

**10th International Public Asset Management Companies Forum (IPAF)
Training Seminar**

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Opening Remarks by

Jong Woo Kang

Director, ERCI, ERDI,

Asian Development Bank

Opening

Distinguished colleagues, esteemed IPAF members, representatives from Asset Management Companies (AMCs) and Deposit Insurance Corporations (DICs), government officials from ADB developing member countries, ladies and gentlemen. Good morning.

On behalf of the Asian Development Bank, it is my great pleasure to welcome you to the 10th IPAF Training Seminar, co-hosted with the Mongolia Asset Management Corporation, or MAMCO, here once again in Ulaanbaatar, Mongolia.

First, let me express my sincere appreciation to MAMCO for its strong partnership and dedicated efforts in organizing this seminar. Together with the Bank of Mongolia (BOM) and the Deposit Insurance Corporation of Mongolia (DICO), MAMCO successfully co-hosted the IPAF Summit and International Conference last year. Building on that success, we are pleased to continue our collaboration through this year's Training Seminar. Your commitment to strengthening regional cooperation and enhancing institutional capacity in nonperforming loan (NPL) resolution is deeply appreciated.

I would also like to warmly welcome all IPAF member institutions, speakers, moderators, and participants who have joined us from across the region.

As we gather for this seminar, the regional and global economic environment continues to present significant uncertainty and challenges.

Outlook and Risks

Developing Asia began 2026 with strong economic footing in spite of complicated international trade policy environment. Current geopolitical risks, however, are posing growing challenges to the regional economies, with the negative impact of high oil prices alongside the supply chain disruptions for some of key commodities. Persistent geopolitical tensions, trade fragmentation, and volatile global financial conditions continue to weigh on the region's outlook.

At the same time, structural vulnerabilities remain in some of the regional economies. Household debt levels remain elevated in several economies, while higher borrowing costs and slower income growth are placing additional pressure on consumers and SMEs. Although banking systems in many economies remain broadly resilient, there are growing concerns over asset quality deterioration in certain sectors and borrower groups, particularly in construction, real estate, and consumer lending.

In Mongolia, where we are gathered today, the economy has shown relatively strong growth supported by the mining sector and external demand. However, as with many commodity-dependent economies, Mongolia remains exposed to external shocks, commodity price volatility, and fluctuations in global demand. Against this backdrop, maintaining financial sector resilience and strengthening institutional capacity for distressed asset management remain important priorities. In this regard, the role played by institutions such as MAMCO, BOM, and DICO remains highly important.

The need for effective NPL management and stronger institutional preparedness cannot be overemphasized. This is particularly true as many economies are facing rising challenges related to personal and retail debt,

creating greater demand for practical and sustainable approaches to NPL resolution.

The Role of AMCs and the Importance of IPAF

In this context, the role of IPAF continues to grow in importance.

Since its establishment in 2013, IPAF has served as an important platform for knowledge sharing, institutional cooperation, and capacity building among public AMCs, DICs, and related institutions across Asia. Through its conferences, seminars, and collaborative initiatives, IPAF has contributed to strengthening regional financial resilience and enhancing institutional preparedness in managing distressed assets.

Today, IPAF consists of 18 member institutions from eight countries. We are also pleased that two additional institutions from Thailand and the Lao PDR are currently in the process of joining the Forum. This continued expansion reflects the growing relevance of IPAF and the increasing recognition of the importance of regional cooperation in this field.

Background for This Year's Seminar

Earlier this year, ADB and the IPAF Secretariat conducted a training needs survey among IPAF member institutions. Based on the feedback received, we sought to design a program that responds directly to the operational priorities and practical challenges faced by our members.

We observed growing interest in areas such as rising household indebtedness and consumer credit stress, more sustainable approaches to retail debt resolution, and improved valuation, portfolio management, and market-based resolution techniques. Many member institutions are also exploring portfolio-based approaches and more efficient resolution mechanisms to address increasingly large and diverse pools of distressed assets.

Against this background, this year's seminar is organized under the theme, "Strengthening Capacity in Personal NPL Resolution and Portfolio-Based Techniques."

Details of This Year's Seminar

Over the next two days, participants will exchange practical experiences and explore topics including retail NPL operational frameworks, borrower rehabilitation, valuation methodologies, portfolio-based resolution strategies, and judicial and data transparency issues.

The seminar will also feature discussions on *NPL Watch Asia*, IPAF's regional NPL monitoring publication. Following the launch of the inaugural edition last year, key findings from the interim report for the second edition will be shared. We hope this initiative will continue to serve as a useful platform for sharing regional trends, institutional experiences, and analytical insights on NPL developments across Asia.

On the second day, participants will engage in working group discussions covering not only the key themes of the main sessions, but also the blueprint for an Online NPL Trading Platform, which has emerged as an area of growing interest among IPAF members.

As reflected in the workshop program, this seminar is intended not only as a platform for presentations, but also as a forum for peer learning, practical exchange, and open discussion. The diversity of expertise represented here today creates a valuable opportunity for meaningful dialogue and regional cooperation.

Closing

In closing, I extend my sincere gratitude to IPAF members for their dedication and cooperation over the past thirteen years. I also thank all presenters, moderators, and participants for their valuable contributions to this event.

As the Secretariat of IPAF, ADB remains committed to supporting these efforts and to further strengthening knowledge-sharing and capacity-building initiatives across the region.

Looking ahead, continued cooperation among IPAF members will be essential in strengthening regional financial safety nets and enhancing institutional resilience.

I encourage all participants to actively engage in the discussions, exchange ideas openly, and make full use of this opportunity to learn from one another.

I wish you all a productive, insightful, and enriching seminar over the next two days. Thank you.

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