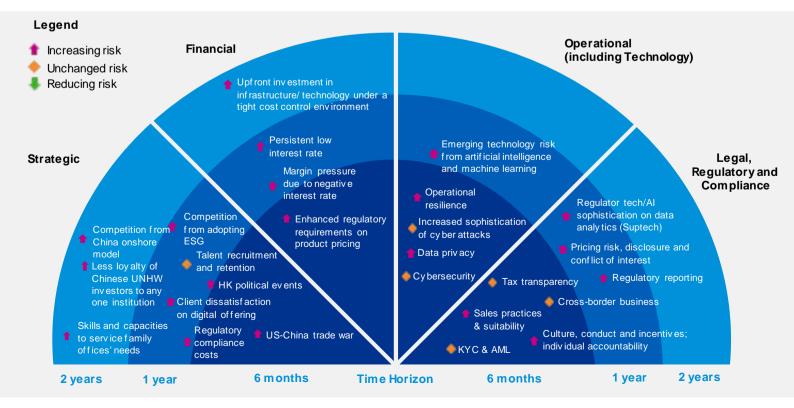


Hong Kong's wealth management industry has been impacted by the COVID-19 outbreak, with short-term disruption to operational activities, while the long-term impacts are difficult to forecast. Global and regional market uncertainty will impact assets under management in Hong Kong and the overall outlook on profitability in the short-term. With the ongoing development of a cross-boundary wealth management scheme of the Greater Bay Area (GBA), and with China encouraging more foreign banks to expand and invest assets onshore, there are growing opportunities for foreign wealth managers; while domestic managers will have to enhance their efficiency in operations. Regulatory compliance, investment in technology for regulatory compliance and data quality, and operations remain key focus areas.



Key trends impacting the industry in the region:

- Increasing regulatory expectation on managing conflicts of interest in the sales practice, including suitability, pricing transparency, and culture and conduct, posing challenges to the industry given the recent regulatory actions in Hong Kong and Singapore;
- Technology resources are diverting from client experience enhancement to regulatory compliance development, including data quality and management, given the increasing focus on supervisory technology, regulatory reporting and financial crime risk management;
- Conduct continues to be a focus with a great emphasis on incentives and remuneration structure where managers are
 moving to smart metrics, dashboard with KPIs, data analytics and review from 3rd LOD;
- Effective incorporation of environmental, social and governance (ESG) into the business strategy is essential to long-term success given the increasing interest in sustainable banking from regulators and investors; and
- Increasing regulatory scrutiny in third party risk management (eg. Suitability and execution performed by external AM, cloud service providers, etc.) where outsourcing, data security and confidentiality are the keys.



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