

FY 2024

# Summary of the Tokyo Metropolitan Government Budget Proposal

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This is a partial English version of Summary of the Tokyo Metropolitan Government Budget Proposal for Fiscal Year 2024.

This material is furnished solely for the purpose of the reader's reference only.

If there is any conflict and/or discrepancy between this material and the Japanese original of the Summary, the information in the Japanese original shall take precedence.

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February 2024  
Tokyo Metropolitan Government

\*This document reflects details after adjustment of figures, etc. in material published on January 26, 2024.

\*The FY 2024 budget amounts shown in this document are the figures in the initial budget proposal.

\*In principle, figures in each table are rounded to the nearest unit.

\*In principle, percentages of change and ratios are calculated from the figures in each table.

\*Some project names include provisional names.

\*㊦ refers to FY 2023 (FY Reiwa 5) and ㊧ refers to FY 2024 (FY Reiwa 6).

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## **Budget Points**

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# FY 2024 Budget Points

## Budget Compilation Policy

The positioning of the FY 2024 budget is as follows:

**“Budget for challenging structural shift of industries, economy, and society to create the glorious future of Tokyo and Japan during a changing social situation, and realizing the bright ‘Future Tokyo’ where each person shines”**

The budget is compiled on the basis of the following points:

1

To drive growth and development in Japan and develop to a sustainable city, Tokyo Metropolitan Government (TMG) will proactively implement drastic measures to enhance the city power from the following viewpoints: “People’ shine,” “Enhancement of global competitiveness,” and “Safety and Security.”

2

To improve the quality of service actually felt by Tokyo citizens, Tokyo will upgrade its systems and structures, which include deepening of digital-based service reform, in light of changes in the social structure while maintaining a resilient and sustainable financial base.

### ◆ Summary of FY 2024 Budget Framework, etc.



#### General Account Total Expenditure

**8 trillion 453.0 billion yen**

(Previous FY initial budget comparison +412.0 billion yen, +5.1%)

- By adopting a budget distribution that prioritizes initiatives for the realization of the society where people shine, enhancement of global competitiveness, and safety and security assurance, the general account budget scale has increased by 412 billion yen compared to the previous fiscal year.



#### General Expenditure (Policy Expenditure)

**6 trillion 370.2 billion yen**

(Previous FY initial budget comparison +434.8 billion yen, +7.3%)

- By adopting seamless support for all persons ranging from children to elderly people, the initiative for early establishment of a strategic framework for creating innovation, and the initiative for realizing the resilient capital of Tokyo, capable of responding to all threats, such as mega quakes, general expenditures have increased by 434.8 billion yen compared to the previous fiscal year.



#### Tax Revenues

**6 trillion 386.5 billion yen**

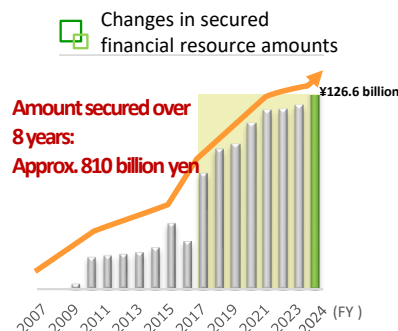
(Previous FY initial budget comparison +185.5 billion yen, +3.0%)

- Metropolitan tax revenues increased by 185.5 billion yen to 6,386.5 billion yen mainly due to increased revenues from the corporate inhabitant and enterprise taxes (two corporate taxes) following a solid trend in corporate earnings and increased revenues from the fixed assets tax and city planning tax.

## Promotion of Policy Reviews, Project Reviews and Group Cooperation Project Reviews

- ✓ Policy Reviews Number announced **13 Policy groups (113 projects in total)**
- ✓ Project Reviews Number announced / Secured financial resources amount **1,515 / 126.6 billion yen**

- We have enhanced initiatives for the review system, including implementation of a new review of initiatives of the TMG and policy cooperation organizations from the perspective of placing greater priority on achievements and an increase in the efficiency and effectiveness on a TMG group-wide basis.
- We have announced **13 policy groups** for policy reviews, **1,515 review results** of the project reviews, and **all 33 groups'** review results of the group cooperation project reviews and secured **the highest ever financial resources of 126.6 billion yen** through project review initiatives.



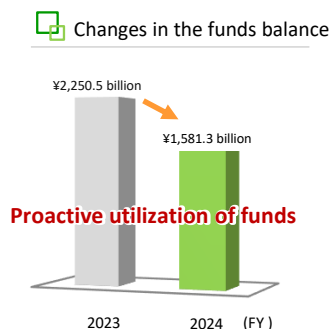
## Funds Balance

**1 trillion 581.3 billion yen**

(Previous fiscal year's post-final adjustment budget comparison -669.2 billion yen, -29.7%)

\*Based on the ordinary account

- In the FY 2024 budget, in order to steadily promote measures to reinforce the city's resilience, improve social capital, and realize an advanced welfare city, **funds are proactively utilized** while a certain degree of the balance is secured.
- We will continue with **the strategic utilization of funds**, through their use as **financial resources** for the steady promotion of policies set forth in the "Future Tokyo: Tokyo's Long-Term Strategy," etc., while discerning trends in tax revenues.

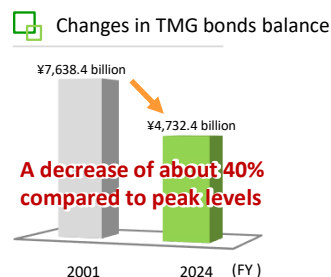


## TMG Bonds Balance

**4 trillion 732.4 billion yen**

(Previous fiscal year's post-final adjustment budget comparison -4.8 billion yen, -0.1%)

- Until now, along with efforts to restrain TMG bonds issuance through financial reconstruction initiatives, subsequent TMG bonds have been issued according to the status of metropolitan tax revenues, etc.
- In the FY 2024 budget, we **strategically utilize TMG bonds** in light of the burdens on future generations. **TMG bond balance** is expected to **decrease at the end of FY 2024**.



# Perspectives for the Deployment of Measures in the FY 2024 Budget

- Our lives, that a sense of stagnation had remained, go to a new stage due to the downgrade of COVID-19 to Class V infectious diseases.
- On the other hand, we face **challenges with no time to lose in addressing**, which include rapid progress in the falling birth rate and an aging population and globalization, lower global competitiveness backed by delayed industrial reconstruction, and preparations for wide-scale disasters that might occur at any time.
- In a time of uncertainty, to realize the city where Tokyo citizens can have hope for the future and live with ease, **it is required to proactively work on a change to a sustainable city and promote the policy to open the way to the future.**
- In the FY 2024 budget, to drive growth and development in Japan and develop into a sustainable city, the TMG will **proactively implement drastic measures to enhance the city power**, including **realization of the city where people shine**, enhancement of global competitiveness, and initiatives for safety and security assurance.

## Go to the matured society where people are grown up, and everyone can always shine

### ◆ Inclusive society where everyone can shine and be successful as they are

- The **key factor supporting the sustainability of the city** is that regardless of age, gender, and the presence/absence of a disability, **everyone can show their originality and be successful.**
- We will give **seamless support to all people**, including initiatives **allowing elderly people to be proactively successful according to their requests**, improvement in treatment for securing and keeping human resources of care, and creation of the environment where females can shine as they are.



### ◆ A City Full of the Smiles of Children



- Creation of the environment where wishers can bear and raise **children with ease** becomes more important than before as the birth rate falls at a pace higher than expected.
- We will provide the **comprehensive and continuous support according to life stages ranging from matchmaking to marriage, pregnancy and birth, and child raising.**
- Especially for early realization of the environment where children can study into future with ease regardless of the income of their parents, we will **reduce the burdens of childrearing households ahead of the central government.**



## To be a city driving the world through the wide variety of attractions of Tokyo

### ◆ Financial and economic city creating innovation

- It is essential to **generate innovation for resolving many challenges that cities face and for creating new value** as many changes rapidly progress in the world and global competition becomes more severe under this situation.
- We will push Tokyo to a higher position by creating innovation through support for the **creation of a startup ecosystem and change and try for enhancing managerial ability conducted by small and medium-sized enterprises.**



### ◆ World city of choice full of a wide variety of attractions

- The **harmony between natural environment and functions of cities** becomes more important as climate variation and COVID-19 crisis triggered changes in values of people and functions of cities required. Development of a city hits a key turning point.
- By **strongly promoting "Tokyo Green Biz" and development of a city with a lot of attractiveness and energy**, we will develop a city respecting "livelihood" and "plenitude" that can be confidently passed down a hundred years into the future.

## To be a sustainable city with safe and secure even after a hundred years

### ◆ The World's Safest, Most Secure and Resilient City

- **Safety and security assurance is a foundation supporting the lively activity of the city** and bringing out the ability of people.
- For protecting residents from large earthquakes that might occur at any time and intensifying wind and flood disasters, we have **upgraded the Tokyo Resilience Project** and will **expand measures from both tangible and intangible perspectives toward the realization of a resilient capital Tokyo**, including further enhancement of disaster prevention for apartment buildings and measures against heavy rainfall.



### ◆ Respond to the climate crisis and accelerate decarbonization



- In the face of **the climate crisis facing humankind**, Tokyo is required to fulfill its responsibility as a large energy-consuming area.
- For the **hydrogen, which is a last resort of decarbonization**, we will **accelerate the realization of a hydrogen society where hydrogen is familiar and used on a routine basis** by expanding and enhancing measures from the viewpoints of "Produce," "Transport," and "Use."

In view of these perspectives, the FY 2024 budget will **proactively deploy highly effective measures**. We will provide an outline of the main initiatives by sector in the following pages.

# FY 2024 Budget by Program Area

## I Inclusive society where everyone can shine and be successful as they are



- We will **promote measures toward the realization of a society in which, regardless of age, gender, or the presence/absence of disability, everyone can make the most of their individuality and be successful and live actively.**

<b>New</b>	Establishment of career center for seniors	⑥	¥0.5 billion
<b>New</b>	Housing support special allowance project for care workers and care managers	⑥	¥28.5 billion
<b>New</b>	Human resources development support project for care DX promotion	⑥	¥0.1 billion
<b>New</b>	Employment environment development project toward promotion of women's empowerment	⑥	¥0.4 billion
<b>New</b>	Support for startups toward promotion of women's empowerment with funds	⑥	¥4 billion
<b>New</b>	School-age child care	⑥	¥1.2 billion
	Support for young people with risk of crime victimization, etc.	⑥	¥0.2 billion (⑤ ¥0.02 billion)

## II A City Full of the Smiles of Children



- Toward the realization of a society where children play the main role, we will **implement comprehensive and drastic measures including seamless support from matchmaking to marriage, pregnancy and birth, and child raising, and support for growing the ability of children.**

	Support for egg freezing	⑥	¥0.5 billion (⑤ ¥0.1 billion)
<b>New</b>	Program for reducing the expense of school lunch at public schools in Tokyo	⑥	¥23.9 billion
	Private high school special scholarship subsidies	⑥	¥60 billion (⑤ ¥14.2 billion)
	Tokyo "Suku-Waku" program promotion project	⑥	¥2.6 billion (⑤ ¥0.1 billion)
<b>New</b>	International exchange program for metropolitan schools	⑥	¥0.9 billion
<b>New</b>	Support for practical skill learning in high engineering schools	⑥	¥0.7 billion
	Education assistant assignment support project	⑥	¥4.7 billion (⑤ ¥0.4 billion)

## III Financial and economic city creating innovation



- To attract people and investment from around the world and go to the way for the next growth, we will **proactively implement measures for the generation of innovation and promotion of entries into industrial growth fields.**

	Operation of Tokyo Innovation Base	⑥	¥2.4 billion (⑤ ¥2.6 billion)
<b>New</b>	Public-private impact growth fund (provisional name)	⑥	¥10 billion
	Subsidies to promote the attraction of GX related companies	⑥	¥0.6 billion (⑤ ¥0.3 billion)
<b>New</b>	DX promotion support project	⑥	¥2.6 billion
<b>New</b>	Business succession support of small and medium-sized enterprises with search fund	⑥	¥2 billion
<b>New</b>	New development of Tokyo-style smart farming	⑥	¥0.3 billion

## IV World city of choice full of a wide variety of attractions

- We will further promote initiatives for increasing Tokyo's presence, maximally using the strengths and potential of Tokyo including urban development in harmony with green initiatives, introduction of cutting-edge technology, and development and improvement of tourism resources.



New	Subsidy system for purchase of special green space conservation areas	⑥	¥2 billion
New	Establishment of the tree bank	⑥	¥0.04 billion
New	Creation of Tokyo Green Biz Movement	⑥	¥0.2 billion
	Development of city through renovation of existing buildings	⑥	¥0.02 billion (⑤¥0.03 billion)
	Promotion of initiatives for building the bases of the Tama area	⑥	¥0.2 billion (⑤¥0.09 billion)
	Tokyo Bay eSG Project (preceding project)	⑥	¥1.1 billion (⑤¥0.6 billion)
New	Tourism promotion project for gaining sustainable travelers	⑥	¥0.05 billion
New	Project for creating new attractiveness of Tokyo through art using construction sites as a canvas	⑥	¥0.1 billion

## V The World's Safest, Most Secure and Resilient City

- Working towards the city that will be safe and secure for another 100 years, we aim to deploy proactive measures from both tangible and intangible perspectives against the crises facing us, such as earthquakes, wind and flood disasters, and volcanic eruptions, by upgrading the Tokyo Resilience Project.



New	Deployment of mobile satellite communication devices	⑥	¥0.4 billion
New	Introduction promotion project of emergency power sources in social welfare facilities, etc.	⑥	¥0.8 billion
	Enhancement of countermeasures against ash fall from the eruption of Mt. Fuji	⑥	¥0.08 billion (⑤¥0.04 billion)
	Promotion of apartments easy to keep life even in the event of a disaster	⑥	¥0.4 billion (⑤¥0.09 billion)
	Enhancement of daytime emergency and rescue teams	⑥	¥0.1 billion (⑤¥0.08 billion)
	Countermeasures against special fraud	⑥	¥0.09 billion (⑤¥0.08 billion)
New	Project for promotion of utilization of AI technology in medical facilities	⑥	¥0.2 billion
New	Subsidy project for HPV vaccination of men	⑥	¥0.4 billion

## VI Respond to the climate crisis and accelerate decarbonization

- We will steadily progress toward the realization of carbon-half in 2030 and carbon neutral after that through promotion of the introduction of renewable energy and maximization of energy efficiency driven by technical innovation.



New	Perovskite solar cell social implementation promotion project	⑥	¥0.1 billion
	At-house zero emission action promotion project	⑥	¥10 billion (⑤¥4.8 billion)
	Green hydrogen production and utilization project	⑥	¥3 billion (⑤¥0.05 billion)
New	Hydrogen stations and car-sharing packaged support project	⑥	¥0.9 billion
New	Initiative for launch of green hydrogen exchange	⑥	¥0.3 billion
New	Promotion of the transition to a circular economy	⑥	¥0.2 billion

## VII Promotion of “Smart Tokyo” and “Shin-Tosei” (Structural Reform of the TMG)



- We will increase the **QOS (Quality of Service) of the TMG** by assertively promoting DX in each field through initiatives in cooperation with the national government, municipalities, and the private sector and utilization of cutting-edge technology.

New	Promotion of children DX	⑥ ¥1.4 billion
New	Construction of a business operator database system (Procedure simplification project)	⑥ ¥0.5 billion
New	Construction and operation of the regional digital currency platform “Tokyo Tokyo Point (provisional name)”	⑥ ¥0.5 billion

### Digital Related Expenses

- In the FY 2024 budget, **digital related expenses rise to 337.1 billion yen, an increase of 61.3 billion yen over the previous fiscal year**, in order to promote DX in Tokyo, such as the realization of “Smart Tokyo.”
- **We will accelerate digital transformation and connect this with an increase in the quality of service that Tokyo citizens can actually feel.**

#### Realization of “Smart Tokyo”

- Realization of affluent and convenient society through transformation of services utilizing the power of digital including DX for childcare services and the procedure simplification project

¥168.8 billion

#### Promotion of TMG structural reforms “Shin-Tosei”

- Construction of foundation for the digital government, TMG through TMG offices workstyle reform, thorough services design, etc.

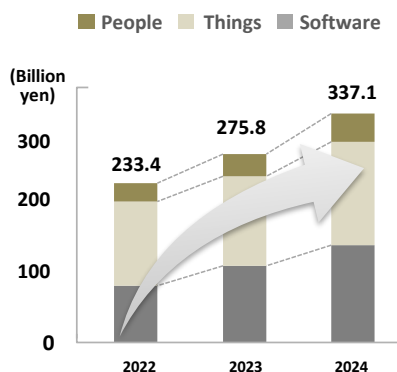
¥90.2 billion

#### Systems maintenance and management, etc.

- Operation and maintenance of existing systems, etc.

¥161.4 billion

\*As there is some overlap (¥83.3 billion), the sum of breakdowns and the total do not match.



## VIII Promotion of the Tama Area and the Tokyo Islands



- By further improving the attractiveness of the Tama area and the Tokyo Islands painting the diversity of Tokyo, we will **promote development of a city using the features toward sustainable development in the region full of activity and energy.**

New	Promotion project of the nature experience tourism enjoyable for everyone	⑥ ¥0.04 billion
New	The Tama area and the Tokyo islands regional interaction workcation experience tour	⑥ ¥0.02 billion
New	Promotion campaign for attracting guests to the Tama area	⑥ ¥0.04 billion
	Initiative for rediscovery of the attractiveness and branding of the Tokyo islands	⑥ ¥1 billion (⑤ ¥0.7 billion)

## ◆ Eight Pillars of the FY 2024 Budget



### I Inclusive society where everyone can shine and be successful as they are

1	Realization of a society in which the elderly can be successful as they are	¥88.0 billion	(+¥37.4 billion)
2	Realization of a society in which women shine as they are	¥21.9 billion	(+¥9.5 billion)
3	Realization of a society in which disabled persons can live with verve	¥137.1 billion	(+¥24.4 billion)
4	Realization of a society in which no one is left behind	¥40.2 billion	(+¥8.5 billion)

### II A City Full of the Smiles of Children

1	Realization of a society in which people can bear and raise a child with peace of mind	¥563.3 billion	(+¥109.6 billion)
2	HR development that carves a new path for a future	¥292.7 billion	(+¥43.0 billion)

### III Financial and economic city creating innovation

1	Realization of a city driving the world's economy	¥24.7 billion	(+¥9.4 billion)
2	Revitalization of small and medium-sized enterprises and local industries	¥476.6 billion	(+¥48.9 billion)

### IV World city of choice full of a wide variety of attractions

1	Development of city living with green spaces	¥77.9 billion	(+¥19.8 billion)
2	Realization of a convenient and pleasant Tokyo	¥341.2 billion	(+¥14.2 billion)
3	Realization of a city full of appeal that attracts the world	¥66.5 billion	(+¥12.4 billion)

### V The World's Safest, Most Secure and Resilient City

1	Promotion of TOKYO Resilience Project	¥760.9 billion	(+¥25.1 billion)
2	Safe and Secure Life	¥136.5 billion	(+¥22.6 billion)

### VI Respond to the climate crisis and accelerate decarbonization

1	Expansion of renewable energy, etc.	¥197.0 billion	(+¥100.6 billion)
2	Acceleration of the initiative for social implementation of hydrogen energy	¥203.0 billion	(+¥8.9 billion)
3	Realization of sustainable resource use and quality city environment	¥5.5 billion	(+¥4.0 billion)

VII Promotion of "Smart Tokyo" and "Shin-Tosei" (Structural Reform of the TMG)

VIII Promotion of the Tama Area and the Tokyo Islands



## Initiatives for the Realization of “3-Cities”

- Aiming for a bright “Future Tokyo” that embraces both “growth” and “maturity,” we are proactively deploying bold measures that break down conventional concepts, with a view towards the realization of “3-cities”: **“Diverse city” where all people can live and participate with verve, “Safe city” that is safe, secure and full of vitality, and “Smart city” that is open to the world, a leading environmental city, and an international financial and economic city.**

### Diverse City

- We will realize the **true matured society Tokyo in which everyone can shine through development of people that carve a new path for the future and seamless support for all people.**

Measures in the FY 2024 budget

- Realization of a society in which the elderly can be successful as they are
- Realization of a society in which women shine as they are
- Realization of a society in which disabled persons can live with verve
- Realization of a society in which no one is left behind
- Realization of a society in which people can bear and raise a child with peace of mind and others

### Safe City

- We will realize a **resilient capital Tokyo by protecting the capital, in which political and economic functions are concentrated, from the climate crisis and natural disasters.**

Measures in the FY 2024 budget

- Promotion of TOKYO Resilience Project  
Building a city that “does not collapse, does not burn, and people survive” even in the event of a major earthquake  
Protect residents from increasingly severe floods and storms  
Maintaining urban activities even if there is a volcanic eruption
- Safe and Secure Life and others

### Smart City

- We make Tokyo **the world's city of choice by creating innovation and strongly promoting Tokyo Green Biz.**

Measures in the FY 2024 budget

- Realization of a city driving the world’s economy
- Revitalization of small and medium-sized enterprises and local industries
- Development of a city living with green spaces
- Realization of a convenient and pleasant Tokyo
- Realization of a city full of appeal that attracts the world
- Expansion of renewable energy, etc.
- Acceleration of the initiative for social implementation of hydrogen energy and others

## 3Cs to Build a Tokyo in which “People” can Shine

- The TMG positioned the **3Cs (Children, Choju (longevity), Community)** as the core elements of strategies in the “Future Tokyo: Tokyo’s Long-Term Strategy” drafted in March 2021. **From the perspectives of these “3Cs,”** we will steer these strategies towards the realization of diversity by building a Tokyo that heightens the strengths of “people,” draws out the strengths of “people,” and allows each person to fulfil a leading role.

### Children - Children First -

We will create a Tokyo in which the children can shine, by providing seamless comprehensive and continuous support, arm-in-arm with child-rearing households, from before the child is born up until the time the child has grown into a healthy adult.

#### Main initiatives

New

Program for reducing the expense of school lunch at public schools in Tokyo

- Private high school special scholarship subsidies
- Tokyo "Suku-Waku" program promotion project



### Choju - Choju (longevity) Society Showcased to the World -

By engaging in QOL improvements for the elderly through support for their participation in new workplaces and communities, we will create a Tokyo in which the elderly can participate with vitality and live rewarding lives in the era of a lifespan of 100 years.

#### Main initiatives

New

Establishment of career center for seniors

New

Housing support special allowance project for care workers and care managers

New

Support for home-visit nursing care that supports local communities

### Community - Maintaining Connections and Supporting Each Other -

We will build a Tokyo that extends a hand of support to persons carrying worries and concerns, through the reinforcement of support systems for a variety of concerns, and the creation of connections between people, etc.

#### Main initiatives

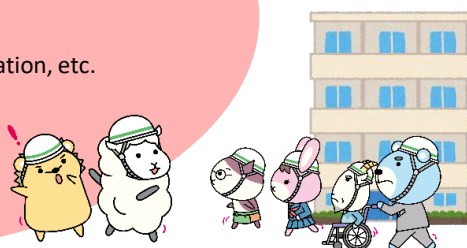
- Support for young people with risk of crime victimization, etc.

New

Spread and enlightenment of Ally's iconic logo

New

Disaster drill by everyone including community association and apartments



## Upgrade of the TOKYO Resilience Project

- To further ensure the route to realize a "Resilient and Sustainable Tokyo," we have strengthened both hard and soft infrastructure measures and upgraded the Tokyo Resilience Project in light of the effects of climate change, etc.

### Points of the Tokyo Resilience Project upgrade I (announced December 2023)

- ✓ We will increase the degree of preparations for five risks, including strengthening and expansion of leading projects, aiming for "Safety for the Next 100 Years" as wind and flood disasters and earthquakes frequently occur in the world.
- ✓ We will further strengthen countermeasures against heavy rainfall in light of escalating climate change while accelerating initiatives for aiming for a resilient and sustainable city, including disaster prevention for apartment buildings where many Tokyo citizens live, securing power sources in the event of a disaster, and green infrastructure.
- ✓ We will set new interim targets to certainly achieve goals (policy targets) in the 2040s, which are raised in the project.

### Total project cost (approximate):

**17 trillion yen, of which 7 trillion yen is for the initial 10 years**

FY 2024 budget was earmarked as **760.9 billion yen, up 25.1 billion yen** compared with the previous fiscal year of 735.8 billion yen.

**\*It reflects the strengthening of disaster prevention measures in light of the 2024 Noto Peninsula Earthquake.**

\* It does not match up with the total value in items because there are several projects that cover several crises.

**Protect residents from increasingly severe floods and storms**

⑥ **¥157.6 billion**  
(+¥8.4 billion)

**Further promoting measures against heavy rainfall, looking ahead to climate change**

- ◆ Increasing the target of measures against heavy rainfall by 10 mm per hour
- ◆ Start of the initiative for operationalization of underground rivers, etc.
- ◆ Promotion for controlling outflow of rainwater with green infrastructure
- ◆ Introduction of a new structure for urban development that creates higher ground and others

Preparations for floods and storms

**Building a city that "does not collapse, does not burn, and people survive" even in the event of a major earthquake**

⑥ **¥439.8 billion**  
(+¥5.1 billion)

**Strengthening preparations for earthquakes in cooperation with Tokyo citizens et al.**

- ◆ Promotion of development of designated route for improvement through multiple initiatives, such as support for ensuring the relocation destination
- ◆ Strengthening of support for seismic resilient measures for wooden homes and countermeasures for liquefaction of buildings
- ◆ Expansion and strengthening of disaster prevention for apartment buildings and others

Preparations for earthquakes

**Maintaining urban activities even if there is a volcanic eruption**

⑥ **¥47.0 billion**  
(+¥4.4 billion)

**Initially promoting initiatives possible to start in preparation for eruption of Mt. Fuji**

- ◆ Establishing a system for clearing roads
- ◆ Increasing and strengthening materials and equipment to secure police and firefighting activities in the event of ash fall

and others



Preparations for volcanic eruptions

**Eliminating concerns about power, communications, and data when a disaster strikes**

⑥ **¥160.1 billion**  
(+¥1.5 billion)

**Securing renewable energy power sources and communication possible to function even in the event of a disaster**

- ◆ Promotion of introduction of renewable energy facilities and utilization of the next-generation technology
- ◆ Preparing Wi-Fi at all shelters in Tokyo

and others



Preparation for power and communication outages, etc.

**Building a city that is resilient to infectious diseases**

⑥ **¥50.2 billion**  
(+¥12.6 billion)

**Deepening initiatives for outbreaks of new infectious diseases in preparation for them**

- ◆ Diversifying means of transportation through support for installment of transportation by ship
- ◆ Improving working environments that are within walking distance

and others



Creating a city that is also highly prepared for infectious diseases

\*Values in ( ) indicate amount change compared to the previous fiscal year.

### Occurrence of the 2024 Noto Peninsula Earthquake

- In the affected areas, huge damage occurred, including many breakdowns of buildings and fires, and challenges became apparent, including blackouts and communication disruption, and prolonged shortage of toilets arising from disrupted water supply

➡ **Additional initiatives were immediately reflected in the budget in light of the Noto Peninsula Earthquake.**



## Initiatives for protecting life of Tokyo citizens and economy of Tokyo from rising prices

- The TMG had conventionally implemented multilayered countermeasures, including proactive initiatives for supporting the safety net, as well as promoting wage hikes and price pass-through, to protect Tokyo citizens and business operators during prolonged rising prices.
- In light of the current situation, we will implement emergent support for low-income households that are particularly affected by rising prices in the FY 2023 final adjustment budget as well as expand the countermeasures in the FY 2024 budget.

### Initiatives in FY 2023

<b>Initial budget</b> (Project expenses: 115.0 billion yen)	<ul style="list-style-type: none"> <li>◆ Food pantry emergency support project</li> <li>◆ Promotion project for workplace construction toward improvement in engagement and others</li> </ul>
<b>June adjustment budget</b> (Project expenses: 19.5 billion yen)	<ul style="list-style-type: none"> <li>◆ Countermeasures against rising energy prices, etc.</li> <li>• Project for emergency countermeasures against rising LP gas price for households, project for emergency countermeasures against rising prices for medical institutions and others</li> </ul>
<b>December adjustment budget</b> (Project expenses: 22.1 billion yen)	<ul style="list-style-type: none"> <li>◆ Emergency support project for improving circumstance of life - Support for economic revitalization -</li> <li>◆ Countermeasures against rising energy prices, etc.</li> </ul>
<b>Final adjustment budget</b> (Project expenses: 22.7 billion yen)	<div> <div>New</div> <div> <b>Extraordinary life support project as countermeasures against rising prices</b> <ul style="list-style-type: none"> <li>• Prices keep an upward trend though they show slowing growth.</li> <li>• According to economic prospects of the national government, income is expected to grow over prices in FY 2024. But the prospect for prices is uncertain because of overseas economic conditions, developments in resource prices, etc.</li> </ul> </div> </div> <div> <p>Given the current situation, we will <b>give assistance, such as vouchers worth 10,000 yen per household as an emergency countermeasure</b> to reduce the anxiety of households exempt from resident tax that are significantly affected by rising prices.</p> </div>

### Initiatives in FY 2024

**Project expenses: 161.9 billion yen**

#### Safety net support

##### Main initiatives

- ◆ Food pantry emergency support project
- ◆ Support project for unstable employed persons with no residence, unemployed persons and others
- ◆ Subsidy for daily commodity transportation cost
- ◆ Small and medium-sized enterprise loan system (emergency loans for responding to energy, Russia-Ukraine war, yen weakness and others) etc.

#### Wage hike and price pass-through measures, etc.

##### Main initiatives

- New Housing support special allowance project for care workers and care managers
- New Housing support special allowance project for workers of welfare service for disabled persons and others
- ◆ Promotion project for workplace construction toward improvement in engagement
- ◆ Project for subcontractor companies measures etc.

**We will continuously give multi-layered support to protect life of Tokyo citizens and economy of Tokyo from impact of rising prices, etc.**



## System of Project Proposals by Tokyo Citizens, University Researchers, and TMG Staff



The objective of this system is to solve the pressing issues facing the TMG by utilizing new perspectives not tied to conventional concepts and the knowledge that has congregated in Tokyo.

### System of Project Proposals by Tokyo Citizens [FY 2024 budget amount: ¥0.37 billion]

- Through “**Proposals put forward by Tokyo citizens and selected by Tokyo citizens,**” this mechanism allows measures to directly reflect the voices of Tokyo citizens.
- From **847 proposals**, **8 projects** have been selected with votes from Tokyo citizens taken into

Project	Budget amount
Project for public relations of care attractiveness	¥57 million
Inclusive society experience program	¥54 million
In-house spread and enlightenment project concerning knowledge of pregnancy and child raising, etc.	¥3 million
English internship experience	¥35 million
Promotion of introduction of traveling sale at metropolitan high schools, etc.	¥4 million
Policy challenge resolution-type support project for utilization of vacant houses *An expanded portion of the existing project	¥5 million
Support for resolving shortage of power sources in Tokyo Staying Condominiums	¥145 million
Project for placing a small sticker “Ride a bicycle on the left side of roadway” on bicycles	¥69 million

- Along with votes from Tokyo citizens, we asked voters to send in points for improvement, etc., in relation to proposed projects, and received **3,984 opinions**.

For status of reflected opinions, please follow the Bureau of Finance website “Tokyo citizen’s proposals” link below.

<https://www.zaimu.metro.tokyo.lg.jp/zaisei/teian/6tomin.html>



### System of Project Proposals by University Researchers [total project expenses: ¥1.24 billion, FY 2024 budget amount :¥0.15 billion]

- Based on proposals from researchers, this mechanism **creates projects through cooperation with researchers and universities**.
- From **33 proposals**, **5 projects** have been selected, with examinations by experts, etc., and votes from Tokyo citizens taken into consideration.

Project	University	Total project expenses (Anticipated)	Budget amount
Education circular system for entrepreneurs developing the future of Tokyo	Hosei University	¥380 million	¥30 million
Safe and secure medical and care environment development project for protecting Tokyo citizens and healthcare and care workers from violence	Keio University	¥80 million	¥26 million
AI atrial fibrillation examination that can reduce patients staying in bed by 20%	Tokyo Medical and Dental University	¥100 million	¥30 million
DAC’s carbon station development project	Tokyo Metropolitan University	¥390 million	¥30 million
Building of a safe and secure processing flow for small-size lithium-ion cells	Waseda University	¥290 million	¥30 million

### System of Project Proposals by TMG staff

- Three projects, including the project for increasing the vaccination rate for human papillomavirus (HPV) infection, etc. are reflected in the budget.

## 2

# **Revenues and Expenditures Budget Status**

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# Financial Scale

## General Account Budget Scale

**8,453.0 billion yen (+412.0 billion yen, +5.1%, compared to the previous fiscal year)**

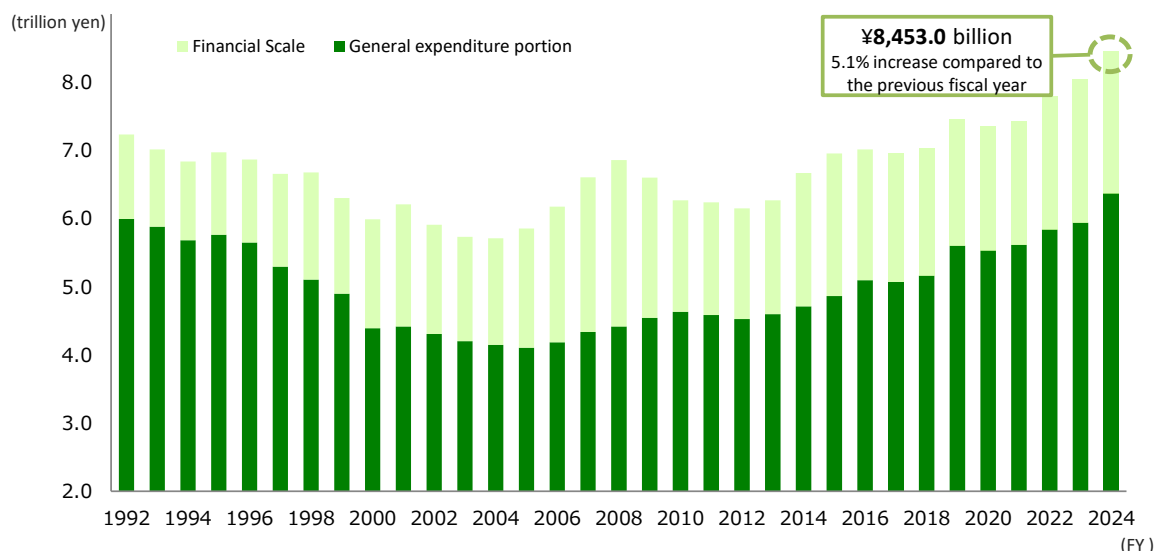
- The general account budget scale increased by 5.1% over the previous fiscal year of 8,453.0 billion yen.
- Metropolitan tax revenues increased by 3.0% compared to the previous fiscal year, to 6,386.5 billion yen, mainly due to increased revenues from the two corporate taxes following a solid trend in corporate earnings and increased revenues from fixed assets tax and city planning tax.
- General expenditures, which are policy expenditures, increased by 7.3% compared to the previous fiscal year to 6,370.2 billion yen mainly due to intensive allocation of financial resources to initiatives for realization of a society where people shine, enhancing global competitiveness, and securing safety and security assurance, etc.

Item		FY 2024	FY 2023	Change in amount	Percentage of change
General account	Annual revenues	¥8,453.0 billion	¥8,041.0 billion	¥412.0 billion	5.1 %
	Of which metropolitan taxes	¥6,386.5 billion	¥6,201.0 billion	¥185.5 billion	3.0 %
	Annual expenditures	¥8,453.0 billion	¥8,041.0 billion	¥412.0 billion	5.1 %
	General expenditure portion	¥6,370.2 billion	¥5,935.4 billion	¥434.8 billion	7.3 %

Special accounts	[18 accounts]	¥6,190.8 billion	¥6,278.2 billion	−¥87.4 billion	−1.4 %
Public enterprise accounts	[9 accounts]	¥1,914.6 billion	¥1,762.9 billion	¥151.7 billion	8.6 %
Total accounts	[28 accounts]	¥16,558.4 billion	¥16,082.1 billion	¥476.3 billion	3.0 %

\*The term “General expenditure” indicates so-called “policy expenditure” and refers to expenses in the general account excluding expenses for public bonds and expenses allocated to municipalities as a fixed percentage of taxes (tax-related expenses) such as special wards fiscal adjustment account transfers and local consumption tax grants.

## Financial Scale and Changes in General Expenditure (General Account Initial Budget)



Item	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Financial Scale	¥7,461.0 billion 5.9%	¥7,354.0 billion -1.4%	¥7,425.0 billion 1.0%	¥7,801.0 billion 5.1%	¥8,041.0 billion 3.1%	¥8,453.0 billion 5.1%
General expenditure	¥5,597.9 billion 8.0%	¥5,533.2 billion -1.2%	¥5,612.2 billion 1.4%	¥5,840.7 billion 4.1%	¥5,935.4 billion 1.6%	¥6,370.2 billion 7.3%

\*All figures are initial budget based.

\*Lower values indicate percentage change compared to the previous fiscal year.

### ■ Status of TMG Budget, National Budget and Local Public Finance Measure

Item	TMG (General account initial budget)	National (General account initial budget)	Local public finance measure (Revenues in regular portion)
Financial Scale	¥8,453.0 billion (5.1%)	¥112,571.7 billion (-1.6%)	¥93,640.0 billion (1.7%)
General expenditure	¥6,370.2 billion (7.3%)	¥67,776.4 billion (-6.8%)	¥78,460.0 billion (2.6%)
Tax Revenues	¥6,386.5 billion (3.0%)	¥69,608.0 billion (0.2%)	¥42,733.0 billion (-0.3%)
Dependency on bond issuance	3.7% 0.1 percentage points	31.5% 0.4 percentage points	6.7% -0.7 percentage points
Bond issuance balance	¥4.7 trillion (-2.0%) Tax revenue ratio 0.7 times	¥1,105 trillion (3.5%) Tax revenue ratio 15.9 times	¥179 trillion (-1.6%) Tax revenue ratio 4.2 times

\*Values in ( ) indicate percentage change compared to the previous fiscal year.

\*Dependency on bond issuance is the percentage of revenues accounted for by bond issuance.

\*The national general expenditure is the total expenditure less JGB expenses and local allocation tax grants, etc.

\*The national bond issuance balance includes reconstruction bonds.

\*The bond issuance balance of local public finance measure includes the Great East Japan Earthquake portion.

## Status of Revenues (General Account)

### Total Revenues

**8,453.0 billion yen (+412.0 billion yen, +5.1%, compared to the previous fiscal year)**

- Metropolitan tax revenues increased by 185.5 billion yen or 3.0% compared to the previous fiscal year mainly due to increased revenues from the two corporate taxes following a solid trend in corporate earnings and increased revenues from fixed assets tax and city planning tax.
- Funds transfers increased by 213.0 billion yen or 42.5% compared to the previous fiscal year, mainly due to **proactive utilization** of funds reserved for fiscal demand, including the Tokyo resilience promotion fund **for initiatives for safety and security assurance**.
- TMG bonds increased 21.8 billion yen or 7.5% compared with the previous fiscal year as a result of **strategic utilization arising from an increase in investment expenses**.

### Status of Revenues

Item	FY 2024	FY 2023	Change in amount	Percentage of change
Metropolitan taxes	¥6,386.5 billion	¥6,201.0 billion	¥185.5 billion	3.0 %
Local transfer taxes	¥63.8 billion	¥67.2 billion	−¥3.4 billion	−5.1 %
National treasury disbursements	¥378.5 billion	¥388.1 billion	−¥9.6 billion	−2.5 %
Funds transfers	¥714.6 billion	¥501.6 billion	¥213.0 billion	42.5 %
TMG bonds	¥312.7 billion	¥290.8 billion	¥21.8 billion	7.5 %
Other revenues	¥596.9 billion	¥592.3 billion	¥4.6 billion	0.8 %
Total	¥8,453.0 billion	¥8,041.0 billion	¥412.0 billion	5.1 %

## Metropolitan Taxes

- Metropolitan tax revenues **increased by 185.5 billion yen or 3.0% compared to the previous fiscal year** to 6,386.5 billion yen, mainly due to increased revenues from the two corporate taxes following a solid trend in corporate earnings and increased revenues from the fixed assets tax and city planning tax.

### Metropolitan Tax Breakdown

Item	FY 2024	FY 2023	Change in amount	Percentage of change
Metropolitan Taxes	<b>¥6,386.5 billion</b>	<b>¥6,201.0 billion</b>	<b>¥185.5 billion</b>	<b>3.0 %</b>
Two corporate taxes	<b>¥2,301.6 billion</b>	<b>¥2,208.9 billion</b>	<b>¥92.7 billion</b>	<b>4.2 %</b>
Local consumption tax (post settlement)	<b>¥752.4 billion</b>	<b>¥769.0 billion</b>	<b>−¥16.6 billion</b>	<b>−2.2 %</b>
Fixed assets tax City planning tax	<b>¥1,779.4 billion</b>	<b>¥1,717.4 billion</b>	<b>¥62.0 billion</b>	<b>3.6 %</b>
Other taxes	<b>¥1,553.1 billion</b>	<b>¥1,505.7 billion</b>	<b>¥47.4 billion</b>	<b>3.1 %</b>

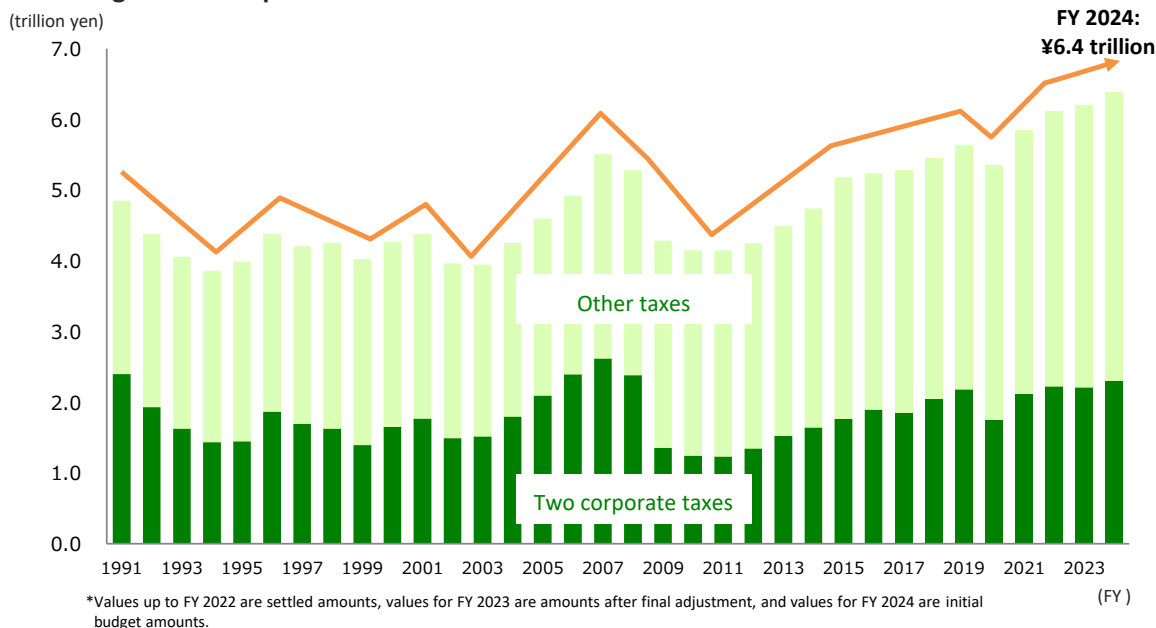
[Financial resources of expenses required for social security measures]

- In order to secure the financial resources of expenses required for social security measures, which are expected to continue increasing, the consumption tax rate, including national and local taxes, was raised from 5% to 8% from April 1, 2014 (of which the local consumption tax rate: 1.7%), and again from 8% to 10% from October 1, 2019 (of which the local consumption tax rate: 2.2%).
- The total amount of increased revenues accompanying the hikes in the local consumption tax rate, is allocated as the financial resource of expenses required for social security measures.

[Fixed assets tax, etc., burden alleviation measures]

- The four existing burden alleviation measures (20% reduction in small-scale non-housing land, etc.) of fixed assets tax, etc., will be continued in FY 2024.

### Changes in Metropolitan Tax Revenues



## Status of Expenditures (General Account)

### General Expenditure

**6,370.2 billion yen (+434.8 billion yen, +7.3%, compared to the previous fiscal year)**

- General expenditure increased by 7.3% compared to the previous fiscal year to 6,370.2 billion yen.
- **Ordinary expenditures increased by 8.0%** compared to the previous fiscal year to **5,298.3 billion yen**, mainly due to initiatives for realizing the society where people shine and enhancing global competitiveness.
- **Investment expenses increased by 4.3%** compared to the previous fiscal year to **1,071.9 billion yen**, mainly due to initiatives to increase the city's resilience, and initiatives towards the formation of convenient and comfortable transportation and shipping networks.
- **Expenses for public bonds decreased by 5.9%** compared to the previous fiscal year to **323.8 billion yen** as a result of steady redemption of TMG bonds to date.

### Status of Expenditures

Item	FY 2024	FY 2023	Change in amount	Percentage of change
General expenditure	¥6,370.2 billion	¥5,935.4 billion	¥434.8 billion	7.3%
Ordinary expenditures	¥5,298.3 billion	¥4,907.9 billion	¥390.4 billion	8.0%
Salary-related expenses	¥1,723.1 billion	¥1,623.7 billion	¥99.4 billion	6.1%
Other ordinary expenditures	¥3,575.2 billion	¥3,284.2 billion	¥291.0 billion	8.9%
Investment expenses	¥1,071.9 billion	¥1,027.5 billion	¥44.4 billion	4.3%
Expenses for Public bonds	¥323.8 billion	¥344.2 billion	−¥20.3 billion	−5.9%
Tax-related expenses, etc.	¥1,759.0 billion	¥1,761.4 billion	−¥2.4 billion	−0.1%
Total	¥8,453.0 billion	¥8,041.0 billion	¥412.0 billion	5.1%

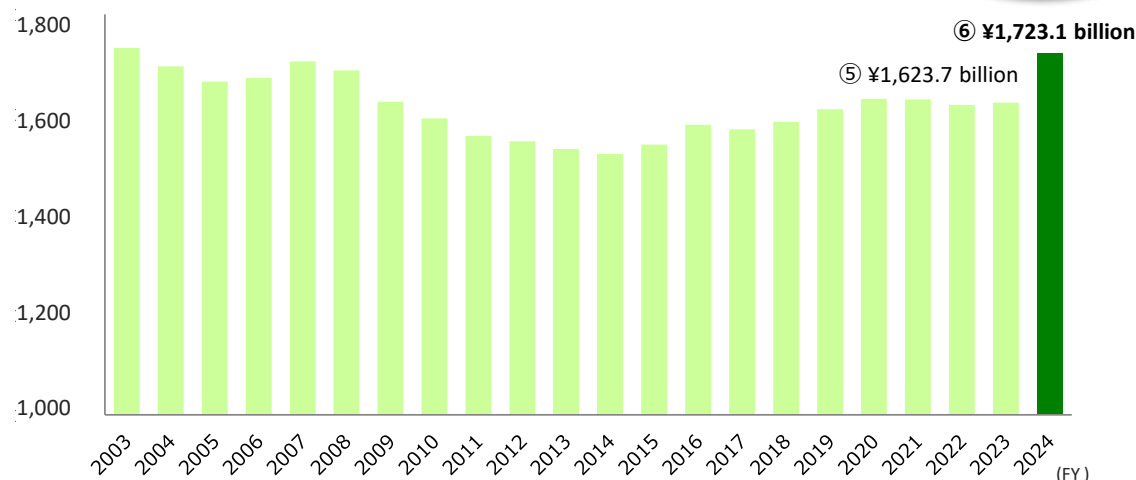


## Salary-Related Expenses

- Salary-related expenses increased by 99.4 billion yen compared to the previous fiscal year, mainly due to increased retirement allowance arising from the extension of retirement age, and increases accompanying the revision of salaries.

### Changes in Salary-Related Expenses (Initial Budget)

(billion yen)

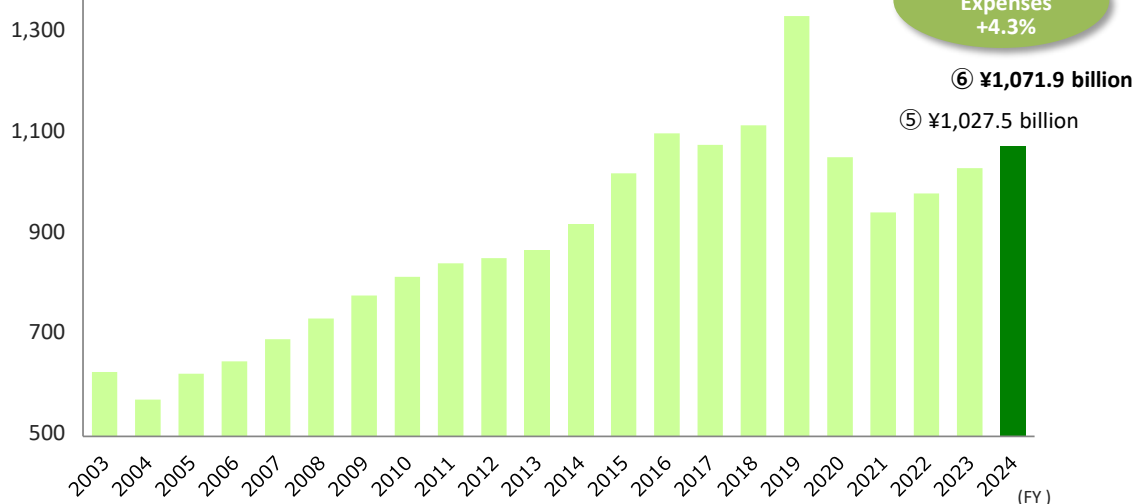


## Investment Expenses

- Financial resources are allocated with priority placed on projects that will be highly effective to secure the safety and security of Tokyo citizens, such as initiatives toward realization of the resilient capital Tokyo, and initiatives towards the formation of convenient and comfortable transportation and shipping networks that include the promotion of the continuous grade separation of railways.
- Such initiatives increase investment expenses by 4.3% compared to the previous fiscal year to 1,071.9 billion yen.

### Changes in Investment Expenses (Initial Budget)

(billion yen)



## Breakdown by Objective

- When looking at expenditure by objective, compared to the previous fiscal year, “Education and Culture” increases by 200.3 billion yen or 16.7%, and “Health and Welfare” increases by 72.5 billion yen or 4.7%. We are working to improve the quality of Tokyo citizens’ lives through **prioritized and efficient allocation of limited financial resources**.










Item	FY 2024		FY 2023		Change in amount	Percentage of change
		Ratio		Ratio		
Health and Welfare	¥1,610.5 billion	25.3%	¥1,538.0 billion	25.9%	¥72.5 billion	4.7%
Education and Culture	¥1,398.3 billion	22.0%	¥1,198.0 billion	20.2%	¥200.3 billion	16.7%
Labor and Economy	¥711.4 billion	11.2%	¥696.3 billion	11.7%	¥15.0 billion	2.2%
Living Environment	¥344.8 billion	5.4%	¥320.5 billion	5.4%	¥24.3 billion	7.6%
Urban Development	¥914.1 billion	14.3%	¥891.3 billion	15.0%	¥22.8 billion	2.6%
Police and Firefighting	¥961.6 billion	15.1%	¥921.8 billion	15.5%	¥39.9 billion	4.3%
Planning and General Affairs	¥429.5 billion	6.7%	¥369.5 billion	6.2%	¥59.9 billion	16.2%
General expenditure	¥6,370.2 billion	100.0%	¥5,935.4 billion	100.0%	¥434.8 billion	7.3%
Public Bonds	¥323.8 billion	—	¥344.2 billion	—	−¥20.3 billion	−5.9%
Tax-related Expenses, etc.	¥1,759.0 billion	—	¥1,761.4 billion	—	−¥2.4 billion	−0.1%
Expenditure	¥8,453.0 billion	—	¥8,041.0 billion	—	¥412.0 billion	5.1%

### Reasons for Changes in Each Sector

<b>Health and Welfare</b>	Increased by 4.7%, mainly due to increased expenses related to housing support special allowance projects for care workers and care managers, and housing support special allowance projects for workers of welfare services for disabled persons and others.
<b>Education and Culture</b>	Increased by 16.7%, mainly due to increased expenses related to actually tuition free at private high schools, etc., and the reduced burden of expenses for school meals.
<b>Labor and Economy</b>	Increased by 2.2%, mainly due to increased expenses related to the public-private impact growth fund (provisional name), and the support project for the introduction of large storage batteries that can be connected to power grids, in preparation for expanding the introduction of renewable energy.
<b>Living Environment</b>	Increased by 7.6%, mainly due to increased expenses related to the project for the expansion of insulated and solar-powered homes that are resistant to disasters and that contribute to health, as well as the at-house zero emission action promotion project.
<b>Urban Development</b>	Increased by 2.6%, mainly due to increased expenses related to small and medium-sized river development, and the promotion of continuous grade separation of railways.
<b>Police and Firefighting</b>	Increased by 4.3%, mainly due to increased expenses related to renewal of the command-and-control system and renovation of firefighting facilities.
<b>Planning and General Affairs</b>	Increased by 16.2%, mainly due to increased expenses related to renewal of the Tokyo metropolitan government advanced information promotion system, and building of the next-generation taxation core system.

## Column Budget per Tokyo Citizen

- This section reorganizes the FY 2024 budget to show budget per Tokyo citizen by objective. **A large portion of the budget is allocated to measures to address the falling birthrate and the graying population, enrichment of school education, police and firefighting activities, etc.**
- Comparison against figures for FY 1994, 30 years ago, shows **a significant increase for “Health and Welfare,”** mainly due to measures for children and the elderly accompanying a falling birthrate and graying population.
- In this way, we maintain an accurate understanding of the needs of Tokyo citizens as they change with the times, and **appropriately allocate limited financial resources from metropolitan tax revenues, etc., to the necessary measures.**

Sector	FY 2024 Budget	FY 1994 Budget
 <b>Health and Welfare</b> e.g., measures to address the falling birthrate and the graying population	¥114,141	¥56,317
 <b>Education and Culture</b> e.g., the enhancement of school education	¥99,102	¥95,113
 <b>Labor and Economy</b> e.g., revitalization of industry	¥50,416	¥36,294
 <b>Living Environment</b> e.g., waste management	¥24,438	¥45,141
 <b>Urban Development</b> e.g., road development	¥64,787	¥129,771
 <b>Police and Firefighting</b> e.g., police and firefighting activities	¥68,155	¥74,824
 <b>Planning and General Affairs</b> e.g., staff training and welfare	¥30,437	¥43,178
 <b>Public Bonds</b> e.g., principal and interest redemption of TMG Bonds	¥22,952	¥27,770
 <b>Tax-related Expenses, etc.</b> e.g., subsidies to municipalities	¥124,665	¥70,010
Total	¥599,094	¥578,419
Metropolitan Taxes	¥452,631	¥331,020

\*Figures for total population in Tokyo for FY 2024 are as of December 1, 2023, given in “Tokyo Population (Estimates)” (TMG Bureau of General Affairs).

\*Figures for total population in Tokyo for FY 1994 are as of December 1, 1994, given in “Tokyo Population (Estimates)” (TMG Bureau of General Affairs).



# 3

## **Sustainable Financial Management**

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# Promotion of Sustainable Financial Management

## The Context behind Financial Management in the Compilation of the FY 2024 Budget

- As employment and income environment improve, Japan's economy is continuing a trend of gentle recovery, and **metropolitan tax revenues in the FY 2024 budget have reached approx. 6.4 trillion yen.**
- In preparation for the future, in addition to responding to medium and long-term financial demands, it is **absolutely essential to immediately and accurately address challenges with no time to lose in addressing**, such as responses to low birth rates and longevity, increasing competition between cities, and safety and security assurance that serves as the foundation of city activities.
- Within this backdrop, to ensure the fulfillment of the missions bestowed upon the TMG, it is necessary to **secure a balance between drastic measures for increasing the city power of Tokyo and sustainable financial management.**
- In FY 2024 budget, with recognition of the aforementioned challenges, we sought to **proactively implement measures from the viewpoints of "People Shine," "Enhancement of Global Competitiveness," and "Safety and Security"** while maintaining a resilient and sustainable financial base by upgrading the systems and structures.
- Specifically, we sought to **increase efficiency and the effectiveness of measures than ever before** through integrated implementation of policy and project reviews with the group cooperation project review that focuses on projects of the TMG and policy collaboration organizations. The amount of financial resources secured through project reviews recorded a **historical high of 126.6 billion yen**, and we utilized this to proactively implement measures.
- We continue to implement sustainable financial management by securing a certain level of funds balance, while **proactively utilizing** funds deposited as a financial source to realize a bright "Future Tokyo," and **decreasing the TMG bond balance through strategic utilization.**

### Increase in the effectiveness and efficiency of measures

- Integrated Implementation of Policy Reviews, Project Reviews and Group Cooperation Project Reviews
- Reached the highest ever amount of secured financial resources through project reviews (126.6 billion yen)

Secured financial resources amount:  
**Approx. 810 billion yen**

(Cumulative total over 8 years after setting the end-of-terms for all projects)

### Proactive utilization of funds

- Utilization of Funds
- Securing a stable amount of funds balance

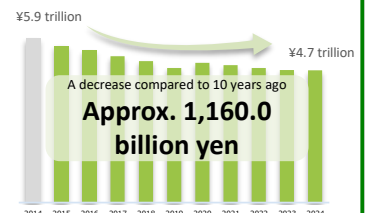
Withdrawal amount:  
**700.1 billion yen**

Funds Balance:  
**1,581.3 billion yen**

### Strategic utilization of TMG bonds

- TMG bonds issuance amount
- Decrease of TMG bonds balance

Issuance amount:  
**312.7 billion yen**



### Proactive implementation of measures

- New project: 741

Realization of a society in which "people" shine



Enhancement of global competitiveness



Safety and security assurance



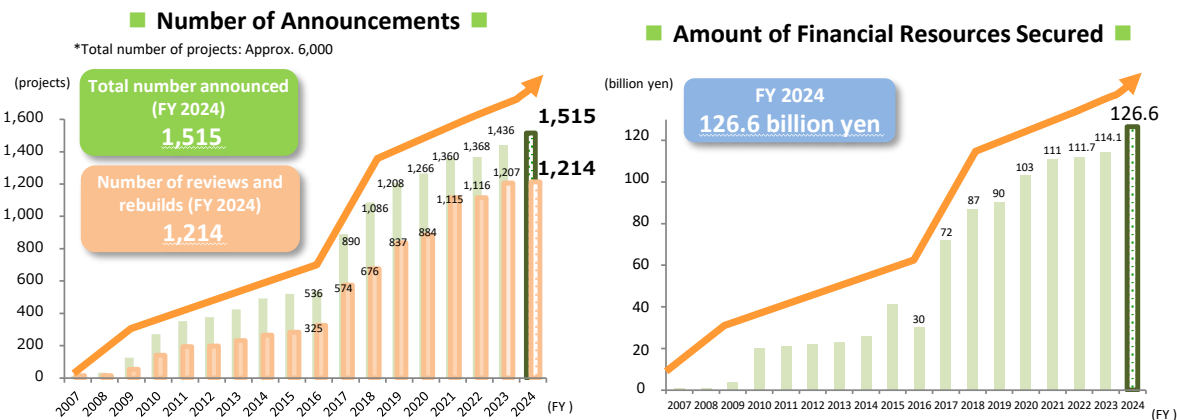
Securing sustainable financial base and taking drastic measures to increase the city power of Tokyo

# Initiatives of Policy Reviews, Project Reviews and Group Cooperation Project Reviews

FY 2024 Budget Points

- In order to respond appropriately to the various issues it faces within the backdrop of limited financial resources, as a part of the budget compilation process, the TMG has integrally implemented “**policy reviews,**” which evaluate the overall direction of measures, based on the degree of achievement of targets, and “**project reviews,**” which verify each project to improve its efficiency and effectiveness. From FY 2024 budget, the TMG bolsters reorganization of measures by adding the “**group cooperation project reviews,**” which review the contribution to measure targets of the TMG and the direction of initiatives and by integratedly implementing the three reviews.
- In project reviews, projects were verified from all viewpoints, including complete post verification of projects whose the end-of-terms come, as well as detailed reviews of the project scale by detailed analysis reflecting actual performance, and reviews of the project scheme by a wide variety of approaches, and reviews of projects by digital tools. As a result, we announced evaluation results of **1,515 projects**, and reviewed and rebuilt **1,214 projects**.
- In the newly implemented group cooperation project review for projects implemented by **all 33 groups**, we set collaborative targets connected to the measure targets of the TMG and project targets of these groups, and then performed evaluations of the directionality of project reviews, etc. in light of the progress of targets and an analysis of challenges, and reflected the review in the FY 2024 budget and details of the initiatives of these groups.

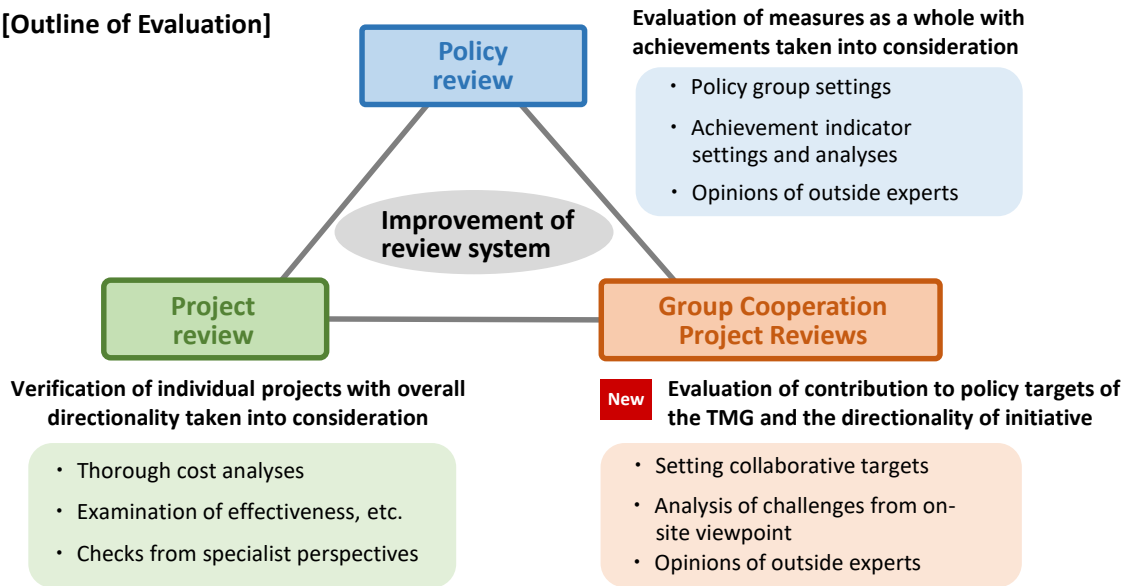
## Project Review – Announcement of Review Results



# Integrated Implementation of Policy Reviews, Project Reviews and Group Cooperation Project Reviews

- We perform three integrated reviews through the budget compilation process to build measures and projects with higher efficiency and effectiveness from a perspective placing greater priority on achievements.

## [Outline of Evaluation]



## Policy reviews

- Policy reviews consider achievement of targets, opinions of outside experts, and analysis results of administrative data, to evaluate the directionality of measures in each policy group as a whole.

- The TMG designated **21 achievement indicators** for the **13 policy groups**. For the **113 projects** associated with each achievement indicator, we reviewed overall direction of measures in each policy group with achievement of targets and opinions from outside experts taken into consideration.

- While **52 existing projects were reviewed and rebuilt** with the directionality of each policy group taken into consideration, this also led to **the expansion of 39 projects and the construction of 22 new projects**.

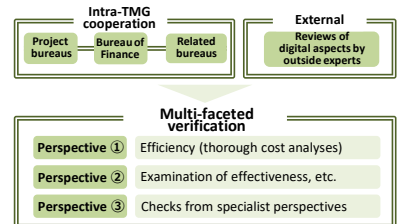
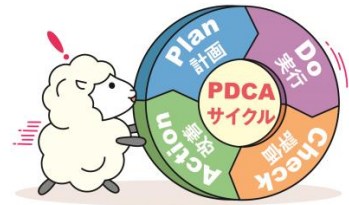
### ■ Initiative status ■





## Project reviews

- Mainly by setting an end date for all projects and thoroughly conducting ex-post verification since the compilation of the FY 2017 budget, we have publicized the results of **more than 10,000 reviews** over the past eight years. During the same period, we have reviewed and rebuilt **approximately 7,600 projects**, resulting in the securing of **approximately 810 billion yen** in financial resources.
- For the future, we will strive to **construct measures and projects with even higher efficiency and effectiveness**, through multifaceted verification, such as cooperation with related bureaus, and implementation of reviews which takes the opinions of outside experts into consideration.



## Group Cooperation Project Reviews

- To increase effectiveness and efficiency of projects on a TMG group-wide basis, we perform the review focusing on projects by the TMG and policy collaboration organizations from the FY 2024 budget compilation.

### [Contents of initiative]

#### Setting of collaborative targets and project targets

- ✓ Setting of targets for the TMG and the organizations to collaboratively work towards
- ✓ Setting of project targets toward achievement of collaborative targets

#### Analysis of progress compared to targets and extraction of challenges

- ✓ Analysis of progress and extraction of challenges of projects reflecting present state of social situations and needs of Tokyo citizens

#### Opinions of outside experts

- ✓ Utilization of viewpoints of experts, such as professionals of each sector

#### Evaluation of the directionality of project reviews, etc.

- ✓ Evaluation of the directionality of project reviews and initiatives
- ✓ Reflection in budgets for the following fiscal year and contents of initiatives of groups

### Simple diagram of review (example: Tokyo Education Promotion and Support Organization)

#### Project sector <securing and provision of outside human resources>

Collaborative targets	Securing human resources requested by schools and introducing them to schools to reduce the burden of teachers
Project targets	Securing of human resources from Human Resource Agency, etc.
Present state and challenges	<ul style="list-style-type: none"> <li>• A steady increase in use at schools</li> <li>• Challenge of additional securing of workers</li> </ul>

#### Opinions of outside experts

Need for further effective information delivery and securing of human resources due to significance of project

#### Initiatives in FY 2024

- Strategic implementation of public relation
- Strengthening of information delivery to universities, etc.

We will promote specific review of each project and building of new projects through the review focusing on outcome as TMG group.



## Utilization of Funds

- To steadily implement measures and respond to significant challenges of the TMG, the TMG has strategically secured funds by mainly depositing finance sources generated by detailed reviews of expenditures.
- In the FY 2023 final adjustment budget, we will further strengthen the financial base by depositing 350 billion yen in the Tokyo Resilience Promotion Fund, etc.
- In the FY 2024 budget, in order to steadily promote measures to reinforce the city's resilience, improve social capital, and realize an advanced welfare city, **700.1 billion yen of funds for the realization of 3-cities**, which have strategically been deposited, will be proactively utilized. The funds balance is expected to amount to 1,581.3 billion yen at the end of FY 2024.
- In order to proactively promote measures towards the realization of a bright "Future Tokyo," the TMG will continue to plan for **strategic utilization of funds** from a medium and long term perspective, while firmly discerning trends in future financial demand.

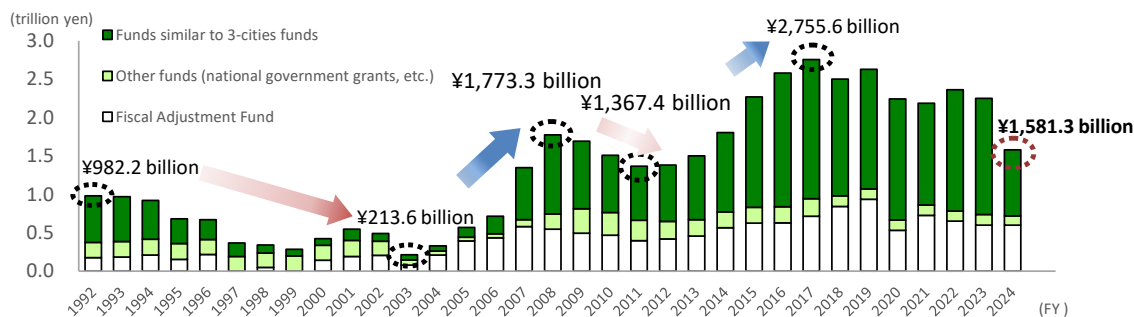
## Deposits to Funds in the FY 2023 Final Adjustment Budget

- In the **FY 2023 final adjustment budget**, we will **deposit 350 billion yen in total in the Tokyo Resilience Promotion Fund, Smart Tokyo Fund, and Zero Emission Tokyo Fund**, utilizing financial sources generated by increased tax revenues and detailed reviews of expenditures, and prepare the significant challenge of the TMG, including city resilience.
- Furthermore, in accordance with provisions specified under the ordinance, 16.0 billion yen, which is the fixed amount of tax revenue increases, is deposited to the fiscal adjustment fund as mandatory reserves. Consequently, **the estimated end-FY 2023 balance of the fiscal adjustment fund is 600.1 billion yen.**

## Utilization of Funds in the FY 2024 Initial Budget

- In the FY 2024 initial budget, **a total of 700.1 billion yen is withdrawn and utilized**, mainly from the Tokyo resilience promotion fund (193.0 billion yen) and the social capital improvement fund (157.1 billion yen).
- As of end-FY 2024, **the expected balance for the funds for the realization of 3-cities, the fiscal adjustment fund, etc., is 1,581.3 billion yen**, which is roughly the same as pre-Lehman Shock levels. In this way, the TMG is securing a stable amount of funds balance from sustainable financial management perspectives.

### ■ Changes in Funds Balances (Based on the Ordinary Account)



\*Values up to FY 2022 are settled amounts, and values for FY 2023 onwards are expected year-end balances.

\*Past funds balances are classified according to new fund systems from FY 2017 onwards.

## Status of Funds Deposits and Withdrawals in FY 2024 (Based on the Ordinary Account)

### ■ Funds for the Realization of 3-cities

Item	FY 2023	FY 2024		
	Year-end balance (After final adjustment)	Deposit amount (Initial)	Withdrawal amount (Initial)	Year-end balance (Initial)
<b>Safe City</b>	<b>¥330.0 billion</b>	—	— ¥193.0 billion	<b>¥137.1 billion</b>
Tokyo resilience promotion fund	¥330.0 billion	—	— ¥193.0 billion	¥137.1 billion
<b>Smart City</b>	<b>¥855.1 billion</b>	<b>¥12.3 billion</b>	<b>— ¥313.3 billion</b>	<b>¥554.3 billion</b>
Social capital improvement fund	¥389.5 billion	¥6.8 billion	— ¥157.1 billion	¥239.4 billion
Fund reserve for new railway line construction, etc.	¥88.5 billion	¥5.4 billion	— ¥2.7 billion	¥91.2 billion
Smart Tokyo fund	¥121.5 billion	—	— ¥57.8 billion	¥63.7 billion
Green Tokyo fund	¥23.4 billion	—	— ¥6.5 billion	¥16.9 billion
Zero emission Tokyo fund	¥102.4 billion	—	— ¥64.9 billion	¥37.5 billion
Fund to promote the installation of renewable energy equipment in new buildings, etc.	¥129.8 billion	—	— ¥24.2 billion	¥105.6 billion
<b>Diverse City</b>	<b>¥229.7 billion</b>	—	<b>— ¥112.5 billion</b>	<b>¥117.3 billion</b>
Advanced welfare city realization fund	¥229.7 billion	—	— ¥112.5 billion	¥117.3 billion
<b>Tokyo 2020 legacy fund</b>	<b>¥99.1 billion</b>	—	<b>— ¥47.1 billion</b>	<b>¥52.1 billion</b>
<b>Subtotal</b>	<b>¥1,513.9 billion</b>	<b>¥12.3 billion</b>	<b>— ¥665.8 billion</b>	<b>¥860.7 billion</b>

### ■ Funds Built up from National Government Grants, etc.

Other funds	¥136.4 billion	¥18.1 billion	— ¥34.3 billion	¥120.3 billion
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### ■ Fiscal Adjustment Fund

Fiscal Adjustment Fund	¥600.1 billion	—	—	¥600.3 billion
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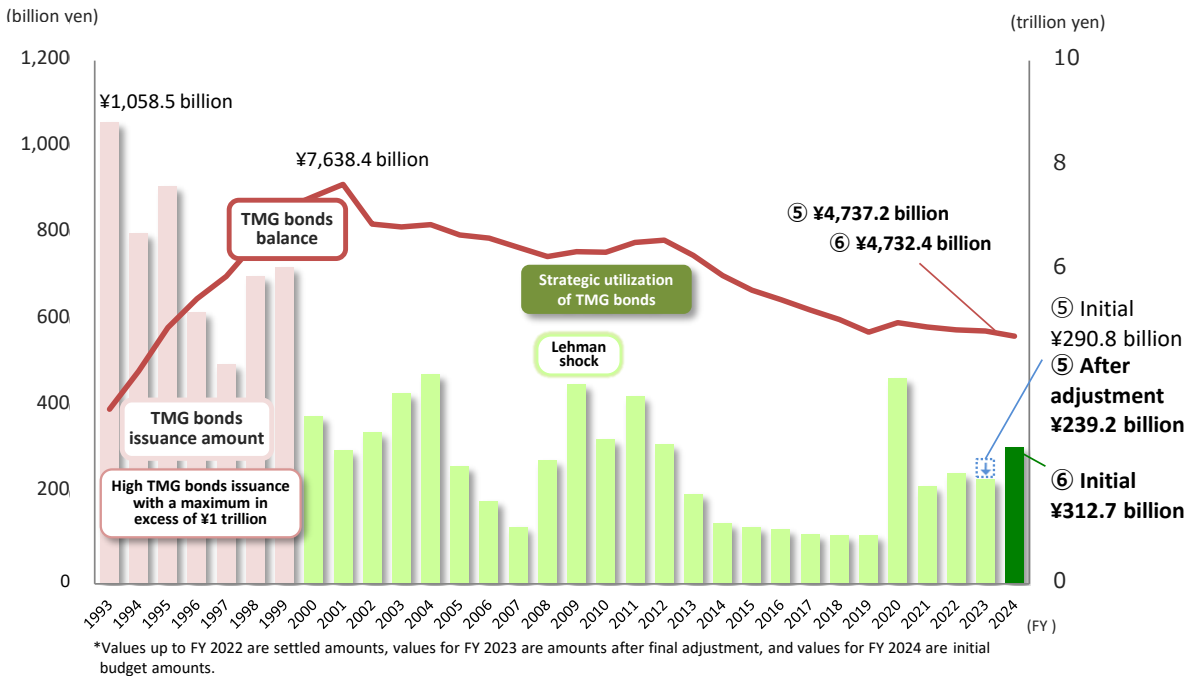
<b>Total</b>	<b>¥2,250.5 billion</b>	<b>¥30.4 billion</b>	<b>—¥700.1 billion</b>	<b>¥1,581.3 billion</b>
General account	¥2,228.0 billion	¥30.4 billion	—¥697.0 billion	¥1,562.0 billion
Special accounts	¥22.4 billion	—	— ¥3.1 billion	¥19.3 billion

\*As the deposit amounts do not include accumulations, the FY 2024 year-end balance does not match the total of FY 2023 year-end balance and FY 2024 deposit amounts and withdrawal amounts.

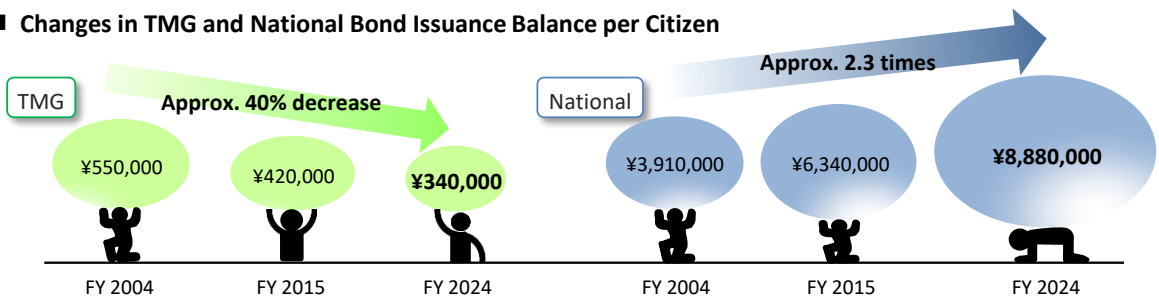
## Utilization of TMG bonds

- Since FY 2000, the TMG had worked to restrain TMG bonds issuance through financial reconstruction initiatives, and has subsequently worked towards steady financial management through TMG bonds issuance in accordance with the status of metropolitan tax revenues, etc.
- In the FY 2024 budget, TMG bonds **increased by 21.8 billion yen or 7.5%** compared with the initial budget of the previous fiscal year to **312.7 billion yen** through strategical utilization in consideration of burden of future generations.
- TMG bonds balance **decreases by 4.8 billion yen** compared to the previous fiscal year to **4,732.4 billion yen**.
- In FY 2024, although **the dependency on bond issuance is 3.7%**, an increase of 0.1 percentage points compared to the previous fiscal year, **it still maintains lower levels compared to the national government (31.5%) and local governments (6.7%)**.

### ■ Changes in TMG Bonds Issuance Amounts and TMG Bonds Balance



### ■ Changes in TMG and National Bond Issuance Balance per Citizen

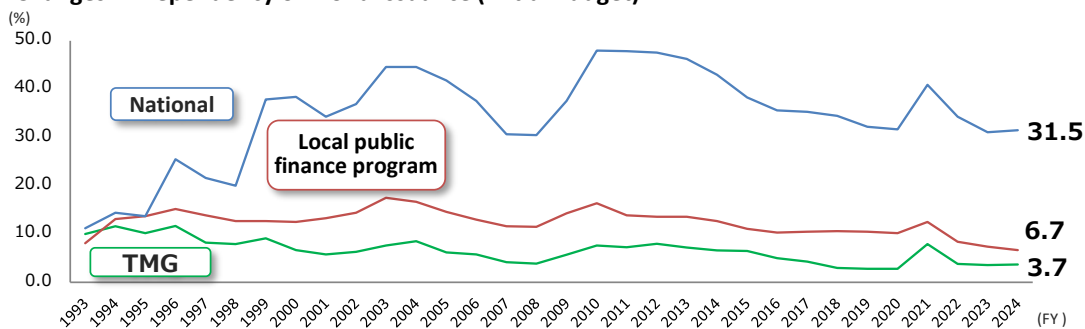


\*Figures for total population of Tokyo are as given in "Tokyo Population (Estimates)" (TMG Bureau of General Affairs) (populations are as of October 1, 2004, October 1, 2015, and December 1, 2023).

\*Figures for total population are as given in "Population Estimates" (Ministry of Internal Affairs and Communications) (populations are as of October 1, 2004, October 1, 2015, and July 1, 2023).

\*TMG bonds balance is based on the general account, and FY 2024 TMG bonds balance is as given in the initial budget.

## ■ Changes in Dependency on Bond Issuance (Initial Budget)



\*TMG values given for FY 1994, FY 1999, and FY 2003 are after simultaneous adjustment.

\*Values for the FY 2024 local public finance program are as given in "Summary of local public finance measures in FY 2024."

## Column

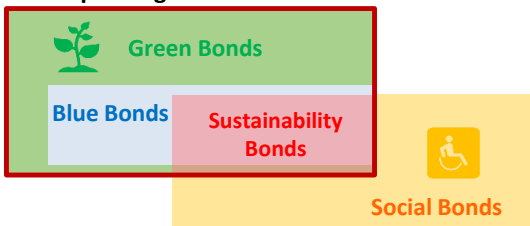
## Initiatives for sustainable finance (FY 2024: Approx. ¥130.0 billion)

- Ahead of local authorities nationwide, the TMG has issued **Tokyo green bonds** since FY 2017 and **Tokyo social bonds** since FY 2021, to strongly promote the measures of the TMG through support from Tokyo citizens and corporations via investment.
- Tokyo green bonds will be issued as **Tokyo green blue bonds** in light of the newly established global unified guideline (blue bond guideline).
- Additionally, **sustainability bonds** are scheduled to be issued in international bond market, to attract investment broadly within the country and overseas.

### ■ Projects to be funded

Green	Projects contributing to promotion of environmental measures
Blue	Among green projects, those contributing to marine conservation, etc.
Social	Projects contributing to resolution of social challenges
Sustainability	Both green projects and social projects

### ■ Simple diagram



Fiscal Year	Tokyo Green Bonds		Tokyo Social Bonds	Total issuance amount
	For institutional investors	For individuals	For institutional investors	
	Issuance amount		Issuance amount	
FY 2017	¥10.0 billion	¥9.9 billion	—	¥19.9 billion
FY 2018	¥10.0 billion	¥10.1 billion	—	¥20.1 billion
FY 2019	¥10.0 billion	¥10.2 billion	—	¥20.2 billion
FY 2020	¥20.0 billion	¥10.5 billion	—	¥30.5 billion
FY 2021	¥30.0 billion	¥10.1 billion	¥60.0 billion	¥100.1 billion
FY 2022	¥30.0 billion	¥10.1 billion	¥60.0 billion	¥100.1 billion
FY 2023 (Planned amount)	¥40.0 billion	¥10.0 billion	¥60.0 billion	¥110.0 billion

\*Amounts of FY 2023 include a refinanced portion.

## Column

## “Future Tokyo: Tokyo’s Long-Term Strategy Version Up 2024” Project Expenses List

- We have budgeted 100% of the FY 2024 projects of the “Future Tokyo: Tokyo’s Long-Term Strategy,” with a total amount of 2,288.8 billion yen earmarked across all accounts.

(In billion yen)

Strategy name		FY 2024 project expenses
Strategy 0	Strategy for Overcoming COVID-19	4.1
Strategy 1	Strategy for Putting Smiles on the Faces of Children	444.6
Strategy 2	Strategy for Supporting Children’s Development and Growth	218.3
Strategy 3	Strategy for Promoting Women’s Empowerment	138.2
Strategy 4	Strategy for Realization of an Active Chōju (Longevity) Society	79.2
Strategy 5	Strategy for Realizing Work Styles Allowing Everyone to Shine	42.2
Strategy 6	Strategy for Diversity and an Inclusive Society	95.3
Strategy 7	Strategy for Valuing “Dwellings” and “Community”	201.5
Strategy 8	Strategy for Developing a Safe and Secure City	667.1
Strategy 9	Strategy for Enhancing Urban Functions	530.6
Strategy 10	Strategy for “Smart Tokyo: Tokyo Data Highway”	168.8
Strategy 11	Strategy for “Start-up City Tokyo”	51.8
Strategy 12	Strategy for a Tokyo with Earning Potential and Innovation	120.8
Strategy 13	Strategy for Making Tokyo a City Filled with Water and Greenery	392.8
Strategy 14	Strategy for Zero Emission Tokyo	458.8
Strategy 15	Strategy for Tokyo as a City of Culture and Entertainment	55.2
Strategy 16	Strategy for Sports Field Tokyo	33.5
Strategy 17	Strategy for Promoting the Tama Area and the islands	565.6
Strategy 18	Strategy for All-Japan Partnership	17.0
Strategy 19	Strategy for the Olympic and Paralympic Legacy	91.7
Strategy 20	Strategy for Structural Reform of the Tokyo Government	135.5
Grand total		2,288.8

\*For project expenses, figures are incomplete and may be subject to change.

\*Project expenses are for all accounts, including the general account and public enterprise accounts.

\*The amount for each strategy includes repeat postings while the total represents only the main postings (the total of project expenses for each strategy does not match the overall grand total).

## Local Corporate Taxation Reviews

- In local tax and financial systems, due to successive local corporate taxation reviews since the FY 2008 tax reform, the transfer of corporate inhabitant and enterprise taxes (two corporate taxes) to national tax had been processed.
- The impact amount of this series of reviews on FY 2024, compared to a hypothetical case in which tax reforms had not taken place, is **−1,323.7 billion yen**. The effect of these measures on TMG finances is not small.
- The TMG will continue to strongly urge the national government to establish the ideal local tax and financial systems, so that local governments can secure financial resources commensurate with their roles and authority.

### ■ Overview of Local Corporate Taxation Reviews

① Partial transfer of corporate enterprise tax to national tax	<p>- A certain fraction of corporate enterprise tax (income basis and revenue basis) is transferred to national tax as special corporate enterprise tax.</p> <p>- The portion transferred to national tax is distributed among prefectures as special corporate enterprise transfer tax in accordance with population.</p> <p>▶ Approx. 30% of corporate enterprise tax is transferred to national tax. In the distribution of the transfer tax to the TMG, which does not receive local allocation tax grants, up to a maximum of 75% is deducted from the amount proportionally allocated in accordance with population.</p>						
② Transfer of corporate inhabitant tax to the source of local allocation tax grants	<p>- A certain fraction of corporate inhabitant tax proportionate to corporate tax is transferred to national tax as local corporate tax, which is distributed as local allocation tax.</p> <p>▶ As the TMG does not receive local allocation tax grants, the tax rate reduction due to the transfer to national tax directly leads to a fall in revenues.</p> <table border="0"> <tr> <td>[Standard tax rate for corporate inhabitant tax proportionate to corporate tax]</td><td>[Tax rate reduction due to transfer to national tax]</td></tr> <tr> <td>Prefectural inhabitant tax: 5.0% → 1.0%</td><td>Prefectural inhabitant tax: −4.0%</td></tr> <tr> <td>Municipal inhabitant tax: 12.3% → 6.0%</td><td>Municipal inhabitant tax: −6.3%</td></tr> </table>	[Standard tax rate for corporate inhabitant tax proportionate to corporate tax]	[Tax rate reduction due to transfer to national tax]	Prefectural inhabitant tax: 5.0% → 1.0%	Prefectural inhabitant tax: −4.0%	Municipal inhabitant tax: 12.3% → 6.0%	Municipal inhabitant tax: −6.3%
[Standard tax rate for corporate inhabitant tax proportionate to corporate tax]	[Tax rate reduction due to transfer to national tax]						
Prefectural inhabitant tax: 5.0% → 1.0%	Prefectural inhabitant tax: −4.0%						
Municipal inhabitant tax: 12.3% → 6.0%	Municipal inhabitant tax: −6.3%						
③ Corporate enterprise tax grant	<p>- Mainly in order to cover for the decreased revenues of municipalities accompanying the transfer of corporate inhabitant tax to the source of local allocation tax grants, a fixed percentage of corporate enterprise tax is distributed among municipalities in each prefecture.</p> <p>*The equivalent portion for special wards is the amount obtained by multiplying the applicable corporate enterprise tax grant by the ratio specified by the ordinance, which is added to the fiscal adjustment grants for special wards, and is distributed (the impact amount resulting from this is included in ②).</p>						

### ■ The Impact Amount of Local Corporate Taxation Review (FY 2024)

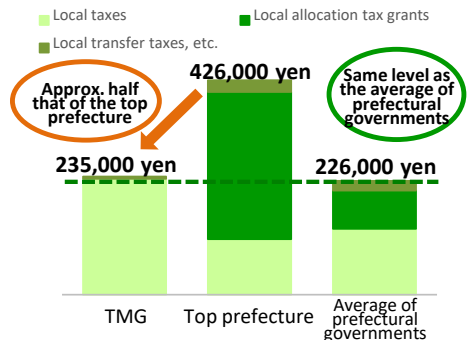
	FY 2024 initial budget	
① Corporate enterprise tax	−¥657.9 billion	Partial transfer of corporate enterprise tax to national tax as special corporate enterprise tax
Special corporate enterprise transfer tax	¥60.4 billion	Special corporate enterprise tax distributed among prefectures as local transfer tax (FY 2024 local public finance measure: ¥2,118.5 billion)
② Corporate inhabitant tax	−¥709.2 billion	Partial transfer of corporate inhabitant tax to the source of local allocation tax grants as local corporate tax
Subtotal of two corporate taxes and transfer tax	−¥1,306.7 billion	
③ Corporate enterprise tax grant	−¥17.0 billion	A fixed percentage of corporate enterprise tax distributed among municipalities in each prefecture
<b>Total</b>	<b>−¥1,323.7 billion</b>	

## Column

## Seeking for the ideal of local tax and financial systems

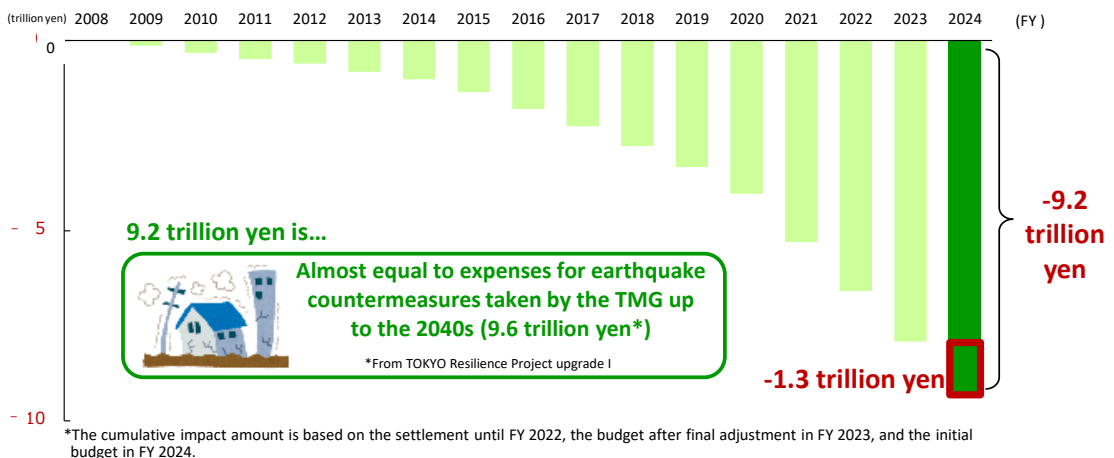
- The local allocation tax grants are established to adjust the disparity of financial sources and guarantee necessary financial sources so that each local authority can provide a certain degree of administrative services as there are differences in population and industrial structures between authorities.
- When comparing amounts of general revenue resources per capita that consist of local taxes and local allocation tax grants, etc., **Tokyo's is almost the same as the average of prefectural governments, and it is not high at all.**
- Regardless of this, the TMG experienced loss of revenues from Metropolitan Taxes of **1,300 billion yen in FY 2024** and **9,200 billion yen in cumulative total** after FY 2008 due to a series of unreasonable local corporation taxation reviews.

Amounts of general revenue resources per capita



\* Based on the FY 2022 Statistics of Local Government Finance for Prefectures (Ministry of Internal Affairs and Communications)  
\* Calculated based on the population of the "Basic Resident Register" as of January 1, 2023

### ■ Changes in cumulative impact amount



**Taxes per Tokyo citizen of about 100,000 yen annually and about 700,000 yen on a cumulative basis have been lost!**

- In Japanese finance, the expenditure allocation between the national government and local governments is a ratio of 4 to 6 while the allocation of national taxes and local taxes is conversely a ratio of 6 to 4. **A series of local corporation taxation reviews** have reduced the ratio of local taxes that are self-financed sources for local governments. This **contradicts the decentralization of authority.**
- For **achievement of sustainable growth of the entire nation of Japan**, the key is not competition for limited financial sources between local governments but **expansion and ensuring of local taxes that are appropriate to the roles and authority of local governments.**
- Toward the realization of true local autonomy, we will **strongly encourage the national government to engage in the drastic reform of local tax and financial systems** that shall include a review of the allocation of tax resources between national government and local governments.



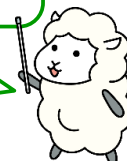
## Column

## Thorough initiatives to reduce unnecessary spending



There are an increasing number of matters to be addressed, such as countermeasures against the low birth rate and earthquakes. How does TMG finance these countermeasures?

The TMG makes efforts to reduce unnecessary spending in preparation for the future.



- In order to ensure the fulfillment of the mission imposed on the TMG with limited financial resources, we have been **striving to improve the efficiency and effectiveness of projects and strengthen initiatives to reduce unnecessary spending from a wise spending viewpoint**, such as project reviews in budget compilation.
- Specifically, we **set the end of term for all projects** in FY 2017 and made a rule on the timing of post reviews. Additionally, we **introduced policy reviews** in FY 2022 and updated the review system by hearing **opinions from outside experts** about the overall direction of measures and connect the results to effective project reviews.
- We **secured financial sources of approx. 810.0 billion yen cumulative from FY 2017 through initiative for project reviews**.
- Additionally, we set a **minus-ceiling at the phase of budget request (\*)** as a structure encouraging each department to review projects voluntarily.
- We secure financial resources and implement new measures by including these review structures in budget compilation process.

### Version update of review system

2017: **Setting of end-of-term for all projects**

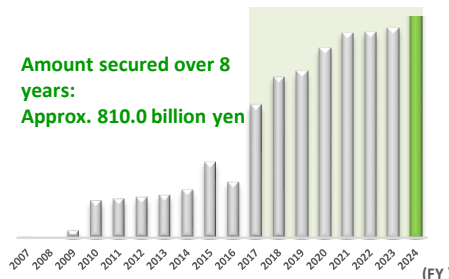
2020: Introduction of ICT-related review

2022: **Introduction of policy review**

2024: **Introduction of group cooperation project review**

### Financial resources secured

Amount secured over 8 years:  
Approx. 810.0 billion yen



### \*Minus-ceiling (FY 2024)

Initiative for basically demanding a 10% total decrease in budgets for projects required to be further reviewed, including those whose actual performance is significantly below targets



These autonomous review structures are installed in the finance of TMG.

I see.  
It is important to continuously make efforts to reduce unnecessary spending.



## Column Promotion of TMG structural reforms “Shin-Tosei”

### Achievements of Shin-Tosei up to this point

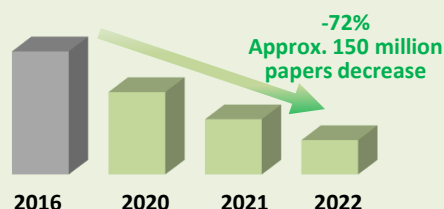


- To resolve challenges that emerged during the COVID-19 crisis and increase the quality of Service (QOS) of the TMG, we have started performing **structural reform of the TMG (Shin-Tosei)** in FY 2020, and each TMG staff has made drastic review of the way to deal with works of the TMG.
- The TMG is certainly changing through structural reform driven by promotion of DX.

#### ◆ Exit from analog environment

- ✓ **72% decrease in copy papers (approx. 150 million papers)** through digitalization of works and complete initiative for paperless.
- ✓ **Decreased fax transmissions by 99%** as of March 2022 in **fax less initiative**, and achieved the raised target.

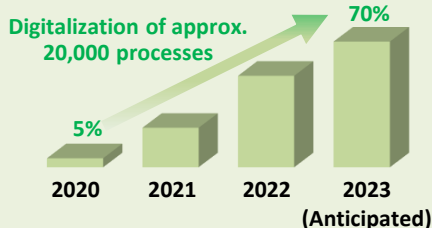
Volume of purchased copy papers  
Target: 70% decrease compared with FY 2016



#### ◆ Digitalization of administrative services

- ✓ Promoted digitalization of administrative procedures, and achieved **digitalization of 70% of all administrative procedures** within the TMG at the end of FY 2023 and recorded **user satisfaction of approx. 60%** according to a Tokyo citizen fact-finding survey.
- ✓ **Implemented approx. 150 user tests on a TMG-wide basis in FY 2023 and improved services** based on the opinions of users.

Digitalization ratio of administrative procedures  
Target: 100% in FY 2026



### A further improvement in QOS

- Shin-Tosei initiatives are making steady progress, but there is still a long way to go.
- We will shift a **focus of DX from simple digitalization to full-fledged digital transformation** and further progress the reform to **better QOS which Tokyo citizens and business operators can “actually feel” “improvement in services.”**

#### [Initiatives for better QOS in the FY 2024 budget]

- Promotion of DX for childcare services
- Construction of business operators database system (Procedure simplification project)
- Realization of “No wait, no writing, or cashless” counter

