likewise expanded, with cumulative trusts and total trust funds reaching new milestones. LPA Form 2 appointments also saw continued momentum, reinforcing the importance of structured planning for mental incapacity alongside testamentary arrangements.



Beyond quantitative growth, **Kickstart 2026** emphasised the qualitative dimensions of estate planning. Estate administration was highlighted as a distinguishing strength, demonstrating that effective planning must be supported by sound execution. The ability to navigate uncertainty, manage complex asset structures and exercise fiduciary judgement remains central to long-term credibility in the industry.

The Precepts ecosystem was also presented as an integrated model comprising Will writing and custody, corporate trusteeship, estate administration, corporate services, academy training and digital solutions. This consolidation reflects an ongoing effort to streamline access while broadening capabilities within a unified structure.

Importantly, the event highlighted the leadership transition that took place on 1st January 2026. Mr Lee Chiwi stepped into the role of Chairman, focusing on strategic direction, while Mr Leong Mun Kid assumed the role of Chief Executive Officer. The succession reflects principles frequently advocated in estate planning itself: continuity, clarity of responsibility and structured transition.

Kickstart 2026 also recognised the contributions of Estate & Succession Practitioners across various achievement categories, including Executive Club qualifiers, top rookies and leading producers in Wills and Trust services. Enhanced incentives announced for 2026 further signal an emphasis on sustained professional development and performance.

Panel discussions addressed evolving industry themes, including digitalisation, shifting client expectations and the future role of executors and trustees in an increasingly technology-enabled landscape. While tools and platforms may evolve, the discussions reinforced that professional judgement, accountability and human oversight remain indispensable.

PreceptsGroup enters the next phase with measurable growth, structured leadership continuity and an expanding ecosystem of services. Rooted in legacy and focused on long-term sustainability, the organisation continues to position itself for an evolving estate planning landscape.

Digital Assets and Estate Planning:

The Gap Families Do Not See



Estate planning discussions in Singapore traditionally revolve around property, bank accounts, insurance policies and investments. Increasingly, however, a growing portion of personal wealth exists in digital form.

Digital assets today extend far beyond cryptocurrency. They include:

- Online brokerage and trading accounts
- Cryptocurrency exchanges and private wallets
- E-wallet balances and stored-value accounts
- Online businesses and monetised social media accounts
- Cloud-stored intellectual property and digital files
- Subscription credits and loyalty programmes

Many of these assets carry real financial value. Yet they are often overlooked in estate planning.

Legal Authority Does Not Equal Technical Access

Under Singapore law, a valid Will enables an executor to apply for a Grant of Probate. Once granted, the executor has legal authority to administer the deceased's estate.

However, digital platforms operate under contractual terms of service and technological safeguards. Access is controlled through passwords, device authentication, two-factor verification and increasingly, biometric identification such as fingerprint or facial recognition.

A Grant of Probate does not automatically bypass these technical barriers.

This creates a structural gap. An executor may have full legal authority over an asset but lack the practical ability to access it. Where login credentials are unknown, recovery procedures may be complex or unavailable. Where platforms are based overseas, foreign policies and jurisdictional considerations may apply.

The issue is not confined to cryptocurrency. It applies equally to online trading accounts, digital payment platforms and revenue-generating online businesses.

The Risk of Incomplete Estate Administration

Unlike physical assets, digital assets are not easily visible. There is no physical document, title deed or statement that family members can readily locate.

If no inventory exists, executors may be unaware of certain accounts altogether. In such cases, assets may remain undiscovered and unadministered.

Even where accounts are known, access difficulties can delay administration or reduce value. Volatile digital assets, such as cryptocurrencies, may fluctuate significantly while access is being resolved.

As Singapore continues to position itself as a digital and fintech hub, this gap is likely to widen rather than narrow.

Why a Will Alone Is Insufficient

A Will governs the distribution of assets. It does not provide operational access instructions.

Including passwords directly within a Will is also problematic. Once probate is granted, the Will becomes a public document. Sensitive login credentials should not be exposed in this manner.

Instead, digital assets require parallel planning alongside traditional testamentary arrangements.

Key considerations include:

- Maintaining an updated and secure inventory of digital accounts
- Ensuring trusted individuals know where access information is stored
- Separating confidential login details from the Will itself
- Reviewing digital holdings periodically as platforms and security protocols evolve

For individuals with substantial or complex digital holdings, additional structuring may be appropriate to ensure continuity and proper oversight.

A Structural Issue, Not a Technical One

The challenge surrounding digital assets is not simply technological. It reflects a broader structural issue: estate law was developed in an era of tangible property, while modern wealth is increasingly intangible and encrypted.

As digital finance, online commerce and decentralised assets continue to grow, estate planning must adapt accordingly.

The core question is no longer whether digital assets exist within an estate. For many individuals, they already do.

The more important question is whether those assets can be identified, accessed and properly administered when the time comes.

In a digital economy, estate planning is no longer complete without addressing the assets that cannot be seen — and may not be easily unlocked.



When Safe Havens Are Tested: WHY GEOPOLITICAL TENSIONS ARE RESHAPING WEALTH DECISIONS



Dubai has spent the past decade building its reputation as one of the world's most attractive wealth hubs. With its low-tax environment, strong infrastructure and rapidly growing ecosystem of private banks, advisers and family offices, the city has become a magnet for internationally mobile wealth. For many affluent Asian families, Dubai offered a compelling combination of global access, financial efficiency and lifestyle appeal.

But the most attractive wealth centres can be tested by geopolitical events.

The recent escalation in tensions involving the United States, Israel and Iran has brought renewed attention to the broader stability of the Middle East. While Dubai itself remains secure and continues to function as a major global financial centre, the proximity of regional conflict has prompted some investors to reassess their exposure to the region. According to recent reports, certain wealthy Asian families with assets based in Dubai have begun exploring whether a portion of their wealth should be relocated closer to home.

However, the situation highlights an important reality about how affluent families approach wealth planning.

For high-net-worth individuals, the question is rarely just about investment performance or tax efficiency. Increasingly, it is also about jurisdictional resilience. When geopolitical tensions emerge, families begin to consider factors that are often overlooked in calmer times. Will financial infrastructure remain uninterrupted if tensions escalate? Will travel restrictions or airspace disruptions affect access to assets or advisers? Could banking channels or regulatory frameworks be affected by broader regional instability?

These considerations may sound distant, but for families with internationally diversified assets, they are practical concerns.

As a result, Singapore and Hong Kong have again come into focus as alternative centres for wealth management. Both jurisdictions have long positioned themselves as stable financial hubs with deep capital markets, robust legal systems and well-developed private wealth ecosystems. Singapore, in particular has seen significant growth in family office structures in recent years, reflecting its reputation as a politically stable and well-regulated centre for wealth preservation and succession planning.

Hong Kong, meanwhile, continues to strengthen its position as an international asset management hub, offering tax incentives and regulatory frameworks designed to attract global family officers and private capital.

What we may be witnessing is not a sudden migration of wealth, but a more subtle recalibration.

Wealthy families often structure their assets across multiple jurisdictions to reduce concentration risk. Traditionally, this diversification focuses on assets classes such as equities, real estate, private investments and alternative assets. Increasingly, geographical diversification is becoming just as important. When a family's banking relationships, operating companies, legal structures and key advisers are concentrated in one location, geopolitical developments can quickly expose vulnerabilities that were previously overlooked.

The current tensions serve as a stark reminder that wealth planning does not exist in isolation from the wider world. Economic cycles, regulatory shifts and political developments all influence where families choose to place their capital.

For globally mobile wealth, resilience is becoming just as important as efficiency.

This does not mean that one financial centre replaces another. Instead, it highlights the growing importance of optionality. By maintaining structures and advisory relationships across multiple stable jurisdictions, families can ensure that their wealth remains accessible, protected and transferable even when the external environment changes.

In that sense, the conversation prompted by the current tensions is not simply about Dubai, Singapore or Hong Kong. It reflects a broader shift in how internationally connected families think about risk.

In an increasingly uncertain world, wealth structures must be design not only for growth, but also for continuity.

Sources: Reuters reporting on Dubai wealth flows (March 2026), Henley & Partners Private Wealth Migration Report, Monetary Authority of Singapore publications on family offices.

From Joint Tenancy to Structured Legacy:

A Coordinated Estate Plan for Two Residential Properties in Singapore



This case study highlights how Precepts structured a multi-layered estate planning solution for a married Singapore couple, Mr A and Mrs B, who sought to preserve their real estate holdings for the long-term benefit of their two adult children.

The couple jointly owned two residential properties in Singapore: a landed property and a private residential property. Like many married couples, both properties were held under joint tenancy. While this ownership structure is common and administratively convenient, it carries significant estate planning limitations due to the operation of the right of survivorship.

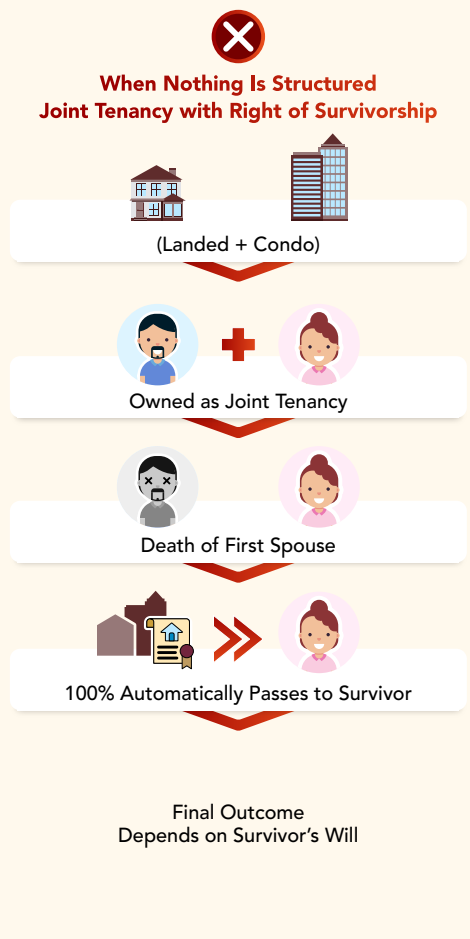
Under Singapore law, property held under joint tenancy automatically passes to the surviving co-owner upon the

death of one party. This transfer occurs outside the deceased's Will. As a result, the deceased's interest in the property cannot be distributed through testamentary instructions. Although survivorship ensures seamless transfer to the surviving spouse, it removes the ability to control how the property will ultimately pass to the next generation.

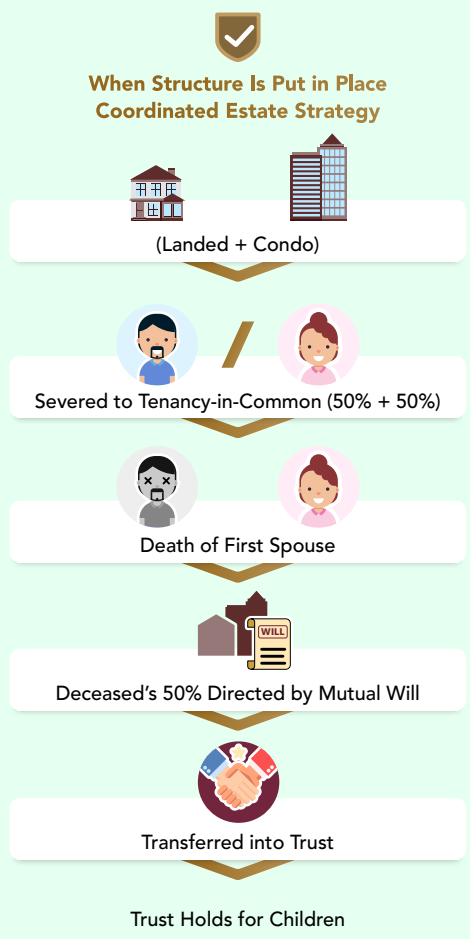
Mrs B approached Precepts with a clear concern. While she valued the security that survivorship provided during her and her husband's lifetimes, she was uncomfortable with the lack of long-term certainty. The couple wanted to ensure that both properties would ultimately benefit their children, with appropriate safeguards in place.

RISKS

- No control after first death
- Survivorship overrides Will
- Vulnerable to life changes
- No asset ring-fencing



Simple Seamless But Uncontrolled



Deliberate Protected Structured

SAFEGUARDS

- Survivorship removed
- Intent formalised
- Changes restricted
- Trust provides protection



Step 1 : Restructuring Ownership

The first and most critical step was to restructure the ownership of both properties. Precepts proposed severing the joint tenancy and converting the ownership structure into tenancy-in-common, with each spouse holding a defined 50 percent share in each property.

This restructuring fundamentally changed the estate planning landscape.

Unlike joint tenancy, tenancy-in-common does not operate under the right of survivorship. Each owner's 50 percent share forms part of his or her estate upon death. This means the share can be distributed through a Will or directed into a Trust. By taking this step, the couple created the legal foundation necessary for controlled intergenerational transfer.

Step 2 : Deed of Family Agreement

Following the restructuring, Precepts' panel lawyers prepared a Deed of Family Agreement to formalise the couple's shared intentions.

The deed expressly provided that upon the death of either spouse, the deceased's 50 percent share in each property would be transferred into a Trust structure established through Precepts. This document served as a contractual affirmation of their estate planning objectives.

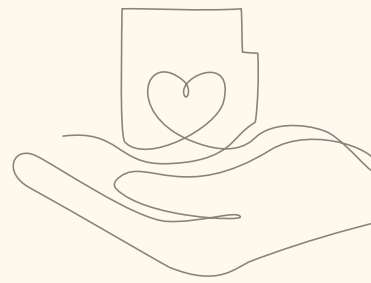
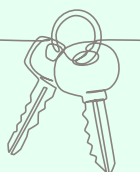
By recording their mutual understanding in a binding agreement, ambiguity was reduced and the risk of future disputes minimised. The Deed reinforced their shared commitment to preserving the properties for their children and strengthened the enforceability of the overall arrangement.

Step 3 : Mutual Wills

To ensure consistency and prevent unilateral changes after the first death, Mr A and Mrs B executed Mutual Wills with the help of Precepts' panel lawyers.

These Wills explicitly directed that upon the death of either party, the deceased's 50 percent share of each property would be transferred into the designated Trust. Mutual Wills operate as a legally binding arrangement between the testators. After the death of the first spouse, the survivor cannot alter the agreed distribution without breaching the underlying agreement.

By appointing Precepts as executor, the couple ensured administrative continuity and faithful implementation of the estate plan. This additional layer of planning significantly reduced the risk that the surviving spouse might later amend his or her Will in a manner inconsistent with their original joint intentions.



Step 4 : Separate Wills for Other Assets

In addition to the Mutual Wills governing the two properties, each spouse executed a separate Will covering all other personal assets, including bank accounts, investments and movable assets.

Importantly, these Wills expressly excluded the two properties. This segregation avoided overlap or conflict with the trust-directed property structure. It also provided clarity in estate administration and streamlined the eventual probate process.

Having a Deed of Family Arrangement and Mutual Wills in place ensures that the agreed distribution is clearly defined and operates separately from other assets covered under separate Wills.

The Role of the Trust

Central to the entire arrangement was the establishment of a Trust to receive the deceased's 50 percent property interest upon death.

The Trust functions as a protective vehicle, holding the property interest for the benefit of the children according to predetermined terms. It introduces a layer of asset protection, shielding the inherited interest from potential risks such as creditor claims, matrimonial disputes involving beneficiaries, or imprudent financial management by heirs.

Through this mechanism, the properties were transformed from simple inherited assets into structured legacy instruments.

A Coordinated, Multi-Layered Strategy

This case demonstrates how coordinated legal instruments can operate cohesively within Singapore's legal framework to achieve long-term estate objectives. Rather than relying on a single planning tool, the strategy integrated property law, contractual principles, succession planning and trust structures into a unified solution.

The outcome was a balanced arrangement. During their lifetimes, Mr A and Mrs B retained security and stability. Upon death, their intentions would be carried out in a controlled and protected manner for the benefit of their children.

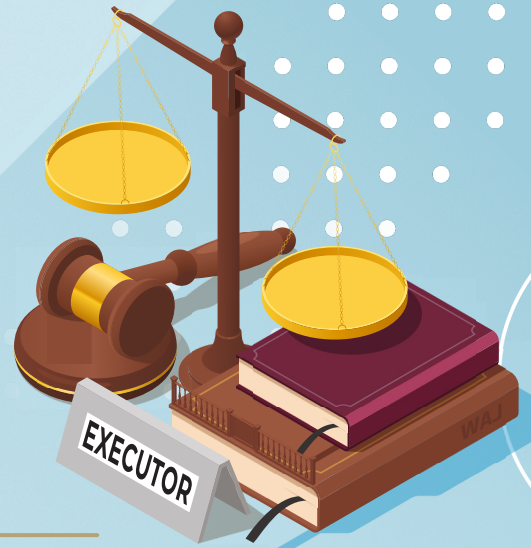
Conclusion

In Singapore, real estate often constitutes a substantial portion of family wealth. Yet many properties are held in joint tenancy without consideration of its long-term implications.

By converting joint tenancy into tenancy-in-common and embedding the properties within a trust-backed testamentary framework, this couple transitioned from a default survivorship model to a deliberate legacy strategy.

Their case underscores an important principle. Effective estate planning is not merely about what happens upon death. It is about risk management, preservation of intent and the structured continuity of family wealth across generations.

Who Should Carry Out Your Will?



When Executorship Becomes More Than a Title

When preparing a Will, much attention is given to distribution — who receives the house, how savings are divided, and how investments are allocated. Far less consideration is often given to the appointment of the Executor, the person responsible for carrying out those instructions.

The role may appear administrative. In reality, it is legal, fiduciary and often complex.

In practice, many individuals appoint a spouse, sibling or close friend. The choice is usually grounded in trust and familiarity. However, executorship is not simply an honour or symbolic appointment. It is a legal office with enforceable obligations under Singapore law.



The Legal Weight of the Role

Upon death of a testator, an Executor must apply for a Grant of Probate, identify and safeguard assets, settle liabilities, liaise with financial institutions, maintain proper accounts, and distribute the estate strictly in accordance with the Will.

Depending on the size and structure of the estate, administration may take months, sometimes longer.

Under Singapore law, an Executor is a fiduciary. This imposes duties to:

- Act in good faith
- Avoid conflicts of interest
- Exercise due care and diligence
- Act in the best interests of beneficiaries

Failure to discharge these duties properly can expose an Executor to personal liability. The courts have consistently emphasised that estate administration operates within a strict legal framework.

A leading illustration is found in the High Court decision of **Re Estate of Ong Soon Chuan [1999] 2 SLR(R) 380**.

A Closer Look at *Re Estate of Ong Soon Chuan*

The case concerned issues surrounding the authority and standing of a personal representative of an estate. Central to the dispute was the question of when and how an Executor may properly exercise legal powers.

The High Court clarified that even though a person may be named as Executor in a Will, certain actions can only be taken after the Grant of Probate has been formally obtained. Without proper legal recognition, actions taken on behalf of the estate may be challenged or rendered ineffective.

The judgment reinforced several important principles:

1. Estate administration is governed by procedural requirements, not informal family arrangements.
2. An Executor's authority must be properly exercised within the statutory framework.
3. Failure to observe legal formalities can result in delay, complication and additional cost.

Importantly, the case did not involve dishonesty or misconduct in the conventional sense. Rather, it demonstrated how estate matters can become legally problematic when procedural steps are misunderstood or not strictly followed.

This distinction is critical. Disputes do not arise only from bad faith. They can arise from inexperience.



What the Judgment Teaches

Three practical lessons emerge from Ong Soon Chuan.

1. Authority Is Structured, Not Absolute

Being named in a Will does not grant unlimited operational freedom. Certain powers must be exercised only after probate has been properly obtained.

2. Estate Administration Is Technical

Probate procedures, asset verification, accounting standards and compliance requirements demand attention to detail. Even well-meaning Executors may underestimate the administrative burden.

3. Fiduciary Duties Are Enforceable

Beneficiaries are entitled to transparency and proper administration. Courts will intervene where necessary to safeguard those interests.

The decision serves as a reminder that executorship carries legal accountability.



Practical Challenges in Modern Estates

Contemporary estates frequently involve complexities not present a generation ago:

- Multiple property holdings
- Business interests
- Overseas assets
- Blended families
- Minor beneficiaries
- Long-term trusts embedded within Wills



In such circumstances, the administrative load increases significantly.

Even where there is no dispute, delays may arise simply because an individual Executor lacks time, familiarity with procedure, or the capacity to manage prolonged administrative work.

Where tensions already exist within a family, perceived bias or inadequate communication can escalate into formal challenge.



The Role of a Corporate Executor

Against this backdrop, some individuals choose to appoint a Corporate Executor, typically a licensed trust company, in place of an individual.

The rationale is not distrust. Rather, it reflects recognition that estate administration is a regulated legal process.

A Corporate Executor provides:

- Established probate procedures
- Professional fiduciary accounting
- Regulatory compliance oversight
- Organisational continuity



Unlike an individual, a corporate entity does not become unavailable due to illness, relocation or incapacity. Administration continues steadily until completion, even if it spans several years.

For estates involving complexity or potential sensitivity, structured and neutral administration may reduce both risk and strain.



Planning with Foresight



The appointment of an Executor is often treated as a secondary decision within the Will. Yet the effectiveness of the entire estate plan depends on proper execution.

The lesson from **Re Estate of Ong Soon Chuan** is not that family members cannot fulfil the role responsibly. Many do so admirably. Rather, the judgment illustrates that executorship operates within a formal legal framework that demands diligence and procedural precision.

Selecting an Executor therefore involves more than trust. It requires consideration of capability, availability and the nature of the estate itself.

Estate planning is not only about distribution. It is about ensuring that instructions are carried out lawfully, efficiently and without unnecessary complication.

The right Executor, whether an individual, a professional, or a combination of both, ensures that a carefully drafted Will translates into a smoothly administered estate.



Why Legacy Giving Is Not Just for the Ultra-Wealthy

When people hear the term *legacy giving*, many imagine billionaires leaving behind vast fortunes or families establishing grand philanthropic foundations.

It's an understandable assumption. Stories of large charitable bequests often dominate headlines. But in reality, legacy giving is not reserved for the ultra-wealthy. In fact, many legacy donors are ordinary individuals who simply want to make a difference beyond their lifetime.

At its heart, legacy giving is a simple idea: **leaving a gift through your Will or other estate planning arrangements to support causes you care about after your lifetime.**

It is less about the size of one's wealth, and more about the values one hopes to pass on.

A Gift Anyone Can Make

Legacy giving is often more accessible than people think.

Unlike many forms of charitable giving, it does not require individuals to part with assets during their lifetime. Instead, a legacy gift is typically arranged as part of one's estate planning, allowing individuals to set aside a portion of their assets to support causes they care about after their lifetime.

This means the gift does not affect one's current financial security or lifestyle. It can be structured as a fixed sum, a percentage of the estate, or even a specific asset.

Individuals can choose to set aside a portion of what they already have, whether cash, insurance policies, CPF nominations, securities, or other assets.

Even a modest gift can help support communities and causes long into the future.

Family Comes First

One common concern people have is whether leaving a legacy gift means taking away from their loved ones.

In reality, most people prioritise their family first. Legacy giving typically happens after **individuals have provided for those closest to them**, allowing them to dedicate a small portion of their estate to the wider community.

For many donors, it becomes a way of expressing gratitude for the opportunities they have had in life.



(PHOTOS: DAVID LIM)

A Reflection of Personal Values

Many legacy gifts are deeply personal.

Some donors choose to honour a loved one by supporting a cause that reflects their compassion. Others create funds that allow their children to continue giving and uphold the family's values across generations.

For some, life experiences shape the causes they choose to support.

Mountaineer David Lim, who led Singapore's first Mount Everest expedition in 1998, spent years preparing a team to attempt the world's highest peak.

Shortly after returning from the expedition, he was diagnosed with Guillain-Barré syndrome, a rare nerve disorder that left him partially disabled. Living with disability deepened his empathy for those who often feel overlooked or vulnerable. Through the David Lim Everest Foundation, he now supports causes such as disability inclusion and animal welfare, two causes he cares deeply about.

Because David has made a legacy giving pledge with the Community Foundation of Singapore (CFS), his endowment fund will be stewarded by CFS, generating returns in perpetuity to support these causes. In this way, his commitment to compassion and dignity can continue to make an impact long after his lifetime.

Leaving More Than Wealth Behind

Legacy giving allows individuals to turn their values into lasting impact.

Whether it supports education, healthcare, social mobility, or the arts, a legacy gift can help strengthen communities for years to come.

Ultimately, legacy giving is not about the size of the gift.

It is about the difference it makes.

Turning Values Into Lasting Impact

If you'd like to explore how legacy giving can help your clients turn their values into lasting impact, the Community Foundation of Singapore can support you in structuring meaningful and effective giving solutions.



! Reach out to us at contactus@cf.org.sg to start the conversation.

PRECEPTS ACADEMY COURSES

Upcoming Courses
& Dates in 2026

AEPP® Advanced Modules

28 JUL

Strategic Trust Planning
For HWN Families

20 OCT

高净值家族信托站略规划 (Mandarin)

Buy-Sell Arrangements
for Business Owners

7-8 MAY

18-19 AUG

16 JUN

Unlocking Advisory Potential
in Family Offices & Family
Wealth Management

8 SEP

Engaging HNWI Clients
& Understanding Banks
HNWI Offerings

22 SEP

Our foundation courses are curated to enhance participants' knowledge to address the growing needs of Estate Planning and Wealth Succession.

Additionally, expand your Estate Planning and financial advisory expertise to Mass Affluent and HNWI clients with advanced knowledge from industry experts. Each AEPP® Advanced module is specially crafted for financial advisors and practitioners who are already equipped with some form of Estate Planning knowledge.



Scan To Register

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

▶ AEPP® Certification Programme

The accreditation of The Associate Estate Planning Practitioner (AEPP®) is awarded by the Society of Will Writers of the United Kingdom and the Estate Planning Practitioners Limited (EPPL). Participants who complete this course and pass the examination will receive a lifetime AEPP® designation.

▶ Wills & Trusts 3-Day Basic Course Certification

This course introduces concepts and legal instruments (Wills & Trusts) relating to wealth distribution and succession. Participants will learn key elements for their clients to consider ways on how to structure their estate plan.

Foundation Courses

Family Succession

AEPP® Advanced Modules

Engaging HNWI Clients &
Understanding Banks HNWI
Offerings



Explore the different types of banking and wealth management services used by HNWIs.

Unlocking Advisory Potential
in Family Offices & Family
Wealth Management



Understand how HNW families make use of PTC and FO to effectively manage their wealth and resources.

Strategic Trust Planning for
HNW Families
高净值家族信托战略规划 (Mandarin)



Learn how to structure and present Singapore Trust solutions to PRC HNWI Clients in Mandarin.

Buy-sell Arrangements
for Business Owners



Learn to explain business succession to owners and create effective plans using legal and financial tools such as buy-sell agreements, insurance, Wills, LPAs, and trusts.





Interview with our Estate and Succession Practitioner

ENZO NG

Precepts Legacy Pte. Ltd.

1 What first drew you into estate planning, and how has your role as an ESP evolved since then?

What first drew me to estate planning—particularly trusts—was the sheer versatility of the discipline. It is one of the few areas where you can address financial, personal, and family-related concerns in a truly meaningful and structured way. I was fascinated by how a well-designed plan could solve not just wealth-related issues, but also social and intergenerational ones.

Over time, my role has evolved significantly. In the early years, the focus was naturally on technical understanding and execution. Today, while technical competence remains essential, my work is far more strategic. It is about helping clients see the bigger picture, identify risks they may not have considered, and put in place structures that preserve not just wealth, but clarity, continuity, and family stability for the long term.

2 Was there a turning point or personal story that made estate planning meaningful to you?

Seeing my client pass away, and the impact it had on his family, and also seeing another client squander away their inherited monies, were the two most perspective changing experiences in this career.

3 What difference has Precepts made in your professional journey?

Precepts played an important role in my professional development, especially in the earlier stages of my journey. What stood out most was the depth of technical support available through the team, particularly in more nuanced trust cases where a generic understanding simply was not enough.

That support gave me a much stronger foundation, both technically and professionally. It sharpened my ability to approach cases with greater precision and confidence, and it helped me develop a deeper appreciation for the standards required to advise clients well in this field.

4 What would you determine as your estate planning specialty?

Interestingly, I would not describe my specialty as estate planning in the conventional sense. My real strength lies in helping clients see what they do not ordinarily see for themselves. Technical solutions are important, but the real turning point often comes when a client's perspective shifts—when they begin to understand the risks, blind spots, and future consequences that were previously invisible to them.

That ability to reframe the conversation is incredibly powerful. In many cases, the challenge is not a lack of solutions; it is a lack of awareness. My role is often to bridge that gap.

5 Without revealing names, can you share a client story that reinforced the importance of planning ahead?

One case that has stayed with me involved an individual who inherited a substantial fortune, only to find themselves on the verge of bankruptcy four years later. It was a striking reminder that receiving wealth and preserving wealth are two entirely different matters.

6 What motivates you the most when working with individuals and families?

What motivates me most is the responsibility that comes with this work. The quality of advice a client receives can materially shape the future of an entire family. If I fail to help a client fully understand the importance of proper planning, they may end up relying on someone less experienced or less capable.

The consequences of that can effectively be someone dooming their family's future without even knowing it.

7 What are some of your core beliefs when it comes to helping families plan their legacies?

One of my strongest beliefs is that value takes precedence over cost. Estate planning should never be viewed as a commodity or reduced to a price comparison exercise. The true measure of value lies in what a plan protects, preserves, and prevents over time.

Families are often making decisions that will affect not only themselves, but children, spouses, and future generations. In that context, the quality of advice, the suitability of the structure, and the foresight behind the planning matter far more than the cheapest option on the table.

8 Outside of work, what hobby or interest keeps you energised, and does it influence your work as an ESP in any way?

Outside of work, I race go-karts and cars competitively. It is something I genuinely enjoy, but it has also given me useful insight into the mindset and behaviour of a particular client demographic.

It also keeps me connected to a community where I can better understand how certain individuals think about risk, ambition, and legacy, which in turn helps me engage them more effectively in my professional work.

Contact us for more details:

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