

GovTechTokyo

Integrated Annual Report 2025-2026

April 2025-March 2026



GovTechTokyo Foundation
Chairperson

Manabu Miyasaka

Turning Your Feedback into an Engine for Evolution

GovTechTokyo works with the Tokyo Metropolitan Government (TMG) and all 62 municipalities in Tokyo to advance DX across the entire city. Our vision for 2040 is a future where digital technology makes life in Tokyo and Japan more convenient and comfortable. To realize this vision, we formulated our Medium-Term Management Plan in 2024. Since then, we have made steady progress. We also actively disclose our annual progress and initiatives through this Integrated Annual Report. By inviting feedback from our stakeholders, we can refine and evolve the plan while accelerating transformation.

GovTechTokyo's Human Capital: Driving Government Innovation Nationwide

This fiscal year, many more digital professionals with diverse expertise joined GovTechTokyo. Three years after our establishment, our workforce has grown to more than 300. They not only support GovTechTokyo's evolution but also serve as agents of government innovation. Looking ahead, we hope they will move beyond the boundaries of GovTechTokyo to become a talent pool for society as a whole, leading AI adoption and DX throughout Japan. Recognizing our role in developing talent that will contribute to society, we actively disclose information on our human capital in this Integrated Annual Report and will continue growing into an organization that can make an even greater contribution to all our stakeholders.

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GovTechTokyo from April 2025 to March 2026

The Ambition for Government DX Moves from Launch to Expansion

Working with TMG to advance the digital transformation of government, GovTechTokyo is implementing initiatives under its Medium-Term Management Plan to realize Smart Tokyo, the vision set out in the Tokyo 2050 Strategy for improving residents' lives through digital technology. This report presents our progress.

Taking In-House Development Deeper And Further



Connecting Every Tokyo Resident
with Government Through a Single
Smartphone

TokyoGov App
(TMG Official App)

A Single Touchpoint for
Government Services

Approximately **6.4 million** downloads

As of the end of May 2026

Current Status and Outlook

Connecting with Residents to Deliver Administrative Services Faster

The speed of administrative service delivery has improved dramatically. Support that once took around 20 days now reach recipients as quickly as the same day. Going forward, we plan to expand services so that people can reliably receive the information, procedures, and support they need in their daily lives.

► See page 18 for details



A Platform Where Government
Employees Can Share the
Business Apps They Develop

A1 (Generative AI Platform)

Full-Scale Operation Launched

Expanded to
Approximately **60,000**
TMG Employees

Current Status and Outlook

Apps Created
by Employees

Approximately
4,800

As of FY2025

Sharing and Deploying Business Apps to Solve Government Challenges Efficiently

The platform entered full-scale operation as A1 (pronounced "A-ichi") in April 2026. Through shared use, it aims to solve government challenges across municipal boundaries.

► See page 20 for details

Looking Ahead to FY2026

Formulating the Development Strategy

We formulated our **Development Strategy**, which sets out the fundamental principles for creating and delivering services.

Employees across occupations and roles took part in discussions, ensuring that voices from the front line were reflected in the strategy.

Employee discussions (December 2025)



► See page 14 for details

Making Collaboration Broader And Stronger

Within Tokyo

Strengthening Collaboration with **Municipalities in Tokyo**

Strengthened Collaboration and Support with

All **62** Municipalities in Tokyo

Overseas Municipalities and Partner Organizations

Sharing Expertise with the **World**

26 Collaborations and Exchanges Across

15 Countries and **9** Cities



MOU Signed

Signed a memorandum of understanding (MOU) with the Seoul AI Foundation to strengthen collaboration, particularly in AI (April 2026)



GovTech Conference Global

Hosted for the first time as a forum for sharing expertise to solve challenges common to cities around the world. Speakers included representatives from the Republic of Estonia, the Republic of Uzbekistan, Taipei City, and the Seoul AI Foundation (April 2026)

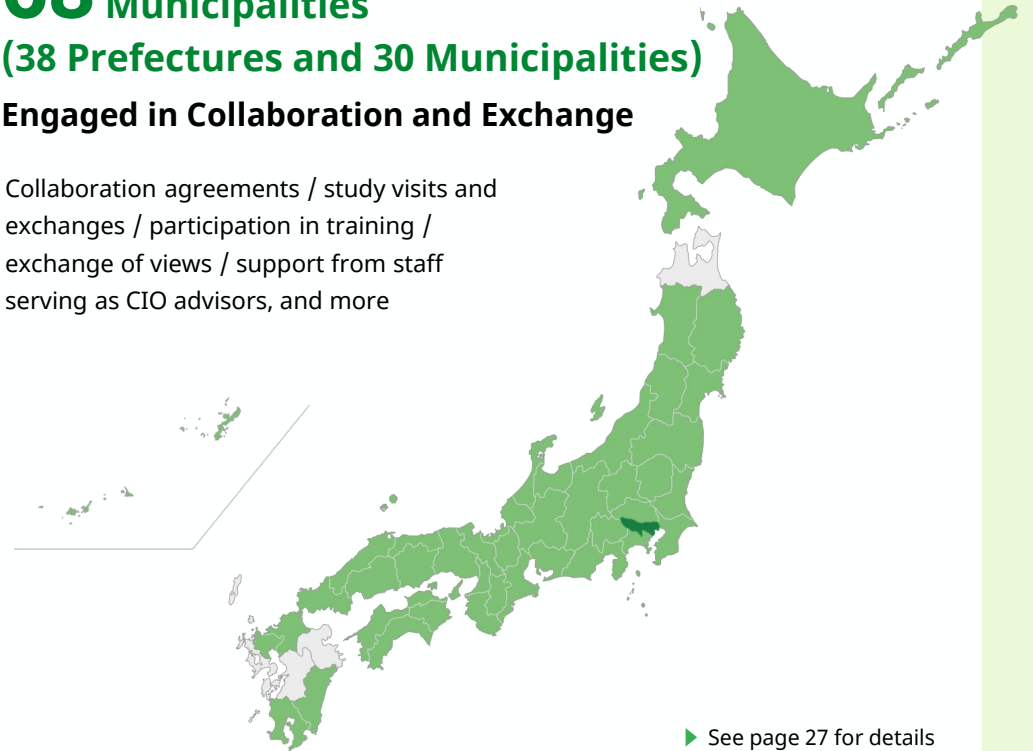
Municipalities Outside Tokyo

Expanding Collaboration and Exchange with **Municipalities Outside Tokyo**

68 Municipalities
(38 Prefectures and 30 Municipalities)

Engaged in Collaboration and Exchange

Collaboration agreements / study visits and exchanges / participation in training / exchange of views / support from staff serving as CIO advisors, and more

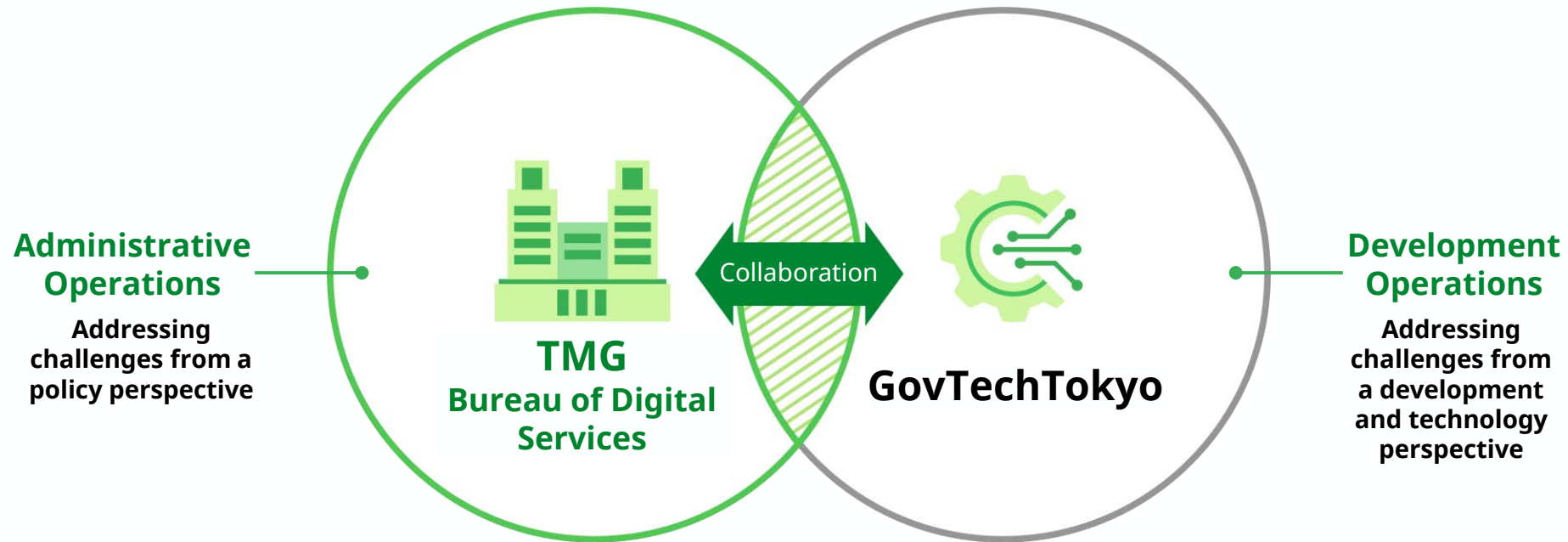


► See page 27 for details

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What is GovTechTokyo?

Collaboration Between the Bureau of Digital Services of TMG and GovTechTokyo



What is GovTechTokyo?

To advance TMG's DX initiatives more effectively, GovTechTokyo was established outside TMG in 2023 as a dedicated organization. Working in partnership with the TMG Bureau of Digital Services, GovTechTokyo advances initiatives to improve administrative services through digitalization.

How TMG and GovTechTokyo work together

To realize TMG's vision for "Smart Tokyo," staff from TMG with expertise in public administration partner with GovTechTokyo staff with expertise in digital technology. By combining their respective strengths, they work together to advance projects.

What is "Smart Tokyo," the vision pursued by TMG and GovTechTokyo?

A society where digital technology unlocks Tokyo's potential and enables residents to enjoy a high quality of life

Building on Tokyo's advanced and highly secure digital infrastructure, we will use the power of digital technology to deliver high-quality administrative services to everyone—including children, seniors, and people with disabilities—and create a society where people can experience the benefits of digital technology in every aspect of their daily lives.

The Three Layers Comprising Smart Tokyo

"Smart Tokyo" will achieve its vision through three layers.

Services

The layer in which TMG provides administrative services to residents

**The vision
TMG aims to
achieve**

Delivering speedy and efficient administrative services that can only be achieved through the utilization of digital technology

Interaction

A layer that connects Tokyo and residents through web pages and apps

**The vision
TMG aims to
achieve**

No one is left behind and can be connected to administrative services through digital contact points, and information and procedures can be exchanged quickly and smoothly by utilizing contact points and face-to-face services for those who need them

Foundation

A foundational infrastructure layer that connects Tokyo residents with digital services.

**The vision
TMG aims to
achieve**

Anytime, anybody, anywhere, no matter what happens, communication is connected, and the quality of service and the productivity of staff are raised by the effective use of data and utilization of advanced technologies such as AI

• Our Mission •

The Mission We Pursue

Enriching the Lives of Every Resident through the Power of Digital Technology, and Bringing Them Happiness

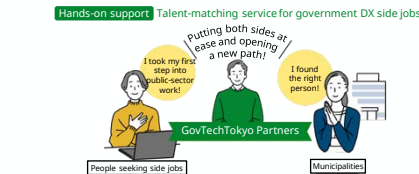
Leveraging digital technology to unlock Tokyo's potential and enable Tokyo residents to enjoy a high quality of life

• Our Vision •

What We Must Do to Accomplish Our Mission

Changing Government with Technology, Changing the Future from Tokyo

As the capital of Tokyo, TMG contributes to its 62 municipalities, to more than 1,700 municipalities across Japan, and supports the digitalization of cities worldwide.



February

Opened applications for GovTechTokyo Partners

A service through which GovTechTokyo offers opportunities to people who want to take part in municipal DX projects in Tokyo alongside their primary jobs

May

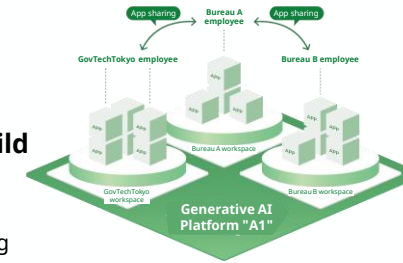
Began working with three municipalities in Tokyo to create One-Stop Childcare Enrollment Project

TMG, GovTechTokyo, and the national government partnered with three municipalities in Tokyo to build the "One-Stop Childcare Enrollment System", enabling the entire process from finding a nursery school to enrollment to be completed online

December

Announced plans to build a "Generative AI Platform"

Reported that it was developing an in-house platform, built using open-source software, for use across all TMG bureaus and municipalities



March

The foundation's total workforce surpassed 200*

2023

2024

2025

July

GovTechTokyo Foundation established. Operations launched in September



April

Began joint procurement of digital tools and other products in collaboration with municipalities in Tokyo

Jointly procured digital tools for operational use in collaboration with TMG and municipalities in Tokyo. Thirty municipalities and organizations in Tokyo participated, achieving cost savings ranging from 10% to over 50% compared with individual procurement

The foundation's total workforce surpassed 100*

October

Formulated and published the foundation's first medium-term management plan



February

Released the TMG Official App "TokyoGov App"

Announced as an app designed to improve convenience for Tokyo residents. GovTechTokyo handled the technical aspects (product design, development, UI/UX design, etc.)



May

Held the inaugural GovTech Conference
Theme: The realities and potential of developing government digital services in-house

2025

August

Participated in the STEM experience tour for female junior and senior high school students, "Girls Meet STEM in TOKYO"

Held an office tour for female junior high and high school students interested in pursuing STEM fields

Held a GovTech Conference
Theme: The forefront of generative AI use in government

Discussed how AI should be used in the public sector in light of the Tokyo AI Strategy

December

Co-hosted Tokyo Municipality DX Connect Day 2025 with the TMG Bureau of Digital Services

An event that shares outstanding municipal DX initiatives and creates new collaborations through interaction among municipal staff, companies, and others

Held the social career event, "GO! Public Service!" to discuss the future of public service

Shared perspectives on the future that GovTechTokyo and its stakeholders can create through the digital transformation of government. Renewed efforts to communicate the appeal of careers in public service

The foundation's total workforce surpassed 300*

February

Held a GovTech Conference
Theme: The future of healthcare DX—transforming healthcare settings through DX

Discussed the current state and future of "healthcare DX" from the diverse perspectives of government, medical institutions, businesses, patients and others, focusing on efforts to solve challenges in healthcare settings.



April

Began rolling out the generative AI tool "A1" (pronounced "A-ichi") to approximately 60,000 TMG employees

Held a GovTech Conference Global
Theme: Government × AI: Global practices and the future

2026

October

Held the first Site Visit Open Day for local government and public-sector employees

Hosted an open day, including office tours, to share GovTechTokyo's initiatives and expertise with municipal representatives. The program has been held regularly ever since



January

TMG, Hiroshima Prefecture, and GovTechTokyo signed a basic agreement on collaboration and cooperation to promote AI utilization

Launched Tokyo through Data, a website that visualizes policy outcomes and changes in residents' lives through data

In collaboration with TMG, launched a website that brings together data on policy progress, the current state of Tokyo, and more for one-stop access

March

Held a joint career meetup event with the Digital Agency



TMG and Seoul Metropolitan Government, together with GovTechTokyo and Seoul AI Foundation, signed a memorandum of understanding (MOU) covering digital technology, AI, and other fields

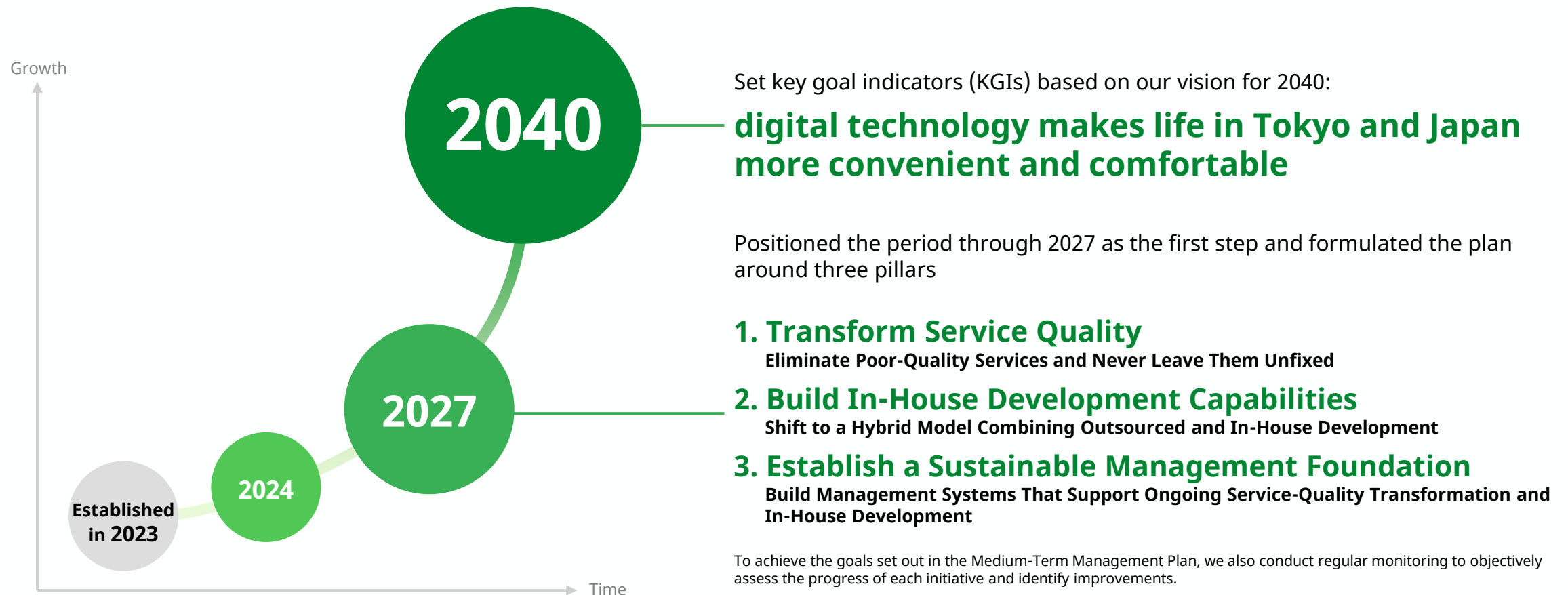


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Progress on the Medium-Term Management Plan

Formulating the Medium-Term Management Plan to Achieve Our Vision for 2040

In October 2024, we formulated our Medium-Term Management Plan to realize our vision: "Transform government today through information technology; transform the future from the capital." By sharing this plan, which aims to contribute not only to all 62 municipalities in Tokyo but also to cities throughout Japan and around the world, we can work together more closely toward our common goals.



Formulating the Development Strategy

To achieve the three goals of the Medium-Term Management Plan—transforming service quality, building in-house development capabilities, and establishing a sustainable management foundation—GovTechTokyo formulated its Development Strategy as a set of fundamental principles for creating and continuously delivering services.

Four Elements of the Development Strategy

The Development Strategy serves as a compass that brings together our product-development philosophy, priorities, and organizational initiatives. It consists of four elements: people, culture, processes, and technology.



Four Principles for Advancing the Development Strategy

The Development Strategy is built around the four principles shown below. With HRT (humility, respect, and trust) at the core, we collaborate to put these principles into practice consistently. When circumstances require employees to depart from these principles, they are expected to explain why.

Because this is a living strategy, we will continue updating it in response to technological and social change.

Start with usability, incorporate user feedback, and co-create better services

Move forward in small, validated steps to build resilient, trusted services

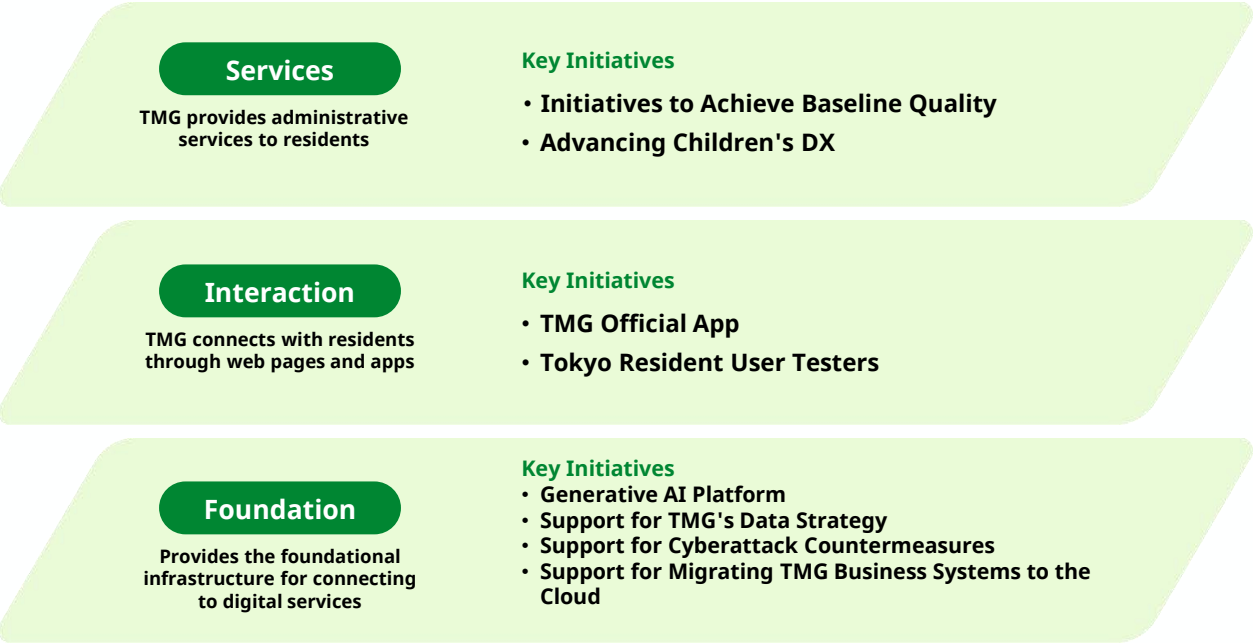
Avoid lock-in and select replaceable technologies to ensure continuous service delivery

Openly publish and share code and expertise as assets for society as a whole

Key Initiatives and Achievements through March 2026

Development Initiatives and Achievements Toward Realizing Smart Tokyo

The following pages present progress and achievements **across the three layers** of the strategy jointly pursued by GovTechTokyo and TMG.



Smart Tokyo Implementation Strategy 2025-2026

Prepared by the TMG Bureau of Digital Services around the three layers above, this strategy presents initiatives and achievements primarily from an administrative perspective.

<https://www.digitalservice.metro.tokyo.lg.jp/business/smart-tokyo>



Initiatives to Achieve Baseline Quality

To ensure that every digital service provided by TMG meets baseline quality standards, we collaborate with its bureaus and other organizations using our specialized technical expertise to deliver services that are easy for every resident to use. (176 support cases in FY2025)

The Tokyo older adults watching over supporter App

Supported organization: Bureau of Social Welfare



End-to-End Hands-On Support for Municipal DX Challenges, from Research through Development and Release

For the Tokyo older adults watching over supporter App, which supports activities to watch over older adults, we assisted with municipal surveys during the planning stage, helped organize requirements, and reviewed various design documents. We also provided hands-on support throughout the development process, including advice on security issues and usability testing.

SMART CITY TOKYO Website

Supported organization: Bureau of Digital Services



Analyzed a Hub Site Scheduled for Renewal and Proposed 31 Improvements for Optimization

For the SMART CITY TOKYO website, which introduces smart-city initiatives, we analyzed the hub site and evaluated its UX, usability, site structure, and clarity of information. We proposed 31 improvements during production to enhance the visitor experience. We also reviewed how current traffic was being measured and supported optimization following the site renewal.

User Review System



Developed a User Review System to Support Continuous Service Improvement

We worked with TMG to develop a new user review system that enables continuous service improvements based on user feedback. The system was introduced on the TMG website in FY2025, with plans for a phased expansion. Its UI also makes reviews intuitive and easy to submit, including a five-point rating scale using facial-expression icons.

Advancing Children's DX

As part of transforming service quality, we are advancing Children's DX by developing information infrastructure and expanding online procedures to address challenges such as families missing important information and dealing with complicated procedures.

Push-Based Childcare Services

This initiative delivers the information each person needs at the right time, preventing missed information and forgotten applications.

Developing the Child-Rearing Support Registry

Updated approximately 1,100 of the roughly 7,800 registered programs and migrated them to the national Child-Rearing Support Registry

Developing and Testing an Update Support Tool

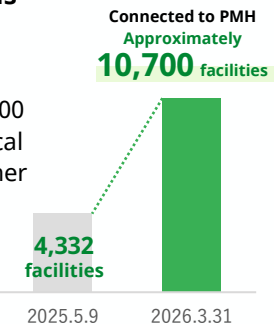
Developed an AI-powered tool that can update registry data and generate content for distribution. Worked with 11 municipalities to update data and send push notifications using the tool

Online Maternal and Child Health Services (PMH)

Using the Digital Agency's infrastructure, these services enable medical expense subsidies and vaccination procedures with only a My Number Card.

PMH Connections

Completed PMH connections with approximately 10,700 of the 31,057 medical institutions and other facilities in Tokyo



User Satisfaction **4.1/5**

One-Stop Childcare Enrollment Project

TMG and GovTechTokyo built the Childcare Search Information Sharing Platform and provide the One-Stop Childcare Enrollment Project, which allows the entire childcare search process to be completed online. To further improve convenience, we added two new features: online childcare search consultations and an eligibility score simulator.

Participating Municipalities and Childcare Facilities

19 municipalities
1,276 childcare facilities

User Satisfaction **4.2/5**

Trial Introduction of a Digital Maternal and Child Health Handbook

A digital maternal and child health handbook was introduced on a trial basis for Higashimurayama residents to make pregnancy and childcare information easier for parents and guardians to access. We tested its functions and assessed the service's effectiveness.

User Satisfaction **4.0/5**

Approximately 90% said the following three features were convenient

- Personalized push notifications
- Digital archive of maternal and child health bags and other distributed materials
- Access to health-check and vaccination records through Mynaportal

TokyoGov App (TMG Official App): Supporting the Lives of 14 Million Tokyo Residents

TokyoGov App, launched in February 2025, connects Tokyo residents with government. GovTechTokyo is promoting an in-house development system for building and improving the app, creating an environment that can respond rapidly to challenges through the adoption of the latest technology and attention to accessibility. We continuously improve the service based on resident feedback and usage data.

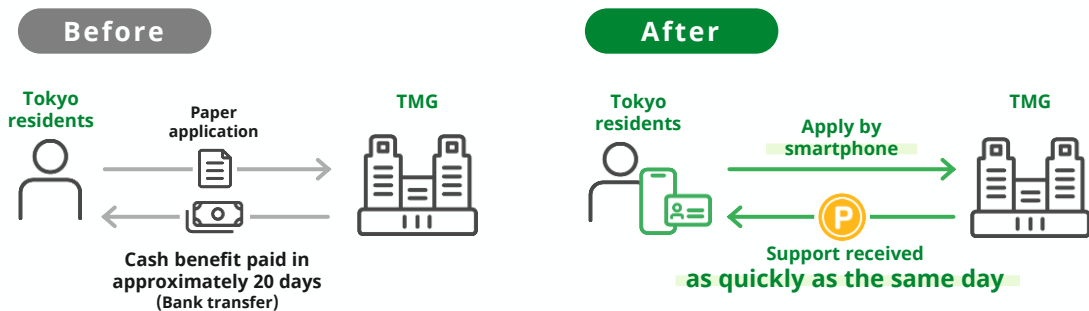
Faster, Easier-to-Receive Support for Those Who Need It

After adding My Number Card identity verification, the TokyoGov App Living Support Program launched in February 2026. The program greatly accelerated administrative service delivery, enabling support that previously took around 20 days to reach recipients as quickly as the same day. To support the smooth operation of the TokyoGov App Living Support Program and related initiatives, a call center also responds to inquiries and provides guidance on using the app.

Toward a Platform Connecting Residents and Government

Key Services Planned for TokyoGov App

1. Push notifications delivering information tailored to each resident
2. Clear guidance on government procedures powered by generative AI
3. A Digital Tokyo Resident ID for smoother facility admission



Downloads

As of the end of May 2026

Approximately **6.4** million

Residents connected through My Number Card

Approximately **5.1** million people



Establishing the Tokyo Resident User Testing Framework

Under this framework, pre-registered Tokyo residents from diverse backgrounds participate as test users during the development of administrative services, allowing user feedback to inform planning and quality improvements.



Creating Resident-Participatory Digital Administrative Services

Digital government services should leave no one behind, yet some people still find them difficult to use because controls are unclear or information is hard to locate.

The framework entered full-scale operation as a way to continuously incorporate users' perspectives through resident participation when designing and improving these services. Its purpose is to improve digital-service quality by continuously reflecting resident feedback in planning, development, and improvement.

In the first year, surveys and interviews were conducted with people with disabilities

Survey responses from people with disabilities

1,555 responses

FY2025 Program
Survey Report



In FY2025, the program's first year, it focused on people with disabilities living in Tokyo. We conducted a quantitative online survey and qualitative interviews.

The results were published in [the FY2025 Tokyo Resident User Tester Program Survey Report](#).

Going forward, the framework will support user research during new-service planning, user testing to identify and address issues in existing services, and accessibility and inclusive-design verification. Our aim is to establish a process of validating services before building them rather than fixing them afterward.

A1: A Generative AI Platform Shared by Government Employees

A1 is a generative AI platform that enables government employees to develop AI apps for their own operational challenges and share them within their organizations and across municipalities. It was developed to share operational expertise and systems and improve productivity in the AI era.

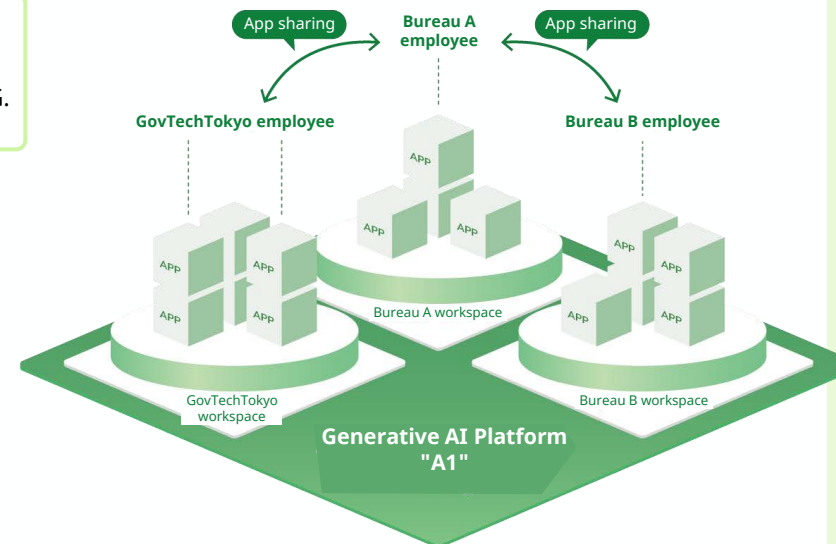
A1 Development and Launch of A1

Beginning in September 2025, the proprietary generative AI platform A1, built with open-source software (OSS), was rolled out to approximately 60,000 TMG employees. It provides an environment where employees can develop and share AI apps themselves, and these apps are being deployed as reusable digital public goods across municipalities. By March 2026, more than 4,800 apps had been created across participating organizations.

- **Key Use Cases** Developed apps with custom UIs to assist with preparing responses for assembly deliberations and drafting specifications, promoting their shared use across the TMG.

Value Delivered by A1

1. Government employees can develop AI apps themselves
2. No environment setup is required, greatly reducing time and cost
3. Apps can be shared and reused by other municipalities as digital public goods
4. API integration connects with existing tools, improving convenience for employees



Expanding AI Use Across the Organization

In addition to A1, GovTechTokyo uses a variety of AI tools. Their use is expanding beyond operational efficiency to internal knowledge sharing and decision support. We also hold regular learning sessions to share use cases and expertise, promoting AI adoption throughout the organization.

● Key Use Cases

- Streamlining document preparation and meeting-related work
- Accumulating operational knowledge
- Organizing and visualizing project information
- Supporting decision-making and situational awareness

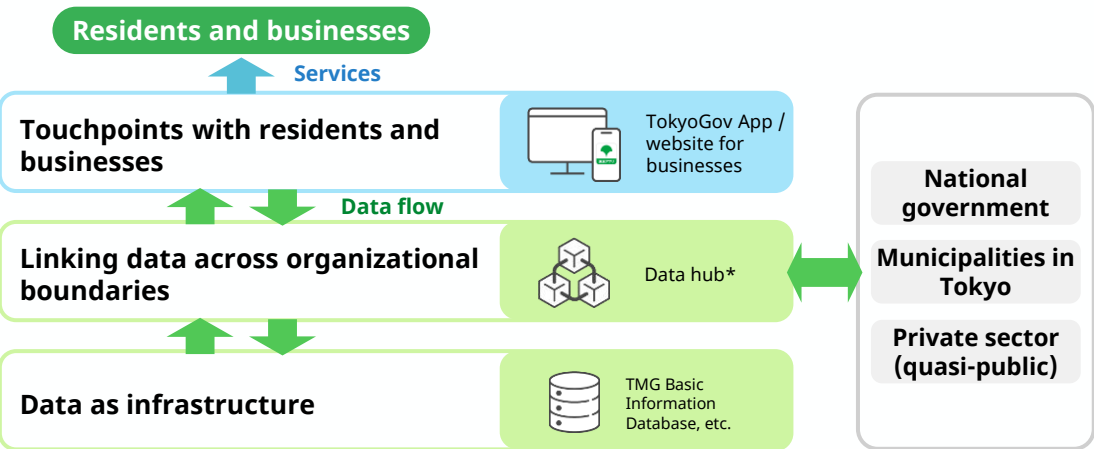
Supporting TMG's Data Strategy

We are working to visualize data to enhance government transparency, build infrastructure for data use, and develop data-management tools that reduce the burden on municipalities.

Tokyo Basic Policy on Data Management

TMG formulated the Tokyo basic policy on data management and is transforming its data structure so that data can be used across organizational boundaries as public infrastructure.

The overall architecture and common rules for TMG's data structure have been finalized (requirements definition completed in April 2026).



*Data hub: a mechanism for linking and sharing data among multiple systems via APIs and other interfaces according to defined rules

Tokyo through Data



Working with TMG, we launched Tokyo through Data in January 2026, a portal where residents can access timely information and data on key policy themes in one place.

Going forward, the portal will visualize the effects and outcomes that policies and initiatives, such as push-based childcare services and the One-Stop Childcare Enrollment Project, have on residents' lives.

Tokyo Data Platform



This initiative provides a marketplace for public- and private-sector data and builds a community connecting data providers and users, supporting and accelerating the creation of new data-use cases.

We are testing the use of AI to cleanse government data, keep it accurate and easy to use, and enable future automation.

Supporting Defenses Against Increasingly Sophisticated Cyberattacks

We established a Joint Security Operations Center (Joint SOC) as the core of our cybersecurity operations and began monitoring TMG's shared internet infrastructure, including TAIMS^{*1}, the Security Cloud, and cloud infrastructure, in FY2025.

Establishing a Centralized Security Center in Collaboration with TMG

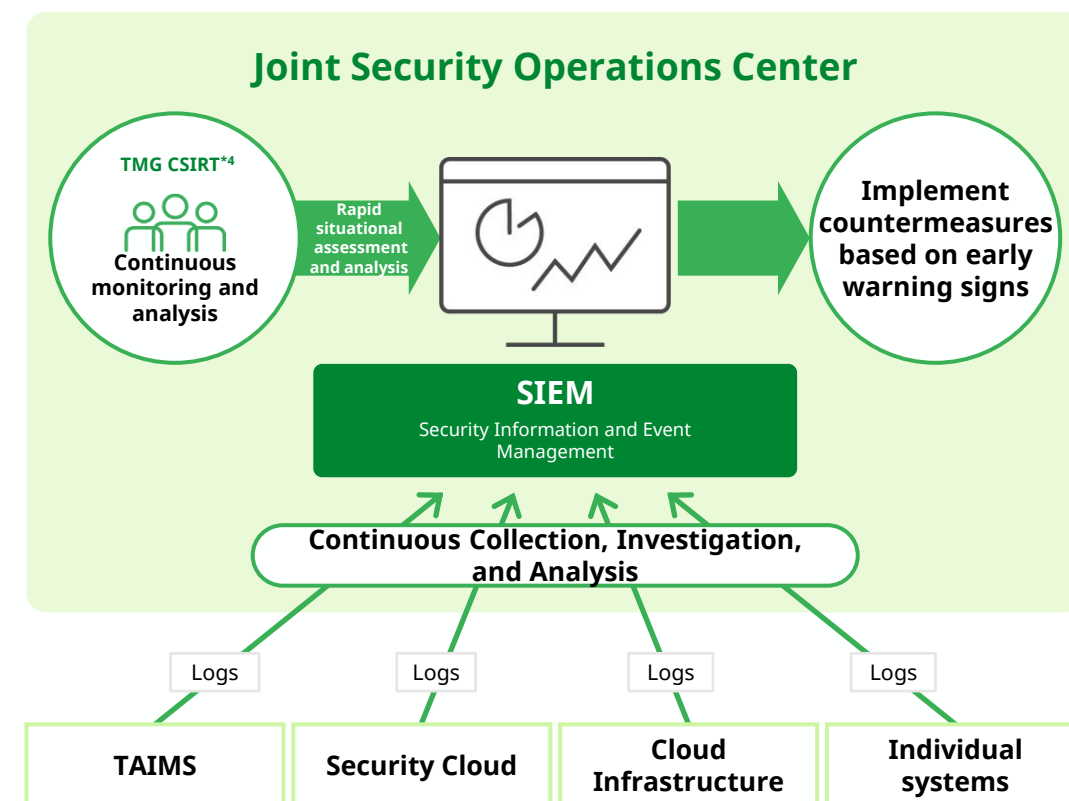
To respond to increasingly sophisticated cyberattacks, we established the Joint Security Operations Center, through which TMG, municipalities, and other organizations jointly use and implement security measures. In FY2025, we launched a SIEM platform for log collection and analysis and began monitoring critical systems such as TAIMS and the Security Cloud.

We are also supporting the implementation of new technical measures such as ASM^{*2} and SSPM^{*3} for TMG.

Supporting Municipalities in Developing Security Policies

We supported municipalities in Tokyo in developing basic cybersecurity policies under the revised Local Autonomy Act, and all municipalities have now completed their policies.

Through project-based hands-on support and spot consultations, we helped 21 municipalities in Tokyo revise their security policies in line with guidelines issued by the Ministry of Internal Affairs and Communications.



Supporting the Migration of TMG Business Systems to the Cloud

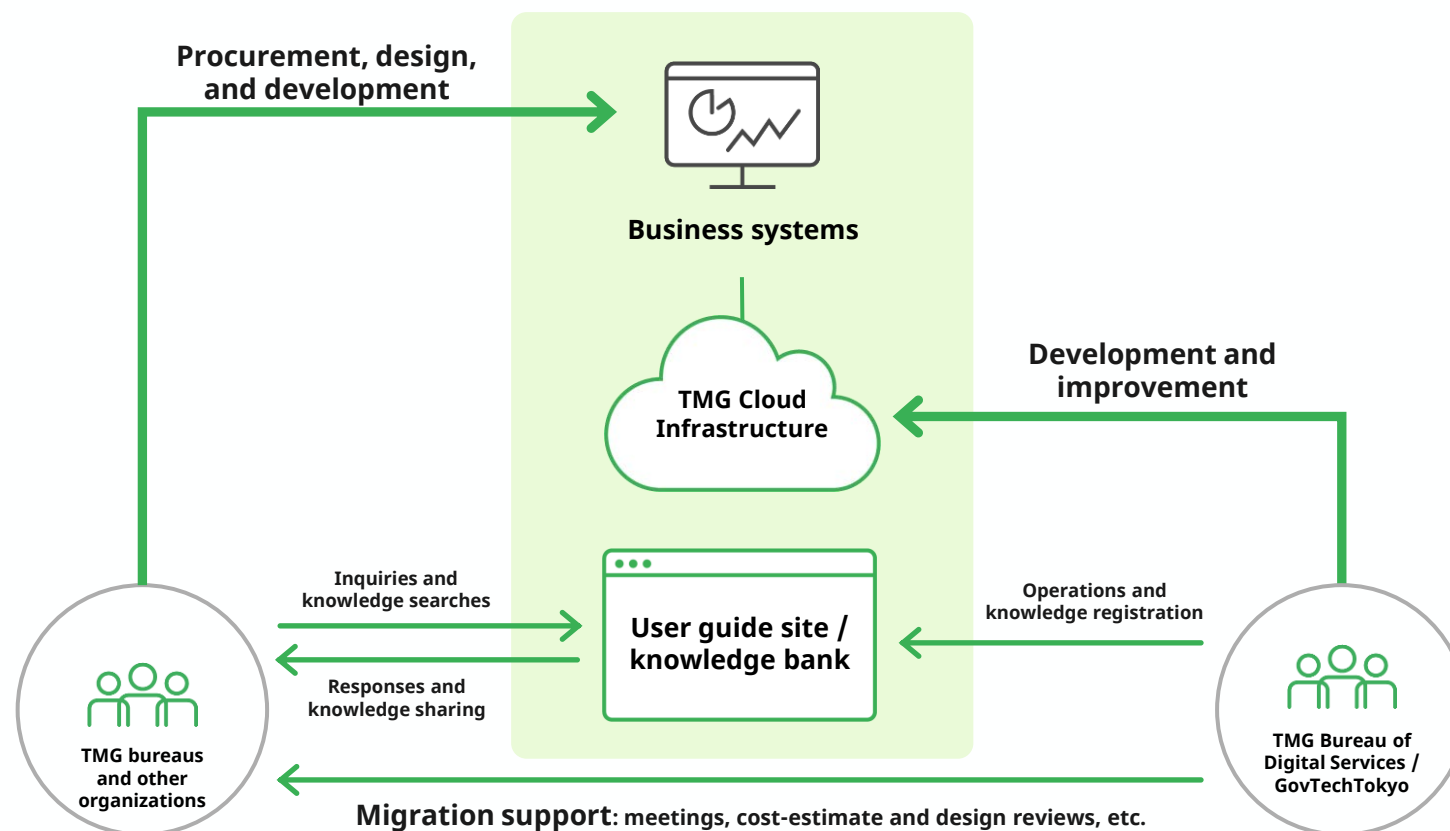
To ensure stable and secure administrative services, we developed and operate the TMG Cloud Infrastructure as a government-wide platform and are promoting the cloud migration of business systems developed by TMG bureaus and other organizations.

Cloud Infrastructure Development and Migration Support

After completing development of the cloud platform, we began operating the TMG Cloud Infrastructure in November 2025.

We provide migration support for business systems scheduled to move to the cloud, enabling TMG bureaus and other organizations to lift and shift their systems to the cloud infrastructure.

In November 2025, we launched a user guide site and knowledge bank that gives employees of TMG bureaus and other organizations access to standard procedures, knowledge, and other information needed to build business systems on the TMG Cloud Infrastructure.



Collaboration with TMG and Municipalities

Our three essential values for advancing the digital transformation of government

The Medium-Term Management Plan introduced in the preceding chapters maps our path toward the major transformation of government through digitalization.

The following values provide standards of conduct that help TMG and GovTechTokyo move forward. They are collaboration, sharing, and partnerships. We value connecting with many municipalities and organizations, treating both successes and failures as shared lessons as we pursue ambitious goals.

Collaboration toward DX across Tokyo

Municipalities across Tokyo, TMG bureaus, policy-linked organizations, and GovTechTokyo collaborate across fields and organizational boundaries to advance DX across Tokyo.

Sharing knowledge, practical wisdom, and assets that have been developed

We share and scale best practices across municipalities throughout Tokyo. At the same time, we are expanding access to software and other assets as digital public goods.

Partnerships with the national government and municipalities in Japan and overseas

By publishing knowledge and signing agreements with other municipalities, we support DX nationwide. At the same time, we aim to accelerate transformation through dialogue and collaboration with overseas cities and private-sector companies.

Collaboration to Advance Municipal DX: Consultations and Hands-On Support

GovTechTokyo's collaborative programs are used by all 62 municipalities in Tokyo. Through spot consultations with specialists and project-based hands-on support, we address the diverse DX challenges municipalities face and have achieved high satisfaction levels.

● Program 1 ● Spot Consultations

GovTechTokyo specialists provide technical consultations on digital challenges faced by municipalities.

Consultations

188 cases

Organizations using the program*

54 organizations

Average satisfaction

4.7 /5

- Main consultation topics
- Consultations on data visualization using Power BI and other tools
 - Migrating on-premises systems to the cloud
 - Website traffic analysis
 - Reviewing DX promotion plans
 - Consultations on the unification and standardization of municipal information systems

● Program 2 ● Project-Based Hands-On Support

Teams comprising staff from GovTechTokyo and the TMG Bureau of Digital Services provide technical advice and other assistance to help municipalities solve shared digital challenges.

Cumulative municipality support cases

118 cases

Organizations using the program*

52 organizations

Average satisfaction

4.6 /5

Theme	Participating municipalities	Satisfaction
Identifying and addressing website issues	17 municipalities	4.9
Practical use of generative AI in operations	37 municipalities	4.7
Public-facility reservation management	15 municipalities	4.6
Service-counter DX (no-form-writing counters)	15 municipalities	4.5
Security policy revisions	20 municipalities	4.8
Data-visualization support using BI tools (first half)	8 municipalities	4.4
Support for paperless implementation plans (first half)	6 municipalities	4.4

*Each item is rated on a five-point scale

Collaboration to Advance Municipal DX: Joint Procurement and Talent Utilization

GovTechTokyo's collaborative programs are used by all 62 municipalities in Tokyo. Through cost reductions from joint procurement and development and the matching of digital talent, we strengthen the foundation for DX across Tokyo and help improve the quality of digital services provided by municipalities.

Program 3 • Joint Procurement and Development

Joint procurement of digital tools and other products reduces procurement costs and administrative burdens for TMG and municipalities while promoting the creation and provision of services that municipalities can use jointly.

Organizations using the program*

64 organizations

* Includes partial-affairs associations and other organizations

Cost savings

Approximately JPY

1.07 billion

(Approximately JPY 5.4 billion cumulative)

Average satisfaction

4.1 /5

Key initiative themes

14 themes

Leasing of computers and other equipment, AI meeting minutes, e-learning, and more

Program 4 • GovTechTokyo Partners

This talent-matching service connects digital professionals seeking side jobs with municipalities and other public-sector organizations in Tokyo recruiting digital talent.

Appointments made

33 people at 26 organizations (cumulative)

* Includes partial-affairs associations and regional unions

Examples of filled positions: CIO advisor, BPR support, design for resident communications, website improvement, and more

Average municipality satisfaction

4.6/5 (cumulative)

Appointments within TMG and GovTechTokyo

11 people (cumulative)

Average appointee satisfaction

4.8/5 (cumulative)

▶ See page 36 for details

Expanding Collaboration and Exchange with Municipalities Nationwide

In addition to municipalities in Tokyo, our relationships with municipalities nationwide are expanding as we host study visits and broadly share leading practices.

Collaborated and Exchanged with **68 Municipalities** (**38 Prefectures and 30 Municipalities**)

● Key Collaborations

- **TMG, Hiroshima Prefecture, and GovTechTokyo signed a basic agreement on collaboration and cooperation to promote AI utilization**
- Hosting study visits
- Exchanges of views
- Workshops
- Speaking engagements, municipal visits, and more



Courtesy of TMG

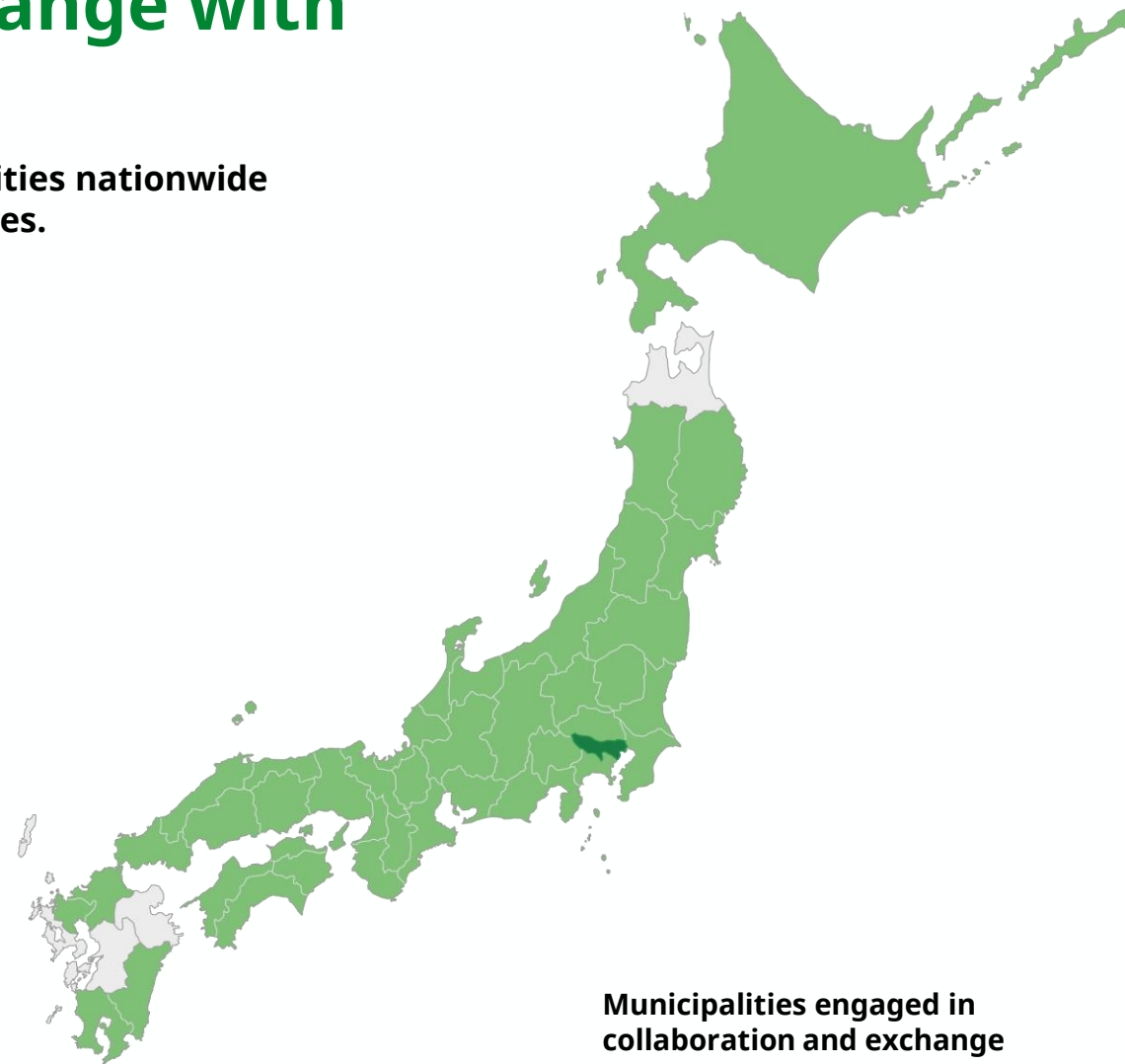
Regularly Hosting Site Visit Open Days

Demand from municipalities and government agencies nationwide for exchanges and study visits on government DX has increased. In response, we launched the Site Visit Open Day program in October 2025. Each event has received high satisfaction ratings in participant surveys.

Held three times in FY2025

Total participating
organizations
61 municipalities

Average
satisfaction
4.6 /5



Municipalities engaged in collaboration and exchange

▶ See next page of the Appendix for a list of partner municipalities

Our record of partnerships and collaboration with local governments across Japan. The following local governments across Japan have engaged with us to advance government DX together through activities such as hosting and making study visits, exchanging views, participating in workshops organized by GovTechTokyo, and receiving CIO advisor dispatches.

38 prefectures

Iwate Prefecture	Yamanashi Prefecture	Shimane Prefecture
Akita Prefecture	Nagano Prefecture	Okayama Prefecture
Yamagata Prefecture	Gifu Prefecture	Hiroshima Prefecture
Ibaraki Prefecture	Shizuoka Prefecture	Yamaguchi Prefecture
Tochigi Prefecture	Aichi Prefecture	Tokushima Prefecture
Gunma Prefecture	Mie Prefecture	Kagawa Prefecture
Saitama Prefecture	Shiga Prefecture	Ehime Prefecture
Chiba Prefecture	Kyoto Prefecture	Kochi Prefecture
Kanagawa Prefecture	Osaka Prefecture	Fukuoka Prefecture
Niigata Prefecture	Hyogo Prefecture	Miyazaki Prefecture
Toyama Prefecture	Nara Prefecture	Kagoshima Prefecture
Ishikawa Prefecture	Wakayama Prefecture	Okinawa Prefecture
Fukui Prefecture	Tottori Prefecture	

30 municipalities

Hokkaido Prefecture	Sapporo City	Osaka Prefecture	Osaka City	Fukuoka Prefecture	Kitakyushu City
Miyagi Prefecture	Sendai City		Sakai City		Fukuoka City
Fukushima Prefecture	Minamisoma City		Kobe City	Saga Prefecture	Saga City
Gunma Prefecture	Maebashi City	Hyogo Prefecture	Himeji City	Miyazaki Prefecture	Miyakonojo City
Saitama Prefecture	Saitama City		Takarazuka City	Okinawa Prefecture	Naha City
	Chiba City	Tottori Prefecture	Kotoura Town		Ginowan City
Chiba Prefecture	Funabashi City	Shimane Prefecture	Utsunomiya City		
	Ichihara City	Okayama Prefecture	Ibara City		
Kanagawa Prefecture	Yokohama City		Fukuyama City		
	Yokosuka City	Hiroshima Prefecture	Higashihiroshima City		
Yamanashi Prefecture	Hokuto City		Hatsukaichi City		
Aichi Prefecture	Nagoya City	Ehime Prefecture	Matsuyama City		

Sharing Knowledge on DX Cases with Overseas Government-Related Organizations

We actively partner with overseas cities and government agencies that share our goal of digitally transforming government, conducting case studies, exchanging views, and hosting study visits. We continue these exchanges with a view to deeper collaboration in the future.

Overseas Cities, Government Agencies, and Other Organizations 26 Collaborations and Exchanges Across 15 Countries and 9 Cities

Number of advanced case studies, exchanges of views, study visits, hosted visits, speaking engagements, and other activities

*Cumulative number of exchanges from GovTechTokyo's establishment through March 31, 2026

● Key Achievements

- **Washington and California, United States:** exchanged views on public-sector smart-city initiatives, AI use, and related topics
- **London, United Kingdom:** exchanged views on strengthening city-to-city collaboration, AI, and data use
- **Australia:** exchanged views with the Department of Finance on GovCMS. Researched Rules as Code
- **Singapore:** gathered information on cutting-edge cybersecurity measures
- **Mato Grosso, Brazil:** hosted a study visit by the state governor
- **Abu Dhabi, UAE:** studied a municipal super app and exchanged views with an organization supporting municipal DX
- **Seoul AI Foundation:** held discussions toward signing an agreement
- **National School of Administration of Tunisia:** hosted a study visit, gave presentations on government digitalization and organizational development, and exchanged views



Left: Visit to LOTI (London Office of Technology and Innovation), London's government reform team. Discussions on sharing cases and strengthening collaboration (November 2025)
Right: Hosting a LOTI study visit and staff exchange session (January 2026)



Attended an OpenFisca conference in Canberra, Australia. Exchanged views on Rules as Code* and public goods (February 2026)



Hosted a visit from the Emirates Council, a government-led organization in the United Arab Emirates. Introduced initiatives to address disparities in DX among municipalities in Tokyo (September 2025)

4 Human Capital Disclosures

Human Capital: The People Driving Government DX and Supporting GovTechTokyo's Vision

For GovTechTokyo, human capital is more than the people working within our organization; it is the foundation for advancing government DX across Tokyo, including TMG and municipalities.

This report explains how human capital supports the execution of our management strategy from the three perspectives set out in the Medium-Term Management Plan.

Medium-Term Management Plan Three Goals to Achieve by 2027

Transform Service Quality

Eliminate Poor-Quality Services and Never Leave Them Unfixed

Build In-House Development Capabilities

Shift to a Hybrid Model Combining Outsourced and In-House Development

Establish a Sustainable Management Foundation

Build Management Systems That Support Ongoing Service-Quality Transformation and In-House Development

Human Capital Approaches Supporting Our Management Strategy

1. Strengthen Human Capital to Execute Our Strategy

Build our internal capacity to execute GovTechTokyo's strategy
Examples: changes in workforce composition through recruitment, skills visualization, and investment in development

2. Organizational Management That Supports Human Capital

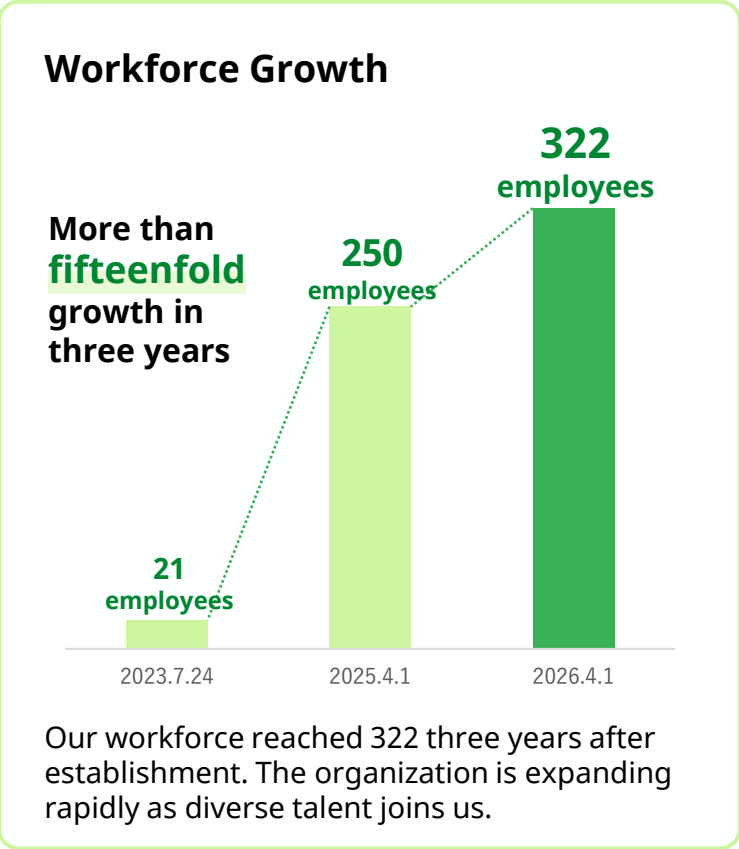
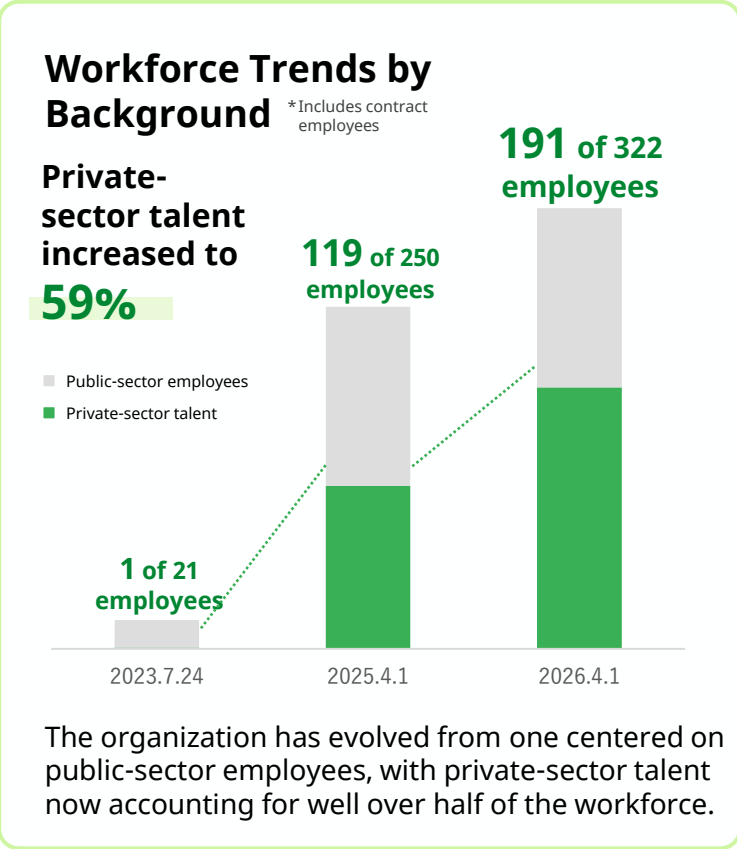
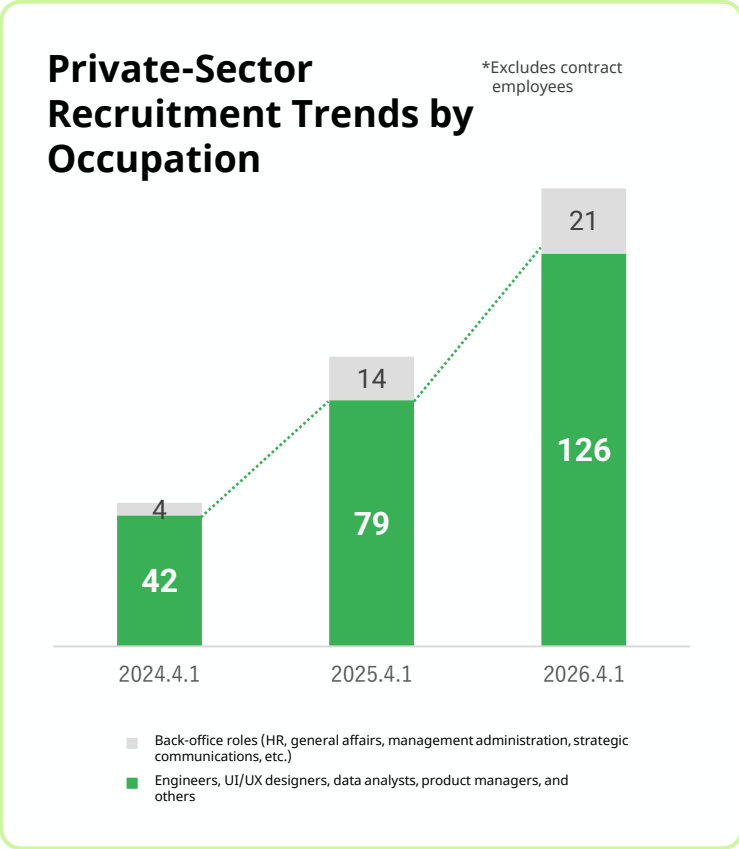
Build a foundation that enables GovTechTokyo's people to continue performing at their best
Examples: engagement, work styles and well-being, organizational knowledge, and Knowledge Share

3. Expanding Human Capital through Collaboration

Expand knowledge, experience, and resources beyond what GovTechTokyo employees alone can provide
Examples: GovTechTokyo Partners and personnel exchanges and secondments with TMG and municipalities

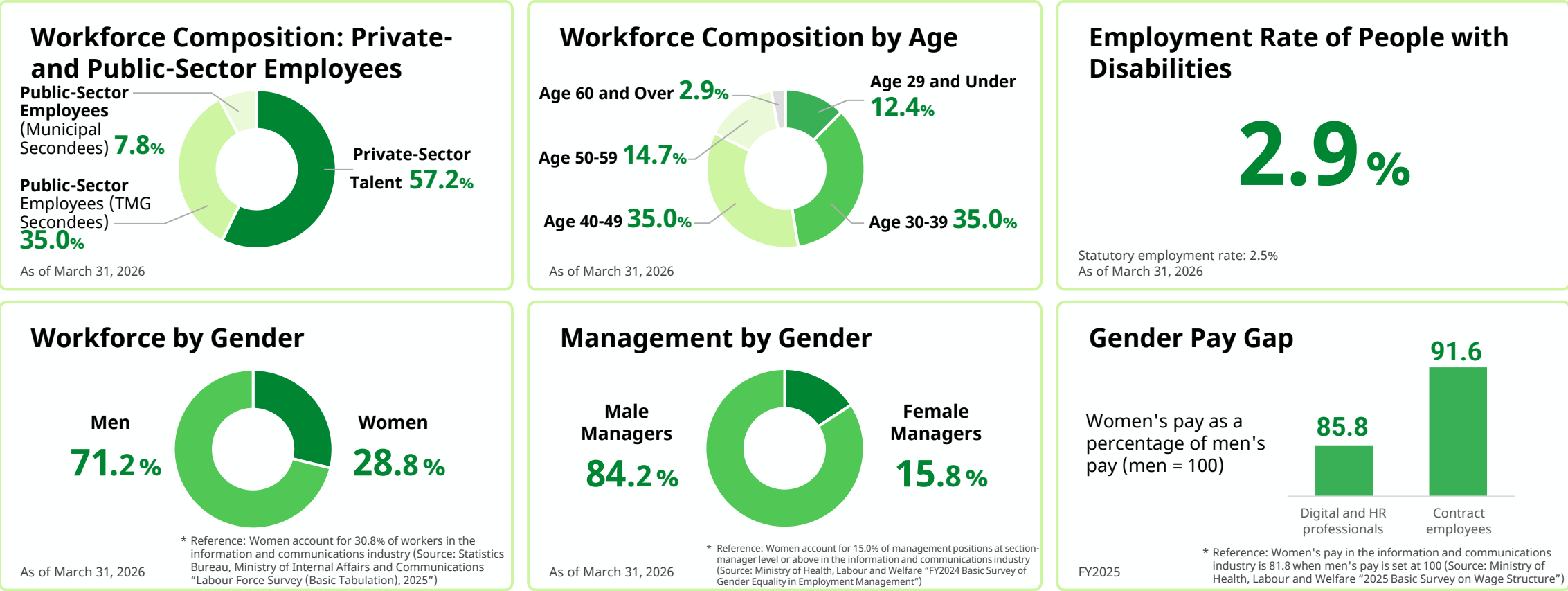
Changes in Workforce Composition

Our workforce grew more than fifteenfold in just three years. Our organization is growing rapidly as diverse talent comes together. Initially composed primarily of public-sector employees, our workforce is now nearly 60% private-sector talent. To advance government DX and in-house development capabilities, we actively recruit experienced digital professionals such as engineers, UI/UX designers, data analysts, and product managers.



Diverse Talent Advancing Government X Digital

We are building an organization where people can collaborate by drawing on the strengths of our diverse workforce. We will continue building an organization that recognizes contributions and provides equitable career opportunities regardless of disability or gender.



Visualizing Employee Expertise and Skills to Expand In-House Development

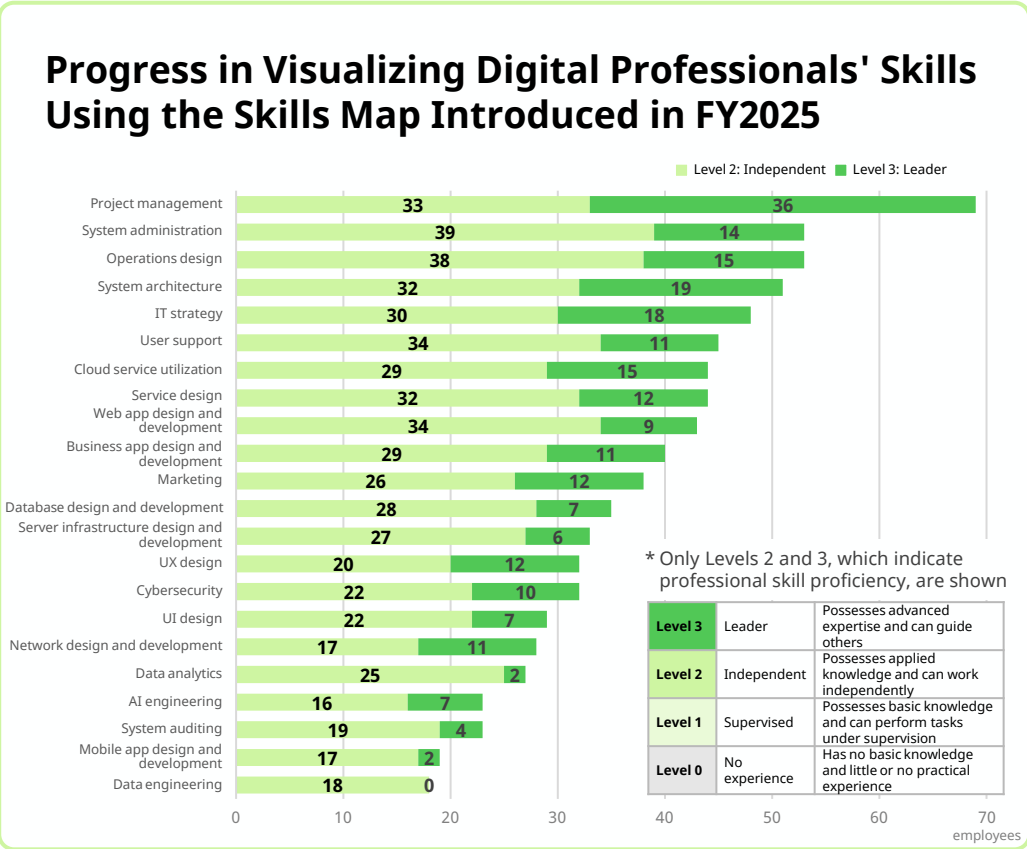
To advance government DX sustainably, it is essential to visualize, share, and utilize each employee's expertise and experience across the organization and accumulate it as organizational knowledge. We promote Knowledge Share learning sessions as a mechanism for employees to exchange expertise and learn from one another across fields and organizational affiliations.

High Employee Interest Also a Forum for Internal Networking

We are working across the organization to visualize employee expertise and skills. We use this data to inform appropriate staffing and development, strengthening the organization's development capabilities.

We also frequently hold Knowledge Share sessions where employees can share specialized knowledge. In FY2025, we launched a dedicated Knowledge Share portal.

Knowledge Share sessions are attended by employees from the private sector as well as staff seconded from TMG and municipalities. Sharing expertise across employment types and positions helps build a human network that supports government DX not only within the organization but across Tokyo.



Knowledge Share FY2025 Sessions

Sessions held **44**

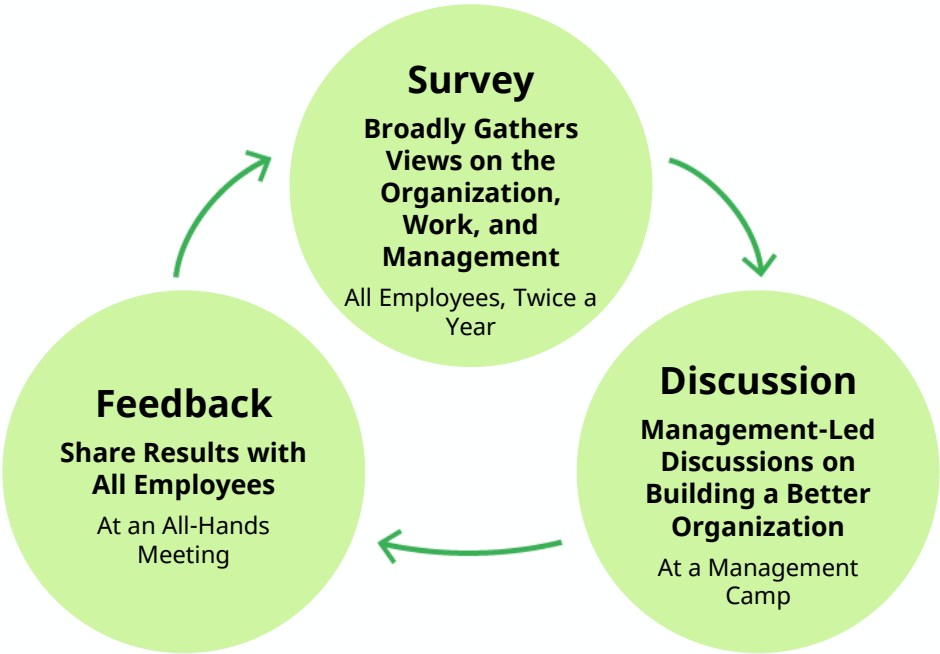
Cumulative participants **1,317**
*Excludes archive viewers

Sessions are held continuously, averaging around four per month. Topics include the following:

- Course on legal interpretation and reading laws and regulations
- Life and accessibility for people with visual impairments
- Building AI-powered apps that reduce workloads

Organizational Improvement Based on Employee Feedback and Data

We listen to every employee and value growth through dialogue and feedback.
Our twice-yearly organizational survey tracks engagement and job fulfillment over time, helping us build a better organization.



Example FY2025 Improvement Initiative

In response to employee feedback on career development, post-entry follow-up interviews and career interviews began in the second half of FY2025

Organizational survey results (selected key items)	2024 average	2025 average
I find my work rewarding.	3.7	3.9
My work gives me a sense of accomplishment.	3.5	3.7
I feel that I make a significant contribution to the foundation's mission and objectives.	3.4	3.6
I feel that I am growing through my work.	3.6	3.7
My current work aligns with what I want to do.	3.4	3.6
My workload is appropriate.	3.3	3.4
It is easy to ask colleagues or supervisors in my division for help when I encounter difficulties at work.	3.8	4.1
Despite its challenges, I like this division overall.	3.7	4.0
Are you personally glad that you joined GTT? (New question added in the second half of FY2025)	-	4.0
Would you recommend GovTechTokyo to friends or acquaintances?	3.3	3.4

*Each item is rated on a five-point scale

Well-Being That Supports New Challenges

We promote the use of programs that enable flexible work and are creating an environment where everyone can work in good health regardless of their stage of life. We review and revise these programs as appropriate based on employee needs.

Employees Eligible for Fully Flexible Hours

100%

As of March 31, 2026

Remote-Work Rate

39.7%

Reporting period: April 1, 2025-March 31, 2026

Side-Job Rate (Percentage of Employees Who Held a Side Job While Employed)

37.5%

Side jobs are broadly permitted provided employees can remain fully committed to their duties at the foundation and meet other conditions. As of March 31, 2026

Annual Paid Leave (Average Days Taken per Fiscal Year)

14.0 days

Reporting period: April 1, 2025-March 31, 2026

Summer Leave (Average Days Taken per Fiscal Year)

4.9 days

Employees may take five days of summer leave per year in addition to annual paid leave
Reporting period: June 1-October 31, 2025

Parental Leave Uptake Rate Among Male Employees

100%

Includes employees who took childcare leave or similar leave within one year of their spouse giving birth
Reporting period: April 1, 2025-March 31, 2026

Average Overtime

23.0 hours per month

Reporting period: April 1, 2025-March 31, 2026

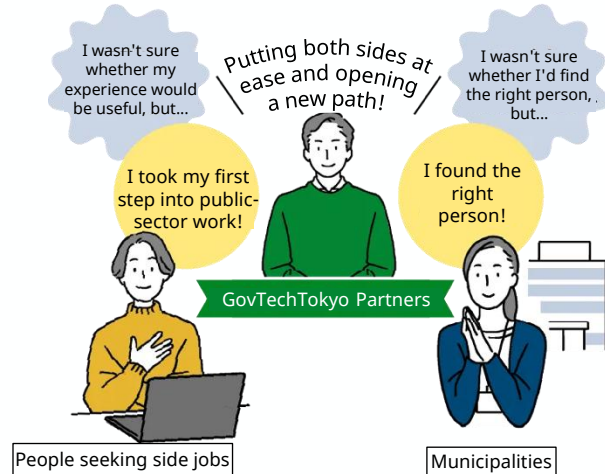
Examples of Program Revisions in FY2025

- Added school-ceremony attendance and class closures as eligible reasons for child nursing leave to help employees balance childcare and work
- Extended the summer-leave period to June 1 through October 31

GovTechTokyo Partners: Supporting Government DX Across Tokyo

We created a registration system for highly skilled professionals seeking municipal side jobs and promote a shared talent pool by matching them with municipalities in Tokyo. As the working-age population declines, GovTechTokyo aims to serve as a hub that continuously supplies digital talent to government and supports government DX across Tokyo.

Hands-on support Talent-matching service for government DX side jobs



GovTechTokyo Partners

We operate GovTechTokyo Partners, a talent-matching service that pairs skilled private-sector professionals seeking side jobs with the needs of municipalities in Tokyo.

Registered Professionals

1,086 people

Diverse professionals registered to support municipal DX

Since the service launched, many specialists interested in municipal side jobs have registered. Registrants span a wide range of fields, primarily digital roles such as engineering, public relations, UI/UX design, IT consulting, data analysis, talent development, and organizational development.

Matching Examples



Taito City
Project manager



Inagi City
Public relations and communications



Tama City
AI engineer

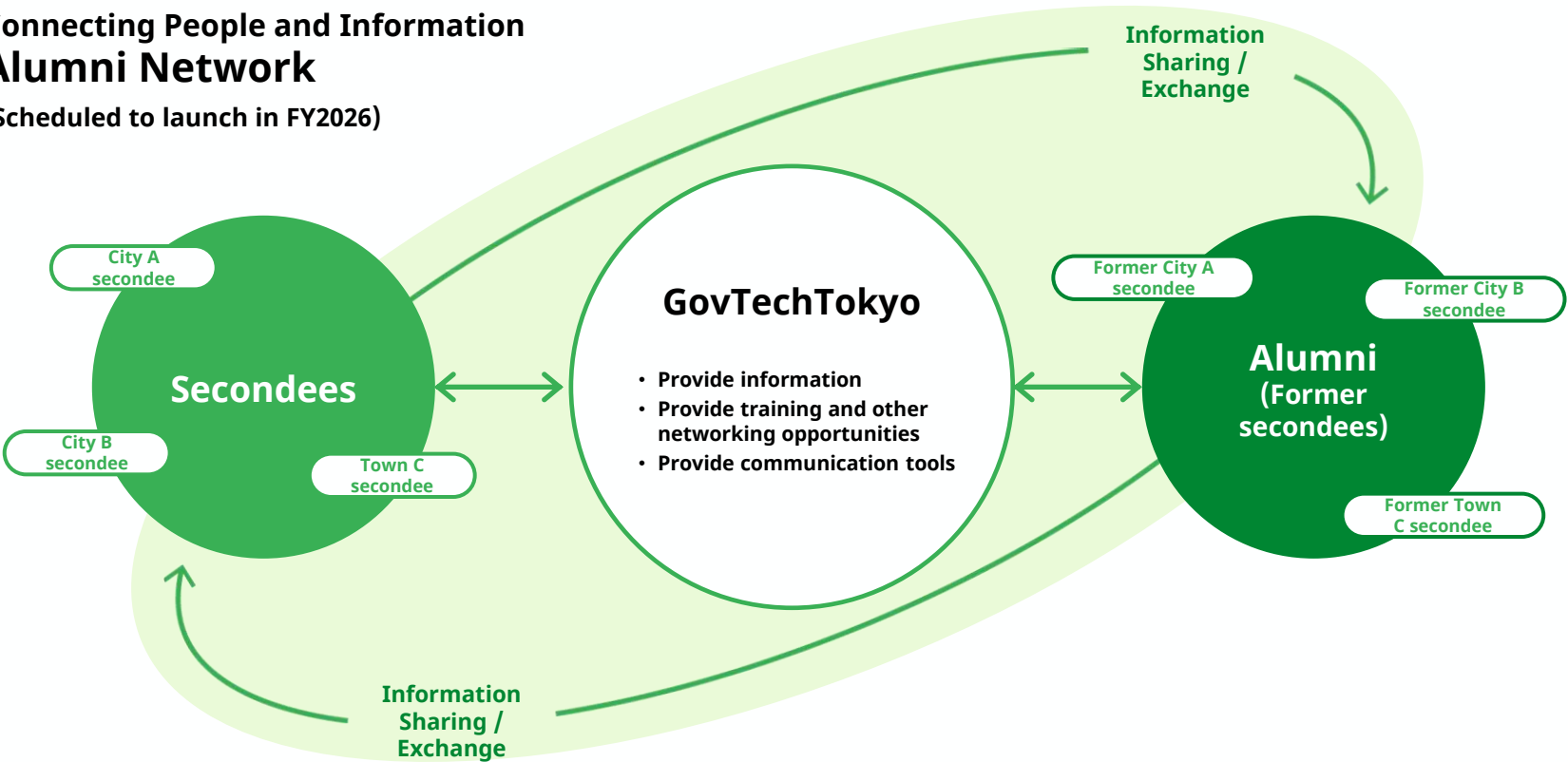
Practical DX support tailored to each challenge

Specialists such as engineers and designers support municipal DX on the front line. They provide practical support tailored to each municipality's challenges, from strategy formulation and system development to UI/UX improvements.

Building a Network That Carries Municipal Secondees' Experience into the Future

GovTechTokyo accepts municipal secondees to develop digital talent, deepen mutual understanding and cooperation between GovTechTokyo and municipalities, and contribute to DX across Tokyo. Employees who complete their secondments are designated alumni, and we are creating an environment where they can remain connected with GovTechTokyo and current secondees and continue applying their experience in the future.

Connecting People and Information
Alumni Network
(Scheduled to launch in FY2026)



Cumulative Secondees Accepted

46 employees

25 municipalities
(including municipalities outside Tokyo)

Municipal secondees are assigned to departments across GovTechTokyo, where they gain experience in a wide range of work. After completing their secondments, employees return to their municipalities and apply what they have learned in their respective roles.

Reporting period: April 2024-April 2026

GovTech 東京