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Meeting of the Local Finance Bureau Directors-General

—Speeches delivered by State Minister Seto and Parliamentary Vice-Minister Nishino—

On July 30, 2025, the first meeting of the Local Finance Bureau Directors-General* in the current program year was held. At the meeting, State Minister for Financial Services Seto and Parliamentary Vice-Minister for Financial Services Nishino delivered speeches.

Summary of the speech by State Minister Seto> Regarding the Policy Plan for Promoting Japan as a Leading Asset Management Center, the government is implementing initiatives related to the Policy Plan in order to make the shift from savings to investment steady and support asset building by household. Since the revamp of the NISA program last year, some results have been achieved for the moment. For example, one out of every four citizens (aged 18 and over) holds a NISA account.



Photo: State Minister Seto delivering a speech

To maintain and strengthen the momentum to promote Japan as a leading asset management center, it is important to continue developing initiatives in various sectors. Among the important activities are: enabling people of all generations, from young to elderly, to engage in asset building in line with their individual life plans while improving their own financial literacy; steadily proceeding with a reform of the asset management sector and asset ownership; and promoting the effective implementation of corporate governance and management reforms. Based on the Grand Design and Action Plan for a New Form of Capitalism 2025 Revised Version, which was recently decided by the Cabinet, the government will conduct an in-depth study and work out initiatives to be implemented in the future while continuing to listen to the opinions of various people.

Regarding the general meeting of the Financial System Council, on June 25 this year, Minister Kato consulted the council and asked it to conduct deliberations on the following four points: "regulatory systems related to cryptoassets," "enhancement of the regulation of unfair etc." "disclosure of corporate transactions. information," and "enhancement of regional financial power." With respect to the last point, "enhancement of regional financial power," in order to ensure that Japan's regions can achieve sustainable development amid changes in the surrounding environment, such as the population shrinkage trend, it is necessary for regional financial institutions to further exercise their ability to contribute to regional economies not only by providing financial support but also by performing a wide range of financial intermediary functions, that is, "regional financial power," while cooperating with diverse stakeholders. To that end, it is necessary to promote the development of an environment that enables regional financial institutions, etc. that are expected to underpin regional financial power to sufficiently perform their roles.

^{*}Based on laws and regulations, the Financial Services Agency (FSA) has entrusted some of the authorities regarding the inspection and supervision of private-sector regional financial institutions, etc. to the 11 Local Finance (Branch) Bureaus across the nation and other entities (including the Okinawa General Bureau of the Cabinet Office). In order to ensure sufficient cooperation between the FSA and the Local Finance (Branch) Bureaus, etc., the Directors-General of those bureaus and senior officials of the FSA and other relevant entities hold a meeting every three months.

Specifically, we will deliberate on the following three points. First, we will deliberate on what the regional finance should be like in order to further revitalize regional economies and how to develop the regional financial power. Second, we will deliberate on measures to strengthen management foundation of regional financial institutions, such as extending the periods of and expanding the capital participation system and the fund-grant system, including ensuring appropriate business management and operations of regional financial institutions accepting capital participation. Third, we will deliberate on measures to make it continuously perform financial possible to intermediary functions by ensuring financial soundness. Regarding those challenges, we will establish a working group on the enhancement of the regional financial power and develop a "Regional Financial Power Enhancement Plan," which is a package of policy measures, by the end of 2025 based on discussions held by the working group. I will appreciate continued support from the Local Finance Bureaus to ensure active discussions on a broad range of points of discussion.

Summary of the speech by Parliamentary Vice-Minister Nishino>

Regarding corporate governance reform, in Japan, we have so far conducted initiatives to ensure sustainable corporate growth and the enhancement of corporate value in the medium to long term. The Action Programme for Corporate Governance Reform 2025, published on June 30 this year, summarized the progress in initiatives conducted under Action Programme 2024 and indicated the future direction of corporate governance reform. As initiatives that should be promoted from now on, Action Programme for Corporate Governance Reform 2025 stated the following activities: considering revisions to the Corporate Governance Code in order to promote investment through the appropriate allocation of business resources; establishing a consortium as a forum of discussion among company officials in charge of practical affairs and various other relevant stakeholders on how to enhance the functions of the board of directors; enhance the disclosure concerning employees' salaries and remuneration; and refine and potentially streamline the disclosure items required in annual securities reports, with due consideration given to remuneration and the balance between usefulness for investment decisions and the burden on companies. The FSA will promote the development of an environment necessary for effectively implementing corporate governance reform based on self-motivated changes in companies' and investors' mindsets under the new Action Programme, in cooperation with the Local Finance Bureaus, the Tokyo Stock Exchange and other relevant organizations.

With respect to the promotion of sustainable finance, one type of sustainable finance is an investment approach called "impact investment," which seeks to generate an impact in the form of response to social challenges while securing a certain level of investment return. As part of an initiative to promote impact investment, the Impact Consortium, in which a broad range of relevant people from the public and private sectors are participating, has established four theme-specific working groups and has been holding discussions since the summer of last year in order to foster a favorable mood for and expand impact investment. Specifically, in June this year, the working groups summarized the results of discussions on the following matters: how to develop practical data and indicators that can be used by companies and investors involved in impact investments to measure and manage impacts; how impact investment in listed companies should be made; how to foster a favorable mood for and expand impact investment at the regional level through case studies and fieldwork related to regional companies and financial institutions involved in impact investment; and studies on how to identify the challenges standing in the way of promoting the resolution of social problems through collaboration between local governments and startups involved in impact investment and on the future direction and approaches to resolving those challenges.



Photo: Parliamentary Vice-Minister Nishino delivering a speech.

While taking into consideration the results of the discussions, we will continue to promote initiatives to further expand the scope of companies and investors who intend to generate impacts. Impact investment aims to resolve regional challenges in areas such as healthcare and nursing care, infrastructure and urban development, and business succession, and realize economic and social revitalization, so we will promote initiatives by financial institutions in cooperation with the Local Finance Bureaus.

At the meeting of Local Finance Bureau Directors-General, in addition to the speeches made by the State Minister and Parliamentary Vice-Minister, an exchange of opinions was held between the Local Finance Bureau Directors-General and senior officials of the FSA on the immediate challenges for financial administration and the FSA's initiatives. The Local Finance Bureau Directors-General and the FSA officials shared the perspective on those challenges and affirmed that the FSA and the Local Finance Bureaus will continue to work together to address them.



Photo: The meeting of Local Finance Bureau Directors-General

Overview of the Report by the Working Group on Improving Internal Audits of Financial Institutions (2025)

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

1. Introduction

In June this year, the FSA summarized discussions held by the Working Group on Improving Internal Audits of Financial Institutions (hereinafter the "Working Group") (see later references) and published a report (2025) (hereinafter the "Working Group Report") in order to clearly indicate the direction of measures that should be taken by financial institutions to improve internal audits and further promote the implementation of the measures.

Regarding the improvement of internal audits of financial institutions as an important challenge, the FSA has published three reports (hereinafter the "FSA Reports") since 2019 in order to encourage financial institutions to implement measures to do so. Meanwhile, the FSA has received from financial institutions many requests for the clarification of the phased evaluation of internal audits described in the Current Situation and Issues for Improving Internal Audit of Financial Institutions, published in 2019. In the Monitoring Report for Improving Internal Audits of Financial Institutions (2024) (hereinafter the "Monitoring Report 2024"), published in September 2024, the FSA expressed an intention to consider the need to revise the evaluation. When making revisions, it was necessary to give consideration to the start of application (January 2025) of the new Global Internal Audit Standards (GIAS).

Therefore, the FSA convened the Working Group (one meeting was held every month from January to May, for a total of five meetings), expecting that it would be able to sort out issues in a way better attuned to practical affairs by widely collecting various views, including the opinions of financial industry associations, the knowledge of external evaluation organizations, and the Institute of Internal Auditors Japan's approach to GIAS. At the Working Group's meetings, many thought-provoking opinions were presented by participating organizations and substantive discussions were held.

2. Approach to improving internal audits of financial institutions based on the discussions at the Working Group

The Working Group Report explains the following five points in that order: (i) the concept of the phased evaluation; (ii) redefinition of the phased evaluation (examination of the definition of each phase and the concept of level); (iii) relationships with the phased evaluation of example cases in the FSA Reports and the "three issues" indicated in the Progress Report for "Improving Internal Audits of Financial Institutions" (Interim Report) (2023); and (iv) financial institutions' approach to future initiatives that takes into consideration all those factors; and (v) the direction of measures that should be taken by small financial institutions. The report also explains the relationship between GIAS, the phased evaluation and the three issues.

Described below are the three main points arrived at as a result of the discussions.

The first point is the "position of the phased evaluation," which is a starting point for considering the direction of improvement of internal audits. The Working Group Report stated as follows: "The phased evaluation is not a formal, quantitative evaluation, but rather a statement of the direction and approach to realizing the objectives of internal audit and exercise of its function. Advancement to higher phases is not in itself the goal."

That reflects the conclusion that although it is good for financial institutions to aim to advance to higher phases when they consider the direction of improvement of internal audits, they must do more than just do that as a matter of form. The report also emphasized that only when the internal audit function is properly exercised and its purposes are realized can they advance to higher phases.

The second point is identifying the relationships between the phases of the phased evaluation. At the Working Group, it became the consensus that the phased evaluation must be "understood as the so-called 'Accumulation model' in that the process becomes increasingly multi-layered and obtains more depth as each phase advances to the next."

When the FSA holds dialogue with financial institutions, we find that many of them regard the phased evaluation as a "graduation model," which does not require financial institutions that have advanced to higher phases to conduct activities required in lower phases. At the latest meeting of the Working Group, many participating organizations pointed out the importance of compliance verification, arguing that although it is good for financial institutions to aim for higher phases, the compliance verification function must not be neglected.

However, that does not mean that the internal audit division must always be responsible for conducting compliance audit. It is necessary to consider what function internal audit is required to perform on the premise of the clarification of the division of roles between organizations responsible for the individual lines of the "Three Lines Model" (the first, second and third lines) while taking into account the size and characteristics of financial institutions. That cannot be done through efforts made by the internal audit division alone. The management team must exercise leadership in doing that.

The third point is that the report indicated points of attention corresponding to organizational scale and business characteristics, particularly the direction of improvement measures that should be taken by small financial institutions.

In the Working Group, industry associations of businesses with a relatively small organizational size, including money lending businesses, funds transfer businesses, crypto assets exchange businesses, and asset management businesses participated, and we listened to the opinions of those business associations. Among the problems cited by those associations was the presence of many issues that require organization-wide studies and therefore cannot be resolved in a short period of time. Meanwhile, despite their small organizational size, those businesses have a large business scale (in terms of transaction volume and business volume), so the impact of risk materialization on the side of transaction counterparties cannot be overlooked. Therefore, the need to develop internal audit systems suited to business characteristics was cited as a point of discussion.

In this respect, there is considerable room for resourceful solutions. For example, the Working Group Report pointed out the ease of communication between the management team and the internal audit division at those businesses due to their small organizational size and indicated the possibility of using the resources of entire financial groups to which they belong or cooperating with financial institutions of similar business types. The FSA will collect and study cases of initiatives by

small financial institutions and feed back necessary information.

Among other points of the report is the response to requests from many participating organizations to classify cases, mainly those cited in the Monitoring Report 2024, in relation to the "three issues" and the phased evaluation. At this time, we attempted to do that (see Chart 5 of the Working Group Report).

However, we did that only on a trial basis in order to contribute to the promotion of the improvement of internal audits, so the classification of cases or their appropriateness is neither perfect nor complete, leaving room for further improvements. The FSA will continue to consider how to provide information more clearly, including better ways of presenting cases of initiatives by financial institutions.

In addition, with respect to the relationship between the phased evaluation and the concept of GIAS, we will seek opinions from and hold discussions with the Institute of Internal Auditors Japan. As a result, we reached the consensus that those two are not contradictory. It was affirmed that improving internal audits in reference to both the FSA Reports and GIAS is important for achieving the goal.

3. Conclusion

As the views indicated in the Working Group Report are broad consensuses reached by participating organizations, it is not too much to say that they represent the collective opinions of the financial industry at the time of the meeting of the Working Group.

As improving internal audits is no simple matter, there is no end of difficulty. However, we hope that the contents of the Working Group Report will provide clues for financial institutions to promote the improvement of internal audits and also serve as a useful reference for non-financial business corporations as well.

The FSA will continue to disseminate information on cases observed through monitoring, and at the same time, it will identify changes in the environment surrounding financial institutions and change the approach to the improvement of internal audits as necessary.

* Please submit your opinions on the Working Group Report. Your inputs will be used as a reference for future reports.

Children' Visit to Kasumigaseki (Government District)

The Children's Visit to Kasumigaseki was held over two days, on August 6 and 7.

This event, which is held during children's summer holidays, is an initiative in which the central government ministries and agencies located in Kasumigaseki, mainly the Ministry of Education, Sports, Science Culture, and Technology, cooperatively provide participating children with explanations, such as by using exhibitions, to introduce their activities with the aim of having children broadly learn about society, understand government's policies, and deepen contact with their parents through hands-on activities.

The Financial Services Agency also holds events mainly targeting elementary school students every year. This year, the program included financial and economic education lectures separately for uppergrade students and for lower-grade students in order to help them understand the role and importance of money in an easy-to-understand manner.

1. "Introduction to the FSA's Work"

Targeting upper-grade students, Director of the Public Relations Office Kume provided explanations under the title "Introduction of the FSA's Work" with the aim of having children understand what the FSA is doing. Director Kume explained the flow of money and the FSA's work, while also referring to topics familiar to them.



Photo: A lecture titled "Introduction to the FSA's Work"

2. Financial and Economic Education Lectures

Kid's Money Station, which specializes in financial education, provided financial and economic education lectures. This time, a lecture titled "Basics of the First Investment" was provided to upper-grade students, while lower-grade students enjoyed a board game, "Kids Money Sugoroku."



[Kid's Money Station]

Kid's Money Station was established with the thought that children would learn the importance of goods and money and have the power to become independent. Approximately 300 lecturers are enrolled nationwide, and various lectures on money education and career education are provided at local governments' facilities, schools, etc.



"Basics of First Investment"
- HIRANO Risa and ISHIDA Azusa, Lecturers

Through enjoying a dice board game as group work, children learned the characteristics of financial instruments, such as shares, investment trusts, and deposits. The lecturers taught them compound interest and simple interest in an easy-to-understand manner by using replica bills.



Photo: A lecture titled "Basics of First Investment"



"Kids Money Sugoroku (board game)" - KITAMURA Yuki and FUKUSHIMA Kanako, Lecturers -

In the lecturers' play "A Day in the Life of Bakekochan," children learned that money is used in various ways in daily life.

Participants also took on the sugoroku game and enjoyed learning about good and bad ways to use money through various happenings and quizzes related to money in the game.



Photo: Kids Money Sugoroku (board game)

3. Special Event

(1) Message from Minister Kato

As a special program on August 7, Minister of State for Financial Services KATO Katsunobu came to the venue and delivered a message directly to participants.



Photo: Minister Kato delivering a message

(2) Q&A session with Minister Kato

When the moderator asked, "Does anyone have a question for the Minister?" many children raised their hands. Minister Kato frankly answered their innocent questions one after another and sometimes asked them questions. They enjoyed such interactive talks in an amiable atmosphere.



Photo: Minister Kato answering children's questions



Photo: A child asking Minister Kato a question

- Questions from children –
- What is rewarding about your work?
- What made you want to do your job?
- What are your hobbies?
- Do you take a summer holiday?
- What was your dream when you were a child?

4. Quizzes on the FSA

Lower-grade students tackled 6 quizzes on the FSA and the NISA program given by Wanisa, the FSA's official mascot character.

Aiming to win a commemorative gift by getting all the answers correct, participants worked hard with their guardians.



Photo: Children working on quizzes on the FSA

5. Tour of the Minister's Office in the FSA and the Tribunal

As a tour of the Financial Services Agency, participants were taken to the Minister's Office, where the Minister for Financial Services works, and the tribunal where the trial proceedings for violations of the Financial Instruments and Exchange Act, etc. are held. In the Minister's Office, not only children but also their guardians sat on the Minister's chair or otherwise enjoyed taking commemorative photos.



Photo: Visit to the Minister's Office

A Nationwide Campaign, Financial and Economic Education Caravan

- Event in Sapporo on August 30 Deputy Director-General, WANISA, Busy Making Courtesy Visits! vol.4 –



The Financial Services Agency has been working on the promotion of financial and economic education, and has launched a nationwide campaign, Financial and Economic Education Caravan, led by its official mascot character, "Wanisa," in collaboration with Local Finance Bureaus, local governments, financial institutions,

non-financial companies and others, with the aim of expanding financial and economic education throughout Japan.

On Saturday, August 30, the following event will be held in **Hokkaido** as the third-round event!

- Date and time: 10:00 a.m. to 4:30 p.m. on Saturday, August 30, 2025 (tentative)
- Venue: Sapporo Factory (Kita 2-jo Higashi 4-chome, Chuo-ku, Sapporo) \ \ つ=ーサとなかまたちも来るよ! /
 - B1 Atrium (stage shows and booth exhibitions)
 - B1 Sapporo Factory Room (lecture programs)
- Performers: Holstein Morio (Moriman), Member, Everybody, Aoki Maccho (Kakeochi); Taketo (master of ceremonies)
- Major content
- > Stage shows
 - * "Attack by Warusa!? Guide the World to Peace with Correct Knowledge on Money!?"
 - * Learn about money! Happy Family with All Members Together
 - * *Unko* Money Drill: Life Edition (targets: first to third graders)

➤ Lecture programs

- * Learn using Minecraft Quest of Finance Knowledge on Money, the Valiant's Weapon [Provided by the SMBC Group] *NOT OFFICIAL MINECRAFT PRODUCT.NOT APPROVED BY OR ASSOCIATED WITH MOJANG
- * *Unko* Money Drill: Economy Edition (targets: fourth to sixth graders)
- * Financial and Economic Education for Adults Is Asset Building Necessary? –

At the venue, various exhibition booths on money-related themes will be established by cooperating companies and associations.

* For details, please access the official website below. (Available in Japanese)*

https://wanisa-caravan.fsa.go.jp/event/sapporo/









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). Please keep an eye on Wanisa's movements!



Courtesy visit to Yamagata Governor Yoshimura (delivered on August 13) (Available in Japanese)



► Courtesy visit to President Sato of the Yamagata Bank, Ltd. (delivered on August 14) (Available in Japanese)



Courtesy visit to President Sato of the Toho Bank, Ltd. (<u>delivered on August 20</u>) (Available in Japanese)





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

- Updated list of issuers of gift certificates in repayment procedures based on the 'Payment Services Act' (July 31) (July 31)
- Release of "The Second Scenario Analysis on Climate-Related Risks(Banking Sector)" (July 29)
- ➤ "the Code of Conduct for ESG Evaluation and Data Providers": 28 ESG Evaluation and Data Providers have endorsed the "Code of Conduct" as of June 30, 2025 (July 25)
- Updated: Guidebook for Registration of Investment Management Business and Other Financial Instruments Businesses (July 23)
- Practices and Issues on Climate-related Risk Management ~ Building on "Supervisory Guidance on Climate-related Risk Management and Client Engagement" ~ (July 7)
- Publication of Discussion Paper: "Examination of the Regulatory Systems Related to Cryptoassets" (July 4)
- ➤ Publication of "FSA Analytical Notes (2025.7): A Quantitative and Textual Analysis of Climate-Related Risks in the Banking Sector" in Japanese (July 4)
- Publication of "FSA Analytical Notes (2025.6) vol.2: I. Analysis on credit risk management practices, and II. Understanding the utilization of Credit Guarantee System" (July 4)
- The Dialogue between the Financial Services Agency (FSA) and the center for Financial Industry Information Systems (July 4)
- Released the meeting materials of "The Fifth Working Group on Improving Internal Audits of Financial Institutions" (July 4)



JFSA's official English X(formerly Twitter) account $\label{eq:https://x.com/JFSA_en} https://x.com/JFSA_en$



We are promoting information dissemination using X (formerly Twitter)!

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—
- Outline of the scenario analysis in consideration of the short-term impact of climate-related risks (Available in Japanese)

OGAWA Kazuhiko, Deputy Director, Macro-financial Stability and Data Strategy Office, Strategy Development and Management Bureau

TAKEYAMA Azusa, Planning Officer, International Division, Financial System and
Bank Examination Department, Bank of Japan

(Published in the August 5 issue of the Kinzai Weekly Financial Affairs)

♦ Financial trend relating to the utilization of AI and points to note in legal terms (Available in Japanese)

USHIDA Ryosuke, Coordinator for International Planning, International Affairs Office, Strategy Development and Management Bureau (former Director for Innovation Strategy, Risk Analysis Division)

(Published in the August issue of Banking Law Journal 21 No. 929)

◆ Significance of establishing departments dedicated to climate-related risks and relevant initiatives in the financial industry (Available in Japanese)

MIYAMOTO Takao, former Director, IKEDA Yuri, former Deputy Director, KAWAI Daisuke, Deputy Director, Climate-related Risk Monitoring Office, Strategy Development and Management Bureau (Published in the July 22 issue of the Kinzai Weekly Financial Affairs)

◆ Status of information disclosure before general shareholders' meeting for the term ending in March 2025 and future initiatives of the FSA (Available in Japanese)

KOBAYASHI Noriyuki, Deputy Director, KANEKO Satoshi, Deputy Director, KIYONO Kyohei, former Officer,
MIKI Toshihito, former Section Chief, NAKAMURA Takumi, Staff Member,
Corporate Accounting and Disclosure Division, Policy and Markets Bureau
(Published in the July 21 issue of the Weekly Keiei Zaimu)

- Full-fledged operation of the joint data platform and new development of data utilization (Available in Japanese)

 MIYAMOTO Takao, former Macro-financial Stability and Data Strategy Officer and Chief Data Officer,

 Strategy Development and Management Bureau

 ITO Hitomi, former Macro Prudence Coordinator

 (Published in the July 15 issue of the Kinzai Weekly Financial Affairs)
- ◆ Outline of the summary of issues and practices for dialogues regarding the verification of effectiveness of antimoney laundering measures (Available in Japanese)

MIKI Junki, Senior Inspector, Financial Crimes Office, Risk Analysis Division, Strategy Development and Management Bureau (Published in the July 10 issue of the Financial Law Journal))

Overview of Audit Firms in Japan and Their Monitoring

ENOMOTO Yuichiro, Director, Office of International Audit and IFIAR Affairs, Headquarters for International Audit and IFIAR Affairs, Strategy Development and Management Bureau YAGI Hiroshi, former Deputy-Director, Monitoring and Inspection Division, Certified Public Accountants and Auditing Oversight Board

(The Annual Journal of Audit and Accounting 2024)

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

We have had very hot summer. How have you been? Even just commuting makes me feel exhausted. On a personal note, I recently took a summer vacation and spent a few days in the Shinshu region. Unfortunately, the weather was not good, but the cooler climate was a welcome change and gave me a chance to recharge.

This month's issue introduces an event called "Children' Visit to Kasumigaseki," which was held in early August. I was also given a chance to talk to participating children about what the FSA is doing, and this was a good opportunity for me to reflect on how I should make explanations easy-to-understand for children and how to think about what money really is. Money is an essential part of our everyday lives, but in reality, we rarely have a chance to learn or think about how to use it properly. The FSA's mission is to ensure that people can trust and use money mechanisms with confidence. Seeing children enthusiastically participating in hands-on programs prepared by outside lecturers reminded me once again of how important financial and economic education truly is.

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

