

# Keynote Speech

## at AIF Global 2026 APAC Annual Investors' Meeting



**Tokio MORITA, Executive Director of FinCity.Tokyo**  
**7th of April, 2026**

# Vision and mission of FinCity.Tokyo

Chart 1

FinCity.Tokyo is engaged in global communication with financial institutions, global investors, FinTech firms to realize **Tokyo as a leading global financial center.**

## Policy recommendation & Feedback

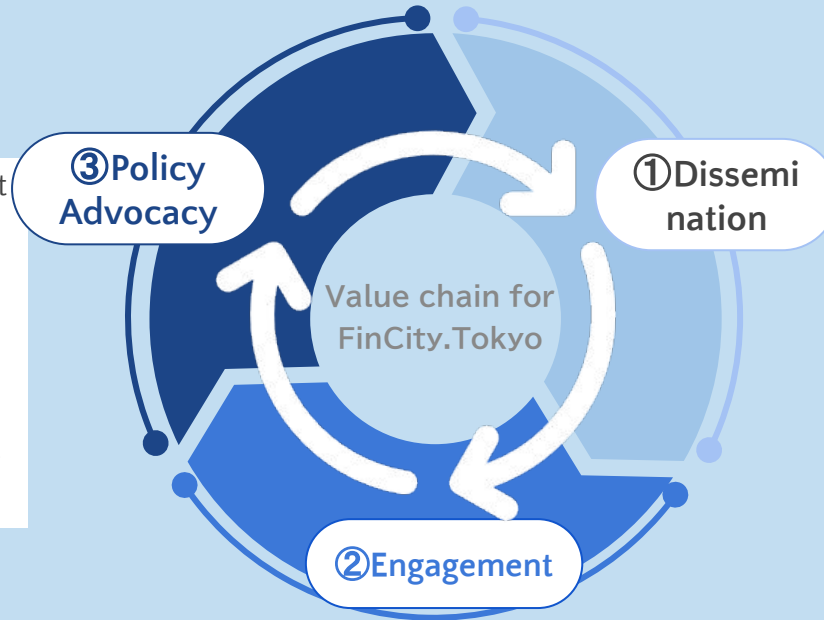
Provide feedbacks for empowerment of Tokyo's financial center/business environments.

- National Government (JFSA, METI, National Cabinet.etc.)
- Tokyo Metropolitan Government
- Industrial Bodies

## Engagement

Detect challenges and support needs through close communication with stakeholders

- Constant communication with member companies, asset managers, asset Owners (e.g. roundtable, etc.)
- Diverse direct support projects (e.g. EMP, English disclosure support, ESG related promotional events)



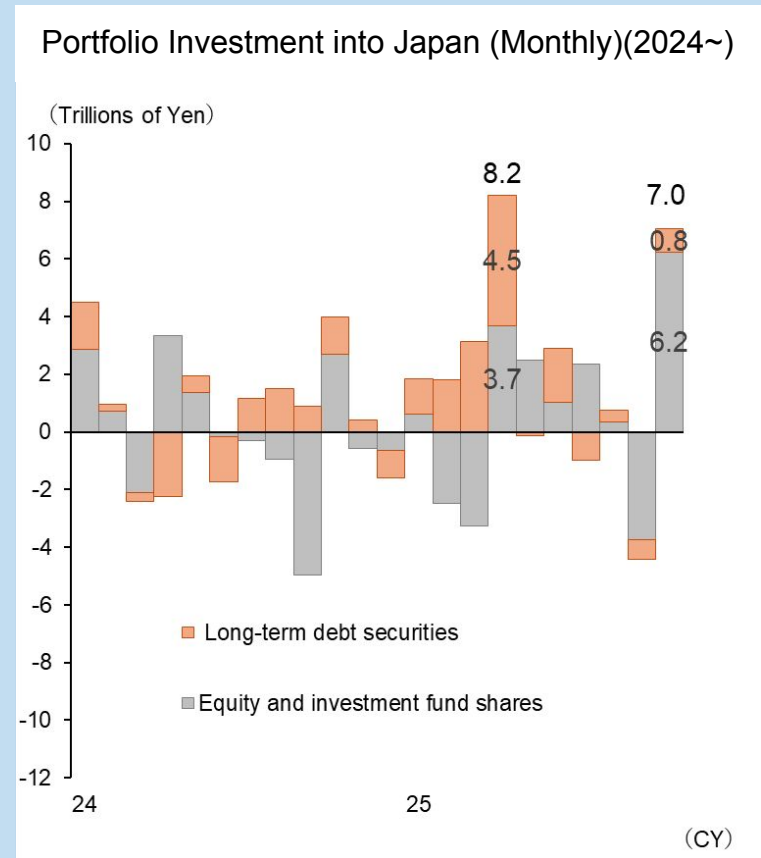
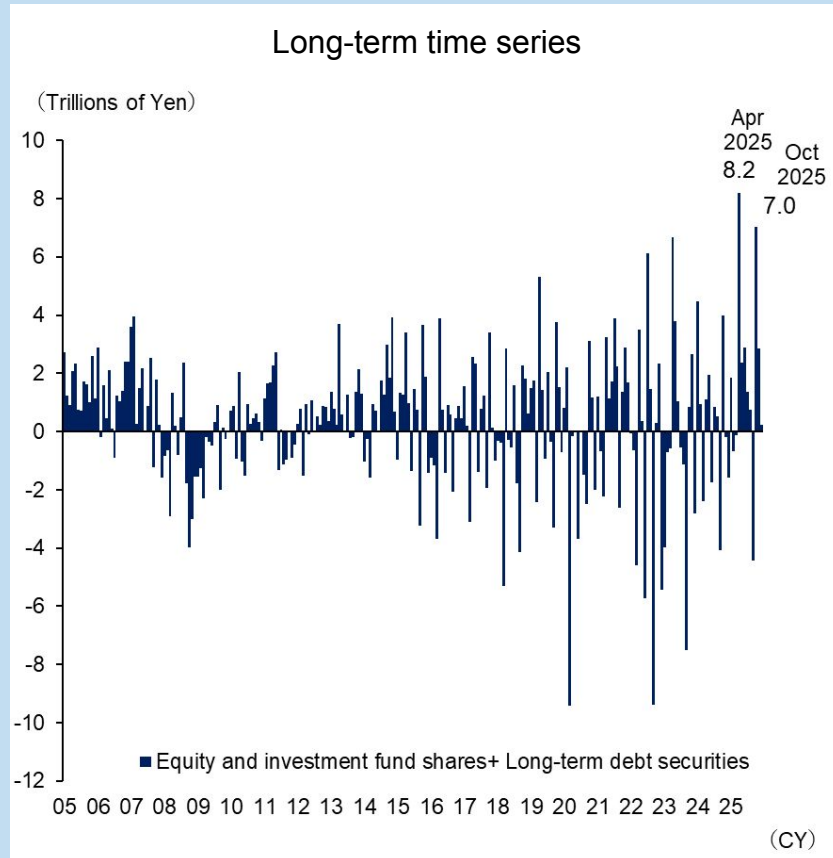
## Global Outreach

Global Promotion of Tokyo's financial Market

- Promotional events and media engagemnet
- Relation building with global players e.g; Asset Owners, Asset Managers, Fintech firms, other financial bodies
- Hands-on support for new talents' entry to Tokyo

# Changes in Global Financial Landscape

Chart 2



Note: Based on Reports from Designated Major Investors. The most recent value is at the end of December 2025.

Source: Ministry of Finance; compiled by DIR.

Copyright©2026 FinCity.Tokyo all rights reserved

- 1. Turmoil in the Global Market: Asset Reallocation to Asia**
- 2. Tokyo-Seoul: Two Onshore Financial Centers with Rule of Law and Strong Real Economies=>Engines for Sustained Growth in the Region**
- 3. Novel Technologies (e.g. AI) and New Financial Trends (e.g. Private Assets)**

- 1. Return of the World with the Positive Interest Rates and Frow of Capital from Saving to Investment**
  - 2. Takaichi Administration's Strategy for Growth Investment and Investment for Risk Management**
  - 3. Serious Fiscal imbalance but Strong Demands for Infrastructure Renewal**
- =>Huge Capital Demands and High Expectation on Private Capital Mobilization**

FinCity.Tokyo is working with domestic/foreign players to uplift the investment value chain through such measures as:

- 1. Japanese EMP and Asset Owners' Principles  
(Collaboration with Paris Europlace)**
- 2. Promoting Transition Finance globally  
(Collaboration with City of London)**
- 3. Family Office /EMP Showcase at SusHi-Tech Tokyo  
(Collaboration with Luxembourg)**

# Japanese EMP and Asset Owners' Principles

Chart 6

- FinCity.Tokyo has advocated for Japan's **Emerging Managers' Program(EMP)**, which drew inspiration from "**Emergence**" by Paris Europlace.
- The treatment of Japan's EMP has been included in "**Asset Owners' Principles**" published by the national government that sets the standard of conduct of Asset Owners.

1. Consider what is in the **best interest of beneficiaries**, set goals that are consistent with the objectives
2. **Professional knowledge** by the asset owner, retention of talent and an organizational structure to enable principle #1. Use of external resources and outsourcing as necessary: which includes **emerging managers**.
3. Adopt asset management methods that are in the best interest of the beneficiary and **manage risks** through diversification. **Manage conflicts of interest** appropriately in the case of appointing a financial services firm.
4. **Accountability** to stakeholders and appropriate information sharing on performance
5. **Stewardship** activities to contribute to the sustainable development of investee companies

COMPLY or  
EXPLAIN

PRINCIPLES BASED

PUBLIC VISIBILITY

- FinCity.Tokyo co-hosted “**Transition Finance Forum**” with Transition Finance Council of City of London last summer.
- Following this, FinCity.Tokyo and City of London have repeated had discussion on how to promote further the transition finance across the globe.

## 1st Transition Finance Forum (4th of July, 2025)



Lord Alok Sharma



Nakaso Hiroshi



Panel Discussion



Roundtable

## 【2nd Transition Finance Forum】

- Date: Mid-June
- Venue: London (TBD)
- Objectives:
  - (1): Review latest developments surrounding Transition Finance in the two countries.
  - (2): Showcase how issuers of Transition Bonds have developed
  - (3): Appeal to London’s investors on how lucrative transition bonds can be

**Date&Venue: 27-28th of April, Tokyo Big Sight West Hall**

### Session 1: Family Office

Date & Time: April 27, 12:00–13:00

Theme: Startup investment strategies by family offices

Format: Panel discussion (2–3 panelists, 1 moderator)

### Session 2: Domestic EM Showcase

Date & Time: April 28, 14:30–15:30

Theme: Startup investment strategies by domestic EMs  
panel discussion (3 speakers, 1 moderator)

### Session 3: Overseas Fintech Companies

Date & Time: April 28, 12:30–13:30

Theme: Pitch event by Overseas Fintech Companies

### Session 4: MoU Signing Ceremony between LFF\* and FCT

Date & Time: April 27 (time TBC, approx. 30 minutes)

Content: Fireside chat and signing ceremony by both orgs.

\*LFF: Luxembourg for Finance

The screenshot shows a digital event page for a session titled "日本のスタートアップ投資を加速する、ファミリーオフィスの挑戦" (Accelerating Japanese Startup Investment, the Challenge of Family Offices). The page is powered by FinCity.Tokyo and is scheduled for Day 1, Sun Pillar (ZoneA) from 15:00-15:45. The session description states that it will explore startup investment strategies from the perspective of family offices, which are long-term investors, and discuss how domestic EMs can support startups. The page features five speakers: 竹腰尚美 (Naomi Takekoshi), 高岡淳二 (Junji Takagaki), Keiko Sydenham, Brandon Ge, and Kay Makishi, each with a circular profile picture and their respective titles.



# SAVE THE DATE: FinCity Global Forum in NY 2026

Oct  
14



## Exclusive Networking Eve

An invitation-only evening event for select guests to build early connections.

Oct  
15



## Main Conference Program

A full-day deep dive into the latest investment opportunities across Japan.



## Engage with Japan's Top Leaders

Meet key industry speakers and participate in dedicated networking sessions.