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## Financial Services Agency Newsletter

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## Minister Kato Meets Commissioner Albuquerque (Commissioner for Financial Services and the Savings and Investments Union, European Commission)



Photo: Minister Kato (left) and Commissioner Albuquerque (right)



Photo: FSA Commissioner Ito (left) and Commissioner Albuquerque (right)

On September 11, 2025, Mr. KATO Katsunobu, the Minister of Finance and the Minister of State for Financial Services, met Ms. Maria Luis Albuquerque, the Commissioner for Financial Services and the Savings and Investments Union, European Commission. Both parties exchanged views on issues including the developments in capital markets and their own initiatives toward digital finance in Japan and the European Union, and reaffirmed that they will continue cooperating

with each other closely in the financial sector.

Thereafter, Mr. ITO Yutaka, the FSA Commissioner, met Commissioner Albuquerque. FSA Commissioner Ito introduced on the “FSA Strategic Priorities: July 2025 - June 2026,” which the FSA published this August. Both parties exchanged practical views on capital market trends and the development of digital finance.

\* The European Commission is the executive arm equivalent to the Cabinet Office in Japan. Commissioner Albuquerque is one of the 27 members of the European Commission.

\* A news release titled “Minister KATO meets Commissioner Albuquerque in Tokyo” (September 11, 2025) is published on the FSA’s official website. <https://www.fsa.go.jp/en/news/2025/20250911/20250911.html>

## State Minister Seto and Parliamentary Vice-Minister Nishino Exchanged Views on the US Tariff Measures with Industry Groups

From August 22 to August 27, 2025, State Minister Seto and Parliamentary Vice-Minister Nishino (both in charge of financial affairs) exchanged views on the impact of the US tariff measures with representatives of the National Association of Shinkin Banks, Regional Banks Association of Japan, National Central Society of Credit Cooperatives, and Japanese Bankers Association.

Views were exchanged on a broad range of issues, including the current status of cash flow support by financial institutions and the impact of the US tariff measures on various types of businesses and areas.

The FSA, Local Finance Bureaus nationwide, the Fukuoka Local Finance Branch Bureau, and the Okinawa General Bureau have also continued hearing views from industry groups and financial institutions concerning the impact of the US tariff measures on financial institutions and companies. From August 1 to August 31, they had dialogues with a total of 705 financial institutions and industry groups on 335 occasions.



Photo: State Minister Seto exchanging views with the National Association of Shinkin Banks (Aug. 22)



Photo: State Minister Seto exchanging views with the Regional Banks Association of Japan (Aug. 22)



Photo: Parliamentary Vice-Minister Nishino exchanging views with the National Central Society of Credit Cooperatives (Aug. 26)



Photo: Parliamentary Vice-Minister Nishino exchanging views with the Japanese Bankers Association (Aug. 27)



# The FSA Strategic Priorities: July 2025 - June 2026

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## **Publication of the FSA Strategic Priorities**

On August 29 this year, the FSA released the “The FSA Strategic Priorities July 2025-June 2026”. This document describes a list of priorities that the FSA will focus on during the 2025 program year (from July 2025 to June 2026). With this document, the FSA aims to further enhance the transparency of financial administration, promote shared awareness among authorities, financial service users, financial institutions, and market participants, and to realize better financial administration through constructive dialogue. The FSA welcomes comments on the FSA Strategic Priorities. Please feel free to send your comments to the reception desk on our website (<https://www.fsa.go.jp/opinion/>). We will use them for future reference.

## **Initiatives in Program Year 2025**

“The FSA Strategic Priorities July 2025-June 2026” presents three pillars: 1. Contributing to Sustainable Growth through Enhancing Financial Functions; 2. Ensuring Trust in a Stable, Fair and Secure Financial System; and 3. Continuously Evolving as a Financial Regulator that Serves the Public. Major points for these three pillars are explained below.

### **1. Contributing to Sustainable Growth through Enhancing Financial Functions**

The FSA will contribute to the sustainable growth of Japanese companies and economy and stable asset building by households through measures to promote the enhancement of financial functions. In response to the digitalization of financial services, such as through the usage of blockchains and AI, the FSA will facilitate the transformation of financial services using those technologies, while ensuring user protection. Furthermore, in order to realize the sustainable development of Japan’s regional areas,

which are facing structural changes such as declining population, falling birthrate and aging population, the FSA will consider and implement initiatives to bring out the potential of regional financial institutions to contribute to regional economies (referred to as “regional financial power”). The FSA will also consider developing an environment where regional financial institutions, which are major actors in those initiatives, can ensure appropriate business management and operations, so that they can sufficiently fulfil their roles. The FSA develop a “Regional Financial Power Enhancement Plan” by the end of 2025, which is a package of relevant policy measures.

In addition, to further advance the initiative for “Promoting Japan as a Leading Asset Management Center” and enhance corporate value, the FSA will continue to promote corporate governance reforms, including enhanced disclosure of information on human capital, through constructive dialogues between companies and investors. The FSA will also strengthen support for households’ stable asset building so that they can build assets in line with their individual life plans through measures such as further enhancement of NISA (a tax exemption program for retail investors) and promotion of financial and economic education with the aim of enhancing people’s financial literacy.

Furthermore, the FSA will promote necessary measures to ensure that the sound development of financial services using digital technologies will surely contribute to solving social challenges. Taking into consideration trends around the world, such as those in the United States and European countries, the FSA will refine the regulatory framework for crypto-assets, and back up efforts to improve and streamline payment systems, including through the circulation of yen-denominated stablecoins.

**2. Ensuring Trust in a Stable, Fair and Secure Financial System**

In order to ensure financial institutions’ financial soundness, appropriate business operations including the prevention of misconduct, and risk management systems as the foundation of their business, the FSA will conduct effective onsite and offsite supervision and inspections, thereby ensuring a stable, fair and secure financial system.

With regard to cooperative financial institutions, some of which have been found to provide illegal loans and commit serious legal violations, the FSA will identify issues at early stages and take necessary actions, with a view to ensuring their sound management and business practices.

For the insurance industry, the FSA will take measures to restore trust in and promote sound development of the industry. Specifically, the FSA will encourage non-life insurance companies to prevent the recurrence of cases of fraudulent insurance claims and cartels on insurance premiums, which could lead to the loss of trust in the non-life insurance industry as a whole, and to ensure customer-oriented business conduct and a sound competitive environment. Furthermore, in consideration of the occurrence of information leaks in the insurance industry, the FSA will conduct supervision and inspections to ensure appropriate information management systems by insurance companies.

**3. Continuously Evolving as a Financial Regulator that Serves the Public**

The FSA will upgrade itself in order to continue providing high-quality financial regulatory services.

The FSA will enhance its institutional capabilities required for dealing with the current administrative issues mentioned above. Specifically, considering the need to strengthen collaboration in supervision of the asset management industry and the insurance industry, which also has an aspect as asset owners, and the urgent need to focus on supervision for restoration of trust in and sound development of the insurance industry, the FSA aims to establish a bureau responsible for asset management and insurance supervision, as well as another bureau for banking and securities supervision to further enhance group-wide supervision in light of the current situation of the banking industry and the securities industry.

In addition, the FSA will make ongoing efforts to improve the organization of FSA and enhance staff members’ capabilities to design and implement policies. For that purpose, the FSA will carry out initiatives to deepen staff members’ shared understanding, including the connection between their own work with the mandates and objectives of the FSA. The FSA will also organizationally facilitate staff members’ career development and improve working environment by promoting the use of generative AI and enhancing the management skills of senior officials.

**[ Outline of the FSA Strategic Priorities July 2025-June 2026 ]**

**Three Pillars of Our Priorities**



**1. Contributing to Sustainable Growth through Enhancing Financial Functions**

The FSA will contribute to sustainable corporate and economic growth and enable steady asset building by households through enhancing the functions of the financial system. We will promote innovation in bringing digital technologies, such as blockchains and AI, to financial services while ensuring investor protection.

**2. Ensuring Trust in a Stable, Fair and Secure Financial System**

The FSA will conduct effective onsite and offsite supervision of financial institutions (FIs) to ensure their financial soundness, appropriate business operations including the prevention of misconduct, and risk management systems as the foundation of their business. We thereby serve to ensure a stable, fair and secure financial system.

**3. Continuously Evolving as a Financial Regulator that Serves the Public**

The FSA will enhance its institutional capabilities to deliver high-quality financial regulatory services.

# Monitoring Priorities for Securities Businesses (July 2025 - June 2026)

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The below provides an overview of the “Monitoring Priorities for Securities Businesses (July 2025-June 2026)”<sup>1</sup> released by the Securities and Exchange Surveillance Commission (SESC) on August 1, 2025.

In conducting its securities business monitoring,<sup>2</sup> the SESC will cooperate with the Financial Services Agency (JFSA)’s relevant divisions, and consider the findings through the securities business monitoring over the past business year, the environment surrounding financial instruments business operators (FIBOs), changes to regulatory frameworks for FIBOs, and the JFSA’s policies such as the “JFSA Strategic Priorities.”

## ○ Industry-wide monitoring priorities

The following five industry-wide monitoring priorities are cited.

- (i) Development of Internal control environments with a focus on appropriate investment solicitation based on the principle of suitability, and appropriate sales operations based on customer-oriented business conduct (sale of complex or high-risk products; solicitation of unreasonable short-term rollovers; sale and solicitation by bank-securities collaborative business; development of internal control environments to prevent misconduct)
- (ii) Sufficiency of cybersecurity measures in light

of the “Guidelines for Cybersecurity in the Financial Sector” and system risk management (including management of system development and operation and management of trustees) in response to progress in digitalization

- (iii) Business model changes and the development of internal control environments in response to such changes
- (iv) Firm establishment of internal control environments for Anti-Money Laundering/Countering the Financing of Terrorism
- (v) Implementation of measures to improve or prevent the recurrence of matters pointed out in internal audits or self-regulatory organizations (SROs) examinations

## ○ Monitoring priorities by FIBOs’ size and business type

The following are some examples of monitoring priorities by size and business type (Fig. 1). For details, see the main text of the Monitoring Priorities for Securities Businesses (July 2025-June 2026).

<sup>1</sup> Published on August 1, 2025. ([https://www.fsa.go.jp/sesc/news/c\\_2025/2025/20250801-2.html](https://www.fsa.go.jp/sesc/news/c_2025/2025/20250801-2.html)) (Available in Japanese)

<sup>2</sup> “Securities business monitoring” covers both “inspection (onsite monitoring)” and “activities broadly conducted to collect information on FIBOs, etc. other than inspection (offsite monitoring).”

[Figure 1]

Monitoring priorities by FIBOs' size and business type		
Type I FIBOs	Major securities business groups	<ul style="list-style-type: none"><li>Control environments for governance and risk management that support global business operations</li><li>Efforts to build sustainable business models</li><li>Internal control environments, including those for detecting and preventing market misconduct</li></ul>
	Foreign securities firms	<ul style="list-style-type: none"><li>Internal control environments in response to the overseas outsourcing of back-office operations and control environments for system risk management</li><li>Control environments for managing sales of financial instruments to Japanese financial institutions and other investors</li></ul>
	Online securities firms	<ul style="list-style-type: none"><li>Control environments for system risk management, including cybersecurity measures, in response to increases in damage due to recent cases of unauthorized access and transactions in internet transactions (including OTC securities firms also offering internet transaction services)</li><li>Control environments for managing outsourcees in response to the expansion of face-to-face sales utilizing financial instruments intermediary service providers; business operation environments in light of business model changes, such as provision of new products and services.</li><li>Internal control environments, including effective transaction management that can deal with increases in newly opened accounts and transaction volume, associated with the new NISA (Nippon Individual Savings Account) program, etc.</li></ul>
	Semi-major/regional securities firms, etc.	<ul style="list-style-type: none"><li>Efforts to build sustainable business models</li><li>Compliance with the principle of suitability</li></ul>
	Foreign exchange margin transactions business operators	<ul style="list-style-type: none"><li>Adequate internal control environments for relevant advertising and sales/solicitation regulations</li><li>Settlement risk management, including the implementation of stress testing.</li></ul>
Investment management business operators		<ul style="list-style-type: none"><li>Actual investment practices (including observance of internal rules); control environments for managing investment (including those outsourced) and conflicts of interest (including whether there is a system in place under which the appropriateness of transactions can be examined ex-post facto), etc.</li></ul>
Investment advisors/agencies		<ul style="list-style-type: none"><li>Solicitation through false explanations; advertisement using social media</li><li>Transactions taking advantage of information on customers' transactions</li></ul>
Type II FIBOs, QII business operators		<ul style="list-style-type: none"><li>Existence of funds claiming high returns and the substantiveness of investment projects</li></ul>
Registered financial institutions		<ul style="list-style-type: none"><li>Appropriateness of investment solicitation</li><li>Internal control environments regarding the principle of suitability</li></ul>
Financial instruments intermediary service providers, etc.		<ul style="list-style-type: none"><li>Appropriateness of investment solicitation</li><li>Sufficient management by their entrusting FIBOs</li></ul>
Unregistered business operators		<ul style="list-style-type: none"><li>Proactive exercise of investigative authority to file a petition with the court for a prohibition and stay order against illegal conduct</li><li>Disclosure of the names of and illegal conduct by unregistered business operators and their representatives</li><li>Stronger vigilance on advertisement through social media</li><li>Further dissemination of information including alerts</li><li>Focus on addressing cross-border cases in cooperation with foreign authorities</li><li>Stronger collaboration with relevant JFSA (Financial Services Agency, Japan) divisions, LFBs (Local Finance Bureaus), investigative authorities, and the Consumer Affairs Agency.</li></ul>

○ Approach to the securities business monitoring

The SESC will identify and assess risks at FIBOs in collaboration with relevant JFSA divisions, and take a risk-based approach to select FIBOs for inspection. Its inspections will focus mainly on the following cases:

- (i) where there are specific legal violations or doubts about business operations, which necessitate prompt in-depth verification;
- (ii) where an FIBO's actual business operations cannot be fully comprehended through monitoring (including FIBOs for which inspection has never been conducted or has not been conducted for a long period of time, and FIBOs whose business models and business operations were altered upon a change in the shareholder composition as a result of merger, etc.); or

(iii) where it is necessary to ascertain actual conditions regarding risks of financial instruments dealt in and the appropriateness of segregation of customer assets.

In its inspections, the SESC will seek to examine and point out problems in a practical and meaningful manner. Where necessary, the SESC will swiftly inspect sales offices to ascertain the actual sales practices there. Going further than just pointing out problems and recommending administrative disciplinary actions, the SESC will analyze the whole picture of the problems to identify their root causes, to help develop effective measures to prevent recurrence. In addition, when there is a need to improve business operations before any potential issues materialize, the SESC will share its awareness with the inspected FIBOs to encourage actions such as building effective internal control environments.

### ○ Cooperation with relevant organizations and dissemination of inspection results

- The SESC will work closely with Local Finance Bureaus (LFBs) from the planning stage of monitoring and inspection, and support them by exercising its coordination function, considering possible cases where FIBOs conduct substantial businesses at places different from their registered headquarters. As necessary, the SESC will conduct joint inspections with, and arrange inspection support between, LFBs, thereby making efforts to effectively utilize human resources and to share know-how.
- The SESC will continue close collaboration with SROs. The SESC and SROs will share findings and awareness identified in inspections and audits, as well as the status of the follow-up thereof, in a timely and interactive manner. The SESC will assist newly inaugurated SROs with their efforts to strengthen their self-regulatory functions.
- The SESC will strengthen collaboration with investigative authorities and the Consumer Affairs Agency through sharing information on unregistered business operators, exchanging personnel, and providing lectures.
- As necessary, the SESC will encourage voluntary improvement efforts by inspected FIBOs by providing feedback in collaboration with relevant JFSA divisions on problems and root causes found, and by sharing inspection results also with their audit-related staff members and outside directors at review meetings.

- The SESC will also endeavor to provide information about its perspectives in a specific and straightforward manner, including through the “Overview of Securities Business Monitoring and Case Studies.”<sup>3</sup>

#### 令和6事務年度 証券モニタリング概要・事例集

令和7年8月  
証券取引等監視委員会事務局

<sup>3</sup> Published on August 1, 2025 ([https://www.fsa.go.jp/sesc/news/c\\_2025/2025/20250801-1.html](https://www.fsa.go.jp/sesc/news/c_2025/2025/20250801-1.html)) (Available in Japanese)



## Message from Ito-san, FSA Commissioner

On August 5, FSA Commissioner Ito delivered his remarks to staff members under the title of “Message from Ito-san, FSA Commissioner.” He talked about how to make the FSA a further excellent organization.

\* Within the FSA, staff members are encouraged to call their superiors, colleagues, subordinates, etc. by their surnames with -san (Mr. or Ms.), instead of with their job titles.



### ◆ To make the FSA a further excellent organization

I would like to talk about how we should make efforts to make the FSA an even more excellent organization.

At present, the FSA has become an excellent organization thanks to all current and former staff members. The FSA shows its presence even among the world’s financial authorities and is making efforts for promoting work style reform and improving operational efficiency.

I would like to further promote such efforts. I would like to make the FSA evolve in the coming year and would like to make it an organization that constantly evolves in time frames of 5, 10, and 20 years. I strongly wish that the FSA will become an organization where staff members can work comfortably with a rewarding sense of satisfaction and clear objectives to achieve progress personally and also make the FSA evolve as a whole.

I would like to make efforts to further evolve this excellent organization, not to make improvements to change a bad organization to a better one. I believe that the FSA has the potential to become much more excellent.

### ◆ Go back to the basics sometimes

The FSA has conducted organizational reforms many times. A document titled “Reform of the

FSA,”<sup>1</sup> which was compiled in July 2018, presents the commitment to promoting reform of organizational culture to make the FSA an organization that can transform itself for the people and for the national interest. It can be said that the basic ideas on the current organization and operational approach of the FSA were defined around this time. Thus, we already have a foundation for organizational reform. The Director for Organizational Strategy and Human Resources Policy Office was also established around this time.

However, have you read this document? Those newly recruited in or after 2018 account for over one-third of all staff members, and those who were already working for the FSA in 2018 may have almost forgotten this document. The goal of an organizational reform is to achieve a situation where all staff members unconsciously act as the reform had aimed at. Therefore, the situation where staff members have almost forgotten the final goal is not necessarily bad. However, organizations, duties, the society, and individuals’ way of thinking and the environment constantly change, and it is necessary for us to go back to the basics sometimes and consider for what goal and what purpose we are working at present. Now that seven years have passed since the 2017 program year, when organizational reform of the FSA was intensively discussed, it is meaningful that all staff members consider and discuss the objectives and the ideal organizational structure of the FSA once more.

<sup>1</sup> <https://www.fsa.go.jp/common/about/kaikaku.html> (Available in Japanese)

◆ Encourage each staff member to consider the roles and objectives of the FSA

I would like to start with two initiatives.

The first is that I would like each one of you to consider the roles and objectives of the FSA.

It is very important to work with a sense of purpose and a rewarding sense of satisfaction. As I often say, the quality and quantity of work completely differ between highly-motivated Ito Yutaka and unmotivated Ito Yutaka. But how can we shake ourselves up? To sleep well and get in shape, to eliminate worries other than those related to work by managing relationships with family members, friends, and coworkers, etc., to have time to enjoy hobbies, and to improve work efficiency by eliminating meaningless work. These are very important, but what affects my motivation most is the purpose of my work, that is, the feeling that I am doing what is beneficial for society or what is beneficial for the future of Japan and the world, and the sense that I can share that feeling with my superiors, coworkers, and subordinates, or my peers at work. However favorable the work conditions are, workplaces that do not motivate workers will not attract great talent.

As an initiative to motivate workers, I think it effective to involve all staff members in discussions regarding the roles and objectives of the FSA. I do not mean to ask you to read, learn, and memorize the content of the National Government Organization Act or “Reform of the FSA” published seven years ago. Of course, that document was worked out through serious deliberations seven years ago, and reading it would be an important step forward, but to learn things only superficially is not enough. I would like to encourage you to think about what you are doing now one by one, what work you want to do at the FSA in the future, and how you will grow as an individual and contribute to society, and link such ideas with the roles and objectives of the FSA and with the future image of the FSA, and have discussions all together.

◆ Jointly create a slogan as a trigger

As a method of implementing this initiative concretely in a joyful manner, I propose to jointly create a slogan for the FSA first.

As indicated in the document published in 2018, financial administration aims to strike a balance between the stability of financial systems and the fulfilment of financial intermediary functions, between user protection and user convenience, and between fairness and transparency of markets and market dynamism, thereby increasing people’s well-being through the sustainable growth of companies and economy and people’s stable asset building, etc., and to make the FSA an organization that can transform itself for the people and for the national interest.

This describes the goal of financial administration exactly, but is a little long to call to mind when you want to get fired up and hit work running every morning. So, how about making a catchy slogan? A slogan is a short symbolic phrase that presents a commitment to constantly updating the goals and structures of an organization.

I am not intending to create a smart slogan, but would like to create an opportunity for all staff members to think about the objectives and roles of the FSA and about your own duties and future.

However, let us take advantage of this opportunity and make the slogan creation process something enjoyable. I know that all of you are busy doing your daily duties, but please take a moment to develop your ideas when you have time. A sense of playfulness is very important when doing this sort of thing.

### **◆ Consider and implement what is necessary for creating an organization that constantly transforms itself**

The second is the establishment of a team, “Committee on the FSA in 20 years,” which will lead the update of the FSA.

The Committee on the FSA in 20 years will consider what we should do at present in order to develop an organization that constantly transforms itself toward the future, and promote relevant initiatives.

As members, staff members in their 40s and 50s, not only those in their 20s and 30s, are to be convened. Collecting opinions broadly from staff members, I would like to create a team that will take actions sequentially, starting from what it can do now.

The Committee will not consider specific details of what the FSA’s financial administration will be like in 20 years, nor will it consider to what extent AI technologies will have developed or how the Banking Act, the Insurance Business Act, and other relevant laws and regulations will have changed in the coming 20 years. I think that the financial authority and its functions will survive whatever changes occur in future society, and many of the current staff members will be still working for the FSA. The basis for those future staff members to rely on in coping with situations that we cannot foresee at present and contributing to society will be what we think and decide today and how we intend to develop the FSA at this point in time. Those who will work for the FSA in 20 years will look back at what we are doing now. What my superiors thought and decided and what I thought 20 years ago, when I served as Deputy Director, now serve as an important basis for me to make decisions and design the FSA. Future staff members who will make decisions in 20 years will also follow that process.

Even if the content of financial administration changes drastically in 20 years, the very basis of what to prioritize and how to think is being created at present. People who think and decide at present and the current organization, and those five years later and ten years later will lead to the FSA of 20 years from now.

Accordingly, the Committee on the FSA in 20 years is a committee to think about the current FSA, not a committee to provide a 20-year forecast. You may understand why staff members in their 40s and 50s are also necessary as its members. I would like to hear your opinions and proceed with deliberations as an organizational initiative involving all staff members.

### **◆ Conclusion**

Promoting these two initiatives will create an opportunity for you to individually think about your present situation and consider what you should learn and how you can contribute to the world together with the FSA.

The FSA is an aggregation of all staff members, and its building is merely a container. I hope that each one of you will grow and sufficiently fulfill your ability. I would like to launch various other initiatives as well for facilitating individuals’ efforts. Please look forward to them.

Lastly, I always show my pride in the FSA and its staff members. Let us further make the FSA an organization where everyone can work comfortably with a rewarding sense of satisfaction so that you can be proud of being its member and are praised for working for the FSA by your children, relatives, and friends, etc.

## Serial Feature: FSA Staff Members Frankly Talked about Financial Administration! - Policy and Markets Bureau Series 1

This feature introduces the organization and the affairs of the FSA in an easy-to-understand manner through interviews with senior officials and staff members in charge. From this month's issue, the Policy and Markets Bureau, which is in charge of planning and designing finance-related laws and regulations and systems, is introduced in detail as an ongoing series.

\* The interview was transcribed with the cooperation of Ms. Amano Haruko, Mr. Kuwabara Yuya, and Mr. Nitta Rin of the University of Tokyo.

### <Participants>

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Chief Deputy Director of the Banking, Payment and Insurance Regulations Office,  
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YAMAGUCHI Junpei:

Chief Deputy Director of the Disclosure Enforcement Office,  
Corporate Accounting and Disclosure Division, Policy and Markets Bureau, FSA

### Duties of the Policy and Markets Bureau

**Hattori:** Thank you for your time today. I would like to ask Deputy Director-General Shibata and other officials to talk about the Policy and Markets Bureau of the FSA. I brought some of my research assistants from the university. I think that having the students here will lead to this article being easier to read for a broader range of people, compared to having the talks held only between you, the FSA officials, and me.



( Photo: Project Associate Professor  
Hattori )

**Shibata:** Today, Chief Deputy Directors who are working with me at the Policy and Markets Bureau are also participating. First of all, you may wonder what Assistant Directors are. Let me describe the structure of a general government office. Each government office has the top of the clerical arm, like the Commissioner in the case of the FSA or the Vice-Minister in the case of other ministries and agencies, under which there are several Director-Generals and Directors. Under Directors, there are Deputy Directors. Each Director generally has multiple Deputy Directors who are in charge of different duties of the division. Chief Deputy Directors are coordinators for these Deputy Directors or they supervise the entirety of respective divisions as a subordinate of the Directors.

**A student:** To be honest, I did not understand the difference between the FSA and the Ministry of Finance until recently. My impression of the FSA was largely shaped by the “Hanzawa Naoki” TV drama, and I think of it as a government organ that designs systems for or conducts audits of banks and securities companies.



**Shibata:** Duties of the Policy and Markets Bureau are wide-ranging, and I wonder where to start. First of all, the term “planning” has various meanings, from the planning of a school festival to the formulation of corporate strategies by a company’s business planning department. Planning in terms of policy making is one of the functions that all government offices are fulfilling. For the FSA, it simply means to create financial systems.

Suppose that you are asked, “What are financial systems?” A clear picture will not likely come to mind for most people. University students may learn about financial policies in lectures on financial theories, but do not learn about financial systems in detail, I guess. For example, as shown in the “Hanzawa Naoki” drama, banks are supervised by the FSA, because they play the significant role of receiving deposits from people and using them to provide loans. You may have heard the news of the collapse of Silicon Valley Bank in the United States in 2023, and may be able to sense the seriousness of a bank failure. You would become unable to maintain your everyday life if your bank accounts into which your wages or allowances from your parents are deposited are suspended. As a loss or suspension of banks’ functions, such as those for settlements, would cause tremendous trouble, various regulations are imposed on banks to prevent their collapse.

For example, there are capital adequacy requirements (Basel regulations) for banks. This is a mechanism to have banks maintain a certain level of reserves (capital adequacy) for loaning as a buffer to ensure that they would not collapse even if a major problem occurs. In addition, an upper limit is set for the volume of a loan to a single company, and banks are otherwise strictly regulated to secure their sound business operations.

As the main bank system had been cited as a characteristic of the finance and economy of Japan until quite recently, banks exerted a very strong influence on the industry as a whole. Accordingly, various regulations have been imposed to prevent banks from abusing their dominant bargaining positions as lenders. Operating these systems is the duty of the supervisory authority, and the Policy and Markets Bureau is in charge of creating these financial systems through legislation and reviewing existing systems that have become obsolete.

The FSA covers not only banks but also insurance companies. Recently, there have been cases, like the one concerning BIGMOTOR Co., Ltd., that affect many policyholders. And there have been cases of insider trading. People in special positions in which they obtain undisclosed information about a company are not permitted to trade and gain profits by using that information. The Policy and Market Bureau is responsible for making rules to prevent the occurrence of these cases.



（ Photo: Deputy Director-General Shibata ）

### Law-related duties being fulfilled by government officials in Kasumigaseki and their characteristics

**Shibata:** Laws studied at colleges of law and the laws we are handling differ greatly. At universities, students learn how to interpret the provisions of laws, such as the Civil Code and the Penal Code, in light of actual incidents, but government officials in Kasumigaseki may be able to alter systems if they do not match the reality, not only interpreting legal provisions. In that sense, what is most interesting for a government official is that we can think flexibly that if any system does not fit the reality due to a trend of society or a change in a social structure, we may change the system itself.

Citing an example that may be close to your everyday life and is easy to understand, until around 10 years ago, using a bank was the only way for you to deposit or transfer money, but now, new settlement means, such as PayPay, are available, as the FSA has created a system for them. You are using those systems without worry probably because you vaguely feel they are safe, but the reality is not so simple. For example, even if I were to create a system called “Shibata Pay,” you couldn’t use it. You can’t use a system unless it is guaranteed to some extent. You are now able to use various settlement services without worry precisely because the FSA grants approval and permission and defines various rules for them.

In this way, changes in financial systems change your everyday life and make life more convenient. The roles of the FSA are thus closely related to your everyday life.

**Hattori:** Yes, I have the impression that the FSA often amends and enacts laws. I heard that there are many loaned employees who have judicial qualifications as an attorney, a judge, or the like. The work to enact laws is mainly conducted by the Policy and Markets Bureau in the FSA, isn’t it?

**Shibata:** Yes, that is right. The FSA has jurisdiction over many rules not only regarding the banking, securities, and insurance industries, but also recently those on fund flows in the private sector, including cryptoassets and QR code payments, and the financial sector is changing constantly. Accordingly, we have many opportunities to amend laws.

In reality, many staff members have an attorney’s license. It is one of the characteristics of the FSA that it has many staff members with judicial qualifications, most of whom belong to the Policy and Markets Bureau. As I mentioned earlier, at law firms, they basically interpret laws and create written opinions, and the only work they cannot do at law firms is to enact laws and create systems. They gain the chance to get involved in the whole process of creating systems through being temporarily transferred to the FSA.

The process of creating a law is very long, starting from ascertaining a change in society and feeling the need to change a system. When a direction is determined to some extent, a Financial System Council is generally established, and the idea of a new system is materialized through discussions with university professors and practitioners. After compiling the results of these deliberations, provisions of a law are created.

Legal provisions are like programming codes in a sense, and should not be misleading. If multiple different interpretations of a program are possible, it would be inappropriate. Therefore, a programming code must accurately indicate a single meaning. The same applies in legislation. A legal provision needs to be created so as not to generate different interpretations. Then, when intending to regulate a certain conduct, for example, it is necessary to consider how to describe that conduct in Japanese or to define a range that the relevant regulation should cover. If a regulation covers businesses beyond the scope initially intended to cover, various activities may be inhibited. On the contrary, when a certain conduct is problematic and should be regulated, if a description is insufficient, there may be a possibility that some would find a loophole and commit misconduct. Therefore, we must find a perfect description without excess or deficiency. In addition, under a law, related Cabinet Orders and Cabinet Office Orders exist, and the FSA needs to establish them as well and must also formulate guidelines, etc. for actually conducting supervisions. Legal professionals who are temporarily transferred to the FSA get involved in the entire process of making rules in this way and assume positions as a draftsman or a lawmaker in a sense.

We are recruiting attorneys as professionals, but I recently found the following statement on a website of a law firm: “When you are temporarily transferred to the FSA, you are able to acquire special expertise.” Working experience at the FSA is like making a rulebook yourself, and enables loaned employees to understand each sentence of the provisions they create and the background. They will be able to explain the purport of the relevant law accurately. For attorneys, such experience is very precious, and being temporarily transferred to a government office, not only the FSA, means they can become a professional in the relevant field and improve their market value. In addition to people with judicial qualifications, some government administrators are also temporarily transferred to the FSA every year and have the same experience of creating laws and regulations. In fact, I think that government administrators who have engaged in legislation work at the Policy and Markets Bureau have a kind of hidden market value.

**Hattori:** Today, students of the faculty of economics are participating, so I will sort out what we have heard so far by using economic terms. In economics, we first learn about the good points of markets, and at the same time, the concept of “market failure” and the possible need for regulations in the event of market failure. For example, a collapse of a bank has externality, posing the possibility of a loss of deposits that have been functioning as money. There are capital adequacy requirements to prevent such situation.

Talking about my own experience in relation to financial regulations, I went out into the world in 2008, the year of the bankruptcy of Lehman Brothers Holdings, Inc. Since then, many regulations have been introduced especially on businesses of securities companies. Basel regulations have also been revised dramatically, but financial institutions seem to have been basically opposed to the tightening of regulations as they will become unable to conduct business freely. For example, I have the impression that securities companies were strongly against the introduced margin regulations due to their cost increases. These reactions are understandable as banks and securities companies are seeking profits. However, the FSA naturally needs to listen to the opinions of the business field, but at the same time, needs to consider causes of a financial crisis and create a system for preventing the recurrence of a financial crisis.

**Shibata:** Yes. As pointed out by Mr. Hattori, markets fail sometimes. The FSA is required to develop an environment under which a market mechanism properly functions in response to various market failures. If there is information asymmetry, transactions cannot be conducted properly and appropriate prices will not be formed. Therefore, we consider what regulations are necessary to remedy such deficiency.

For example, suppose that regulations are imposed to require thorough information disclosure with the aim of ensuring the better functioning of markets. However, as the matters to be disclosed are increased further, companies that are required to disclose information will feel frustrated, complaining that it is troublesome or inconvenient. When only

among professionals, they may negotiate by themselves face-to-face, but in real retail markets, where individual investors who do not necessarily have high financial literacy also participate, if there is information disparity between the seller and the purchaser, the purchaser may suspect that the seller intends to sell poor financial products. The existence of such suspicion itself may stagnate transactions in many ways and may eventually dampen the economy as a whole.

Accordingly, by introducing appropriate regulations, we should develop an environment where anyone can conduct transactions without worry. This is why we create regulations. It is preferable that competition is promoted appropriately, various people can participate in transactions, and proper prices of goods are eventually formed, which in turn leads to next transactions, thereby continuing to expand the national economy.

**Hattori:** For example, investment business of securities companies include assistance for listed companies’ IPOs and public stock offerings. However, when incidents symbolized by the term “IPO goal” occur, it can hinder the development of a better capital market.

I would like to talk about system reforms more in detail. Recently, issues concerning cryptoassets have been discussed often in relation to system reforms. Could you tell us how cryptoasset-related systems were reformed? For example, when cryptoassets first emerged, there were discussions on whether they should be considered in the same way as conventional assets, right?

**Shibata:** When cryptoassets first emerged, people discussed a wide range of points, like what they are and whether they are investment products or settlement means. At that time, it was decided to treat them as settlement means and regulate them by the Payment Services Act. However, stable coins and others were then derived and became investment targets, and transactions of cryptoassets changed gradually, posing a question as to the effectiveness and sufficiency of the existing regulatory framework.

Therefore, we are now deliberating whether the current legal positioning of cryptoassets should be maintained, and are discussing what regulations are required to ensure that a larger number of people can use cryptoassets without worry. If cryptoassets are only digitalized symbols of rights, like companies' share certificates, they can be positioned as electronic versions of shares, but they are actually not like that.

**Somekawa:** As a characteristic of cryptoassets, it is generally said that tokens are issued using a blockchain. When introducing regulations, it is very important to protect users. However, on the other hand, as technological advancement for cryptoassets is very fast, we are now continuing deliberations while paying attention to how to ensure balance with the need to promote innovation for the purpose of facilitating the use of cryptoassets and the sound development of their transactions. As have been discussed so far, as the reasons for and backgrounds to creating laws, regulations, and rules, not only those on cryptoassets, there is an aspect to control and regulate people who committed misconduct, but there is also an aspect to create a sound market, I think.

At present, I belong to the Financial Markets Division of the Policy and Markets Bureau, which holds jurisdiction over the Financial Instruments and Exchange Act and other laws and rules concerning the capital market that represents direct finance, rather than those concerning banks that represent indirect finance. One of my duties is to consider how to facilitate the provision of growth funds to startups. We are endeavoring to create a system from the perspective of developing an environment to financially assist with the growth of startups, rather than from the perspective of tightening regulations.

Furthermore, people may have the mistaken impression that systems are created and revised through closed discussions within the FSA. That is not true. We externally seek opinions from industry stakeholders and academics and exchange views with them in developing rules. Actually, this morning, I interviewed a partner of a venture capital firm. While there are various stakeholders, we try to sort out diverse opinions and incorporate them into a single system. That is what the Policy and Markets Bureau is required to do and an interesting part of our work.

One more thing, as Deputy Director-General Shibata said earlier, there are many loaned employees with a qualification as an attorney or a judge, etc. and they acquire special expertise through working at the FSA. I asked an attorney who is now working at the Financial Markets Division about what is appealing in duties at the FSA. He answered that being able to acquire political power is most appealing. When planning a policy, it is necessary to provide explanations to obtain understanding from the top officials of the FSA and external people. He said that he can train his political power in that process, while considering how to involve others and work out a policy successfully. He also said that such power cannot be obtained easily at a law firm.



Photo: Chief Deputy Director  
Somekawa

**Hattori:** Could you tell us more about the Financial Markets Division? How many staff workers are now working at the division?

**Somekawa:** There are around 60 staff members. There are the Exchanges and FMIs Office, Financial Markets Planning Office, and Financial Instruments and Exchange Law Office in the Financial Markets Division.



Table 1: Policy and Markets Bureau's Duties

Policy and Markets Bureau	Planning and policy making concerning domestic finance system
Planning and Management Division	Overall coordination of the Policy and Markets Bureau, control of administrative affairs concerning formulation of the guidelines, control of planning and policy making for systems concerning international services provided by domestic finance and financial institutions, planning and policy making for fundamental and common issues
Deposit Insurance and Resolution Framework Policy Office	Planning and policy making for systems concerning deposit insurance and Agricultural and Fishery Co-operative Savings Insurance
Insurance System Planning Office	Planning and policy making concerning insurance system
Research Office	Research concerning domestic and overseas financial systems and their operations
Financial Markets Division	Planning and policy making concerning securities markets and other financial markets
Corporate Accounting and Disclosure Division	Planning and policy making for systems concerning corporate disclosures, planning and policy making for CPA systems, reviews and actions on annual securities reports

**Hattori:** What are those offices in charge of?

**Somekawa:** The Exchanges and FMIs Office develops rules on and conducts supervision of the Tokyo Stock Exchange and other financial instruments exchanges. The Financial Markets Planning Office now manages all of the measures concerning the initiative for promoting Japan as a leading asset management center. The Financial Instruments and Exchange Law Office develops various rules, such as the Financial Instruments and Exchange Act.

**Hattori:** You said that the Exchanges and FMIs Office is in charge of not only the development of legal systems for but also the supervision of the Tokyo Stock Exchange. The FSA seems to be rather complicated because the Supervision Bureau does not centrally supervise everything. Measures concerning a leading asset management center, which often become a topic recently, are under the responsibility of the Financial Markets Planning Office, aren't they?

**Somekawa:** This is also complicated and confusing, but the Asset Management Business Division of the Supervision Bureau, which was newly established this July, supervises asset management companies. The NISA program is under the responsibility of the Strategy Development Division of the Strategy Development and Management Bureau, and matters concerning corporate governance is under the responsibility of the Corporate Accounting and Disclosure Division.

The Financial Markets Planning Office of the Financial Markets Division compiles various initiatives as a whole into packages. Specifically, it makes a policy package titled "Policy Plan for Promoting Japan as a Leading Asset Management Center."<sup>1</sup> In this manner, there are various policies,

but through close collaboration among relevant units under a unit in charge of the management of individual policies, flexible responses are being made, I think

### Process of making adjustments with industry groups

**Hattori:** Could you explain more about adjustments of opinions with industry groups in the process of creating policies that you mentioned earlier? It is important to hear opinions from industry groups, but you cannot afford to only listen to them in some aspects, I guess.

**Somekawa:** The Financial Markets Division has formulated and published the "Principles for Customer-Oriented Business Conduct."<sup>2</sup> The Principles request asset management companies, securities companies and other financial institutions to produce and sell financial products that are beneficial to customers, not as a hard law but as a soft law, or an unenforceable norm. The Principles were formulated in the form of a soft law based on an idea that for encouraging financial institutions to provide customer-oriented services, it would be preferable to adopt a principle-based approach to encourage financial institutions to autonomously use their inventiveness depending on their own circumstances and to compete in producing and providing better financial products and services, instead of adopting a rule-based approach to define actions to be taken by financial institutions in detail and to request them to act uniformly.

<sup>1</sup> <https://www.fsa.go.jp/en/policy/pjlamc/20231214.html>

<sup>2</sup> <https://www.fsa.go.jp/news/r6/20240926/02.pdf> (Available in Japanese)

These types of principles are compiled in the same manner as in many cases of legal amendments, as a result of establishing expert panels and Financial System Councils with the participation of experts and hearing various opinions. After formulating principles, practical rules necessary for implementing them are discussed among individual industry groups, such as the Investment Trusts Association and the Japan Securities Dealers Association. In such deliberation processes in industry groups, we also need to make adjustments to ensure appropriate practices that will be truly beneficial to customers.

**Hattori:** How are adjustments made specifically?

**Somekawa:** We have interviews individually or participate in deliberations within individual industry groups to find common ground appropriately.

**Hattori:** Is the final decision made through Financial System Councils as external expert panels?

**Somekawa:** The formulation of principles like the Principle for Customer-Oriented Business Conduct and legal amendments generally follow such process. When holding a meeting of a Financial System Council, we provide prior explanations to its members and separately make adjustments with people of industry groups. How to find common ground for a new system so as to ensure its appropriate functioning is the most challenging part but is also a very rewarding and interesting part. Staff members sometimes face difficulties but continue working hard and can achieve a feeling of accomplishment when the system is eventually completed and is covered by news media.

**A student:** How long does it take to enact one law?

**Hirabayashi:** It depends on the size of the system to be reviewed. In the case of legal amendment, it takes about a year.

## Support of startups by Venture Capital (VC) firms

**Hattori:** We understand that the Financial Markets Division has multiple offices, but what are assigned to the main body of the Division?

**Somekawa:** I belong to the main body of the Division, which is in charge of promoting the provision of growth funds to startups, as I mentioned earlier. For example, VC firms, which procure funds from institutional investors and make investments in startups, play an important role to support the growth of startups. The FSA and the Ministry of Economy, Trade and Industry formulated and published a document titled “Matters Recommended and Expected for Venture Capital Firms,”<sup>3</sup> which compiles what VC firms, which play such an important role, are recommended and expected to do for providing funds more smoothly as a hub to connect institutional investors and startups. Specifically, they are requested to fulfill their fiduciary responsibility to institutional investors, to regularly provide financial and other information about funds to institutional investors, to offer business support and capital policy support for enhancing the corporate value of investment destinations, and the like. As nearly one year has passed since we formulated this document, we are considering conducting a follow-up study so that it will be utilized more effectively.

**Hattori:** Do you have an awareness that there is room for expansion in the VC market?

**Shibata:** We hope that more funds will be provided to startups, but there are various bottlenecks at present.

When considering how to eliminate those bottlenecks, we must take into account who the best investors for startups are. Considering who have a risk tolerance sufficient to make investments in unlisted startups with uncertain prospects, we reached the conclusion that professional investors, such as funds and institutional investors, that can properly evaluate technologies of startups are most preferable. The same applies in the United States, where individual investors seldom own unlisted shares of startups. Therefore, in order to facilitate fund provision to startups in Japan, VC firms and institutional investors that invest in VC firms will be key factors.

(To be continued.)

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<sup>3</sup> <https://www.fsa.go.jp/singi/vc/siryou/20241017/02.pdf> (Available in Japanese)

# Japan Weeks 2025 (Core Week: October 20 to 24, 2025)

As part of the activities for promoting Japan as a leading asset management center and an international financial center, the FSA held the first Japan Weeks in the autumn of 2023. Since its launch, the event has received a great response, and during last year's Japan Weeks, a total of nearly 30,000 people, including investors and asset management companies, etc., from inside and outside Japan participated in 70 events.

During Japan Weeks 2025, more than 80 events are scheduled. The FSA is coordinating and preparing events solely or jointly held by the FSA. The Minister of State for Financial Services and top officials of the FSA will also appear in events held by industry groups and financial institutions. In this manner, the government of Japan and the FSA are making all-out efforts for promoting Japan Weeks 2025.

For details of the events, please visit the special website.

[Special website for Japan Weeks 2025]

[https://www.fsa.go.jp/internationalfinancialcenter/1p/japanweeks2025/index\\_en.html](https://www.fsa.go.jp/internationalfinancialcenter/1p/japanweeks2025/index_en.html)



Photo: Prime Minister Ishiba's video message (October 2024)  
at the first annual meeting of the Asset Management Forum  
held as one of the events of last year's Japan Weeks  
Source: The website of the Prime Minister's Office of Japan



# A Nationwide Campaign, Financial and Economic Education Caravan

- Look Back on the Event in Sapporo on Aug. 30;  
Deputy Director-General, WANISA, Busy Making Courtesy Visits! vol.5 -

The Financial Services Agency has been carrying out a nationwide campaign, **Financial and Economic Education Caravan**, “Learn with Wanisa: Money Class for the Future,” in collaboration with Local Finance Bureaus, local governments, financial institutions, business companies and others, with the aim of expanding financial and economic education throughout Japan. The FSA held events in **Sapporo City, Hokkaido on Saturday, August 30.**

The FSA’s official mascot character, “Wanisa,” livened up stage shows and various programs as Deputy Director-General, WANISA, who is in

charge of the promotion of people’s asset building and financial and economic education, together with other performers with their rich characters.

The events on both days welcomed many visitors, including families with children. They seemed to enjoy learning about money.

The next event will be held in Miyagi Prefecture on Saturday, October 25.

*Next time, Wanisa will visit your town!?*  
*Don’t miss it!!*

## Event in Sapporo on August 30



**Venue:** Sapporo Factory

**Performers:** Holstein Morio (Moriman), Member, Everybody, Aoki Maccho (Kakeochi); Taketo (master of ceremonies) Toushi-kun, Unko Sensei, Kyun-chan, Hokuto-kun, and Wanisa

\* On the day

(Upper) Stage-show performers

(Lower center) Unko Sensei giving a lesson

(Lower right) A participant enjoying quilts at a booth





# ワニーサが行く 日本全国ごあいさつの旅

Deputy Director-General, WANISA, visits prefectural governors and people in the finance sector to ask for cooperation in further enhancing financial and economic education.

Videos of Wanisa's courtesy visits are posted on the official X account (@Wa\_nisa\_FSA).



► Courtesy visit to Hokkaido Governor Suzuki (delivered on August 26)



► Courtesy visit to President Kanema of the Hokkaido Bank (delivered on August 27)



► Courtesy visit to President Tsuyama of North Pacific Bank (delivered on August 27)




► Courtesy visit to President Ishikawa of Aomori Michinoku Bank (delivered on September 9)

\* Appointment of “Deputy Director-General, WANISA”

<https://www.fsa.go.jp/en/newsletter/accessfsa2025/258.pdf> (Access FSA No. 258)

(Note) Deputy Director-General, WANISA, is not an official position but a fictional role as part of the mascot character's setting.




【公式】ワニサ  @Wa\_nisa\_FSA

青森県の宮下知事にご挨拶してきたよ！  
青森県と金融庁は、これからも一緒に金融経済教育を推進していくよ🔥



▶ Courtesy visit to Aomori Governor Miyashita  
([delivered on September 16](#))

【公式】ワニサ  @Wa\_nisa\_FSA

山口県の村岡知事と、ちよるるにご挨拶してきたよ！  
ちよるるは山口県PR本部長を務めちよるんだって。ワニサにも県の魅力  
をよけ教えてくれちゃったよ〜🔥  
山口県と金融庁は、これからも一緒に金融経済教育の推進をしていくよ  
🔥



▶ Courtesy visit to Yamaguchi Governor Muraoka  
([delivered on September 17](#))

【公式】ワニサ  @Wa\_nisa\_FSA

千葉県の熊谷知事とチーバくんにご挨拶してきたよ！  
チーバくんは横顔も素敵でいいなあ🌟  
千葉県と金融庁は、これからも一緒に金融経済教育を推進していくよ🔥



▶ Courtesy visit to Chiba Governor Kumagai  
([delivered on September 18](#))

【公式】ワニサ  @Wa\_nisa\_FSA

千葉興業銀行の梅田頭取と、ちばコーギーにご挨拶してきたよ！  
サマーキッズスクールでは、試合前のZOZOマリンスタジアムでお仕事  
するんだって🔥  
お金の大切を感じられる、素敵な取り組みだなあ👏ちばコーギーも参加  
したんだって。  
これからも一緒に金融経済教育の推進を頑張るよ🔥



▶ Courtesy visit to President Umeda of the Chiba Kogyo  
Bank ([delivered on September 19](#))

Wanisa's Financial and Economic Education  
Website 2025 is available below!



You can see information on various events and Wanisa's  
courtesy visits in more detail.  
Please access from here!

[Wanisa's Financial and Economic Education Website 2025](#)  
(Available in Japanese)

## JFSA's Major Activities in July (August 1 to August 31, 2025)

- [Publication of “FSA Analytical Notes \(2025.6\) vol.1: Loans Extended to Newly-founded Companies” \(August 29\)](#)
- [Publication of “FSA Analytical Notes \(2025.7\): A Quantitative and Textual Analysis of Climate-Related Risks in the Banking Sector” \(August 29\)](#)
- [Publication of “FSA Strategic Priorities: July 2025 - June 2026” \(August 29\)](#)
- [Stewardship Code : Stewardship Code : 344 institutional investors have signed up to the Principles for Responsible Institutional Investors as of June 30, 2025 \(August 29\)](#)
- [Publication of the meeting materials of thirtieth meeting of the Council of Experts Concerning the Follow-up of Japan's Stewardship Code and Japan's Corporate Governance Code which was held on June 2, 2025 \(August 26\)](#)
- [Publication of the Report on the Working Group on Improving Internal Audits of Financial Institutions \(2025\) \(August 20\)](#)
- [The first meeting of the Working Group on Corporate Disclosure of the Financial System Council \(August 19\)](#)
- [Commencement of Full-Scale Data Collection Using the Common Data Platform \(August 1\)](#)





# Contributions by the Financial Services Agency Employees

Employees of the Financial Services Agency have been contributing writings about the status of the Agency's activities, including the introduction and explanation of its measures, to various publications. Such writings are published on the website of the [Financial Research Center](#). This article covers some of these writings.

— Introduction of recently published contributions —

- ◆ [Enhancement of transparency in cross-border remittances aimed at by the amendment of the FATF Recommendations](#) (provisional English title) [available only in Japanese]  
HABUCHI Takahide, Head of International AML/CFT Policy Office, and Deputy Commissioner for International Affairs, Strategy Development and Management Bureau  
(Published in the September 2 issue of the Kinzai Weekly Financial Affairs)
- ◆ [Enhancement of internal audits and front-line responses by financial institutions](#) (provisional English title) [available only in Japanese]  
YAMAZAKI Katsuyuki, Director for Risk Analysis Division, Strategy Development and Management Bureau  
NAGATA Akira, Deputy Director, Risk Analysis Division, Strategy Development and Management Bureau  
ONISHI Hanami, Section Chief, Insurance Business Division, Supervision Bureau  
(Published in the September issue of the Ginko Jitsumu)
- ◆ [Issues for the enhancement of internal audits compiled as a consensus of the financial industry](#) (provisional English title) [available only in Japanese]  
YAMAZAKI Katsuyuki, Director for Risk Analysis Division, Strategy Development and Management Bureau  
NAGATA Akira, Deputy Director, Risk Analysis Division, Strategy Development and Management Bureau  
ONISHI Hanami, Section Chief, Insurance Business Division, Supervision Bureau  
(Published in the August 26 issue of the Kinzai Weekly Financial Affairs)
- ◆ [Amendment of the Comprehensive Guidelines for Supervision of Major Banks, etc. for appropriate safe-deposit box services](#) (provisional English title) [available only in Japanese]  
GIBO Mariko, Deputy Director, Banking Business Division I, Supervision Bureau  
HAYASHI Tomoaki, Banking Supervision Coordinator  
(Published in the August 25 issue of the Financial Law Journal)
- ◆ [Third revision of the Stewardship Code](#) (provisional English title) [available only in Japanese]  
SHINTANI Akiko, Deputy Director, Corporate Accounting and Disclosure Division, Policy and Markets Bureau  
MIKI Toshihito, Deputy Director, Planning and Management Division, Strategy Development and Management Bureau  
(Published in the August 18 issue of the Weekly Keiei Zaimu)
- ◆ [Ideal direction of public-private coordination for promoting sound utilization of AI in the financial sector](#) (provisional English title) [available only in Japanese]  
USHIDA Ryosuke, Coordinator for International Planning, International Affairs Office, Strategy Development and Management Bureau  
(Published in the August 12-19 issue of the Kinzai Weekly Financial Affairs)
- ◆ [Report by the Working Group on Improving Internal Audits of Financial Institutions \(2025\)](#) (provisional English title) [available only in Japanese]  
YAMAZAKI Katsuyuki, Director for Risk Analysis Division, Strategy Development and Management Bureau  
NAGATA Akira, Deputy Director, Risk Analysis Division, Strategy Development and Management Bureau  
ONISHI Hanami, Section Chief, Insurance Business Division, Supervision Bureau  
(Published in the August issue of the Journal of the Institute of Internal Auditors-Japan)

👉 For other contributions, please visit the website of the Financial Research Center.  
<https://www.fsa.go.jp/frtc/kikou/index.html> (Available in Japanese)





## Editorial Postscript

Thank you for reading Access FSA. On August 29, the FSA Strategic Priorities July 2025-June 2026 was published. Under the pillar “3. Continuously Evolving as a Financial Regulator that Serves the Public,” regarding PR activities, it is stated that “the FSA will carry out effective and efficient PR activities for coping with challenges that cannot be solved solely through financial administration, and will build networks domestically, internationally, in the public sector and in the private sector, in addition to making close collaboration with other ministries and agencies.” The Public Relations Office will also work as one to take on new challenges. This month's issue newly includes a challenging interview-style article. I hope you will enjoy it.

By the way, I have been using a generative AI tool (ChatGPT) in my everyday life recently as a means of using time effectively. This is an app with great potential, but I personally noticed its excellent effects when I made a plan for a family trip. ChatGPT completes multiple tasks, such as (i) deciding the destination, (ii) searching traffic information around the destination, and (iii) considering multiple routes, all at once and is very efficient. However, incorrect information is sometimes provided. It is me (a human) that assumes the responsibility for providing explanations to my family members, so, I had to verify the details of the information I obtained. Nevertheless, it was much more time-saving than making a plan all by myself. When I add conditions in more detail, the accuracy improves greatly. Seeing that process itself is enjoyable, like a game. I think more and more contents will be created by AI. (Incidentally, I have not used a generative AI tool for writing any editorial postscripts for Access FSA.)

KUME Hitoshi, Director of the Public Relations Office, FSA  
Edited and issued by the Public Relations Office, FSA

(\*The opinions expressed in this report are the personal views of the author and do not necessarily reflect the organization with which the author is affiliated.)



