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ASIA INSURANCE REVIEW

35TH ANNIVERSARY

9–10 September 2026

Marco Polo Hongkong Hotel, Hong Kong

Asia Life Insurance Summit 2026

The 2030 Life Insurer:

Capital Strength, Customer Depth, Digital Edge

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Introduction

Asia's life insurance sector is entering a decisive decade. The region continues to lead global premium growth, yet the landscape is being reshaped by powerful structural forces: ageing populations, widening protection and retirement gaps, evolving capital regimes, AI-driven operating models, and increasingly sophisticated customers who expect seamless, personalised engagement.

Across markets, life insurers are recalibrating strategies to balance growth with capital discipline. IFRS 17 and evolving solvency frameworks are sharpening focus on earnings quality, product profitability, and asset-liability alignment. At the same time, embedded insurance, platform ecosystems, and digital advisory models are redefining distribution economics. Artificial intelligence is moving beyond experimentation into underwriting, claims automation, predictive retention, and capital optimisation.

Hong Kong stands at the centre of these shifts. As one of Asia's most international insurance hubs, it plays a critical role in wealth management, cross-border insurance flows, and retirement solutions. With strong demand from the Greater Bay Area, continued innovation in participating products, and a renewed emphasis on risk management and governance, Hong Kong's life sector offers a compelling lens into the future of regional insurance leadership.

The Asia Life Insurance Summit 2026 will convene CEOs, CFOs, CROs, Chief Actuaries, distribution leaders, and professionals serving the Life insurance industry for a high-level strategic dialogue on sustainable value creation.

The focus is clear: how to unlock capital-efficient growth, deepen customer lifetime value, strengthen balance sheet resilience, and build digitally enabled operating models that endure through cycles.

For industry leaders committed to shaping the next era of protection, wealth, and retirement across Asia, this Summit will deliver strategic clarity, peer-level insight, and actionable advantage.

DAY 1

9 September 2026, Wednesday

8:00am **Registration & Welcome Coffee**
Centenary Room 1, G/F

9:10am **Chairperson's Opening Remarks & Introduction to the Conference Theme**

Orchis Li
Council Member, The Actuarial Society of Hong Kong

9:20am **Welcome Remarks and Industry Keynote Address**

Daisy Tsang
CEO HSBC Life Hong Kong and Co-CEO, Insurance, HSBC

Government Leadership Address

9:30am **Strengthening Hong Kong's Position as Asia's Premier Insurance and Wealth Management Hub: A Vision Towards 2030**

Joseph H. L. Chan, JP
Under Secretary for Financial Services and the Treasury,
The Government of Hong Kong SAR

CEO Leadership Dialogue

9:50am **Leading the Life Insurer of 2030: Strategy, Trust and Growth in a Transforming Asia**

- How CEOs are repositioning life insurers to remain relevant in the protection, wealth and retirement landscape
- Balancing growth ambitions with capital resilience and long-term policyholder trust
- Strategic priorities shaping the next decade of life insurance leadership in Asia

Moderator

Mark Saunders
President, The Actuarial Society of Hong Kong

Panellists:

Lawrence Lam
CEO, Prudential Hong Kong

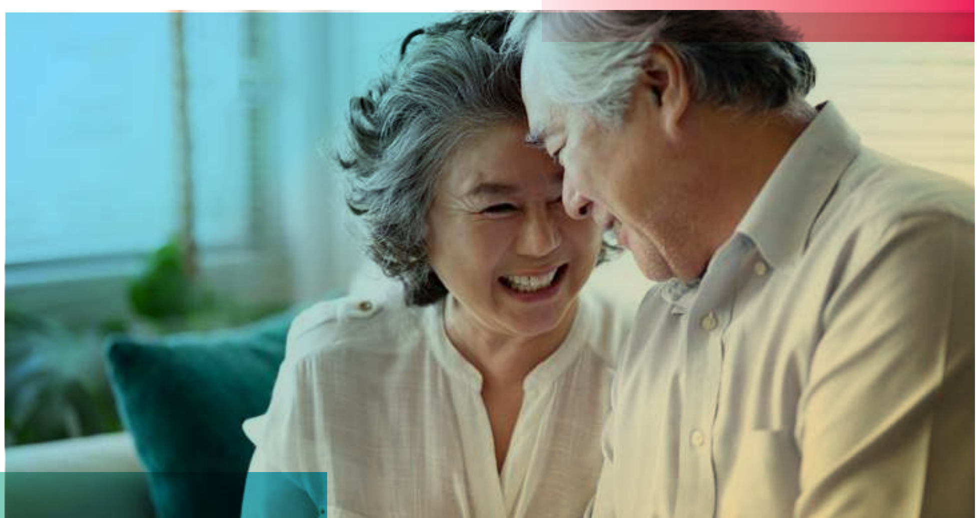
Cindy Cui
CEO, Allianz China Life Insurance Company Ltd, China

Jim Qin
CEO, Life and General Insurance, Zurich Insurance, Hong Kong

Winnie Ching
Chief Executive Officer, Hang Seng Insurance

Dustin Ball
Co-lead and Managing Director, Asia Financial Services Industry Group, Alvarez & Marsal

10:40am **Morning Refreshments Break**
Centenary Room 1, G/F



11:10am **Leadership Reflections: Leading Through Disruption: Lessons From 30 Years of Reinventing Life Insurance in Asia**

- **Lessons from 30 Years of Reinvention:** What past disruptions and turning points have taught life insurance leaders about navigating transformational change
- **What Changes and What Endures:** Reinventing products, distribution and technology while preserving the trust, purpose and human connection at the heart of insurance
- **Leading the Next Decade:** The leadership mindset, culture and resilience needed to build an adaptable, relevant and future-ready life insurer for 2030

(*This uniquely formatted 30-minute session will begin with a focused 15-minute presentation by Lilian Ng, sharing her perspectives and reflections on the evolving life insurance landscape. This will be followed by a candid fireside conversation between Lilian Ng and Orchis Li, exploring the leadership lessons, challenges, and opportunities shaping the future of life insurance in Asia.*)

Lilian Ng
Former Regional CEO and Managing Director of Prudential plc
INED, Manulife (International) Limited
Executive / Leadership Coach and Consultant

Panel Discussion

11:40am **The AI-Native Life Insurer: What Will Insurance Look Like When AI Starts Making the Decisions? Will AI Replace the Insurance Model We Know?**

- **From AI assistant to AI decision-maker:** How agentic AI could fundamentally reshape underwriting, product design, distribution, claims and customer engagement
- **Reinventing the insurance model:** What becomes possible when life insurers move from periodic, product-led interactions to continuous, hyper-personalised protection
- **The human–AI frontier:** Where should insurers trust AI, where must human judgement prevail, and how do leaders build responsible AI without slowing innovation?

Moderator:

Joel Lim
Head of AI & Digital, Asia Financial Services Industry Group, Alvarez & Marsal

Panellists:

Alex Wong
Regional Chief Information Technology Officer, Greater China, Prudential

DJ de Villiers
Chief Information & Digital Officer, Asia, Sun Life

Dr. Ying Huang
Chief Technology Officer, Hong Kong Applied Science and Technology Research Institute (ASTRI)

Eason Lai
Chief AI Officer, AXA Hong Kong and Macau

12:25pm

Closing Asia's Retirement Protection Gap: How Life Insurers Can Build Sustainable Income for Longer Lives

- Closing the retirement protection gap through accessible, affordable and sustainable insurance solutions, particularly in emerging Asian markets
- Addressing longevity not only through annuities and guaranteed income, but through a broader combination of protection, savings and retirement solutions suited to different market conditions
- Building the retirement ecosystem of 2030 through stronger collaboration among life insurers, governments, employers, pension providers and financial institutions
- Ensuring that growth in retirement solutions is supported by long-term trust, product sustainability and responsible distribution

Sythan Prou
CEO, Forte Life Assurance, Cambodia

1:05pm

Networking Lunch Hosted by HSBC LIFE

Café Marco Restaurant, 1/F

HSBC Life

Thought Leadership Session

2:30pm — **Beyond Protection: Reimagining Life Insurance for Asia's Next Generation of Wealth and Legacy**

- How insurers can meet the evolving needs of HNW and UHNW customers through integrated protection, wealth, and legacy planning
- Leveraging cross-border capabilities to serve increasingly global families
- Building trusted, long-term client relationships in an era of wealth transfer and longevity

Sally YW Wan
Chairman, Hong Kong Federation of Insurers (HKFI)
CEO, AXA Greater China
CEO, AXA Global Private

3:00pm — **The Intelligent Life Insurer: Reimagining the Business Model, Customer Experience and Economics of Life Insurance**

- **From Automation to Transformation:** How AI and agentic technologies are reshaping product development, underwriting, distribution and servicing
- **Reinventing Customer & Business Economics:** Using AI to deliver hyper-personalisation, smarter decision-making, operational efficiency and sustainable growth
- Building the 2030 Life Insurer: Embedding AI responsibly across the organisation while balancing innovation, governance, trust and human oversight

Dr Ashish Chandra
Founder & CEO- GFF AI PTE. LTD. Singapore

3:30pm — **Security Beyond Income: What Asia's Future Customers Need from Insurers**

- Who are the future customers across mature Asian markets, with a deeper dive into Hong Kong
- Understanding future customer needs across income, health protection, family security and legacy
- Exploring how insurers can connect health, wealth and care to help customers age with confidence and security

Minnie Yu
Head of Business Development, RGA Hong Kong and High Net Worth Markets

4:00pm **Pulse of the Industry: Live Polling Session**

Share your insights through our quick live polls and see how your thinking compares with your peers in the room. Designed to cut through the noise, this interactive session captures the unfiltered views of Asia's Life insurance leaders on the key challenges, strategic priorities, and uncertainties shaping the industry today. Anonymous, instant, and genuinely revealing, the results will not only benchmark perspectives across the room but also help shape the conversations that matter most.

4:15pm **Chairperson's Closing Remarks and Networking Tea**

5:00pm **End of Day One**

Note: Programme is subject to change.

DAY 2
10 September 2026, Thursday

8:00am **Registration & Welcome Coffee**
Centenary Room 1, G/F

9:15am **Chairperson's Opening Remarks**

Orchis Li
Council Member, The Actuarial Society of Hong Kong

Industry Keynote Address

9:30am **The Life Insurer of 2030: Building Social Resilience Beyond Protection**

Selina Lau
Chief Executive, The Hong Kong Federation of Insurers (HKFI)

9:50am **Adding Value to Insurance Investment Portfolio via Tactical Asset Allocation**

Moderator

Jane Wong
Head of Relationship Management - HSBC Life Hong Kong, HSBC Asset Management

Panellists:

William Chan
Global Chief Investment Officer and Head of Investment Hub, Insurance, HSBC

Yiğit Onat
Head of Multi-Asset Asia, HSBC Asset Management

10:30am **What Can Life Insurers Learn From Fintech Challengers? Rebuilding Insurance Around the Customer**

- **The customer is no longer comparing insurers with insurers:** What life insurers can learn from fintechs that have reset expectations around simplicity, transparency, personalisation and customer control
- **From products to financial journeys:** How insurers can move beyond complex product structures to become more relevant across customers' long-term saving, investing, protection and retirement needs
- **Challenging the incumbent mindset:** What traditional life insurers can learn from building a financial-services business from scratch and where incumbents still have an unfair advantage

Tim Jones
CEO – Hong Kong, Chocolate Finance

11:00am **Morning Refreshments Break**
Centenary Room 1, G/F

11:30am **Closing Asia's Legacy Gap: How Life Insurance Is Becoming the Wealth Transfer Tool of Choice for the Next Generation of HNW Families**

- Discover why life insurance is fast becoming the wealth transfer tool of choice for Asia's HNW families
- Identifying where Asia's greatest untapped legacy planning gaps lie and how to turn intent into action
- Reposition life insurance at the heart of multi-generational wealth plans and strategies to deepen your HNW client relationships

Bonnie Qiu
CEO, Global High-Net-Worth and Chief Partnership Distribution Officer, Manulife Asia

12:00pm **The 2030 Life Insurer: How AI and Agentic Intelligence Will Redefine Insurance from Product to Platform**

AI is moving beyond automation into agentic decision-making, fundamentally changing how life insurers design products, engage customers, empower distribution and manage risk. This session will explore what an AI-native life insurer could look like by 2030 and how insurers can balance speed, personalisation and productivity with trust, governance and regulatory responsibility.

Prof Andy Chun
Professor of Practice, Department of Computing, The Hong Kong Polytechnic University

Fireside Chat

12:30pm **The New Distribution Advantage: Balancing Growth, Governance and Customer Trust in Life Insurance**

Moderator

Orchis Li

Council Member, The Actuarial Society of Hong Kong

In conversation with

Chuan Yue

Group Head of Distribution Risk & Governance, FWD Group

12.50pm **Networking Lunch**

Café Marco Restaurant, 1/F

Global Risk & Capital Leadership Dialogue

2:00pm **Capital Strength in an Uncertain World: Building Life Insurers That Can Withstand Global Shocks**

- Preparing for geopolitical disruptions, economic volatility, and systemic risks
- Ensuring capital resilience while continuing to invest in long-term growth
- Strengthening enterprise risk and governance frameworks for the next decade

Moderator:

Simon Lam

Past President, Actuarial Society of Hong Kong

Panellists:

Martin Noble

Chief Financial Officer, Greater China

Mark Kai

Chief Financial Officer, BOC Group Life Assurance Company Limited

Ronald Tse
General Manager, Product Development, China Life Insurance (Overseas) Company Limited

Bennet Li
Chief Financial Officer, Sun Life Asia

Rockson Leung
Chief Corporate Governance Officer
FWD Insurance

2:45pm **From Data to Intelligence: Building the AI-Native Life Insurer of 2030**

- From Data to Intelligence: Turning fragmented customer, policy and claims data into actionable insights for smarter, faster decisions. From Data to Intelligence: Turning fragmented customer, policy and claims data into actionable insights for smarter, faster decisions.
- Building the AI Foundation: Strengthening data quality, governance and core systems to scale AI beyond pilots and experimentation.
- AI-Native Insurance by 2030: Harnessing AI across product, underwriting, distribution and customer engagement while embedding trust, transparency and responsible innovation.

Dr Hongjuan Liu
Chief AI & Data Officer, Manulife Hong Kong and Macau

Panel Session: Specialist HNW Advisory Perspective

3:15pm

The Trusted Architect: How Specialist Advisers Are Redefining Wealth, Health and Legacy for Asia's HNW and UHNW Families

A frank conversation from the deal table to the family boardroom. What specialist advisers are seeing, structuring and advising on as Asia's wealth transfer, longevity and liquidity needs accelerate towards 2030.

- Go beyond traditional wealth transfer: Hear how specialist brokers and advisers are helping HNW families navigate the interconnected challenges of succession, liquidity, protection, health and longevity across generations
- Get inside the HNW deal table: Explore what Asia's wealthiest families are asking for, which solutions are gaining traction, and how advisers are bringing together life insurance, premium financing, private banking, healthcare and family-office expertise to address increasingly complex needs
- Redefining the trusted adviser: Examine how the specialist model is evolving from product intermediary to strategic family partner, and what this means for life carriers, private banks, family offices and other advisers seeking deeper relationships with Asia's HNW and UHNW families

Moderator:

Bonnie Leung
Programme Director for the Master of Family Wealth Management programme, The University of Hong Kong

Panellists:

Justin Man
CEO, Apeiron International

Elaine Jiang
Chief Innovation and Growth Officer & Founding Partner, Humansa

Jason Kwong
Group COO, Private Client Services (PCS) by Mercer

4:00pm **Pulse of the Industry: Live Polling Session**

Share your insights through our quick live polls and see how your thinking compares with your peers in the room. Designed to cut through the noise, this interactive session captures the unfiltered views of Asia's Life insurance leaders on the key challenges, strategic priorities, and uncertainties shaping the industry today. Anonymous, instant, and genuinely revealing, the results will not only benchmark perspectives across the room but also help shape the conversations that matter most.

4:15pm **Chairperson's Closing Remarks and Networking Tea**

5:00pm **End of the Conference**

Note: Programme is subject to change.

Get involved

For speaking, sponsorship and partnership opportunities:

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Asia Life Insurance Summit 2026

9-10 September 2026, Marco Polo Hongkong, Hotel Hong Kong

Registration Email: loga@asiainsurancereview.com

REGISTRATION

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First Name: ____

Last Name/Surname: ________________________________

Job Title: ____

Company:

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____

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REGISTRATION

Early Bird (valid till 9 August 2026)		Normal Registration	
Subscribers	❑ S$1,650	Subscribers	❑ S$2,200
Non-Subscribers	❑ S$1,950*	Non-Subscribers	❑ S$2,500*

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Full registration fees MUST be paid before the valid dates for admittance at conference.

Only registrations FULLY PAID FOR by the early-bird deadline will be eligible for the discount.

I came to know about this conference through:

❑AIR/MEIR magazine ❑AIR/MEIR Website ❑Brochure ❑Email
❑Referral by (Association/ Sponsor/ Speaker/ Exhibitor/ Business Contact)

Group registration: Special Offer for Year 2026

Register three delegates from the same company, and send the fourth delegate to attend the conference free of charge!

(Valid only for delegates from the same company in the same country)

Registration fee includes participation at Conference plus tea breaks and lunches. All meals are prepared without pork, lard and beef.

Special Dietary Requirements

❑ I would like to have vegetarian meals during the Conference.

Closing date for registration: 2 September 2026

For cancellation in writing made before **2 September 2026**, 50% of the conference fee will be refunded.
No refunds will be made for cancellations after **2 September 2026**. However, substitution or replacement of delegates will be allowed.

PAYMENT

I undertake to indemnify the organisers for all bank charges

❑ Telegraphic / Bank Transfer to the following account:
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12 Marina Boulevard, #03-00 MBFC
Tower 3, Singapore 018982
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Account Name: Ins Communications Pte Ltd
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- Swift code: DBS SSGSG

❑ Please debit the sum* of Singapore Dollars S$ _________ for Conference Registration fee from my

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**Note: A 5% surcharge is applicable on credit card payments processed by Stripe.com.*

Card Holder's Name: ________________________ Signature: ______________________

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Expiry Date: ______-______ (mm-yy) Total Amount: S$ ___________

(Conference fee is zero-rated for GST)

Hotel Reservation, email: lynn.chan@marcopolohotels.com

Hotel Contact

Attn: Ms Lynn Chan, Assistant Director of Sales – Corporate & MICE
Email: lynn.chan@marcopolohotels.com | Tel: +852 2113 3252 (Mobile)

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3 Canton Road, Harbour City, Tsim Sha Tsui, Kowloon, Hong Kong SAR
Tel: +852 2113 0088 | Website: https://www.marcopolohotels.com/en/marco-polo-hongkong-hotel

ROOM RATE

❑	**Superior room (Single)**	HKD 1,370 plus 10% service charge and 3% Hotel Accommodation Tax per room, per night (Single) inclusive of 1 daily breakfast & internet access
❑	**Superior room (Double)**	HKD 1,540 plus 10% service charge and 3% Hotel Accommodation Tax per room, per night (Double) inclusive of 2 daily breakfasts & internet access

- Non-guaranteed blockage and rooms will be subjected to availability upon reservation.
- The special room rate cut-off date is 31 August 2026

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