



BEYOND RETURNS



INVESTING FOR PEOPLE, PLANET, & FINANCIAL RETURNS



RESILIENCE & RISK IN A CHANGING WORLD

Examining how impact investors respond to an increasingly complex landscape shaped by geopolitical uncertainty, climate volatility, and liquidity challenges. The programme will focus on how to manage risk, preserve liquidity, and navigate harder exits, all while maintaining long-term resilience and impact integrity.



REDEFINING RETURNS: BEYOND THE FINANCIAL

Understanding the evolving expectations of investors and stakeholders, the programme covers impact integrity and intangible outcomes. It examines the balance between financial returns and authentic impact, navigating trade-offs and alignment amid macroeconomic shifts.



BUILDING WITH INTEGRITY: GOVERNANCE, CAPITAL & ACCOUNTABILITY

Analysing the foundations of credible impact, the programme focuses on corporate governance, authenticity, and scalable capital strategies. It explores blended finance mechanisms, family office readiness, incentive structures, and transparency, highlighting how accountability shapes sustainable investment approaches.



EMERGING ASIA : OPPORTUNITY & OBLIGATION

Exploring Asia-Pacific as a region of both immense opportunity and significant responsibility, the programme explores the convergence of emerging markets, climate impacts, and social inclusion. It highlights investment trends, sectoral challenges, and regional dynamics, offering insights into sustainable growth and global investor perspectives.

Impact Summit Asia is a highly curated conference that convenes institutional investors, asset owners, thought leaders, and experts in the impact investing space from the Asia-Pacific region. As a satellite conference to esteemed flagships [Impact Summit Europe](#) and [Impact Summit America](#), [Impact Summit Asia](#) provides a trusted platform for investors from Asia-Pacific to catalyse institutional capital to support the most ambitious environmental & societal goals, promoting meaningful investments that go hand-in-hand with financial returns.

Attendees will gain insights into current trends, opportunities, and solution-oriented discussions that encourage change at from all facets. The Summit will provide a comfortable space to institutional asset owners to share best practices, network and raise important questions amongst their peers, and to learn practical instruments to increase their impact allocation, contributing to scaling their positive impact on people and the planet.

This year, Impact Summit Asia - Pacific 2025 will be hosted in collaboration with the inaugural AT ONE IMPACT WEEK 2025 and the NO.17 Foundation, part of TPC (Tsao Pao Chee).

Hosted by



In collaboration with



With support from Industry Partners:



ADVISING COMMITTEE

This agenda was shaped with input from industry experts:

- **Ayako Kageyama**, Head of Innovative Sustainable Finance, Nippon Life Insurance Company
- **Bryan Goh**, Chief Executive Officer, Tsao Family Office
- **Chii Fen Hiu**, Director, Centre for Impact Investing and Practices (CIIP)
- **Diana Watson**, Head of Sustainability and Impact Investment, Tsao Family Office
- **Eliza Foo**, Director of Impact Investing, Temasek
- **Hui Hsing Ma**, Co-Founder, Blue7
- **Kavitha Menon**, Director, Singapore Sustainable Finance Association (SSFA)
- **Sook Yee Tai**, Chairman, NO. 17 Foundation
- **Vikas Arora**, Chief Impact Investing Officer, AVPN

PRELIMINARY AGENDA

The APAC region covers a large geographic area, encompassing diverse cultures, histories and a spectrum of economic development rates and levels. In the process of growing their dynamic economies, the APAC region faces various social and environmental challenges. Navigating this intricate context is paramount for institutional investors & asset owners seeking to create a positive impact on the environment and ensure the well-being of future generations, while safeguarding financial returns.

This year's theme: **BEYOND RETURNS: Investing for People, Planet & Financial Returns**, reflects the growing imperative for institutional investors to balance financial performance while creating positive long-term impact.

Time	Session Description	
9:00 – 9:20	Asset owner registration for the Investors' breakfast workshop	
9:20 – 10:10	Investors Breakfast Workshop (Asset owners only) <i>In development with CIIP</i>	Plenary room
9:00 – 10:10	General attendance registration & welcome coffee	
10:15 – 10:30	Welcome Address Impact data deep dive by Phenix Capital Group Market Intelligence <i>In this session, Phenix Capital Group welcomes the delegates and will share the most current data in the impact industry globally and specifically in the Asia Pacific region.</i> <i>Speaker: Chantal Hermans, COO, Phenix Capital Group</i>	Plenary room
10:30 – 10:45	Opening remarks Doing well, by doing good <i>Speaker: Rajeev Peshawaria, CEO & Author, Stewardship Asia Centre</i>	Plenary room
10:45 – 11:00	Keynote Beyond Returns <i>In his keynote, Chairman Tsao will share why the future of investing lies not in extraction, but in regeneration. He believes institutional investors have a vital role in shaping a Well-being Economy – where value is measured not only by returns, but by contribution, coherence, and care. When capital aligns with purpose, investment becomes a force for flourishing</i> <i>Speaker: Chairman Chavalit Frederick Tsao, Tsao Pao Chee Group</i>	

11:00-11:20 Fireside chat I What can't be measured still matters

While the industry remains fixated on metrics and dashboards, we risk ignoring what matters most. Challenging conventional wisdom, this conversation discusses the outcomes of focusing on intangibles such as steward leadership, innovation capability, and reputation; and provides a well-researched playbook for 'doing well by doing good'.

Speakers:

Chairman Chavalit Frederick Tsao, Tsao Pao Chee Group

Rajeev Peshawaria, CEO & Author, Stewardship Asia Centre

11:20 – 12:00 Panel discussion I Portfolio protection

Plenary
room

Climate change, regulatory shifts, political instability, and currency fluctuations are converging, making portfolio protection more complex than ever. For investors with long-dated capital in education, fintech, and agri-tech, how do you hedge against risks that are systemic, not cyclical? This panel focuses on risk mitigation tools and strategic foresight models being used by top funds across Southeast Asia. We'll explore scenario planning, sector diversification, and adaptive strategies that prioritize both mission and margin.

Speakers:

- **Ayako Kageyama**, Head of Innovative Sustainable Finance, Nippon Life Insurance Company
- **Mark Mills**, Partner, Generation Investment Management
- **Henry Soediarko**, Director & Head of Portfolio Management, First Estate Capital Management
- **Bryan Goh**, Chief Executive Officer, Tsao Family Office

Moderator: **Katy Yung**, Chief Executive Officer, Sustainable Finance Initiative

12:00– 13:00 Lunch

13:00– 14:20 InvestorConnect session (*For asset owners & fund managers*)

Plenary
room - IC
roundtables

This dynamic session, consisting of short 15-minute speed meetings, is designed to give asset owners an efficient way to learn about a selected group of impact strategies of institutional quality and take an opportunity to enquire for more details, whilst making connections with other asset owners along the way.

Thematic roundtable discussion:

Plenary
room -
Thematic
roundtables

For non-asset owners, the Phenix Capital Group team will facilitate a group discussion along with an expert on the importance of having good governance. Using live case studies, we'll examine what strong governance looks like in practice, why investors must go beyond compliance checklists, and how poor governance undermines both returns and reputations in the impact space.

Good governance is often the difference between a sustainable, scalable impact and a failed investment. Yet in emerging Asia, where regulatory frameworks are still catching up, governance standards can vary widely.

Speakers:

- AVPN
- UNDP

14:20–14:40 Networking coffee break

14:40-15:40 Investor panel I Risk and liquidity

In this panel, we discuss what are some of the measures investors can take to ensure a successful exit and what does a successful exit look like in impact? With liquidity tightening and exits elongating, impact investors are under pressure to deliver returns without compromise. This theme will unpack how to balance risk, return, and mission in environments where capital is harder to recycle.

Plenary
room

Speakers:

- **Diana Watson**, Head of Sustainability and Impact Investment, Tsao Family Office
- **Mervin Teo**, Managing Director, Fullerton Fund Management
- **Sean Low**, Chief Executive Officer & Chief Investment Officer, Golden Vision Capital
- **Di FU**, Vice President of Impact Investing, Temasek

Moderator: **Hampton Tao**, Investment Manager, New Heritage Group

15:40-16:10 Interview | Successful blended finance models

This session will dive into the nuances of the SDG Loan Fund of \$1,111 billion, the largest blended finance fund launched in the market to date. The SDG Loan Fund demonstrates how blended finance can be deployed at scale to mobilize unprecedented levels of private sector investment.

Plenary
room

Speaker: **Wee Kii Teh**, Portfolio Manager, Allianz Global Investors

Moderator: **Ayesha Bohart**, Head of Training, Center for Sustainable Finance and Private Wealth Singapore (CSP SG)

16:10-16:50 Fireside chat I Unlocking capital at scale

Blended finance is one of the most promising tools to de-risk capital and accelerate development in emerging markets. Yet despite the headlines, real examples remain scarce. What's holding back adoption? This panel will dissect the mechanics of successful blended structures, the role of concessional capital, and how DFIs, family offices, and private funds can collaborate more effectively.

Plenary
room

Speakers:

- **Kitty Bu**, Vice President, Southeast Asia, Global Energy Alliance for People & Planet (GEAPP)
- **Hao Tian**, Senior Advisor, Blended Finance Solutions, Global Climate Finance Accelerator
- **Shilpa Pahlaj Gulrajani**, Managing Director Sustainable Finance, Development Bank of Singapore (DBS)

Moderator: **Kavitha Menon**, Director, Singapore Sustainable Finance Association (SSFA)

16:50 - 17:00	Closing remarks	Plenary room
17:00 – 18:00	Closing reception drinks	

WHO SHOULD ATTEND:

INSTITUTIONAL INVESTORS & ASSET OWNERS

This invitation-only programme is catered for C-Suite, Board Members, Portfolio Managers, ESG/Impact Investing officers, and respective teams of:

- Public and Corporate Pension Funds and their Fiduciary Managers,
- Insurance Companies,
- Family Offices,
- Sovereign Wealth Funds & Development Finance Institutions,
- Foundations and Endowments,
- Wealth Managers/Private Banks,
- Faith-based Organisations

➤ *Asset owners may apply for a Complimentary ticket. Please request an invitation >>*

➤ *Other ecosystem players are welcome to find participation options here>>*

JOIN A COMMUNITY OF VISIONARY INVESTORS SHAPING THE FUTURE!



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