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HONG KONG Private BANKING

Policy, Talent and Technology

A Three-Pronged Approach to Advancing Hong Kong's Wealth Management Industry

政策、人才、科技

三管齊下驅動香港財富管理升級



Charles Monat

Rising Demand for Intergenerational Wealth Transfer: The Strategic Role of Life Insurance in Legacy Planning 跨代財富傳承需求升溫 人壽保險成家族資產配置重要工具

Against the backdrop of intensifying globalisation, high-net-worth (HNW) families are experiencing increased cross-border exposure through both assets and business holdings. This makes wealth and legacy planning more complex and requires greater strategic depth. Beyond investment growth, planning must also address tax compliance, asset liquidity, business succession, and family governance. HNW families therefore need to ensure alignment with relevant tax and legal requirements across jurisdictions while supporting sound asset allocation, family harmony, and long-term succession goals.

高淨值家族的資產、業務與家庭成員日趨全球化，財富傳承已成為一項高度複雜的跨境及跨代部署。財富規劃不再只着眼於增值，更涵蓋稅務合規、資產流動性、企業交接及家族治理等範疇。家族不僅須面對不同司法管轄區的稅務與法律要求，亦須兼顧資產安排、家庭和諧及長遠傳承目標。

Teddy Chu, Chief Executive Officer, Hong Kong, Charles Monat Associates (“Charles Monat”), notes that the role of life insurance has evolved significantly over the years. Beyond its traditional protection function, life insurance has become a strategic and versatile instrument for asset protection, liquidity, and legacy planning. As many of Asia’s first-generation entrepreneurs gradually pass on their business to the second and third generations, preserving family enterprises while fostering the development and independence of future generations has

emerged as a key priority for wealthy families.

Leveraging Advanced Insurance Features to Suit Diverse Succession Goals

By leveraging its global platform and extensive network of professionals, Charles Monat provides comprehensive intergenerational wealth planning solutions for HNW clients.

Chu points out that insurance solutions continue to evolve in response to the increasingly sophisticated needs of HNW families. Some policies incorporate

Charles Monat Associates (下稱 Charles Monat) 香港區行政總裁朱遠達指出，人壽保險的功能持續演進，早已超越傳統保障功能，成為結合資產保護、流動性管理及跨代傳承的核心配置。隨著亞洲第一代企業家陸續步入交接期，如何延續家族基業，同時為新一代開拓發展空間，成為財富規劃的重要課題。

保險功能日益多元 支援長遠財富傳承

Charles Monat透過環球平台及專業網絡，為高淨值客戶提供跨代財富規劃。

朱遠達指出，保險產品功能持續演進，部分保單可設有分期賠付、預設後備保單持有人、失能管理安排及後續受保人等設計，讓客戶可按家族需要作出更具彈性及延續性的部署。在市場波動或突發情況下，保險亦可提供即時且穩定的流動性，減低家族被迫處置其他資產的風險，有助維持整體資產安排的穩定性。

跨專業協作 由產品思維走向全局方案

企業交接不僅涉及股權與資產分配，亦考驗兩代價值觀。朱遠達直言，上一代

The Charles Monat team brings together cross-disciplinary expertise to help clients develop a holistic legacy planning strategy.

Charles Monat團隊匯聚跨專業視野，為客戶規劃每一代的傳承藍圖。



features such as flexible payout options, contingent policyowners, incapacity protection, and change of life insured. This gives clients greater flexibility and simplifies implementation, while reducing administrative complexity, enabling tailored solutions to address diverse family needs. In times of market volatility or unexpected events, insurance solutions can also provide families with immediate and reliable liquidity. This reduces the pressure to sell other assets under unfavourable conditions, helping to protect the stability of family wealth over the long term.

Multidisciplinary Collaboration: From Standalone Products to Holistic Solutions

Business succession involves not only the transfer of equity and assets but also bridging the differences in priorities and values between generations. Chu remarks that the older generation typically places emphasis on the stable continuation of the family enterprise, while the younger generation often favors innovation and cross-regional development. "Fairness does not mean equal distribution, but rather ensuring each family member can take on the assets and roles best suited to their capabilities and aspirations." Through bespoke insurance solutions, Charles Monat integrates protection, succession and asset allocation into a single, all-encompassing strategy. On one hand, policy structures and beneficiary arrangements help ensure the orderly transfer of control over family businesses and core assets. On the other, policy cash values can serve as a flexible source of capital to support the next generation's development and aspirations.

According to Chu, HNW clients' needs have shifted from standalone products to integrated solutions that align with their overall wealth planning strategy. He notes that there is increasing emphasis has been placed on structural robustness, transparency and long-term feasibility. "The company remains

firmly committed to prioritising client needs and adopting an advisory-led approach as the foundation of its team culture. We seek to understand clients' needs across asset allocation, corporate governance and family dynamics, and design comprehensive and bespoke solutions," he explains. In addition, the team has established strategic partnerships with external specialists. By keeping abreast of the latest tax, legal and regulatory requirements, the firm helps clients assess risks in a timely, informed manner and implement tailored holistic solutions.

Balancing Global Talent and Digital Capabilities to Enhance Client Advisory

To serve the global client base, effective advisory depends on both exceptional talent and advanced technology. Charles Monat is committed to building a team with diverse multidisciplinary backgrounds and an inclusive multinational culture. We continuously enhance our advisory capabilities across key areas, including legal, tax, and family governance, while actively recruiting professionals with international exposure and strong proficiency in digital adoption. Equally important, the company promotes an integrated team approach, where senior consultants mentor junior consultants, bringing together accumulated expertise with diverse perspectives to strengthen the depth and consistency of client consultations and advisory support.

Recognising the heightened expectations of next-generation clients for transparency, efficiency, and personalisation, the company is also investing in digital transformation. With the support of artificial intelligence (AI) for data integration and analytics, the firm can better understand client needs, identify potential risks, and improve operational efficiency—delivering a more concise, professional and streamlined client experience.



Teddy Chu,
Chief Executive Officer, Hong Kong,
Charles Monat Associates

Charles Monat香港區行政總裁
朱遠達

重視基業穩健延續，新一代則傾向創新及跨地域發展。「公平並不同平均，而是讓每位家庭成員按能力與志向，承接合適的資產及角色。」Charles Monat透過定制化保險架構，把保障、傳承與資產配置納入同一策略：一方面以保單結構及受益人安排，協助家族企業的控制權與核心資產有序延續；另一方面運用保單現金價值建立具彈性的資金池，支持新一代的發展。

朱遠達觀察到高淨值客戶的需求已由單一產品，轉向與整體財富藍圖對接的方案，更重視架構穩健性、透明度及長期可執行性。他稱，「公司堅持以客戶需求為核心，並以『顧問導向』作為團隊文化的基礎，從整體視角理解客戶的資產分布、企業架構與家族需要，設計一整套財富策略方案。」此外，團隊亦與外部專家建立策略合作，透過掌握最新的稅務、法律及監管要求，協助客戶從全局角度評估風險，度身安排全方位的解決方案。

全方位人才配合科技 深化團隊與長遠發展

為配合全球客戶需要，人才與科技缺一不可。Charles Monat致力建立具多元文化及跨學科背景的團隊，持續強化法律、稅務、家族治理等全面規劃能力，並積極吸納具國際視野及熟悉數碼工具的專業人才。公司亦推動團隊協作，由資深顧問帶領新晉顧問組成聯合團隊，結合專業經驗與多元視角，提升服務的全面性及延續性。

朱遠達表示，新一代客戶對透明度、即時性及個人化服務有更高期望，Charles Monat因而加大數碼轉型投放。他相信，「結合數據整合與分析，我們能更及時掌握需求變化與風險訊號，為客戶提供更精準及具前瞻性的財富規劃體驗。」