



Evolution of Family Office

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Market Demand

- **Geographic Demand:**

- North Asia (+50%)
- Southeast Asia (+30%)
- Others (<20%)

- **Motivations:**

- Immigration
- Tax Incentives | Cost Efficiency
- Diversification | Market Access | Consolidation
- Estate Planning | Liquidity Planning | Asset Protection ☞

Structuring

- **North Asia Client**

- Typology: Young Nuclear Family
- Standard Settlor Reserve Investment Power Trust

- **Common Weaknesses**

- Insufficient Settlor Contingency Planning – Incapacity | Unaccounted
- No or Limited “Outsourced CIO” Contingency Plan
- Insufficient Governance Framework - Agency Risk (underlying 3rd party company directors / money managers) ☞

Structuring

- **Southeast Asia Client**

- Typology: Extended Mature Family
- Standard Discretionary Trust
- PTC Trustee (Limited by Guarantee)(Purpose Trust Holding)

- **Common Weaknesses**

- Single Fund Trust | No Multi-Fund or Multi-Trust Approach
- Single Generation Governance Framework – Simplified “Protector” Replacement Provisions (No Family Representative Body)
- Unaccountable PTC Directors / Director Self Appointment →

Dispute Management

- **Privacy and Cost Imperative**
- **Unstructured Family Office Ownership – Individual Shareholding**
 - Comprehensive Shareholder Agreement | Enforceable ADR Provisions
- **Structured Family Office Ownership – Family Trust**
 - Trust Law ADR Limitations (Enforceability)
 - Emphasis Dispute Avoidance:
 - Representative Decision Making
 - Accountable Power Holders
 - Transparent Informational Rights
 - Effective “*Social Framework*” →



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