The Wealth Blueprint: Building Wealth, Sustaining Legacy

Wealth Planning

Foreword

Wealth endures not through performance alone, but through foresight, alignment and trust. In today's complex environment, marked by economic volatility, changing family structures and rising regulatory scrutiny, effective wealth planning in the Asia-Pacific (APAC) region has become critical to long-term success. Wealth planning, like investing, is not an event but a process. Succession does not begin at the point of transfer; it unfolds over years through education, engagement and shared decision-making.

This whitepaper is based on insights from high-net-worth individuals (HNWIs) across APAC, including the collective network from Lombard Odier, JBWere, and Lombard Odier's other Strategic Alliances. It offers insights into how these HNWIs and their families are approaching the deeper, human dimensions of wealth: governance, succession, communication and generational readiness.

Although the survey was conducted ahead of recent geopolitical escalations in the Middle East, its conclusions remain highly relevant – that sustainable wealth requires much attention to relationships, structure and planning.

Interestingly, the themes of this report closely mirror those of the companion publication on investments, drawn from the same regional survey. Together, the two reports tell a single story: investment strategy and wealth planning are inseparable. One drives performance; the other ensures continuity and purpose.

For Lombard Odier and JBWere, our role remains clear and consistent – as navigators guiding HNWIs and their families. As financial institutions serving multi-generational families across the region, we believe the future of wealth lies in integration – bringing together investment discipline, governance frameworks and open communication into a coherent whole. It is time to rethink stability, rethink everything.

We appreciate the generosity of everyone who has contributed to this report. We would also like to thank IMD Business School for their insights. We hope you enjoy reading our whitepaper, and would be delighted to engage with you further on any of the thoughts and ideas raised in the subsequent pages.

Vincent Magnenat
Limited Partner and
Global Head of Strategic Alliances
Lombard Odier

Michael Saadie
CEO JBWere
Executive NAB Private Wealth

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Introduction

How ready is ready? This is a question APAC HNWIs are wrestling with when it comes to wealth planning. There are currently numerous external challenges facing investment portfolios, including economic headwinds, trade disputes, and geopolitical tensions.

But some of the biggest problems can also arise closer to home, with family wealth often threatened by a lack of communication and alignment of vision among family members. This can compromise investment strategy, harm family ties, and jeopardise the transition of family wealth between generations if not handled properly.

Conducting the survey

JBWere, Lombard Odier, along with Lombard Odier's other Strategic Alliances, decided to take a temperature reading of over 390 APAC HNWIs in Australia, China, Hong Kong, Japan, Malaysia, Singapore, Taiwan, Thailand and the Philippines. In this whitepaper, we asked investors a range of questions to better understand how they approach wealth planning and succession.
The results presented in the subsequent pages throughout this whitepaper are based on the survey conducted.

Peering into the findings

The findings highlight how families function regarding wealth, but perhaps more importantly, expose the often-conflicting perceptions that are contained within families, which could become contentious as wealth is transferred between generations.

Broadly, the findings emphasise that APAC HNWIs are not as prepared as they should be when it comes to wealth planning. As such, a significant theme running through this report is the clear correlation between investors who monitor and structure their investments and their confidence in managing their wealth.

This is intensified when it comes to receiving professional financial and wealth advice, with HNWIs exhibiting more confidence across the board – in particular navigating succession issues.

Our report also suggests many of these issues can be addressed through effective communication, such as differences of opinion between generations, on balancing tradition with modernity, and on confidence for the future.

Our companion report on wealth planning

This report has a companion, focusing on investments, which presents findings from the same survey revealing significant themes and concerns among HNWIs on topics such as asset allocation and investment goals.

Whatever the future holds, Lombard Odier and JBWere are here to guide and support the region's leading families and entrepreneurs, and we believe that, where lies uncertainty, there is also opportunity.

The alignment gap

When it comes to wealth planning, knowledge and confidence are king.

APAC HNWIs' main goals

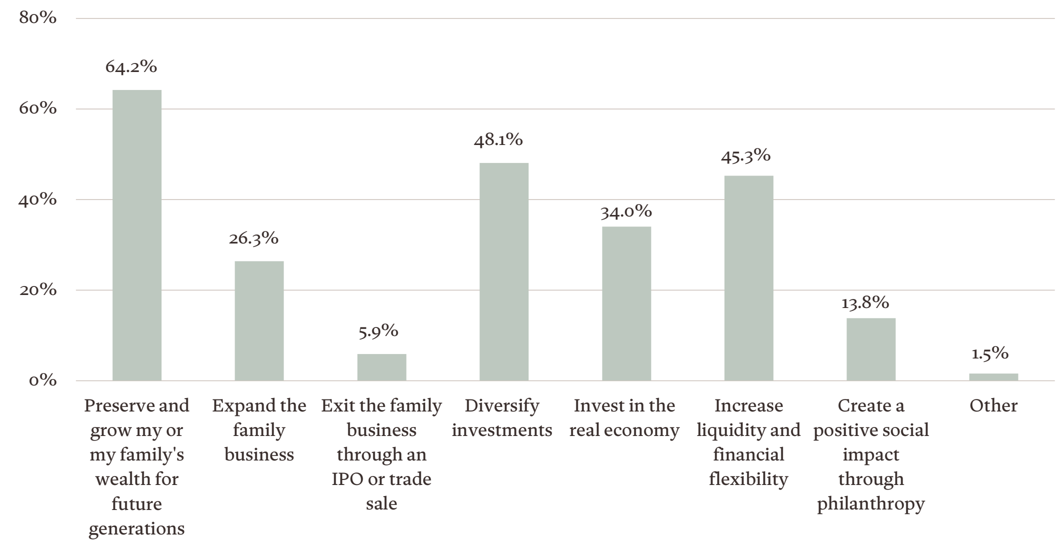
APAC HNWIs place utmost importance on wealth preservation, with 64.2% of investors citing this as the primary goal for their wealth (see chart 1, page 9), with diversifying investments, and increasing liquidity and financial flexibility in second (48.1%) and third (45.3%) place respectively.

Meanwhile, 64.2% also say that when thinking about transferring wealth between generations, preserving family wealth across generations is the most important objective (see chart 2, page 10), followed by maintaining family unity and shared values (52.7%) and empowering the next generation (41.4%).

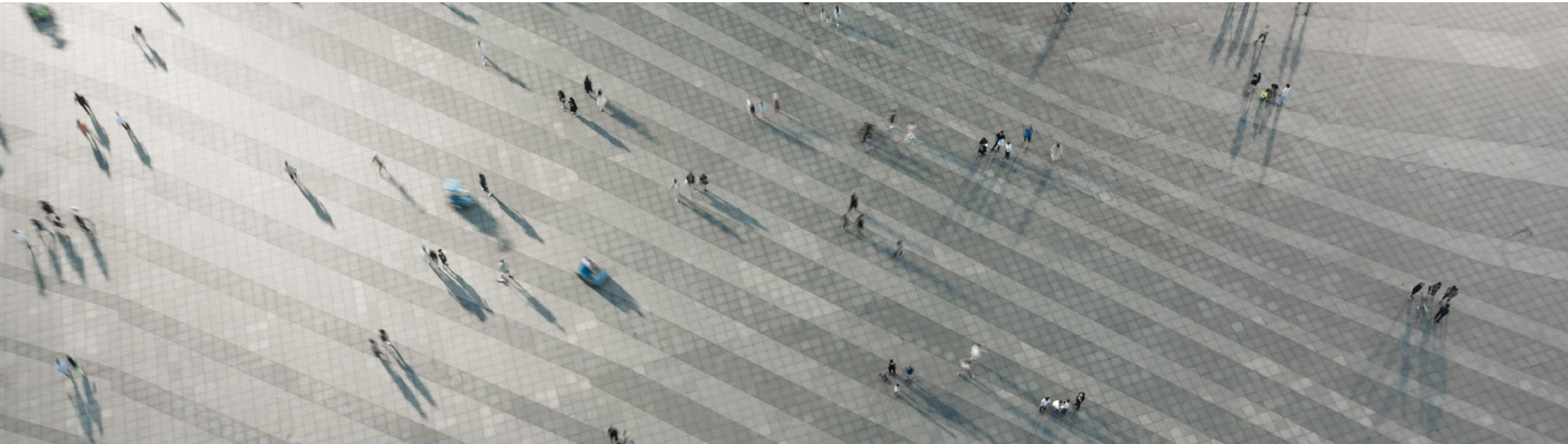
But it is one thing for HNWIs to have strong opinions in terms of values and investment allocation, and another to communicate these effectively to family members or those about to inherit wealth, and to reach an alignment.

Easier said than done. The findings in this section highlight the contradictions and complications that impact decision-making within families and the variations in opinion that can blight discussions before they begin.

1. What are your primary goals for your wealth?
(in % of respondents)



Source: Lombard Odier



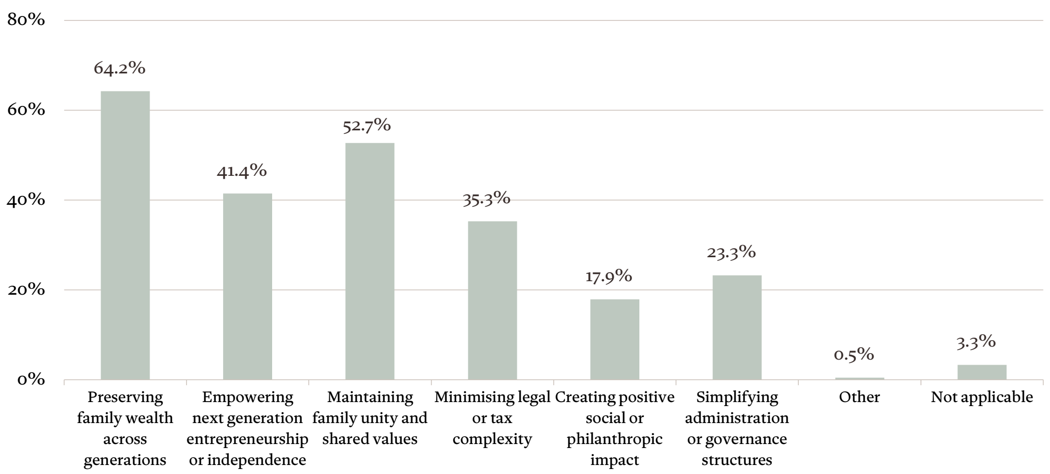
Are families aligned?

We asked APAC investors to what degree their family shares a clear, common purpose for its wealth. Only 16.9% of respondents said their family was fully aligned, with 42.2% either not aligned or having significant gaps, showing the potential for problems to arise.

Significantly, 87.5% of respondents who are advised said they had some degree of alignment compared to 57.8% of respondents who are not advised[1]. Also, 35.9% of unadvised HNWIs said they have not even discussed alignment, compared to 8.0% of those advised. These are striking data points that once again illustrate that the right wealth advice can improve communication and breed confidence.

[1]Please see Methodology section on page 44 for definition of advised and non-advised respondents

2. What are your main goals when thinking about passing on or receiving family wealth?
(in % of respondents)



Source: Lombard Odier

Paradox 1: The intention–implementation gap

HNWIs in the APAC region place utmost importance on preserving wealth, but this clarity of intent is not matched by action. Our report unveils that large numbers of Baby Boomers and Gen X have not discussed alignment despite indicating they care about shared vision. Full alignment is far more common among those with formal governance, yet 28.5% believe they do not need a formal structure or have none in place. Many markets (e.g., Japan and the Philippines) show high misalignment despite recognising structure as necessary.

The generation game

Significantly, as seen in chart 3, over 25.3% of Baby Boomers and over 14.4% of Gen X say they have not discussed alignment with family members, which suggests a greater degree of control by the older generations, and/or increased confidence when it comes to investment decisions.

It also suggests a degree of complacency, which is reinforced when we consider that only 16.3% of Gen X and 13.6% of Baby Boomers cite a smooth transition of ownership and leadership as a primary concern, compared to 37.4% and 30.0% of Millennials and Gen Z respondents respectively, as depicted in chart 4, page 13.

Furthermore, the survey findings show that 28.1% of Gen X and 21.1% of Baby Boomers say they have not yet assessed the abilities of the Next Gens with regard to maintaining and growing the family business.

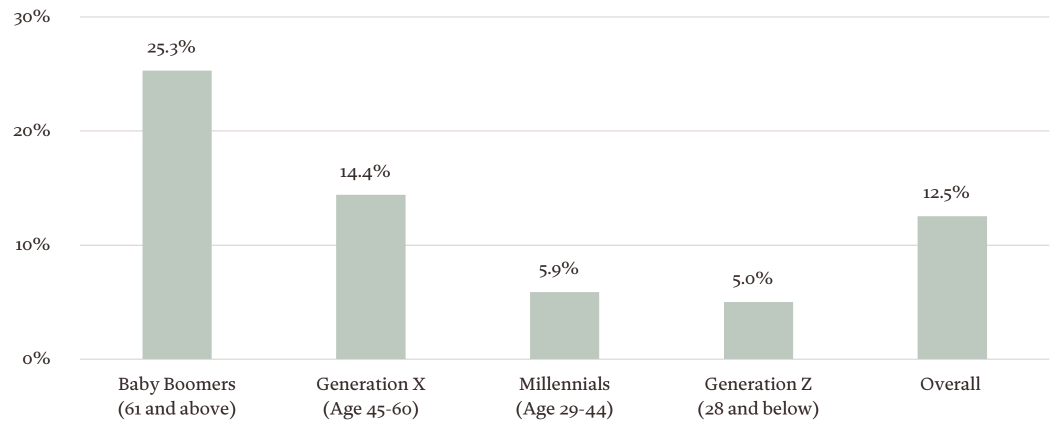
Lack of structure in place

Compounding this, only 29.3% of the older generation surveyed indicated a formal governance structure in place, and only 37.4% of them have a full succession plan in place.

This opens the possibility of a rude awakening for some families when it comes to succession.

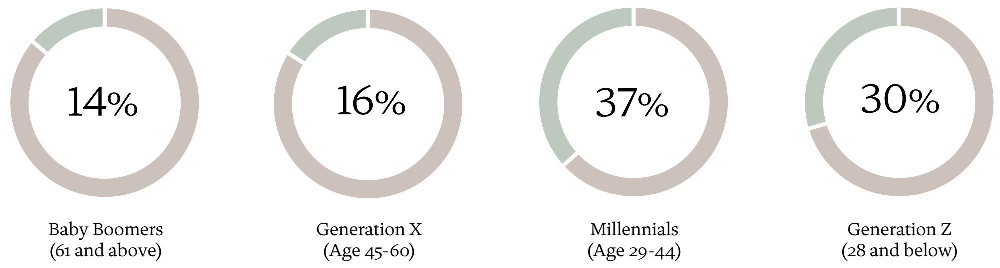
Either way, it leaves room for more effective communication between generations to ensure values and strategy are shared and perhaps incorporated into investment decisions going forward.

3. My family has not discussed having a clear, common purpose for its wealth.
(in % of respondents, by generation)



Source: Lombard Odier

4. Ensuring a smooth transition of leadership and ownership is a primary concern regarding the succession of my family business.
(in % of respondents, by generation)



Source: Lombard Odier

> “There is room for more effective communication between generations to ensure values and strategy are shared and perhaps incorporated into investment decisions going forward.

Paradox 2: Desire for wealth preservation versus low Next Gen confidence and preparation

Investors overwhelmingly want to preserve wealth across generations, but younger generations feel least prepared. Older generations show low confidence in Next Gen readiness but fail to equip them. Only 16.7% express strong confidence in Next Gen capability to manage wealth responsibly but a minority of the older generation indicated a formal governance structure in place, or have a full succession plan in place – both essential for preparing heirs. Many younger respondents also feel unprepared in taking over the reins. For example, 42.9% of Gen Z are not confident.

Beyond Three Generations: Rethinking Family Wealth and Succession

By Louisa Loo, Head of Wealth Planning, Asia, Lombard Odier

There is a Chinese saying that "wealth rarely lasts beyond three generations." Historically, discussions about estate management or wealth transfer were often regarded as taboo. Families seldom spoke openly about succession, let alone involving the next generation in conversations about how family wealth should be preserved and passed on.

Today, this mindset has shifted. After decades of wealth accumulation, many patriarchs and matriarchs have reached a stage where stepping back and allowing the next generation to take over has now become both necessary and timely. Over the past two decades, we have observed an increasing number of families across APAC proactively engaging their bankers, wealth planners, and other professionals such as trustees, to initiate the often lengthy, complex, yet necessary process of succession planning and wealth transfer.

Succession planning, however, is not only about preserving and growing one's family fortunes. It is equally about passing on a family's core values, vision, and sense of purpose across generations. While senior family members may feel ready to embark on this journey, a critical question remains: are their next generations prepared? Based on Lombard Odier's latest APAC HNW study, results suggest that many next-generation members are not yet ready to assume management or ownership responsibilities. In some cases, patriarchs and matriarchs themselves may question whether their children are sufficiently prepared to lead the family business.

Importance of Family Governance

Today, the importance of a modern, fit-for-purpose family governance framework becomes clear. A framework that helps preserve family unity and provides a values-based foundation for decision-making in both family and business contexts. Reaching consensus on shared principles – principles that will guide current members as well as future descendants – is far easier when discussions begin early, while the family structure remains relatively simple. Even then, alignment can be challenging, particularly when decisions significantly affect how wealth and control are distributed across different branches of the family. In such situations, a neutral professional with relevant expertise can play a crucial role in facilitating discussions, drafting a family charter, and designing governance structures tailored to the family's unique needs.

Structuring Global Wealth and Long-Term Legacy

At the same time, families today have an increasingly international footprint, with assets held across multiple jurisdictions. Coupled with increasingly stringent regulatory requirements, this makes it essential to establish appropriate structures to hold and manage family assets for the benefit of beneficiaries who may reside in different countries. Often, families kick-start these conversations with their trusted private bankers. Financial institutions with a longstanding track record in succession planning and professional advisory services are especially well-positioned to support families throughout this extended and thoughtful process.

The emergence of "single family office" schemes offered by various governments has also expanded the channels available to wealthy families. These schemes allow families to centralise wealth management, investment oversight, and administrative functions in jurisdictions that offer attractive regulatory, tax, and business environments.

Beyond the increasing interest in setting up family offices, regardless of their scope or jurisdictions, there has also been a growing trend of dedication and commitment to philanthropy. Many families are demonstrating a deeper sense of social responsibility by naming charitable organisations as beneficiaries of their trusts. These philanthropic goals often extend beyond traditional tax-efficient donations to include initiatives that support industries or causes closely linked to the family's legacy and achievements.

Having an Open and Frank Discussion

One thing is clear: succession planning has become a more open and widely-discussed topic within families, across the financial industry, and among policymakers in different jurisdictions. Patriarchs and matriarchs are increasingly willing to involve the next generation in structured discussions with professional advisors to build frameworks for family governance, wealth transfer, and legacy planning. Within this construct, financial institutions must be able to guide clients on more than investment solutions alone.

Succeeding at Succession

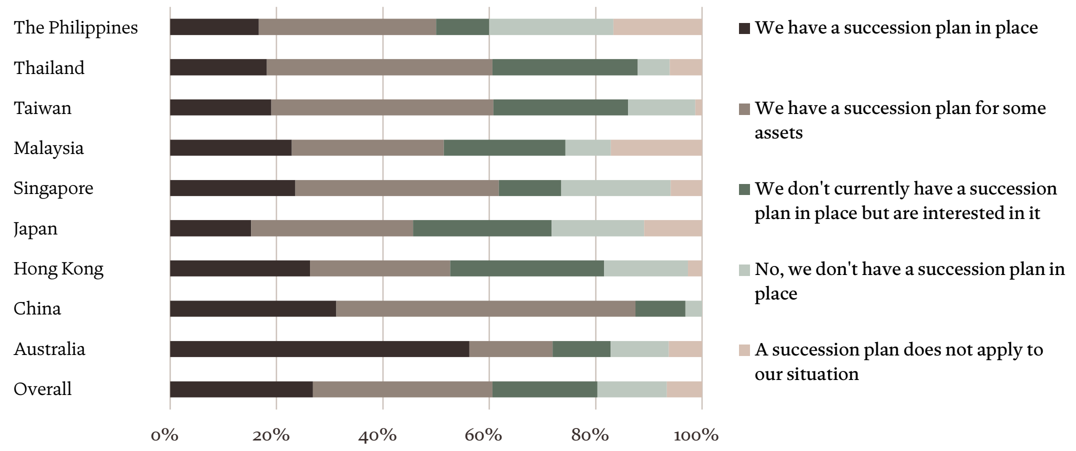
This is particularly important when it comes to succession and succession planning, with many HNWIs across APAC still not having a plan. A succession plan outlines how business ownership, financial assets or family wealth will be transferred to your next of kin.

Only 26.9% of respondents have a full succession plan in place, with 39.4% not having any kind of succession planning, suggesting a huge scope for engagement, discussion and action to ensure a smooth transfer of wealth between generations.

Significantly, survey findings unveil that 43.8% of investors who are not advised do not have a succession plan in place and are not interested or believe it does not apply to them, while only 17.2% have a full plan. This compares with 28.7% of advised investors having a full plan and only 15.0% not having a plan and are not interested or believe it does not apply to them.

Geographically, based on chart 5, Japan, the Philippines, Malaysia and Hong Kong appear the most lax in this regard, with 54.3%, 50.0%, 48.6% and 47.4% of respondents, respectively, saying they did not have any kind of succession plan or indicate that it does not apply to their situation.

5. Does your family currently have a succession plan in place?
(in % of respondents; by markets)



Source: Lombard Odier

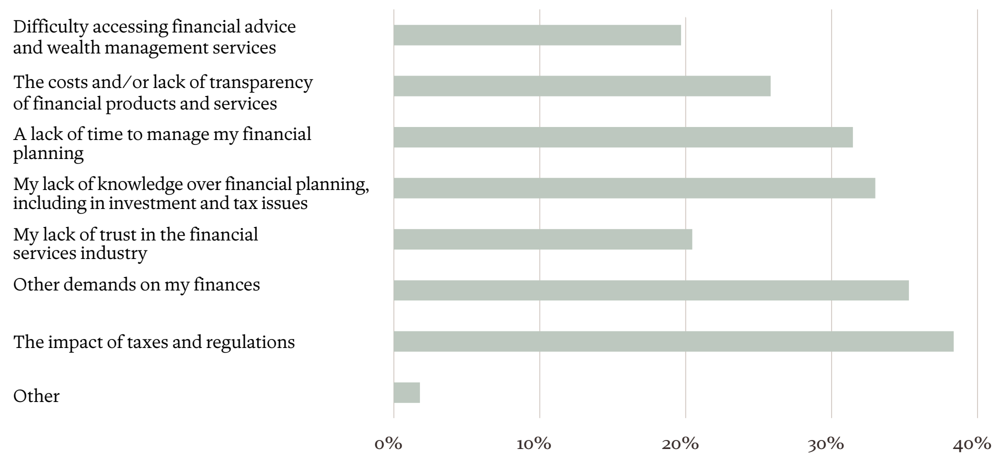
Reasons why a succession plan is not in place

While almost half of respondents (49.4%) said they intended to put a succession plan in place in the future, 16.9% cited being unsure of legal, taxation or governance requirements over taxes as a significant reason why a plan has not been put in place, reinforcing the need for financial advice. However, this is only acknowledged by 7.7% of Singapore respondents, the lowest in the region.

This chimes with the findings in our companion report on investments, also seen in chart 6, which revealed that 38.4% of respondents are concerned about the tax landscape and other changes to regulatory frameworks in the next three years. Meanwhile, 33.0% of investors see a lack of knowledge when it comes to financial planning, including tax obligations, as another key challenge over this timescale.

> “There is a huge scope for engagement, discussion and action to ensure a smoothntransfer of wealth between generations.

6. What do you see as the biggest challenges to your ability to manage your investments in a way that will maximise your chances of reaching your financial planning goals?
(in % of respondents)



Source: Lombard Odier

Circumventing the barriers

Succession is clearly a highly sensitive subject, regardless of whether a plan has been put in place. There are a myriad of challenges facing investors as they approach discussions, which we explore in this section.

Coming to an agreement

Based on the survey, the difficulty of obtaining agreement within the family is considered by APAC HNWIs to be the most significant challenge (34.8%) in implementing a smooth succession plan (see chart 7, page 20).

This thread can be found throughout this report, which covers a range of related generational issues, such as a lack of effective communication, differing values, and attitudes towards the investment portfolio.

The question of readiness hangs over succession planning, which is reflected in the survey responses, with 29.0% of APAC HNW respondents citing a lack of interest and readiness among the next generation as a barrier.

Perception of Next Gen readiness

Also, the question on whether there is interest or readiness from the next generation reveals an unsurprising generational pattern, with this issue being more pronounced with age, as depicted in chart 7, page 20. Baby Boomers, therefore, see this as a bigger problem than Gen Z investors (35.6% vs 15.8%).

While perhaps unsurprising, the data points underline the importance of communication and confidence between generations.

Differently concerned about discussing sensitive issues

Part of this is discussing sensitive issues, which is highlighted by our respondents as another significant concern (26.0% of respondents).

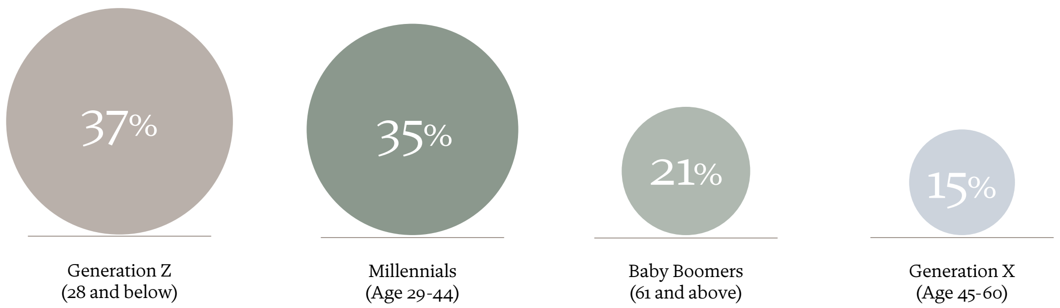
> “ The difficulty of obtaining agreement within the family is considered by APAC HNWIs to be the most significant challenge.

The younger generation cite sensitive discussions as a bigger challenge than their older counterparts, with 36.8% of Gen Z and 34.8% of Millennials but only 14.7% of Gen X and 20.5% of Baby Boomers concerned.

This suggests perhaps the significance of a communication gap between the age groups, with the younger generations possibly suffering a lack of confidence when it comes to broaching sensitive topics with their older counterparts.

Once again, this offers a unique opportunity for engagement with a wealth advisor to listen to investor concerns and find solutions to bridge the communication gaps.

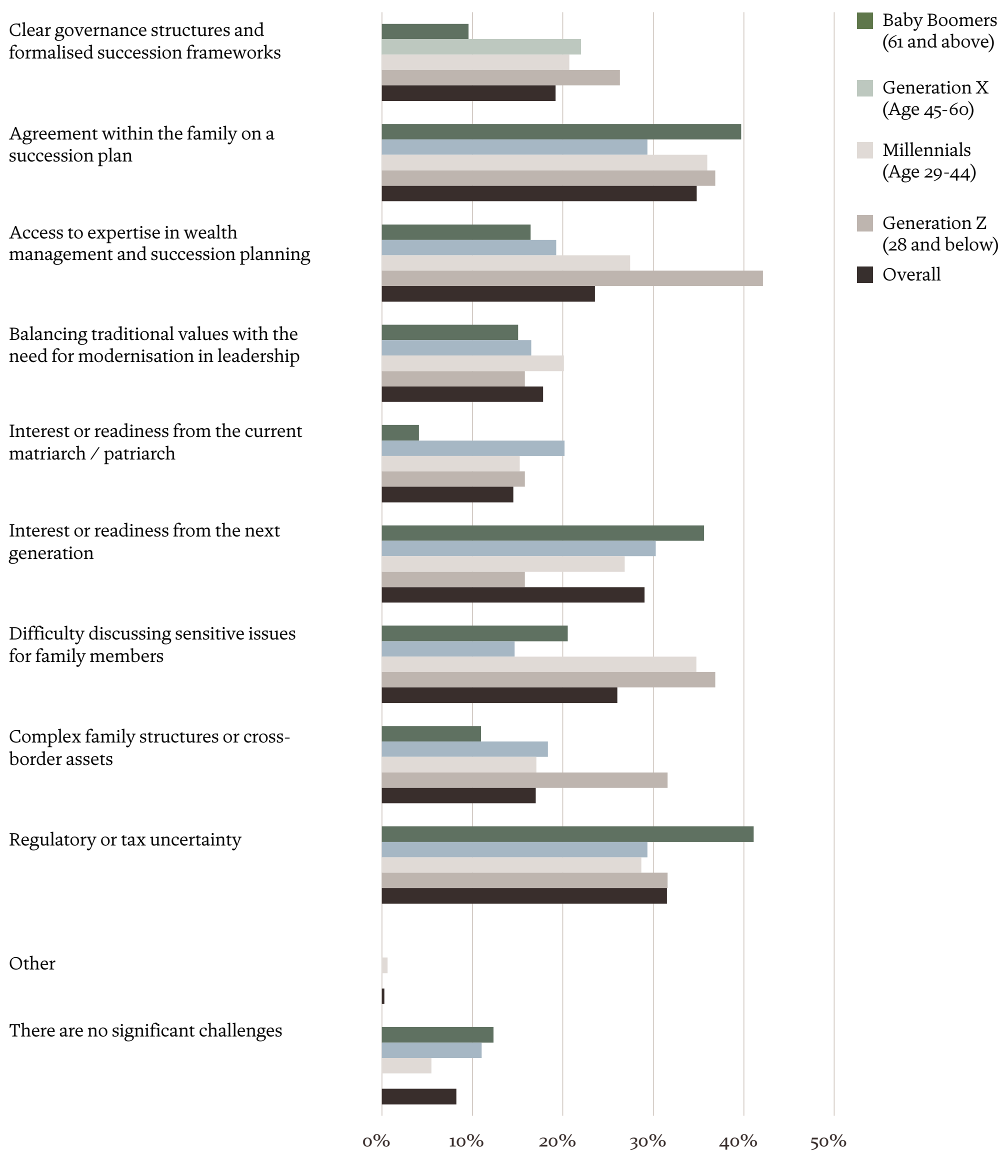
Respondents acknowledging that the difficulty discussing sensitive issues among family members is one of the most significant challenges in implementing a smooth succession plan.
(in % of respondents, by generations)



Source: Lombard Odier

7. What do you consider to be the most significant challenges in implementing a smooth succession plan?

(in % of respondents; by generation)



Source: Lombard Odier

Tax considerations are a huge concern

APAC investors reinforced their concerns about understanding the range of tax laws and regulations (across the region and beyond), with 31.5% of respondents identifying this as a significant challenge to ensuring a smooth succession (see chart 7, page 20).

The geographic and generational data are consistently high on this point, suggesting a universal lack of comfort when it comes to working out inheritance tax and other taxes.

Inheritance tax / laws pertaining to foreign assets

Inheritance tax appears to be a huge area of concern for APAC HNWIs, with the responses suggesting investors are unprepared to navigate the complex rules, particularly on overseas assets.

Although 30.9% of respondents have heirs living abroad, only 20.6% of these respondents say they fully understand the laws pertaining to such assets.

61.0% of these respondents also indicated they either do not understand or need more clarity when it comes to such laws, which again highlights how engagement with a wealth specialist can improve clarity and build confidence.

Significantly, while 73.7% of advised HNWIs responded that they either fully or somewhat understand the rules pertaining to overseas assets, this drops to 35.5% of those unadvised, reinforcing yet again the benefits of receiving professional advice.

> "The geographic and generational data are consistently high on the point of tax-related concerns, suggesting a universal lack of comfort when it comes to working out inheritance tax and other taxes.

Solace in structure

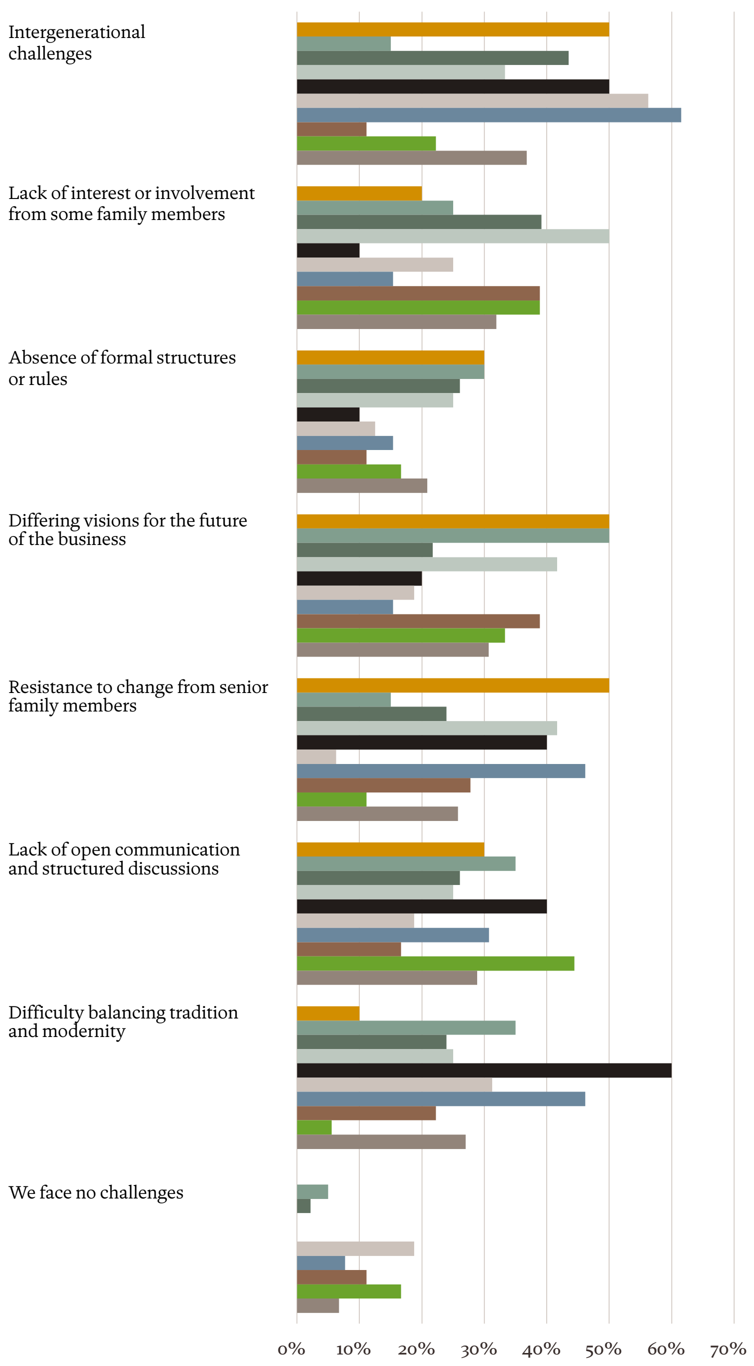
There is a clear correlation between alignment and governance, suggesting that investors and families would benefit from receiving advice when it comes to wealth management.

The risks for inaction are great, with the significant gaps in alignment suggested in this report potentially creating problems when it comes to changing asset allocations or handing over wealth to the next generation.

Significantly, only 6.7% of survey respondents say they face no challenges in managing family governance (see chart 8, page 24). As such, it is striking that investors face a huge diversity of challenges, which threatens to create difficulties not just in their number but in their differing nature.

8. What are the biggest challenges your family faces in managing family governance?

(in % of respondents; by market)



Source: Lombard Odier

A wide diversity of challenges

We asked investors to name the biggest challenges in managing family governance. As evidenced in chart 8, page 24, the responses highlight the importance of values, relationships, communication and other interpersonal issues.

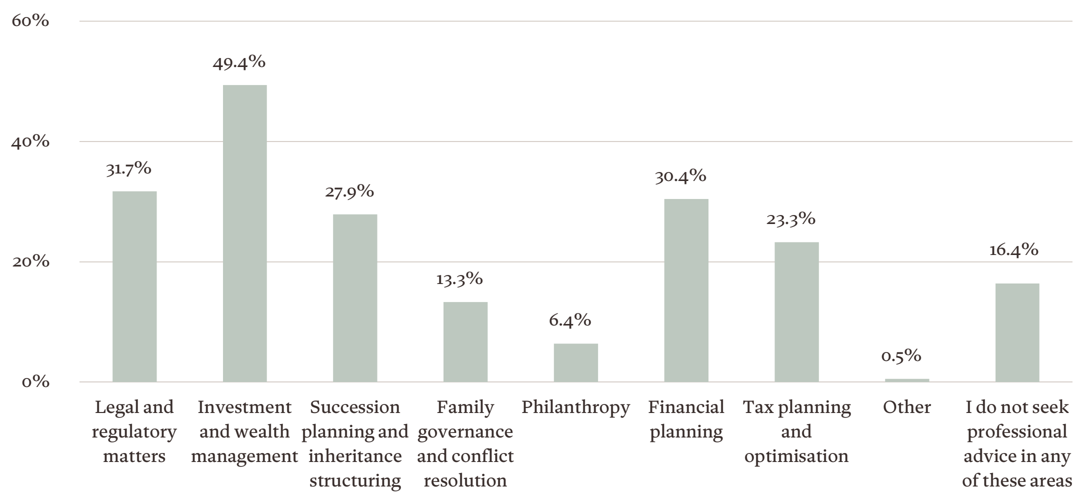
As mentioned earlier, only 6.7% of APAC respondents said that they do not face challenges. They focused on intergenerational issues (36.8% of respondents), a lack of interest among family members (31.9% of respondents), differing visions of the future (30.7% of respondents), and a lack of open communication (28.8% of respondents).

Geographically, investors in Hong Kong (61.5% of respondents), Japan (56%), Singapore (50.0% of respondents), Taiwan (43.5% of respondents) and the Philippines (50.0% of respondents) are the most concerned about intergenerational challenges.

Significantly, only 13.3% of respondents (see chart 9) said they received advice on family governance and conflict resolution, and 26.9% said they would like to get such advice, (see chart 10, page 26), which again highlights the opportunity for engagement and suggests there is a willingness by investors to communicate more effectively.

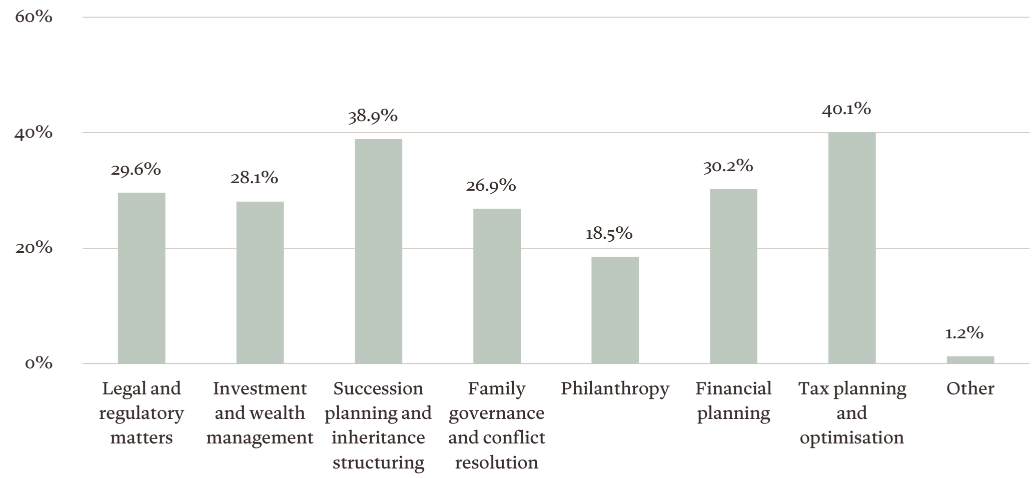
9. Which of the following areas do you get professional advice on?

(in % of respondents)



Source: Lombard Odier

10. Which of the following areas would you like to get professional advice on?
(in % of respondents)



Source: Lombard Odier

Futureproofing tradition

This perhaps dovetails with a range of other challenges identified by respondents in chart 8, page 24, including resistance to change from senior family members and the challenge of balancing tradition and modernity.

Resistance to change features highly among certain markets, with 50.0% of respondents in the Philippines concerned, 46.2% in Hong Kong, 41.7% in Malaysia, and 40.0% in Singapore.

Meanwhile, balancing tradition and modernity is also seen by APAC investors as a significant challenge, with 60.0% of respondents in Singapore concerned, 46.2% in Hong Kong, and 31.3% in Japan.

Family governance challenges differ between markets

As mentioned above, a lack of interest or involvement among family members is another significant concern for APAC investors. This is a particular concern of investors in Malaysia (50.0%), Taiwan (39.1%), China (38.9%) and Australia (38.9%).

One in two investors in Thailand and the Philippines, meanwhile, highlighted having differing visions of the future as a significant challenge, suggesting that this may play an important role in the structuring of wealth going forward and in transitioning that wealth between generations.

The reasons for such indifference are highly individual, highlighting again the necessity for effective engagement, communication and advice.

Paradox 3: Embracing modernity but resisting change

Families seek modern investment approaches but are culturally resistant to change. Markets such as Singapore and Hong Kong list “balancing tradition and modernity” as a major concern (up to 60%), yet many HNWIs also report that senior family members are resistant to change (up to 50%). It is evident that younger generations are keen to push for change, while older generations appear more entrenched.

Communication is key

As such, differing visions of the future is also a big concern, suggesting a disconnect between family members that could be solved through open communication, ironically another key concern.

Perhaps significantly therefore, most of the markets that listed differing visions of the future as a key concern also selected open communication as a big challenge. For example, as exhibited in chart 8, page 24 earlier, 50.0% of investors in Thailand cite differing visions of the future as a key concern, and 35.0% warn about a lack of open communication.

Communication gap between generations

Across age groups, as depicted in chart 11, page 29, while only 5.0% of Baby Boomers said a lack of open communication could present problems, 30.0% of Gen Z, 32.2% of Millennials, and 32.6% of Gen X respondents highlighted this as a big challenge. This could reflect a greater degree of confidence and assertiveness among Boomers, or it may suggest – ironically – a lack of openness by this older age group.

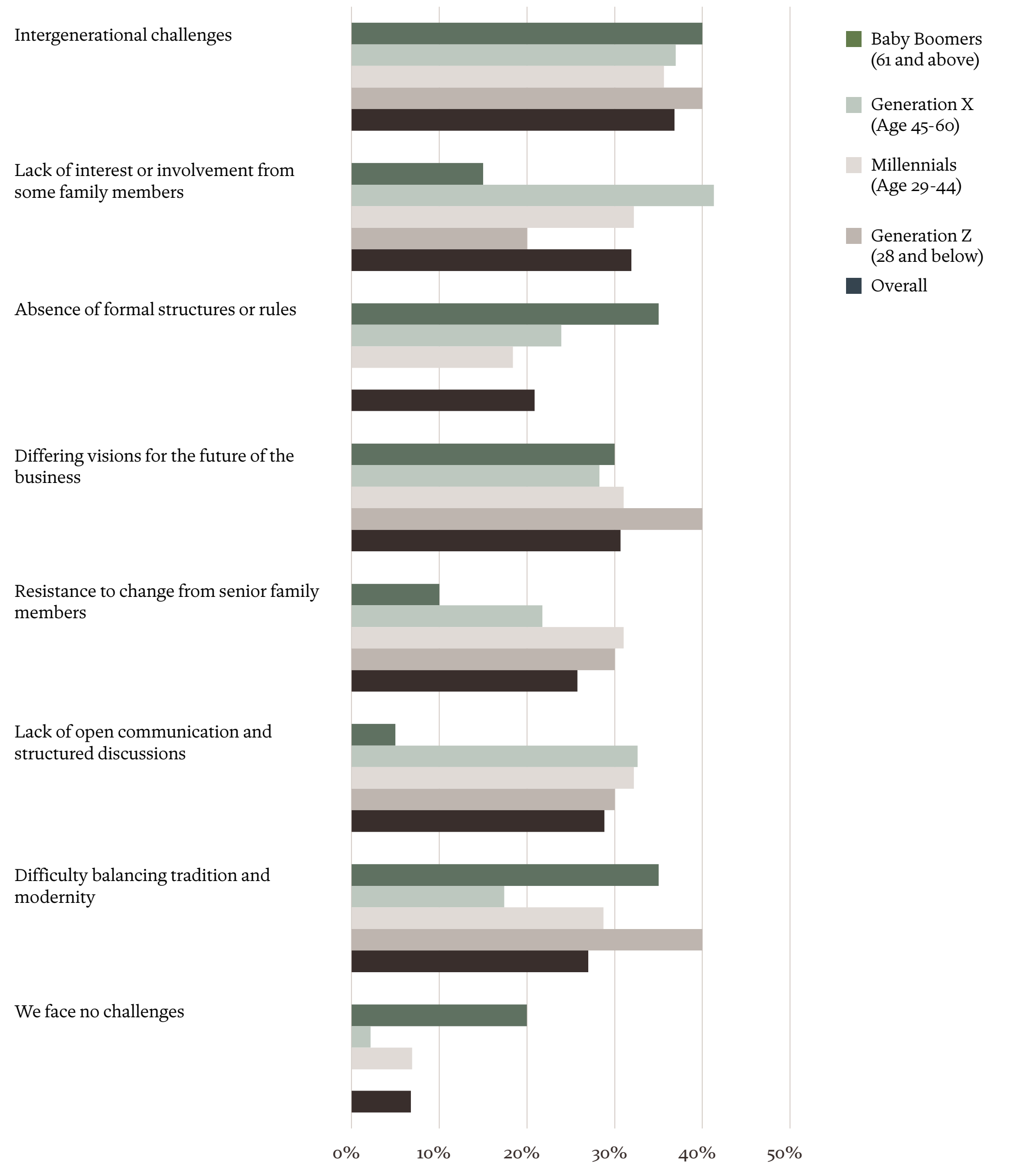
> “ Differing visions of the future is a big concern, suggesting a disconnect between family members that could be solved through open communication.

Paradox 4: The communication paradox

Many families cite communication as both a priority[2] and a problem, with 28.8% explicitly flagging a lack of communication as a governance challenge. Respondents also cite the difficulty of reaching an agreement and sensitivity of discussions, and yet reflected that they avoid the conversations necessary to solve them.

[2] The long game: Understanding APAC HNWIs' real goals, Lombard Odier, 2023

11. What are the biggest challenges your family faces in managing family governance?
(in % of respondents; by generation)



Source: Lombard Odier

Need for advice

The plethora of challenges reinforces the value of being advised by a professional. For example, the survey showed that 50.0% of investors who are not currently advised say a lack of formal structure could be a challenge in future, while 44.4% of respondents noted challenges arising from differing visions of the future, and 38.9% of respondents said a lack of interest among family members was a big issue.

It is very interesting, therefore, that 42.4% of APAC HNWIs do not have either formal or informal governance plans in place. A family governance structure is a system of policies, practices, and processes that guide decision-making, communication, and conflict resolution within a family business.

This creates huge potential for complacency, miscommunication, misalignment and avoidable complications. It also suggests that wealth advice can play a significant role in creating a formal structure and alleviating some key concerns of investors.

For most investors, implementing a formal family governance structure requires specialist advice to ensure it is appropriate, legally valid and can accommodate any changes taking place over time.

This is particularly significant when it comes to the younger generation, with the survey findings reflecting that 27.4% of these respondents who do not have a structure currently, are interested in having one, exemplifying the appetite for professional advice on this topic even at a younger age.

> “For most investors, implementing a formal family governance structure requires specialist advice to ensure it is appropriate, legally valid and can accommodate any changes taking place over time.

Better Conversations Across Generations

By Marleen Dieleman and Yeshada Deshpande, IMD Business School

Asian business families overwhelmingly care about continuity. Yet many struggle to create the conversations, structures and alignment needed to achieve it. The 2026 Lombard Odier APAC HNW report highlights a striking paradox: Asian families overwhelmingly prioritise intergenerational continuity, yet they lack the structures and intergenerational dialogue to achieve it.

We suggest this is because succession is too often framed as a conversation about “who takes over”. This framing is counterproductive because succession is so much more than a leadership change. Academic research shows that family businesses go through distinct phases, each of which comes with its own governance challenges. Approaching succession narrowly as a leadership handover sets families up for a conversation that may go nowhere. This is particularly challenging in Asia, where respect for hierarchy, reluctance to speak up, and a strong desire to preserve harmony can make open intergenerational dialogue difficult. As a result, families delay conversations until tensions accumulate by which point trust is harder to rebuild.

At IMD, we developed the Lotus Model of succession based on our extensive research on Asian families. Its five dimensions – Leadership, Ownership, Transforming the organisation, Uniting the family, and Strengthening governance – offer different aspects of the succession journey. Families are advised to approach these discussions from the least sensitive dimension toward the most sensitive, building trust and institutional capacity along the way.

Start with organisational readiness

The safest and most productive entry point is assessing whether the organisation itself is ready to survive a transition. Many fast-growing Asian family firms remain highly dependent on a single individual, with decision-making centralised and systems underdeveloped. Yet no successor, however capable, can successfully inherit an organisation built around one person.

Assessing management depth, talent pipelines and internal systems allows families to focus on strengthening the enterprise rather than individuals. This is a relatively depoliticised conversation, and one that meaningfully involves the next generation without triggering succession politics. The report shows that families who introduce structure and professionalisation are also more confident in navigating future transitions; a clear reminder that being prepared builds confidence.

Build governance before pressure mounts

Next, families can turn to how decisions will be made going forward. Generational transitions often imply a larger group of voices in the family. Research shows that families need to assess whether their governance style is still fit for purpose when a next generation joins. Family constitutions, councils, and formal meeting structures are often dismissed as corporate impositions. The report findings show that only a small share of respondents report full alignment, and nearly a third believe they do not need formal governance at all, but existing evidence suggests the opposite: governance structures protect relationships rather than suppress them.

This is especially crucial when the family moves into the third generation or when the group of voices influencing the family business rises quickly – a reality for many Asian families. Without agreed procedures, every business decision becomes a test of loyalty.

Make the family work

Succession conversations often focus narrowly on those entering leadership roles, overlooking siblings, spouses and extended family members whose expectations may be unspoken but deeply felt. Research consistently shows that this “peripheral” group can become a significant source of later conflict if ignored.

Lombard Odier’s findings underline this risk: intergenerational issues, lack of interest from family members, and differing visions of the future rank among the most cited governance challenges. Proactively including them in family conversations – not necessarily in business decisions – and clarifying roles is important to prevent chaotic family dynamics. Family members who are proud, supportive, who feel heard and included even if they are not part of the business itself, can become powerful stabilisers in a transition period.

Then address ownership and leadership

Only once organisational foundations are in place, governance is taking shape, and the broader family is engaged should families turn to ownership and leadership – the most sensitive questions of all. By now, the family should have already built the experience for conversations among generations.

The Lombard Odier APAC HNW report also highlights a significant confidence gap around next generation readiness, with many incumbents doubting successors’ capabilities while simultaneously failing to put in place the structures that would help prepare them. From a Lotus perspective, this is not simply a capability issue. Founders must also confront their own transition. Continued control, even when well intentioned, can become a constraint. Giving the next generation genuine authority – with real accountability – is not a loss of control. It is the most effective preparation available. Incumbents must also acknowledge that next generations prepare for leadership in different ways – perhaps with more formal and less experiential training, or by building outside networks, or organising the work in teams rather than in a top-down manner. To mitigate transition risk, incumbents can focus on setting the framework for monitoring and support based on agreed metrics and with the support of a strong board.

A shared journey

The Lotus Model reframes succession from a single high-stakes “who’s next” conversation into a structured, multigenerational journey that aligns all stakeholders. For Asian family businesses, this matters: it allows dialogue to begin without confronting the most threatening questions first, and it respects the cultural weight of intergenerational relationships while creating conditions for those relationships to absorb the pressures of transition.

Succession may seem hard, but the reality is that there is extensive knowledge families can benefit from. Future-proofing a business family requires collective investment in preparedness, and, if the survey paints an adequate picture of the status quo in Asian families, the best time to start is today.

How prepared are the Next Gens?

As we have explored, implementing a family wealth governance structure is important. However, another strand running through the responses of APAC's HNWIs is the readiness, or lack thereof, of the next generation.

This is exemplified in the survey findings, which showed that 29.0% of APAC respondents cited interest or readiness among the Next Gens as being a significant challenge to succession.

But what does this mean specifically? How deep are the concerns?

Managing wealth

As seen in chart 12, only 16.7% of APAC respondents are very confident in the ability of Next Gens to manage wealth responsibly, a relatively small percentage considering that 42.4% of respondents do not have any formal or informal governance plan in place, and 39.4% (see chart 5, page 16) do not have any kind of succession plan.

Chart 12 also depicts that a sizeable 24.5% of APAC HNWIs are not very confident or not confident at all, suggesting that there is still work to be done to improve communication, align values and strategies, and minimise stress when it comes to the transfer of wealth.

Lack of confidence

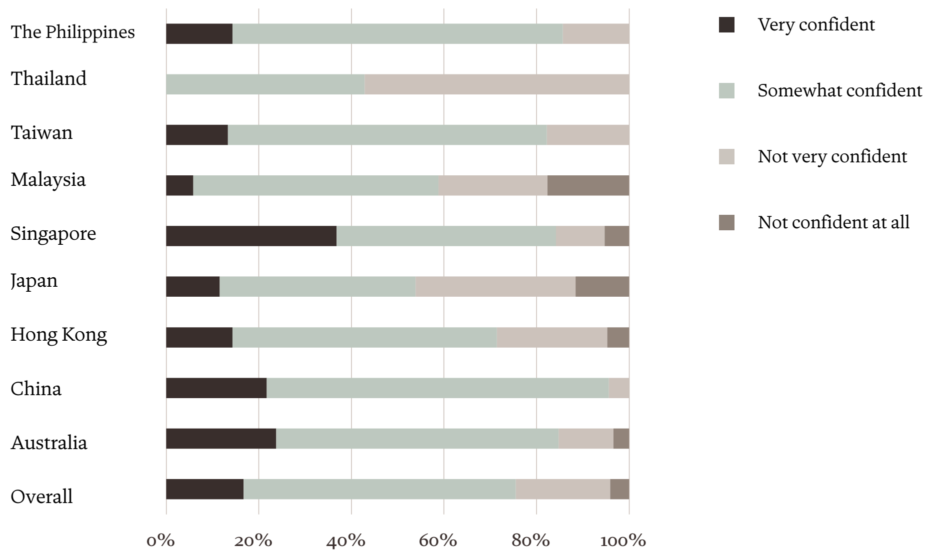
It is interesting to compare the 16.7% of respondents overall who are very confident in the Next Gens, with the 22.3% of Next Gens themselves who feel very confident in their own ability (see chart 13). Although Next Gens themselves appear slightly more confident, the levels are close enough to suggest there may be common ground when it comes to addressing concerns.

That said, the survey uncovers some interesting geographic distinctions as shown in chart 12, page 34, with HNWIs in Thailand (57.1%), Japan (46.1%), and Malaysia (41.2%) not expressing confidence in the next gen's readiness to manage wealth responsibly.

Significantly, the survey results also show that only 22.3% of advised respondents do not express confidence in the Next Gens, compared to 40.0% of non-advised investors, reinforcing the confidence that wealth advice can bring.

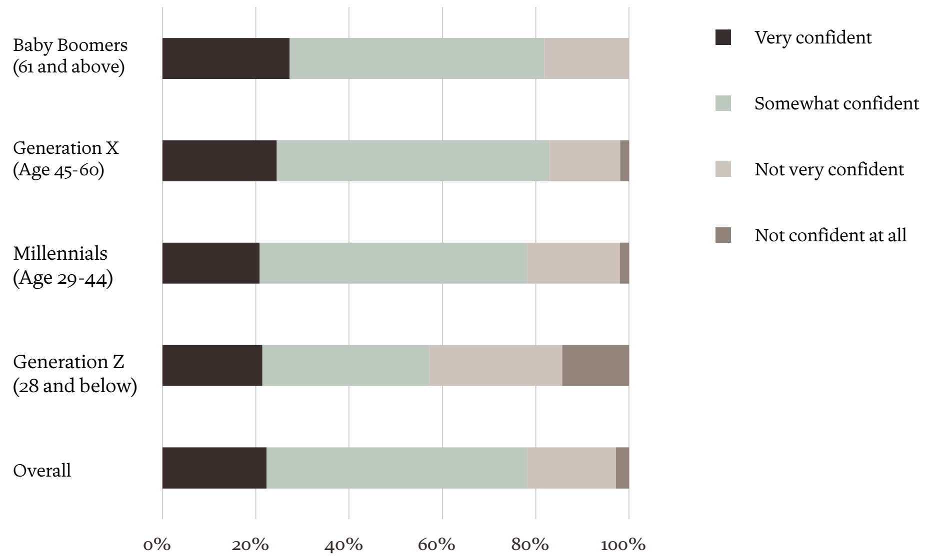
> "There is still work to be done to improve communication, align values and strategies, and minimise stress when it comes to the transfer of wealth.

12. How confident are you that the next generation will be ready to manage wealth responsibly?
(in % of respondents; by markets)



Source: Lombard Odier

13. How confident are you in your own readiness to manage and grow family wealth responsibly?
(in % of respondents, by generation)



Source: Lombard Odier

Proper governance and preparedness inspires confidence

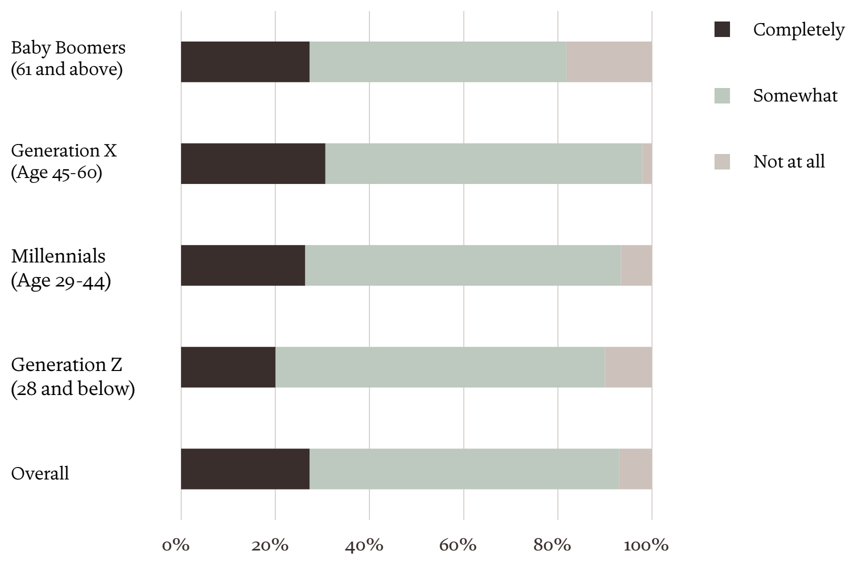
However, when viewed through the lens of survey respondents who have a succession plan in place for all or some of their assets, 59% and 34% of these respondents, respectively, express confidence in the next generation in their readiness to manage wealth responsibly at a much higher level than those who do not have any succession plan in place.

Similarly, when also viewed through the lens of survey respondents who have some form of governance structure in place, the next generation themselves are more confident in their own readiness (40% of respondents).

These highlight the fact that proper governance and preparedness inspires confidence, both for the current generation and next generation.

> “Proper governance and preparedness inspire confidence, both for the current generation and next generation.

14. How well do you feel your family business is structured for a smooth transition to the next generation?
(in % of respondents; by generation)



Source: Lombard Odier

Growing the family business

Somewhat counter-intuitively given the findings in the sections, many respondents believe their family business is well-positioned for a smooth transition to the next generation, with 93.0% of respondents reporting some degree of confidence (see chart 14, page 36).

This may appear inconsistent considering the idiosyncrasies we have explored in this report, where the lack of formal governance structures and gaps in alignment over family wealth may point to a degree of complacency.

Perhaps significantly, as seen in chart 14, page 36, 18.2% of Baby Boomers are not confident at all, compared to 7.0% overall, which may also suggest that this is a generational issue.

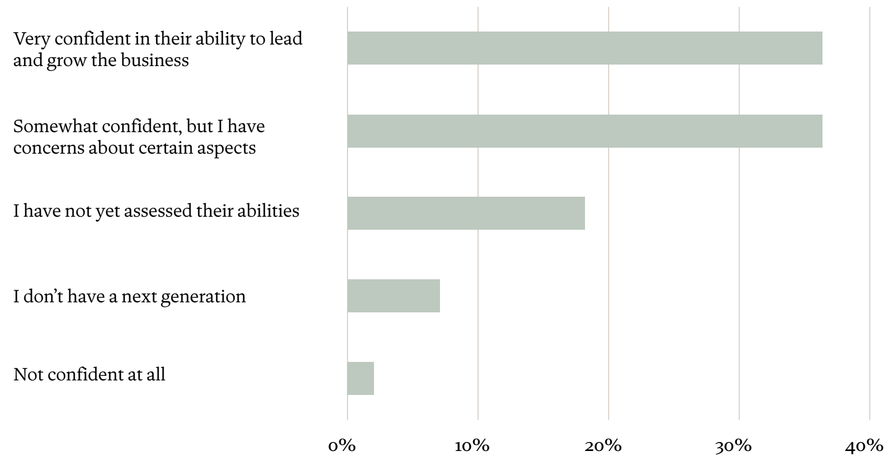
The different geographic markets are split regarding the question of a smooth transition of the family business to the Next Gen, the survey findings depicting that HNWIs in Malaysia (25.0%), the Philippines (20.0%) and Japan (16.7%) express no confidence, compared to the APAC average of 7.0%, that the family business is structured for a smooth transition. This suggests that much more work still needs to be done to build confidence across certain markets in the region.

Confidence in Next Gen

Additionally, on a positive note, 72.7% of APAC HNWIs have some degree of confidence about the next generation's ability to grow the family business, and only a small 2.0% expressed no confidence (see chart 15).

These data are significant because they suggest a need for greater education and discovery, with much work still to be done to further solidify confidence in the succession process.

15. How confident are you in the next generation's ability to maintain and grow the family business?
(in % of respondents)



Source: Lombard Odier

Digital innovation

APAC HNWIs believe digital innovation will have the strongest impact on the wealth management industry in the next five years, but technology alone will not win or retain clients.

We asked what has had the biggest impact on wealth management in the past five years, and what will have the biggest impact in the next five years – the results are striking.

While respondents say increased professionalism of management and governance (41.7%) had the biggest impact in the past five years (see chart 16, page 39), 45.0% say the adoption of new technologies (including AI) and digital business models will have the biggest impact in the next five years (see chart 17, page 39).

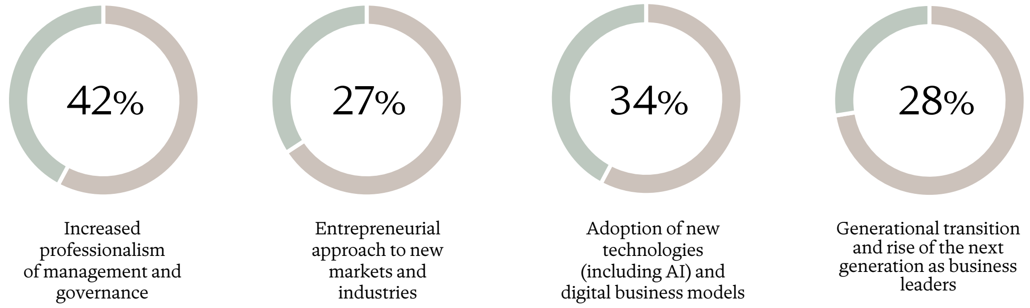
While this may be unsurprising, it continues a theme running through this report, as well as the companion report on investments, whereby investors accept that technologies are a game changer but are less definite when it comes to trusting it.

For example, the survey findings show that 20.2% of investors say they are invested in cryptocurrency and other digital assets, and 40.5% of those expect to increase their allocation over the next 12 months.

However, 17.9% of respondents cite cyber security issues as the biggest threat to stability and value of their portfolio in the next three years.

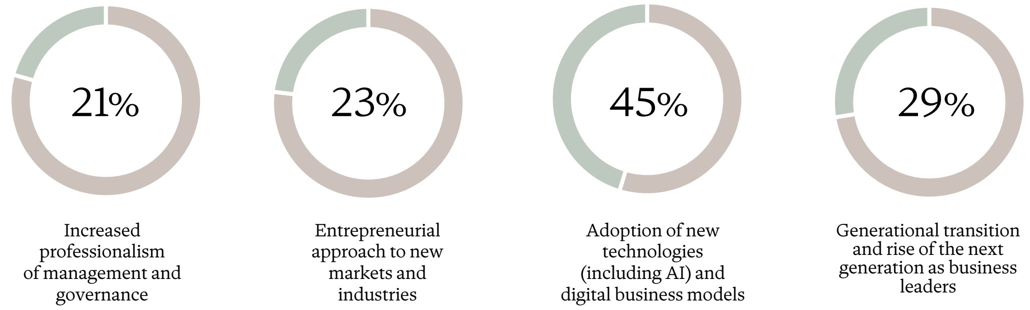
This highlights the dichotomy and general lack of confidence in new technologies and their impact, and how wealth advisers can add real value for APAC's HNWIs.

16. Top four factors APAC HNWIs think had the biggest impact on wealth management in the past 5 years?
(in % of respondents)



Source: Lombard Odier

17. Top four factors APAC HNWIs expect to be the most important in the next 5 years?
(in % of respondents)



Source: Lombard Odier

Conclusion

Family dynamics can be complex and managing family wealth can be even more so. But the most important theme in this report is that communication is vital.

Communication ties together the threads in this report and can help to address many of the significant concerns flagged by respondents, such as intergenerational issues, a lack of interest or involvement of some family members, differing visions and the balance between tradition and modernity.

As our report highlights, 28.8% of respondents cite a lack of open communication as a significant challenge to managing family governance, which highlights the difficulties that can prevent alignment.

This is where a formal structure and/or professional advice can prove invaluable, with the findings in this report revealing a clear correlation between alignment and governance.

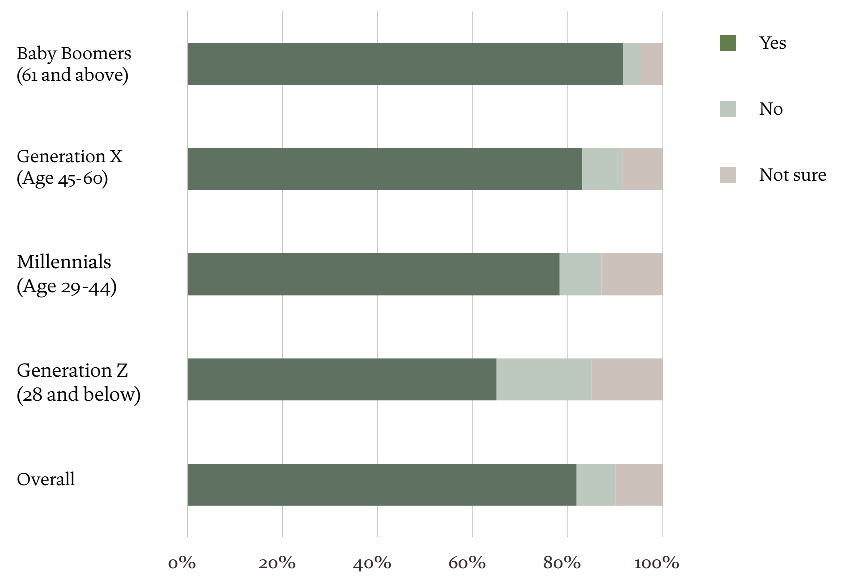
For example, a significant 87.5% of respondents who receive professional advice consider their family having some degree of alignment, compared to 57.8% of those who do not receive advice.

Meanwhile, 50.0% of respondents who are not advised believe the absence of a formal structure is a significant challenge in managing their family governance, compared to just 17.2% of advised investors.

We also see from chart 18, page 41, that 35.0% of Gen Z and 21.8% of Millennial respondents are not sure or do not actively monitor their wealth or check their progress towards their goals, compared to 8.4% of Baby Boomers. As such, these could be a factor in impacting how younger generations are less confident about managing family wealth – 42.9% of Gen Zs and 21.8% of Millennials saying they are either not very confident or not confident at all in their readiness to manage family wealth.

The clock is ticking and the stakes are high both financially and emotionally. The importance of education, knowledge and structure has perhaps never been more critical than it is today.

18. Do you monitor your wealth and progress towards your goals effectively?
(in % of respondents)



Source: Lombard Odier

Key Takeaways
Top five actions for a successful wealth transfer

1 Formalise before complexity explodes

Many families wait until a problem arises before structuring their governance, whether it be conflict, close proximity of succession, or other crises.

Therefore, it is vital to put a family charter, governance rules (even simple ones as a starting point), and clear roles for family members in place now.

Governance is essential when there is significant wealth in play, a business in the assets, large real estate exposure, and multiple decision-making generations.

2 Do not avoid difficult conversations

The results are very clear: everyone recognises the importance of alignment but a large proportion of families do not talk about it.

It is therefore vital to actively organise discussions on wealth vision, intergenerational expectations, and decision-making rules.

Alignment cannot be decreed; it must be built.

3 Prepare the next generation as a standalone project

Today, there is a real contradiction: there is a strong willingness to transfer, both in family businesses and family wealth, but there is a low level of preparation.

Therefore, it is important to invest in financial education for the next generation, to promote a gradual exposure to decision-making, and to define concrete roles in wealth management.

Succession is not only about the transfer of assets, but also about passing on the necessary skills and confidence to the next generation.

4 Rely on experts earlier (and differently)

Our report highlights a massive gap between supported and unsupported families in terms of confidence and concerns.

It is important that APAC HNWIs do not limit advice to just investments. They must include governance, structuring, and family facilitation, while being open to using third parties to unlock sensitive discussions.

Good advice not only manages wealth, but also structures the relationships around that wealth.

5 Accept that succession is a process, not an event (death)

Many families still seem to view succession as a one-off moment. This is a mistake.

It is vital to think about succession over several years, involving gradual planning, regular reviews, and adaptation to family changes.

Successful transitions are those that are anticipated, tested, and adjusted over time.

Methodology and acknowledgements

This research captures the perspectives of over 390 HNWIs residing in the Asia-Pacific region, surveyed online by CoreData Research, as well as clients and contacts of Lombard Odier, JBWere, and Lombard Odier's other Strategic Alliances, who have at least USD 1 million in net investable assets.

The survey was conducted during December 2025 to February 2026, and a minimum of 30 HNWIs per market participated in the survey.

Respondents include both individuals from families that own or operate a family business, and those without such ties. Among the family business group, participants are further segmented into two generational cohorts: the senior generation – typically founders or current business leaders – and the next generation, who are expected to assume leadership roles in the future.

The other generational cohort segments include: Gen Z (28 years old and below), Millennials (29 - 44 years old), Gen X (45 - 60 years old), and Baby Boomers (61 and above).

Respondents were also segmented into whether they indicated having received a form of professional advice related to investments and/to wealth planning.

Throughout this report, the term "HNWIs" refers specifically to the sampled base.

The report leverages the networks and expertise of Lombard Odier's Ecosystem of Strategic Alliances and we would like to thank them for their valuable contribution:

- JBWere
- Hong Leong Bank
- KBank Private Banking
- Mizuho Financial Group
- Mizuho Securities Singapore
- Taipei Fubon Bank
- UnionBank Private

We would also like to thank IMD Business School for their insightful contribution.

JBWere
Office locations

Melbourne
Level 31, 405 Bourke Street
Melbourne VIC 3000
Telephone: +61 3 9906 5000

Sydney
Level 10, Brookfield Place
10 Carrington St
Sydney NSW 2001
Telephone: +61 2 9325 2600

Canberra
Level 10, 1 Constitution Ave
Canberra 2601
Telephone: +61 2 6218 2000

Brisbane
Level 15, 259 Queen Street
Brisbane QLD 4000
Telephone: +61 7 3258 1111

Adelaide
Level 13, 60 King William Street,
Adelaide, SA, 5000
Telephone: +61 8 8407 1111

Perth
Level 14, 100 St Georges Terrace
Perth WA 6000
Telephone: +61 8 9212 7900