Tokyo 2020 TDM
-Games transportation in metropolitan activities-
Table of Contents

1. Overview of Tokyo 2020 Games (Traffic Forecast)
   1-1) TDM
   1-2) 2020 Traffic Restrictions

2. Requested corporate efforts
   2-1) Requested Efforts
   2-2) Efforts in Summer of 2019
   2-3) Verification

(References)
• Examples (London, G20, etc.)
• Traffic Restrictions (G20 and Others, Road Competitions)
• Traffic Forecast (Map of Games influence on Transport)
• Others
1. Overview of Tokyo 2020 Games (Traffic Forecast)
   1-2) 2020 Traffic Restrictions (ORN, Personnel Transportation Routes)
Examples from Past-Games (London 2012; TDM PR, For General Users)
Examples from Past-Games
(London 2012; TDM PR For Corporations)
## Competition schedule and the scale of the games

<table>
<thead>
<tr>
<th></th>
<th>Olympics</th>
<th>Paralympics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Period</strong></td>
<td>July 24, 2020 (Friday) to August 9 (Sunday) (17 Days)</td>
<td>August 25, 2020 (Tuesday) to September 6 (Sunday) (13 Days)</td>
</tr>
<tr>
<td><strong>No. of Competitions</strong></td>
<td>33</td>
<td>22</td>
</tr>
<tr>
<td><strong>No. of Visitors</strong></td>
<td>[Athletes] Approx. 11,000 [Spectators] Approx. 7.8 million people [Media Representatives] Approx. 25,000 people</td>
<td>[Athletes] Approx. 4,400 [Spectators] Approx. 2.3 million people [Media Representatives] Approx. 9,500 people</td>
</tr>
</tbody>
</table>
### Time Periods That Require Intensive Efforts

#### [2020 Calendar]

<table>
<thead>
<tr>
<th>Day</th>
<th>Olympics: July 24 to August 9</th>
<th>Paralympics: August 25 to September 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7/19</td>
<td>20</td>
<td>24 (Opening Ceremony)</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>26 (Bicycle Competition)</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>27 (Triathlon)</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>28 (Triathlon)</td>
</tr>
<tr>
<td></td>
<td>Marine Day (Umi No Hi)</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Sports Day</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>31</td>
<td>31 (Walking Race)</td>
</tr>
<tr>
<td></td>
<td>8/1 (Triathlon)</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>9 (Closing Ceremony)</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Marathon</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Mountain Day (Yama No Hi)</td>
<td>12</td>
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<td>27</td>
<td>27 (Walking Race)</td>
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<tr>
<td></td>
<td>9/1 (Closing Ceremony)</td>
<td>7</td>
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<tr>
<td></td>
<td>Marathon</td>
<td>8</td>
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<tr>
<td></td>
<td>Returning equipment</td>
<td>9</td>
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<tr>
<td></td>
<td>including equipment used at</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>games returned to each country</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12</td>
</tr>
</tbody>
</table>

* From 2020, Physical Education Day (Taiiku No Hi) will be changed to Sports Day.

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- **Period when there is an annual increase in quantity before Obon.** (An annual Buddhist event for commemorating one's ancestors)
- **Period When Traffic Measures are Particularly Required**

[Reference] Road competitions (within center of Tokyo) are held
Traffic Forecast During Games-time (Without any countermeasures)

[Highways]

<Change of congestion loss time per vehicle due to reduced amounts of traffic>

<table>
<thead>
<tr>
<th></th>
<th>0%</th>
<th>50%</th>
<th>100%</th>
<th>150%</th>
<th>200%</th>
</tr>
</thead>
<tbody>
<tr>
<td>General traffic (Current state)</td>
<td></td>
<td></td>
<td>100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General traffic + Games-related vehicles</td>
<td></td>
<td></td>
<td></td>
<td>188</td>
<td></td>
</tr>
</tbody>
</table>

Worsening of current state almost doubled.

Time lost on expressways due to congestion (Change when the current status is set as 100)

* Result of simulation targeting vehicles traveling on metropolitan highways. (Envisioning Friday, same time as games-time (July))

[Railroads]

Users will increase approximately 10% because of conversion from visitor use and roads.

<<Morning peak (7:00-10:00)>>

* Areas with congestion rate of 150% or more are colored.

<table>
<thead>
<tr>
<th>Color</th>
<th>Status of congestion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Congested roads due to increased number of visitors (Congestion rate of 150% or more because of visitors + general traffic; only general traffic will be less than 150%)</td>
</tr>
<tr>
<td></td>
<td>Section where it is normally crowded, with further increase in number of visitors (Only general traffic will be 150% or more)</td>
</tr>
</tbody>
</table>
Moving towards alleviation of traffic congestion during game-time

Traffic management composed from the following three items

(1) Implement traffic demand suppression, separation, standardization

   “Transportation Demand Management (TDM)”

(2) Implement high-level operation control of traffic demands according to status of roads

   “Traffic System Management (TSM)”

(3) Create a safety and smooth transportation including railroads

   “Public Transportation Management”
Necessity of TDM and objectives

• Serious congestion on roads and railroads due to games-related vehicles and visitor traffic demands.

(Objectives)

• Roads: Aim to attain traffic environment equivalent to holidays
• Railways: Aim to attain a service level equivalent to the present time

[Road traffic]
• General Traffic
  Regarding general traffic in the Tokyo metropolitan area, aim for a 10% reduction across the board in traffic amounts before games-time. Particularly with intensive effort districts, aim for a 30% reduction in traffic coming in and out.

• Further reduction in traffic volume in the metropolitan highways
  With regard to metropolitan highways that form the infrastructure for the Tokyo metropolitan Olympic route network (ORN), aim to attain a good traffic environment equivalent to that on holidays by a maximum 30% reduction on the traffic volume. (Create by using TDM and additional countermeasures and the like.)

[Public Transportation (railroads)] Aim for a safe and smooth transport operation that is equivalent to the current situation by corresponding with localized congestion.

It is imperative that we reduce traffic volume by gradually gaining the cooperation from a wide range of individuals and businesses.
16 Areas That Require Intensive Efforts

- Extract 16 intensive areas in terms of “Concentrated venues including competition venues,” and “Increase in traffic volume passing through congested roads and railroads” in order to support vibrant economic activities.
- Development towards alleviating traffic congestion around competition venues outside of the Tokyo metropolitan area is to be considered.

<table>
<thead>
<tr>
<th>Intensive areas (16)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>[Heritage Zones]</strong></td>
</tr>
<tr>
<td>(1) Shinjuku</td>
</tr>
<tr>
<td>(2) Shibuya</td>
</tr>
<tr>
<td>(3) Shinagawa</td>
</tr>
<tr>
<td>(4) Hamamatsu-Cho, Tamachi</td>
</tr>
<tr>
<td>(5) Shinbashi, Shiodome</td>
</tr>
<tr>
<td>(6) Otemachi, Marunouchi, Yurakucho</td>
</tr>
<tr>
<td>(7) Yaesu, Nihonbashi</td>
</tr>
<tr>
<td>(8) Kanda, Akihabara, Ochanomizu</td>
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<tr>
<td>(9) Kudanshita, Iidabashi</td>
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<tr>
<td>(10) Bancho, Kojimachi</td>
</tr>
<tr>
<td>(11) Aoyama, Omotesando</td>
</tr>
<tr>
<td>(12) Akasaka, Roppongi</td>
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<tr>
<td>(13) Kasumigaseki, Toranomon</td>
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<tr>
<td><strong>[Tokyo Bay Zone]</strong></td>
</tr>
<tr>
<td>(14) Harumi, Ariake, Daiba, Toyosu, Oifuto</td>
</tr>
<tr>
<td><strong>[Other]</strong></td>
</tr>
<tr>
<td>(15) Ikebukuro</td>
</tr>
<tr>
<td>(16) Ozaki</td>
</tr>
</tbody>
</table>

Legend:
- : Competition venues and Olympic Village
Without any countermeasures, the movement of people and products will be restricted, and create a risk of stagnant city activities.

<Example of Possible Scenarios (Risks) Occurring During the Games >

• Conveying in of parts and the like will be delayed.
• Products will not be delivered to places including supermarkets and convenience stores
• Package deliveries will not be made on time.
• Buses will not arrive on schedule, and they will take more time.
• It will become difficult to board a taxi.
• People will be late for work, business negotiations or regular meetings.

Preparations for circumventing actions considering traffic congestion during games-time to be a risk.

Reduce and circumvent risks by following action plans based on BCP (business continuation plans).
2020 TDM Promotion Project

* Register through our website!
https://2020tdm.tokyo/approve

We welcome your participation!

<Cooperating organizations> Official program “2020 TDM Promotion Project”

107 organizations

<Participating Corporations>
2,063 companies and offices

* As of July 23, 2019

Company name and organization name and others can be entered.

➢ Flex-biz (flexible working and commuting hours).
➢ Tele-work

As a “Smooth Biz” initiative with a trinity undertaking as a work-style reform beyond 2020.
Support towards Creating Tokyo 2020 Action Plans

Briefings to corporations

◆ We plan to hold approximately 300 briefings to corporations for promoting traffic demand management (TDM) throughout 2019.

Free consultation

Free consultation with consultants

◆ Individual consulting sessions to prepare action plans (You must register to participate in the project.)
◆ Individual consulting sessions in terms of introducing tele-work.

Subsidy business

◆ Subsidies including setting up a satellite office.
◆ Subsidies for consulting fees relating to introducing tele-work using industry organizational ties.
◆ Subsidies for environment construction costs and system setup costs to introduce telework system.
1. Overview of Tokyo 2020 Games (Traffic Forecast)
2) 2020 Traffic Restrictions (ORN, Personnel Transportation Routes, etc.)
When this map was created, we obtained approval from the Director of the Geographical Survey and used basic map information issued by that group.

Approval No. 2018 Joshi, No. 1552

(When this map was created, we obtained approval from the Director of the Geographical Survey and used basic map information issued by that group.)

(Proposal as of the end of March, 2018)
Transportation Routes for Olympic related personnel (Draft)

- This map shows the Games-time routes of the Olympic route network (plan).
- The Olympic route network could be added to or revised due to decisions made including training venues.

(When this map was created, we obtained approval from the Director of the Geographical Survey and used basic map information issued by that group.) (Approval No. 2018 Joshi, No. 1552)
Transportation route for Olympic related personnel and spectators around Olympic Stadium and Tokyo Stadium (Plan)

As of June, 2019
July 31st (Fri)

・Venue plan and transportation route in this document is to be considered, and it is subject to be changed hereafter.

・General spectator route and accessible route of Sendagaya Station, general spectator route of Yoyogi National Stadium is to be considered.

[Exit ]
○ Visitor traveling time zone
(Olympic Stadium)
12:30〜14:10, 21:10〜22:50
(Tokyo Metropolitan Gymnasium)
22:10〜22:50

[Entrance ]
○ Visitor traveling time zone
(Olympic Stadium)
5:10〜8:30, 15:10〜18:30
(Tokyo Metropolitan Gymnasium) 17:35〜19:45

(1) Relatively heavy traffic
6:00〜8:00 and 16:00〜19:00
(2) Heavy traffic
8:00 and 18:00〜19:00

Legend
- Competition venue
- Station expected to be used by spectators
- Traffic junction
- Olympic related personnel route
- Pedestrian route (entry)
- Pedestrian route (exit)
- Pedestrian route (return)
- Accessible route

(Note) This map was created using a Tokyo Metropolitan Topographic Map (S=1:2,500) (24 Tokyo Traffic Planning; No. 269) with approval from the Director of the Geographical Survey. Unapproved duplication is prohibited.

(17)

（17）
Traffic Measures Around Venues (Draft)

We plan mainly to implement the following traffic measures to alleviate traffic congestion on general roads around competition venues for the Tokyo Olympics and Paralympics.

<table>
<thead>
<tr>
<th>Classification</th>
<th>Purpose</th>
<th>Method</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Areas With No Entry</td>
<td>Setup of competition venues etc.</td>
<td>Installation including physical fences around venues</td>
<td>Travel of vehicles, pedestrians and bicycles other than the Games-related personnel are not allowed.</td>
</tr>
<tr>
<td>(2) Area Where Entry is Restricted</td>
<td>Restrictions on passing traffic</td>
<td>Restrict passing traffic by setting up restriction signs and traffic control using security personnel</td>
<td>Passing traffic cannot travel* Pedestrians and bicycles as a general rule can travel.</td>
</tr>
<tr>
<td>(3) Detour areas</td>
<td>Suppression of passing traffic</td>
<td>Promote alternate routes for vehicles trying to get a close route to venues, using information signage and public announcements etc.</td>
<td>Detour passing traffic* Pedestrians and bicycles in principle can travel.</td>
</tr>
<tr>
<td>(4) Dedicated lanes and priority lanes</td>
<td>Ensure fixed hours for games-related vehicles</td>
<td>Designate travel lanes for games-related vehicles by setting up signs including restriction signs</td>
<td>Olympic lanes: Prohibit travel of vehicles other than Games-related vehicles Olympic Priority routes: Allow travel if Games-related vehicles are not passing through</td>
</tr>
</tbody>
</table>

* As a general rule, allow travel of vehicles of residents, and those owned by businesses and for facility use and the like.

1. **Areas With No Entry** (Secure perimeters)
   - Physical boundary lines around venues
   - Area prohibiting entry of vehicles other than games-related vehicles

2. **Area Where Entry is Restricted** (Measures near venues)
   - Restrict passing traffic by setting up restriction signs and traffic control using security personnel

3. **Detour areas** (Traffic perimeter)
   - Area to promote alternate routes for vehicles trying to get a close route to venues, using information signage and public announcements etc.

4. **Dedicated lanes and priority lanes** (Dedicated travel lane; priority travel lane)
   - Specify travel lanes for games participant vehicles by setting up restriction signs and the like

Detour information signs (example)

Detour

Detour

Olympic routes

Parking outside of venue

Detour areas (Traffic perimeter)

Arterial roadways outside traffic perimeters

Olympic venues

Shuttle bus boarding area

XXX venue is holding an Olympic Games

Traffic is expected to be congested in the vicinity. Please use detours.

From MM DD to MM DD. Olympic games are being held, so roads going to venues are expected to be congested. Please use detours.

Organizing committee and the Metropolitan Police.
Map of Traffic Measures Around Venues [Olympic Stadium and Tokyo Metropolitan Gymnasium (Excluding Opening and Closing Ceremonies)]

(When this map was created, we obtained approval from the Director of the Geographical Survey and used basic map information issued by that group. (S=1:5,000)) (Approval No. 2018 Info-used, No. 807)

*The areas shown in this material can be added to or changed in the future. The period for setup in each area includes periods before and after games so they it is being considered. Excludes periods when traffic restrictions are temporarily in place because of road competitions and the like. Olympic lanes shows general roads. In order to increase the efficacy of detour routs, we will implement detour guidance over a wide area, such as by putting up banners and information signs and the like.

Areas With No Entry (Secure perimeters)
Areas where the travel of vehicles, pedestrians and bicycles other than Games-related participants is not allowed.

Olympic Lanes
To Yotsuya

To Roppongi

Detour route (traffic perimeter)
Areas to promote alternate routes for vehicles trying to get a close route to venues, using information signboards and public announcements and the like.
Map of Traffic Measures Around Venues

Olympic route (Olympic related personnel route)

Olympic lanes

Areas With No Entry (Secure perimeters)
Areas where the travel of vehicles, pedestrians and bicycles other than games-related participants is not allowed.

Olympic Gymnastic Centre

Ariake Arena

Olympic route (Olympic related personnel route)

Ariake Urban Sports Park

Ariake Sports No Mori

Odaiba Seaside Park

Shiokaze Park

Aomi Urban Sports Venue

Olympic route (Olympic related personnel route)

*The areas shown in this material can be added to or changed in the future. Installation period of each area including periods before and after games time is to be considered. Excludes periods when traffic restrictions are temporarily in place due to road competitions and the like. General road are listed for olympic routes. (see page 2 for highways). In order to increase the efficacy of detour routes, we will implement detour guidance over a wide area, such as by putting up banners and information signs and the like.

Priority lane

Detour route (traffic perimeter)
Areas to promote alternate routes for vehicles trying to get a close route to venues, using information signboards and public announcements and the like.

* For travel restriction areas and detour areas, travel of vehicles of residents, and those owned by businesses and for facility use etc are allowed, excluding some districts.
Games routes
(Olympic lanes and priority lanes)

Via Yotsuya
Via Roppongi
Via Shinjuku
Via Shibuya
Via Kanda
Via Hibiya
Via Asakusa
Via Fukagawa

Via Via Via Via Via

0 1 km

Legend
- Competition venues ★ Main facilities
- Games routes (Highways)
- Games routes (general roads)
- Games routes (Olympic lanes)
- Games routes (Priority lanes)

(When this map was created, we obtained approval from the Director of the Geographical Survey and used basic map information issued by that group. (S=1:5,000)) (Approval No. 2018 Info-used, No. 807)
Games routes (Olympic lanes and priority lanes)

Legend
- Competition venues
- Main facilities
- Games routes (Highways)
- Games routes (general roads)
- Games routes (Dedicated lanes)
- Games routes (Priority lanes)

(When this map was created, we obtained approval from the Director of the Geographical Survey and used basic map information issued by that group. (S=1:5,000) (Approval No. 2018 Info-used, No. 807)
2. Requested corporate efforts

2-1) Requested Efforts
Necessary cooperation

[We would like all businesses to consider the following]

◆ Introducing summer and volunteer vacation
  • Planned holidays are effective in suppressing traffic demands
  • We need the understanding of employers to obtain cooperation from individuals.

◆ Introducing tele-work and staggered commuting system
  • Entry to “tele-work days” and “flex-biz” (flexible working and commuting hours).

◆ Fostering momentum for the Games
  • Participation in projects including “Everyone enjoying radio calisthenics (warm-up exercise) ”

◆ Create action plans (2020 version BCP) of each corporation with envisions of games-time
  • We need your understanding and cooperation in merchants and individuals (e-commerce) towards ensuring distribution and contrivances
Preparing Initiatives to Avoid Congestion

Please make preparations to avoid congestion in order to achieve a balance between Tokyo 2020 transportation and economic activities.

[Flow of people] **We need employers’ understanding and action.**

⇒ We need the cooperation of all corporations in developing systems.

⇒ Let’s boost the momentum towards cooperation and proceed with the following campaign!

  “Flex-biz” (flexible working and commuting hours), tele-work, summer holidays etc.

[Material flow] **We need shippers’ understanding and action.**

⇒ We need the cooperation from the whole supply chain

⇒ Shippers and deliverers come together and proceed with the following campaign!

  Change in shipping times and routes etc.
Interview survey relating to general distribution

■ Designated time and lead time

“Deliver by 10:00 AM on Monday”
⇒ Isn’t it simply 10:00 out of habit, and unrelated to processes after delivery?

“Delivery on the next day”
⇒ Do you really need it the next day? Isn’t it adequate to deliver according to plan?

“It is difficult to change periods for imports/exports as we have multiple overseas trading partners.”
⇒ Is it possible to change the container amount 5% every month for six months to three months?

■ Reduce waiting times at deliveries and increase shipping rates

“Idling for a long time” “incidental work” “inspections with an observer present”
⇒ Are your drivers spending long periods of time at their delivery destinations?

“Can’t guess the bump-in/bump-out times”
⇒ Can you develop a planned warehouse schedule, including truck coming and going?

■ Corporate tie-ups and shared distribution

⇒ Do you have extra space in your trucks’ stacking rate?
⇒ Can you make an effort to cooperate with other companies?
2. Requested corporate efforts
   2-2) Efforts in Summer of 2019
Schedule for “Smooth Biz” Initiative Promotion Period in this summer

### 2019 Calendar

<table>
<thead>
<tr>
<th>日</th>
<th>月</th>
<th>火</th>
<th>水</th>
<th>木</th>
<th>金</th>
<th>土</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/14</td>
<td>15</td>
<td>21</td>
<td>28</td>
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<td>6</td>
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<td>7/28</td>
</tr>
</tbody>
</table>

- **“Smooth biz” initiative promotion period**
- **Intensive period (1)** (7/22-8/2)
- **Set Challenge week (7/22-26), Core day (7/24)**

<table>
<thead>
<tr>
<th>日</th>
<th>月</th>
<th>火</th>
<th>水</th>
<th>木</th>
<th>金</th>
<th>土</th>
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<tbody>
<tr>
<td>8/19</td>
<td>8/20</td>
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<td>8/29</td>
<td>8/30</td>
<td>8/31</td>
<td>9/1</td>
</tr>
</tbody>
</table>

- **Intensive period (2)** (8/19-8/30)

### (Reference) 2020 Calendar

<table>
<thead>
<tr>
<th>日</th>
<th>月</th>
<th>火</th>
<th>水</th>
<th>木</th>
<th>金</th>
<th>土</th>
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<td>8/3</td>
<td>8/4</td>
<td>8/5</td>
<td>8/6</td>
</tr>
</tbody>
</table>

- **Olympic period** (7/24-8/9)
- **Paralympic period** (8/25-9/6)
Requested corporate efforts

[Efforts Relating to the flow of people]

☐ Planned holidays
  Ex: Summer vacation during “Smooth Biz” initiative promotion period!

☐ Introduction of staggered work hours, and flex-time commuters
  Ex: Choose an alternative time to avoid commuting in the morning during peak traffic periods.

☐ Introduction of tele-work*
  Ex: Not coming to work in the congested city
  Participating in tele-work days 2019

☐ Substitute email and telephone calls for meetings
  Ex: Dramatically reducing travel time

* Tele-work is a flexible way to work made possible by taking advantage of ICT (information communication technology), that is not bound to a certain time or location. This includes working from home, working at satellite offices, or can take the form of mobile work.

[Efforts Relating to the material flow]

☐ Change of delivery times
  Ex: Deliver early in the first half of July in order to have a substantial amount of stock in advance

☐ Circumvent or detour congested times and regions
  Ex: Consider shipping plans which avoid congested times and routes during games time.
  (Please use the “Map of estimated traffic impacts”.

☐ Have discussions between shippers and people related to the supply chain
  Ex: Work together with other companies to change delivery times, number of deliveries, simplify inspections, and cooperate with others (shared distribution) etc.
## Steps for Creating a 2020 Action Plan

<table>
<thead>
<tr>
<th>Effort items</th>
<th>Content (When, how much)</th>
</tr>
</thead>
</table>
| Staggered work hours | - **When**
| Flex-time commuters |   Ex: After January, July, 2019 (TBC)                                                   |
| **Tele-work**      |   - **How much**
|                    |     Ex: Approx. 50% of employees                                                        |
| Take planned holidays | - **Who (target)**
| Avoid moving during that period | Ex: Employees at HQ                        |
| Self restraint of vehicle use |                                      |
| Change event implementation times |                                      |

### Notes

- **Person responsible/Dept.**
- **How to check implementation** with the person responsible/dept. promoting the project

**Effort items**

- Staggered work hours
- Flex-time commuters
- **Tele-work**
- Take planned holidays
- Avoid moving during that period
- Self restraint of vehicle use
- Change event implementation times
Tokyo Metropolitan Government 2020 Action Plan

- Develop the “Tokyo Metropolitan Government 2020 action plan” for measures taken by Tokyo Metropolitan Government in order to alleviate traffic congestion during the Games.

**<Tokyo Metropolitan Government 2020 Action Plan>**

<table>
<thead>
<tr>
<th>Action Plan</th>
<th>Details (When, how much)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement off-peak commuting</td>
<td>Approximately half of the employees at the metropolitan government (around 5000) will implement staggered work hours/tele-work.</td>
</tr>
<tr>
<td>Change of seminar and other implementation periods</td>
<td>Measure to plan seminars not to implement employee seminars during Games</td>
</tr>
<tr>
<td>Suppress the use of government vehicles</td>
<td>All of the metropolitan government and offices will refrain from using vehicles, and even if they must be used, they will avoid the use of highways and the like.</td>
</tr>
<tr>
<td>Change delivery times of equipment and copy paper etc.</td>
<td>Have bulk deliveries before Games; deliveries to approximately 900 locations including the metropolitan government and offices will be zero.</td>
</tr>
<tr>
<td>Reduction of copy paper and garbage</td>
<td>Aim to reduce the total amount of garbage approximately 40% by computerizing meeting materials, conveying garbage before and after.</td>
</tr>
<tr>
<td>Adjust government ordered construction</td>
<td>Adjust construction ordering periods, in regions relating to Games. (*Presumes actually implementing construction required in that year.)</td>
</tr>
</tbody>
</table>

* Excluding emergencies or when it is essential for business

**Implementation of action plan at each department this summer envisioning the Games, as an actual test one year before the Games.**

**<Efforts for 2019 Summer>**

<table>
<thead>
<tr>
<th>☐ “Smooth biz” initiative promotion period</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ Implement staggered work hours and tele-work etc. (*implementation envisioning the same scale as Games time during the intensive period.)</td>
</tr>
<tr>
<td>○ Refrain from using government vehicles</td>
</tr>
<tr>
<td>○ Zero deliveries of equipment and copy paper etc. (early delivery)</td>
</tr>
<tr>
<td>○ Reduce copy paper and garbage</td>
</tr>
<tr>
<td>○ Adjustments including construction vehicles to come and go and the like</td>
</tr>
</tbody>
</table>

**Intensive period (1) (equivalent to Olympic period)**

**Intensive period (2) (equivalent to Paralympics period)**

* Will summarize the details in the future.

- Verify effects and issues and the like, and apply to efforts toward implementation of Games
- Shown the government’s plans to corporations and request them to create action plans and implement efforts
Tokyo Metropolitan Government  
- Overview of Efforts for 2019 Summer -

- Regarding the government 2020 action plan announced in April as the government’s efforts toward alleviating traffic congestion during the Games, we have summarized details of our efforts this summer, built an organization toward implementation, how to check, and how to verify after trials.

**<Efforts in Summer of 2019> (excerpt)**

<table>
<thead>
<tr>
<th>Action plan</th>
<th>Details of efforts (When, how much)</th>
<th>Responsible person</th>
<th>Promoting toward implementation and how to check</th>
</tr>
</thead>
</table>
| Implement off-peak commuting | Implement time-difference work and tele-work and the like envisioning the same scale as the Games, as a general rule, during the concentrated effort period (and further implement as important efforts “government complete off-peak,” “thorough suppression of commuters,” and “all employees tele-work”) | HR manager | - Creates schedule for action plan  
- Verifies by understanding issues through implementation |
| Change delivery times for equipment and copy paper etc. | Deliver office supplies together during intensive period for government and outside offices, to bring deliveries to zero during period | General affairs manager | - Calculate items and quantities required during period and order in advance  
- Calculate delivery records and verify issues using questionnaires etc. |
| Reduce copy paper and garbage | Reduce garbage by promoting paperless work, ship out garbage including old paper before bump-in, change large refuse collection times (goal during Games: Approx. 40% reduction in garbage) | General affairs manager | - Store garbage including used paper produced during that period in meeting rooms etc.  
- Calculate total amounts of garbage and compare it to the same period in the previous year |
| Adjust government ordered construction | Adjust times for construction vehicles to enter work sites and change closed days in approximately 60% of road and water sewage under construction | Construction control manager | - Explain the concept to construction orderers and request their cooperation for implementation  
- Understand issues by questionnaires and the like with employees and workers |
| Suppression of government vehicle use | Refrain from use at the metropolitan government and offices; and avoid using highways etc even when it is necessary. | General affairs manager | - When government vehicle use is necessary, adjust in advance to change towards a non-periodic time.  
- Calculate use records and understand issues |

**<Future Efforts>**

**<Trial This Summer>**
- Challenge week  
  - 7/22-7/26  
- Intensive period  
  - 7/22-8/2  
  - 8/19-8/30

**<After Trial This Summer>**
- Verify issues and effects of efforts and review plan  
  - Understand issues through questionnaires for employees etc  
  - Understand issues through questionnaires etc with workers  
  - Confirm record by gathering the number of deliveries and total amounts of garbage etc.

**<After Fall of this Year>**
- Update the Tokyo Metropolitan Government 2020 Action Plan
Example of corporate efforts ("Smooth biz" initiative and kick-off event)

Efforts Relating to the Flow of People

◆ NEC Corporation

2020 Calendar

<table>
<thead>
<tr>
<th>日</th>
<th>月</th>
<th>火</th>
<th>水</th>
<th>木</th>
<th>金</th>
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</table>

- As a general rule, all employees will continue to work at home for one week
- Employees for whom working from home in the metropolitan area is difficult, utilize company satellite offices such as offices in the city.
- All employees take summer vacation together
- As a general rule, all employees will continue to work at home for any one week
- Recommend taking two or more annual paid holidays to promote viewing the Paralympics.

* Adjusting the period to take summer vacation


**Example of corporate efforts**

(“Smooth biz” initiative and kick-off event)

---

### Efforts Relating to the Flow of Materials

**◆ Kewpie Corporation**

- **Avoid congestion/restriction**
  - Identify traffic restrictions, and arrange the delivery by avoiding the delivery course, date/times restricted from traffic congestion.

**◆ Kajima Corporation**

- Create and implement the original action plan using three model sites.
  - Dual use of large dump trucks for loading equipment and unloading generated dirt to reduce the number of trucks
    - **Reduce the number of construction vehicles**
  - 50% of bump-in/out trucks during daytime off-peak times (10-16:00)
    - **Change bump-in/out times**
  - Vehicle lanes avoiding ORN to suppress effects caused by coming and going of a total of approximately 180 dump trucks per day.
    - **Change vehicle entry and exit routes**

---

**Delivery two-days’ later**

- Reliable delivery
- Deal with lack of drivers
- Make delivery vehicles more efficient

**Simple inspection-less**

- Conserve cargo handling work
- Reduce driver loads
- Alleviate vehicle congestion

- Use the middle day in order to make flexible adjustments
- Shortened delivery times
-Unload quickly and return
Example of corporate efforts
(Pre-event tele-work days 2019 and “Smooth Biz” initiative promotion period)

Efforts Relating to the Flow of Materials

**Asahi Breweries Ltd.**

► Aim to disperse and reduce more than 30% of material movement

Items related to movement of materials (including raw materials and products)

<table>
<thead>
<tr>
<th>Classification</th>
<th>Efforts Under Consideration</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction</td>
<td>• Bring forward the delivery date of some of the raw materials (including malts) received at Tokyo Bay and the majority of imported products (including wine)</td>
<td>Approx. 6% reduction (Approx. 9 vehicles/day)</td>
</tr>
<tr>
<td></td>
<td>• Change the entry port for imported products (including wine) to other ports</td>
<td></td>
</tr>
<tr>
<td>Dispersion</td>
<td>• Change shipping of raw materials (including malt) delivered from Tokyo bay to the Ibaraki plant, transfer from the plant (Ibaraki and Kawagawa) to the Tokyo shipping center, and shipments to customers in the area, to times other than peak times.</td>
<td>Approx. 29% dispersion (Approx. 42 vehicles/day)</td>
</tr>
</tbody>
</table>
Implement TSM at the same scale as the Games during the TDM implementation period (7/24 (Wed) and 26 (Fri) etc.)

(1) Measure to implement for the whole day on highways
- Limit the number of open lanes for the whole day at 11 main line toll booths on highways leading to the city to suppress traffic amounts going into the city.
- Close four entrances for the Olympic Village areas for the whole day during games time as they will be dedicated to games-related vehicles due to traffic restrictions etc.

(2) Measure to implement on general roads
- Implement a shortening of green lights at Loop road no. 7 from 5:00 AM to noon in order to reduce the amount of traffic going into the city.

* Publicize by using materials including fliers, posters, homepages, written boards toward the trial.
(3) Measure to implement in stages according to the status of traffic on highways

- Monitor the status of traffic in locations where traffic congestion easily occurs, and close entrances effectively to preempt traffic jams at the point that traffic volumes exceed a certain point.
- If traffic volumes continue to increase, add locations where entrances will be closed. (The following map shows entrances targeted for closing.)
- Implement when there is concern for traffic jams in view of the status of traffic when canceling closings.

* Publicize using fliers, posters, homepages, written boards and the like toward the trial.

- The locations and times for closing entrances will vary according to the status of traffic on each day.
- In the event that a traffic jam occurs because of an accident or the like, there may be other entrances closed in addition to restricting main lanes, making some areas closed to traffic and restricting according to direction at junctions.
- Review TSM implementation locations in light of the results of trials.
2 Requested corporate efforts

2-3) Verification
Trial Plan (draft)

<Trial>

Trial Relating to TDM
Encourage Corporations
(Tokyo Area, Intensive Districts, Specific Areas and Others)

Efforts by Government and Metropolitan Government etc.

Trial Relating to TSM
Adjust Inflow of Traffic at Main Line Toll Booth on Highways, Close Entrances

Traffic Measures on General Roads
(Traffic Signal Adjustments)

<Verification details>

Verification of Traffic Management (TDM + TSM)

- Reduce traffic volume
  (Metropolitan expressway, general roads)
- Distribution of movement time and others

Verification of TDM
- Content of corporate efforts and intentions using pre- and post-questionnaire
- Volume of reduced traffic in specific areas
- Estimation of reduced amount of traffic volume
  And others

Verification of distribution
Survey of actual state of efforts toward efficient distribution
(Sample survey)

Verification of TSM
- Adjustment of inflow to main line
- Close entrances
- Traffic measures on general roads

Understand the effect due to verification

* Verification in test events, trials of suppression of the use of parking in vicinity and the like are separate.

Consider additional measures and improvement measures of traffic management for games time based on the trial result.
Please be prepared to avoid congestions for movement derived from business activities.

**Examples of Requested corporate efforts**

<table>
<thead>
<tr>
<th>Traffic means</th>
<th>Subject of movement</th>
<th>Type of action</th>
<th>Efforts to circumvent (Direction)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Railroads</td>
<td>People</td>
<td>Reduce commuting</td>
<td>Reduce the amount/numbers of movement</td>
</tr>
<tr>
<td>Roads (Automobiles)</td>
<td>(Employees, customers, and related people etc.)</td>
<td>Conferences, meetings, negotiations</td>
<td>Reduce movement period/time</td>
</tr>
<tr>
<td></td>
<td>Materials</td>
<td>Events, sales</td>
<td>Change places and routes of movement</td>
</tr>
<tr>
<td></td>
<td>(Products, equipment, materials, documents)</td>
<td>Trip product planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shipping cargo (Shippers)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Receiving cargo (Incoming carrier)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shipping cargo (Distributors)</td>
<td></td>
</tr>
</tbody>
</table>
# Examples of Requested Corporate Efforts

## Items Related to the Movement of People

<table>
<thead>
<tr>
<th>Action</th>
<th>Classification</th>
<th>Examples of Requested Corporate Efforts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common to all actions</td>
<td>Reduce volume and no. of times</td>
<td>Planned company shutdown/holidays (summer vacation, volunteer vacation, paid vacation, tele-work)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Use public transit</td>
</tr>
<tr>
<td>Change places and routes</td>
<td></td>
<td>Utilize satellite offices in suburbs (districts with little effect)</td>
</tr>
<tr>
<td>Shift commuting</td>
<td>Periods and times</td>
<td>Introduce staggered working hours and flex-time</td>
</tr>
<tr>
<td>Reduce conferences, meetings, negotiations</td>
<td>Reduce volume</td>
<td>Substitute with email and telephone calls and the like</td>
</tr>
<tr>
<td></td>
<td>Delay the timing and times</td>
<td>Change period (before or after Games)/change times (avoid times where many visitors and Games-related personnel are moving)</td>
</tr>
<tr>
<td></td>
<td>Change places and routes</td>
<td>- Set travel routes that circumvent locations having large effect (around competition venues, ORN, congested locations)</td>
</tr>
<tr>
<td>Events, sales tourism product planning</td>
<td>Delay the timing and times</td>
<td>Change period (before/after Games)</td>
</tr>
<tr>
<td></td>
<td>Change places and routes</td>
<td>Plans in districts with little effect</td>
</tr>
</tbody>
</table>

Support Enterprises in 2019

Bureau of Olympic and Paralympic Games Tokyo 2020 Preparation → Individual consultations by consultants
Bureau of Industrial and Labor Affairs Industry Labor Agency → Individual consultations by consultants relating to introducing tele-work

HP (https://consulting.metro.tokyo.jp/workstyle/)

Example of introduction of tele-work and support businesses: Japan Telework Association HP(https://japan-telework.or.jp/)
# Examples of Requested Corporate Efforts

## Items related to the movement of materials

<table>
<thead>
<tr>
<th>Action</th>
<th>Classification</th>
<th>Examples of requested corporate efforts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shipping cargo</strong> (Shippers)</td>
<td>Reduce volume and no. of times</td>
<td>Collective delivery/returns, suppress discarding, shared shipping, carry to sales office of carriers, cooperate in standardization of journal vouchers, cooperate in standardization of pallets, crates and cardboard boxes</td>
</tr>
<tr>
<td></td>
<td>Delay the timing and times</td>
<td>Adjust delivery times (Change times to before/after Games, six months earlier etc.), night delivery, ship off-peak hours during day time</td>
</tr>
<tr>
<td></td>
<td>Change places and routes</td>
<td>Utilize production branches, storage branches in districts with little effect</td>
</tr>
<tr>
<td><strong>Receiving cargo</strong> (Incoming carriers)</td>
<td>Reduce volume and no. of times</td>
<td>Collective order-taking and lengthened lead-times (gap between taking orders), shared shipping, carry to sales office of carriers, cooperate in standardization of journal vouchers, cooperate in standardization of pallets, crates and cardboard boxes, inspection-less</td>
</tr>
<tr>
<td></td>
<td>Delay the timing and times</td>
<td>Adjust stock (receive before Games), change time specification (from morning delivery to delivery off-peak hours in day), receive at night (consider inspection system and storage methods)</td>
</tr>
<tr>
<td></td>
<td>Change places and routes</td>
<td>Utilize production branches, storage branches in districts with little effect</td>
</tr>
<tr>
<td><strong>Shipping cargo</strong> (Distributors)</td>
<td>Reduce volume and no. of times</td>
<td>Consolidate, enlarge vehicles (ensure packing space), increase stacking efficiency (share, ensure return loads), standardization of journal vouchers, cooperate in standardization of pallets, crates and cardboard boxes</td>
</tr>
<tr>
<td></td>
<td>Delay the timing and times</td>
<td>Shift to night time trucking</td>
</tr>
<tr>
<td></td>
<td>Change places and routes</td>
<td>Set travel routes that circumvent locations having large effect (around competition venues, ORN, congested locations)</td>
</tr>
</tbody>
</table>
Examples of Requested corporate efforts

Items related to the movement of materials

Support enterprises in 2019

Bureau of Olympic and Paralympic Games Tokyo 2020 Preparation
→ Individual consultations by consultants.
  Consultation relating to distribution efficiency is possible.
  * Registration is necessary

Examples of requested corporate efforts including government support business

Ministry of Economy, Trade and Industry: Guidebook on how to proceed with “reduction of returns,” and “delivery efficiency”


Ministry of Land, Infrastructure, Transport and Tourism: Integrated logistics efficiency method

(1) Identify the scope of effect of your company or trading partners

(2) Delivery utilizing periods before and after Games, preparing extra supplies, and maintenance

(3) Share with surrounding companies, cargo reception system, ingenious delivery locations and methods

(4) Setup and utilize relay stations

(5) Ensure workers to handle maintenance. Ensure transportation means including motorcycles.

(6) Respond to matters including cash-run out at ATMs

(7) Employee training
Example of main corporate efforts at London 2012 Games (1/6)

(1) Printing industry

- Share effects of shipping between customers and suppliers, and request them to shift major orders to after the Games.
- Implement front-loaded working hours, working from home, encourage long-term holidays, reconsider the necessary number of employees and number of days.

(2) Maintenance work (including building equipment and electrical maintenance.)

- Make customers understand the possibility of effects on service levels.
- Utilize the “map showing the areas expected to be congested” and plan for engineers to move using small motorcycles or bicycles to go to customers in areas thought to be particularly congested.
- Have engineers stationed with multiple skills in areas thought to be particularly congested around the customers.
- Stockpile spares and others in vehicles used by engineers that are necessary for maintenance.
- Implemented management of long-term holidays in order to ensure adequate engineers necessary for maintenance as ATM use will increase during the events.
(3) Construction industry

• Implement batch deliveries to multiple sites using the same vehicle.
• Agreed to implement off-hours waste collection with waste collection operator at sites in areas with maximum congestion.

(4) Shipping industry

• Introduced bicycle deliveries in center of London. Implemented test runs between January and February 2012.

(5) Major newspaper companies

• (Delivery) Implemented pre-adjustments with departments in charge of article editing, in advance. Implemented sharing delivery truck departure times with article editing department in order to plan deadlines for articles.
• (Sales) In order to increase storage space, setup containers as a shipping hub at the parking lot of stations.
(6) Medical use gas supply

- Use congestion map, and perform postal code mapping of medical institutions and home-delivery patients which are areas that will have a large effect. Supplied extra gas before Games to those institutions and people.

(7) Linen suppliers

- Implemented off-hour deliveries. (1) Specified alternative delivery locations, and (2) requested access (matching keys and pass codes) to delivery locations when customers are absent.
- Shared company efforts even with industry organizations to which they belong, and worked to align preparations with a sense of crisis in the industry and overall supply chain.

(8) Shopping malls

- Asked all tenants to have extra stock in advance, and reduce deliveries during Games.
- Tenants prepared multiple large containers to use as warehouses to stock inventory tentatively.
(9) Drug stores

- Specified shops that would be greatly affected by Games.
- Identify products and quantities required during the Games, and considered utilizing empty space in shops.
- In order to avoid exceeding legal labor hours for long-distance drivers, collected long-distance shipping cargo in temporary relay spaces in shops in the city from outside of London and shipping to shops later.

(10) Super markets

- Established plans to avoid ATMs from running out of cash.
- Dispatched engineers on moped bikes to respond to maintenance.
- Conducted equipment inspections in advance for shops and companies.
(11) Restaurants

- Delayed the food delivery for one week before and after Games.
- Ordered twice the volume at normal times in June.
- Consulted with neighboring restaurants and collaborated collectively to receive each others’ orders.
- Procured linen with neighboring restaurants from the same suppliers.

(12) Hotels

- Encouraged commuting shifts and commuting by bicycle to avoid congestion hours.
- Stockpiled items that can be stored prior to Games.
- Implemented customer support training not only for front desk staff but also for back staff as well.
(13) Shopping areas

- It became evident that similar items are purchased and delivered at many offices.
- Selected priority vendors for office supplies, deliveries, drinking water, lunch etc. Setup a delivering system using delivery bicycles which are smaller than trucks and do not take up space.
- Established stock consolidation center. Requested retailers to deliver to consolidation center.

Source: http://www.tfl.gov.uk/gettingaround/london2012/ (Currently this page is closed.) Created with support from the Tokyo Chamber of Commerce and Industry
<"Smooth Biz" initiative kick-off event>
Date: May 29, 2019 (Wed) 10:00-11:30
Program: Introduction of "Smooth Biz" initiative by corporations

◆ NEC Corporation

2020 Calendar

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<td>9</td>
<td>10</td>
<td>11</td>
<td>12</td>
</tr>
</tbody>
</table>

* Adjusting summer vacation period

- As a general rule, all employees will continue to work from home for one week
  - Employees for whom working from home in the metropolitan area is difficult, will utilize company satellite offices such as offices in the city.
- All employees take summer vacation all together
- As a general rule, all employees will continue to work from home for any one week
- Recommend taking two or more annual paid holidays to promote watching the Paralympics.
Corporate efforts (2/7) (“Smooth Biz” initiative kick-off event)

◆ JTB Corporation

Target: Full-time employees at branches and shops in Tokyo
(1) Flexible work shifts (early, late shifts and others)
(2) Take annual vacations (including hour unit year holidays, and half-year holidays)
(3) Working from home
(4) Pre-planned summer vacations

◆ Kewpie Corporation

Ingenious delivery routes and dates/times according to traffic restriction and congestion information

Two-days’ later shipping/delivery, simplified inspection-less system

---

**Identify traffic restrictions and congested areas and planning and countermeasure image**

- Identify conditions for traffic restrictions and congestion, and ingenious deliveries to avoid routes, days and time slots as much as possible.
- Envision shipping that corresponds to traffic restrictions and congestion and warehouse work.

**Image of two-days’ later shipping and corresponding to deliveries during Games**

**Build efficient distribution**

Ingenious cooperation and efficient processed foods distribution in order to complete deliveries.

- **Two-days’ later delivery**
  - Reliable delivery
  - Correspond to lack of drivers
  - Efficient delivery vehicles

- **Simplified inspection-less system**
  - Conserve cargo handling work
  - Reduce driver loads
  - Alleviate vehicle congestion

- Use the middle day for flexible adjustments.
- Shortened delivery times
- Unload quickly and return

To implement efficient distribution, enlighten ordering in advance and shipping with restrictions
Kajima Corporation

Create and test out the standalone action plan using three model sites.
(Koto pump station, JR Hamamatsu-cho station east-side bridge, new condominium)
(1) Pre-planned paid vacations
(2) Reduce the number of commuting vehicles
(3) Change of pre-planned summer vacation
(4) Reduce the number of construction vehicles
(5) Change bump-in/out times
(6) Change vehicle entry and exit routes

Yamato Holdings

(1) Control of distribution network and delivery times based on traffic predictions
(2) Reduce traffic volume by suppressing re-deliveries
(3) Alleviated railroad congestion by promoting hands-free to foreign visitors.
**Tokyo Social Insurance Labor Consultants**

(1) Sponsored “Seminar for supporting work-style reform” towards corporations and members
Publicizes “Smooth Biz” initiative to seminar participating companies and members
Participating members actively implement promotion activities towards customer corporations etc.

(2) Implementation of promotion activities
Publicizing of “Smooth Biz” initiative through a trade journal called “Sharodo TOKYO” (11,000 copies monthly issued) and member portal sites

**SMBC Trust Bank Ltd.**

1. Pre-planned vacations
   “Summer vacation plus one”
   • Aim for 100% acquisition of pre-planned paid holidays
   • Further strengthening awareness of work-style reform.

2. Promote tele-work
   “Tele-work 50” (Testing out at HR)
   • 50% are teleworking staff
   • Coexisting of diverse ways of working and efficiency

3. Flex-biz (flexible working and commuting hours)
   “Tele-work 100” (Testing out at HR)
   • All staff are trying out staggered working hours.
   • Contributes to alleviating congesting during events

4. Meetings are strictly prohibited
   “Black out periods”
   • As a general rule, essential meetings are not allowed for two weeks in summer.
   • Promote vibrant works for the whole company
All Nippon Airways Co., Ltd.

Propose a new way to work for summer called “Tele-home-work”
- Implement tele-work from your hometown before and after the Obon holidays -
  In addition to promoting an improved quality of work and life,
  promote flexibility and diverse ways to work using tele-work
  *Tele-home-work is a combination of “telework” and “hometown.”

East Japan Railway Company

(1) Started full flexible commuting system and tele-work
(2) Planning publicizing activities of “Smooth Biz” initiative at stations
(3) Continuing visualization of congestion
(4) JRE POINT present campaign to promote use avoiding congestion

Summer early-riser support campaign
Please use under the targeted conditions.
500 people will be selected to receive 10,000 JRE points.

Tachikawa Station is extremely congested from 7:00 until around 7:50.
Please cooperate to commute to work and school by avoiding times of congestion.
Please cooperate by distributing rides.
KBS Kubota Corporation (1/2)

• Container round use (CRU)

Normally, import and export containers are returned empty, either coming or going. Don’t simply return import containers to the port empty on land. Instead, by using it as a separate export container, you can reduce the total traveling distance, which is the amount of empty container shipping, thereby making the container shipping environment more efficient.
• Shuttle shipping

By combining shuttle shipments going back and forth between the port area and the depot, and piston shipping going back and forth between an inland depot and the shipper, you can further promote efficiency of the shipping environment including reducing cargo handling times.

1. Night-time shuttle shipping
   Port ↔ on-land depot

2. Daytime piston shipping
   Inland depot ↔ shipper

Round use by utilizing conventional depot
(CY → importer → depot → importer → CY)

New business scheme

(Conceptual view)
Example of Corporate efforts (1/6)
(using pre-event tele-work days 2019 and “Smooth Biz” initiative promotion period)

«Pre-event tele-work days 2019 and “Smooth Biz” initiative promotion period»

Date and time: July 1, 2019 (Mon) 15:00-17:00

Program: Introduction of efforts by corporations using “Smooth Biz” initiative promotion period.

◆ Kouyo Electric Equipment Co. Ltd.
  “Onsite office” as satellite office.

◆ Sumitomo Corporation
  • Promotion of tele-work
  • Encourage “flex-biz” (flexible working and commuting hours) that utilizes super flex-time
  • Founding award
  (Workstyle Transformation 2019)

◆ Toyota Motor Corporation
  • Implement trials of working from home all day as a general rule, targeting people who work in Tokyo for a total of 4 days, including designated July 24 (Wed) as a core day.

July 22 - September 6, 2019

“Tele-work days 2019”
Called to implement for a total of 5 or more days
* Corporations in Tokyo focus implementation from July 22 (Mon) to August 2, 2019 (Fri), and August 19 (Mon) to August 20, 2019 (Fri)
Example of Corporate efforts (2/6)
(using pre-event tele-work days 2019 and “Smooth Biz” initiative promotion period)

◆ Fujitsu Corporation

- Promotion of tele-work for one consecutive week
  
  Target: Employees working in important effort areas (28,000 staff)
  
  Period: Either week of the intensive effort period (7/22-8/2, 8/19-30)
  
  Aim to reduce the inflow of employees to intensive effort areas by 70% by taking pre-planned summer vacations (including taking holidays all at once), and implementing tele-work for one continuous week.

◆ Mitsui Sumitomo Insurance Group Holdings, Inc.

- Preparations towards the Tokyo 2020 Games
  
  ➡ Setup environment for working from home, staggered working hours, and mobile work (targeting 20,000 people)
  
  Start strengthening efforts with approximately 200 people
  
  - Approximately 5,000 people targeted centering on HQ (Ochanomizu)
  
  - Propose working pattern (model) and each one makes a selection.
  
  - Period: 7/22-9/6
    Important days (7/22-8/2, and 8/19-30)
Example of Corporate efforts (3/6)
(using pre-event tele-work days 2019 and “Smooth Biz” initiative promotion period)

◆ Asahi Breweries Ltd.

Efforts toward alleviating traffic during Tokyo 2020 Games

- Aim to **disperse and reduce 30% or more of material movement**
  - Take early deliveries, change ports of receipt and change to deliver outside of peak hours.
- Aim to reduce human movement by utilizing tele-work and flex-time.

◆ Ajinomoto Co., Inc.

<table>
<thead>
<tr>
<th>Area of Map</th>
<th>Shipping District</th>
<th>Countermeasures (Plan)</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>TDM Regions of intensive efforts</td>
<td>Most important point</td>
<td>Early morning, night-time delivery and simplify inspections</td>
<td>• Change delivery times as it is the most congested times during events, and proceed with simplifying inspections and quicker deliveries</td>
</tr>
<tr>
<td>Inside metropolitan expressway</td>
<td>Important point</td>
<td>Shipping on set days Simplify inspections</td>
<td>• Promote direct shipping to warehouse out</td>
</tr>
<tr>
<td>Within 5 km in radius of venues</td>
<td>Target</td>
<td>Shipping in the afternoon</td>
<td>Efficient delivery work by setting delivery days and simplifying inspections.</td>
</tr>
<tr>
<td>Inside Tokyo Gaikan Expressway</td>
<td></td>
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<tr>
<td>Inside Keno expressway</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entire area (nationwide)</td>
<td></td>
<td>N+2 • Pallet</td>
<td>Ensure vehicles by delaying lead times and proceed with driver unloading efficiency</td>
</tr>
</tbody>
</table>

Many wholesalers for small-scale restaurants and business users
Example of Corporate efforts (4/6)
(Using pre-event tele-work days 2019 and “Smooth Biz” initiative promotion period)

◆ Seven-eleven Japan Co., Ltd.

<table>
<thead>
<tr>
<th>Flow of People</th>
<th>Flow of Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target value</strong></td>
<td><strong>Create traffic volumes equivalent to holidays</strong></td>
</tr>
<tr>
<td><strong>Alleviate congestion by cooperation of corporations</strong></td>
<td></td>
</tr>
</tbody>
</table>

1. **Promote utilization of slide work**
   From April, 2018, each employee can select their commuting time
   → Disperse commuting times, lighten commuting loads

2. **Implement tele-work test**
   In July, 2018, some HQ commuting employees implemented a test to work at offices near their homes.
   In 2019, some HQ commuting employees implemented a test to work from home.
   → Dispersed number of people working at HQ

**Movement of people and materials**

**Normal: Busiest period annually + Olympics**

◆ Tokyo Gas Co., Ltd.

- **Reduce distribution** (Adjust order volumes, adjust ordering period, adjust with customers, and others)
- **Reduce people** (Promote pre-planned vacations, working from home, utilization of satellite office, flex-biz)
- **Reduce work** (Adjust work volumes, adjust working periods, adjust with collaborating companies etc.)

1. **Improve the PDCA cycle precision with future event support**
   - G20 Osaka summit (6/28-29)
   - Rugby world cup (9/20-11/2)
   - MGC (9/15)

2. **Shared shipping center and PJ kickoff**
   - **STEP 1**: May-December, 2019
     1) Extract problems and affected shops
     2) Create hypothesis (implementation items)
   - **STEP 2**: Until March, 2020
     1) Create and revise special course
Example of Corporate efforts (5/6)
(using pre-event tele-work days 2019 and “Smooth Biz” initiative promotion period)

◆ WeWorkJapan Merger Company

Tele-work days WeWork Implementing free trial

Period: July 22-August 30, 2019
Branch: WeWork Ocean Gate Minato Mirai (Yokohama)
WeWork Metropolitan Plaza Building (Tokyo, Ikebukuro)
WeWork Midosuji Frontier (Osaka)/WeWork Nanba Skyo (Osaka)

◆ Ehime Prefecture, Saijo City

• Started introducing tele-work targeting elementary and junior high school teachers from April, 2016.
• Use personally owned PC (not to recommend take-home work)
• As of February, 2019, 59.2% are using.
  ➡ In order to balance both childcare and elderly nursing care, many teachers use it as “something you can’t live without.”
  After introduction of tele-work, there were results in work-saving with school affairs, and improved satisfaction by teachers.

◆ Cisco Systems G.K.

• Provided package to make it possible to start tele-work immediately.
• Scale of target company: 300 employees or less

◆ Salesforce.com, Inc.

• Enlightenment on flexible way to work
  A change of mind in how we work to increase productivity in collaboration with the local authorities and nurturing digital workforce.
Tokyu Corporation

Efforts for off-peak boarding of railroad users
(1) “Flex-biz” liner, “Flex-biz” express train (running temporary trains on Toyoko line, and Denen Toshi line)
(2) Promotion of tele-work (double satellite office NewWork points)
(3) Off-peak benefits
(4) Holding morning life seminars

Efforts to innovate employee working styles
(1) Dispersed commuting to work, promoting “flex-biz” by recommending “early work”.
(2) Recommending shared office work.
   Promotion of tele-work by expanding try outs of working from home.
(3) Recommending to take pre-planned summer vacation, and taking vacations such as work-cation + extended stay holidays.
(4) Reduce the number of meetings and events

Microsoft Japan Co., Ltd. (MINDS)

• Kick-off on January 1, 2019 as a community for promoting to reform how the millennial generation works by linking to other industries
• Propose to society, by implementing “a society with diverse ways of working” and measuring the results qualitatively, and quantitatively.
### Concept of the Tokyo Government 2020 Action Plan

#### Effort items

- Implement staggered working hours, flex-time, and tele-work
- Suppress the use of government vehicles
- Change delivery times including equipment and copy paper.
- Reduce copy paper and garbage
- Adjust government ordered construction

#### Content

<table>
<thead>
<tr>
<th>Effort items</th>
<th>Content</th>
<th>When</th>
<th>How much</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement the intensive effort period envisioning the same scale as the Games in principle. (and further implement as important efforts)</td>
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<td>“”</td>
<td>“”</td>
</tr>
<tr>
<td>The metropolitan government and offices will refrain from using vehicles, and even if they must be used, they will avoid the use of highways and the like.</td>
<td>Collectively deliver general office supplies during intensive effort period, to cut back on deliveries during the period</td>
<td>“”</td>
<td>“”</td>
</tr>
<tr>
<td>Reduce garbage by promoting paperless, pre-bump-out of waste paper</td>
<td>Reduce garbage by promoting paperless, pre-bump-out of waste paper</td>
<td>“”</td>
<td>“”</td>
</tr>
<tr>
<td>Adjust times for construction vehicles to enter and exit work sites for construction of roads and water and sewage and the like under construction.</td>
<td>Adjust times for construction vehicles to enter and exit work sites for construction of roads and water and sewage and the like under construction.</td>
<td>“”</td>
<td>“”</td>
</tr>
</tbody>
</table>

#### Responsible person/Dept.

- HR manager
- General affairs manager
- General affairs manager
- General affairs manager
- Construction control manager

#### How to Promote Implementation and How to Check

- Creates effort schedule for employees
- Verifies by understanding issues through implementation
- Adjust to change the period outside of necessary work that requires the use of government vehicles
- Understand issues through implementation
- Calculate items and quantities required during period and order in advance
- Calculate delivery records and verify issues using questionnaires and the like for workers
- Store garbage including waste paper that is generated during the period in meeting rooms etc.
- Calculate total amounts of garbage and compare it to the period in the previous year
- Explain the concept to construction orderers and request their cooperation in implementation
- Understand issues by questionnaires and the like with employees and workers

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*Released content of efforts for Games April 12, this year*

*Released in January 25th of this year* *Adjustment of government ordered construction released April 12, this year*

*Released toward implementation in summer, July 1, 2019*
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Take pre-planned vacation and summer vacations</td>
<td>Recommend employees (including metropolitan school teachers) to take pre-planned annual holidays and summer vacations.</td>
<td>Until the Games</td>
<td>Call on approximately 40,000 employees (governor’s bureau, public companies), and approximately 10,600 metropolitan school teachers (*1)</td>
</tr>
<tr>
<td>Implement staggered working hours, flex-time,</td>
<td>Implement off-peak commuting during Games period (Tele-work, staggered working hours, and flex-time etc.)</td>
<td>• Weekdays during Olympic period (7/24-8/9, 2020)</td>
<td>Approximately half of the employees at the metropolitan government (approximately 5,000 people) (Also considering efforts that can be implemented at outpost offices)</td>
</tr>
<tr>
<td>and tele-work</td>
<td>Employees of the government (approximately 5,000 people, or half of the government employees), excluding employees who must conduct work relating to Games, and who directly interact with the public, will implement tele-work at least one or more times a week.</td>
<td>• Weekdays during Paralympic period (8/25-9/6, 2020)</td>
<td>Approximately half of the employees (approximately 5,000 people) at the metropolitan government will implement one or more times a week.</td>
</tr>
<tr>
<td>Avoid moving during that period by executing</td>
<td>In addition to going on business trips or observing the sites at the bay area where competition venues are concentrated, and around the competition venues, and holding meetings before or after the Games, refrain from implementing during the Games period.</td>
<td>• Olympics period (7/24-8/9, 2020)</td>
<td>All work at the government in each bureau in the metropolitan government, and outpost offices (*2)</td>
</tr>
<tr>
<td>planned work.</td>
<td>Adjust work so as not to have visits by workers during the Games.</td>
<td>• Paralympics period (8/25-9/6, 2020)</td>
<td>Work at the government and at outpost offices which can be adjusted (*2)</td>
</tr>
<tr>
<td></td>
<td>Avoid sending during the Games period, such as sending documents to the public before/after Games.</td>
<td></td>
<td>Documents whose period can be adjusted (*2)</td>
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<td></td>
<td>Request cooperation to change schedules for administrative inspections by other local governments to avoid conducting them during the Games period.</td>
<td></td>
<td>All business in the government in each bureau</td>
</tr>
<tr>
<td>Change implementation times of government sponsored events and the like</td>
<td>Proceed to make adjustments with relevant people to implement events, study tours and lectures etc held between July and September every year to before or after the Games.</td>
<td>From April 2019 until the time of the Games</td>
<td>All events, study tours and lectures and others implemented by each bureau in the metropolitan government (*2)</td>
</tr>
<tr>
<td>Change of seminar and other implementation</td>
<td>Establish seminar plan for 2020 to avoid implementing seminars held during the Games period which is between July and September every year.</td>
<td>Adjust in 2019, and determine by May, 2020.</td>
<td>&lt;Example Events&gt; Public-participation type events, gymnastic events, lectures sponsored by the metropolitan library etc.</td>
</tr>
<tr>
<td>periods</td>
<td></td>
<td></td>
<td>&lt;Reference&gt; Seminar scheduled to be implemented at the telecom center at the same period in 2019 (approximately 2,200 people)</td>
</tr>
<tr>
<td>Suppress the use of government vehicles</td>
<td>Refrain from using government vehicles during the Games period. When using them, also refrain from using highways, and take routes that avoid areas near the competition venues and the like.</td>
<td>• Olympics period (7/24-8/9, 2020)</td>
<td>All business in the government in each bureau in the metropolitan government, and outpost offices (*3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Paralympics period (8/25-9/6, 2020)</td>
<td></td>
</tr>
</tbody>
</table>

*1 Excluding employees who will be working at projects relating to the Games.
*2 Excluding when implementation is unavoidable, such as for emergencies or when it is essential for business
*3 Excluding when it is necessary for emergency vehicles or to control danger, or unavoidable for business
<table>
<thead>
<tr>
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<th>How much</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change delivery times including equipment, copy paper, public relations magazines.</td>
<td>Do not deliver during the Games period by thoroughly controlling your stock, and collectively delivering general office supplies and copy paper before the Games.</td>
<td>• Olympics period (7/24-8/9, 2020) • Paralympics period (8/25-9/6, 2020)</td>
<td>Do not deliver to approximately 900 locations including the government of each bureau in the metropolitan government, and outposts offices. (*2) [Reference] Number of boxes delivered with copy paper to the Tokyo Metropolitan Government Office Building at the same period in 2017 (estimated): Approx. 6,700 boxes (*4)</td>
</tr>
<tr>
<td>Make adjustments not to delivery during Games, such as by delivering printed materials including public relations magazines, fliers, pamphlets and posters before/after the Games.</td>
<td>Adjust as needed by the time of the Games.</td>
<td>All types of materials such as public relations magazines for the public, and booklets for employees and the like (*2)</td>
<td></td>
</tr>
<tr>
<td>Reduce the amount of copy paper and garbage, and recommend bringing a canteen and box lunch and the like.</td>
<td>Reduce the amount of garbage during the Games period • Reduce the amount of copy paper used to suppress the amount of paper that is discarded by computerizing meeting materials, using both sides of the paper, and printing only the minimum number of materials. • Collectively carry out old paper (magazines and cardboard boxes and the like), and shredded paper before/after the Games, to refrain from conveying it out during the Games. • Call on employees to carry a canteen and lunch box.</td>
<td>• Olympics period (7/24-8/9, 2020) • Paralympics period (8/25-9/6, 2020)</td>
<td>Implement in each bureau in the metropolitan government, and outposts offices (Aim for a 40% reduction in total amounts of garbage generated during the period, compared to the same period on average years) [Reference] Total amount of garbage at the metropolitan government in July, 2018: Approx. 87 t</td>
</tr>
<tr>
<td>Make TDM known to corporations and groups linked to each bureau.</td>
<td>In addition to groups related to policy of the city and related people, call on corporations participating in events and meetings and the like, for cooperation in registering to the 2020 TDM promotion project, and in alleviating traffic congestion.</td>
<td>Implement by the time of the Games</td>
<td>Groups linked to all 33 policies of the city General workers related to each bureau of the city government Corporations participating in events and meetings and the like</td>
</tr>
<tr>
<td>Make TDM known to people who come to metropolitan facilities and other facilities</td>
<td>Make it known toward alleviating traffic congestion during Games by distributing TDM fliers and hanging up posters at city facilities visited by the public, and at reception desks for each bureau of the city office.</td>
<td>Implement by the time of the Games</td>
<td>All city facilities visited by the public, and receptions desks and the like &lt;Example metropolitan facilities&gt; Inside city subway stations, inside city buses, the metropolitan tax office, city hall, metropolitan parks, marine parks, metropolitan library, city assembly PR corner, metropolitan sporting facilities and elsewhere</td>
</tr>
<tr>
<td>Adjust government ordered construction</td>
<td>Study and implement specific measures relating to adjust road construction in Games-related regions and the like (around venues, Games-related party conveyance routes, visitor conveyance routes, and 16 important effort districts and others) (Adjust order taking periods, night time transfers, temporary stops)</td>
<td>• From the day before the Olympic opening ceremony to day after the closing ceremony (7/23-8/10, 2020) • From the day before the Paralympic opening ceremony to day after the closing ceremony (8/24-9/7, 2020)</td>
<td>All road construction ordered by the city and corporate road construction are targeted (*5)</td>
</tr>
<tr>
<td></td>
<td>Study and implement specific measures relating to reducing construction-related vehicles in districts where there are no vehicles</td>
<td>• Weekdays during Olympic period (7/24-8/9, 2020)</td>
<td>All road construction ordered by the city and corporate road construction are targeted (*5)</td>
</tr>
</tbody>
</table>
1. **Purpose**
   (1) Avoid bottlenecks in road construction (in Games-related regions and the like)
   (2) Reduce the number of vehicles generated by construction (all areas of the city)

2. **Philosophy of government ordered construction**
   - Presumes actually implementing construction required in that year.
   - Adjust construction ordered by each bureau of the city government.

3. **Method for adjusting construction**
   (A) Adjust the construction ordering period
   (B) Temporarily stop construction
   (C) Switch the core time for construction vehicles coming and going, to outside* or outside of TDM important effort periods
   (D) Implement construction at night (outside of core time*)
   (E) Avoid congestion

4. **Target period**
   (1) Total of 34 days for road construction
   (2) Total of 19 days to reduce the number of vehicles (TDM intensive periods)

5. **Target construction**
   - Target: “Construction” (implemented with construction costs)
   * Does not target emergency construction or life-line supply construction to road-side buildings, and cleaning and the like

6. **Targeted regions and efforts**
   - Limit the regions, and carefully plan

7. **Future response**
   - Review and implement specific measures along with effort policy at each bureau in the metropolitan government.
<table>
<thead>
<tr>
<th>Effort items</th>
<th>Content</th>
<th>When</th>
<th>How much</th>
<th>Responsible person</th>
<th>Promoting toward implementation and how to check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take planned annual holidays and summer vacations</td>
<td>Recommend taking planned annual holidays and summer vacations. &lt;Individual efforts by each bureau&gt; • One or more days should be set as “My Culture Day” during the period and implement times to leave work on time and to take annual vacations to enjoy art and culture etc.</td>
<td>Intensive effort period (1) and (2)</td>
<td>Call on approximately 40,000 employees (governor’s bureau, public companies), and approximately 10,600 metropolitan school teachers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement staggered working hours, flex-time, and tele-work</td>
<td>Implement off-peak commuting (Tele-work, staggered working hours, flex-time and others) &lt;Important efforts&gt; ○ Implement complete off-peak commuting for the metropolitan government • Metropolitan government employees will not use public transport during congested times from 8:00 to 10:00. (7/22-26) ○ Thoroughly suppress commuters • Set a day to reduce the government commuters by around 1/3. (*1) (7/24, 26, 8/2, 23) ○ Implement tele-work for all employees • Implement for all government employees who have been issued a terminal to approximately 2,800 people, once a week or more. (**1) (Intensive effort period (1) and (2)) • Set a day to implement for all government employees who have been issued a terminal to approximately 2,800 people, once a week or more. (**1) (7/24, 26, 8/2, 23) &lt;Individual efforts by each bureau&gt; • Setup a tentative satellite office unique for the bureau at outpost offices and try to disperse commuting locations.</td>
<td>Intensive effort period (1) and (2)</td>
<td>As a general rule, envision the same scale as the Games (and further implement as important efforts)</td>
<td>Person in charge at administration of each bureau and HR Manager</td>
<td>• Consider execution system at each department • Sending batch emails to all employees and call for efforts at executive meetings etc. • Create effort schedule for off-peak commuting for all employees during the period • Report on the status of implementation at each department in regular executive meetings. • Understand issues in efforts, and the effects on work &lt;Individual efforts by each bureau&gt; • Post schedules of pre-planned vacations for employees, including executive employees on the bureau portal site to visualize the status.</td>
</tr>
</tbody>
</table>

* The content of the efforts, the person who is responsible, promotion and how to check will vary depending on the actual state of the work in each bureau of the metropolitan government.
*1 Excludes reception work, security, event work related to the 2020 Games, employees for whom implementation is difficult due to child care, and elderly nursing care.
<table>
<thead>
<tr>
<th>Effort items</th>
<th>Content</th>
<th>When</th>
<th>How much</th>
<th>Responsibility</th>
<th>Promoting toward implementation and how to check</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avoid moving during that period by executing planned work.</td>
<td>During the period, refrain from going on business trips, observing the sites, and from having meetings, at the bay area where competition venues are located. (*2) &lt;Individual efforts by each bureau&gt; • Do not go on business trips, site visits, or hold meetings, at the bay area where competition venues are located on the core day of July 24. • When going on a business trip at the bay area or around competition venues, avoid times that overlap morning commuting times, and use public transit. • Minimize your movement by actively utilizing telework before and after going on a business trip. Ex: Go directly to your business trip after working from home Ex: Implement tele-work at your business trip destination without returning to the office between business trips.</td>
<td>Intensive effort period (1) and (2)</td>
<td>All business in each bureau</td>
<td>Work at each bureau Administrative jurisdiction manager, administration manager</td>
<td>• Notify in advance to all people related to work to refrain from going on business trips during the period, and make adjustments • List up meetings scheduled during the period and adjust the schedules with relevant people • Make employees well known of how to use loaned telework terminal from the bureau HR • Make these efforts known in regular executive meetings and check the status of efforts. • Understand issues in efforts, and the effects it has on work</td>
</tr>
<tr>
<td>Suppress the use of government vehicles</td>
<td>Refrain from using government vehicles during the Games period. When using them, refrain from using highways. (*3)</td>
<td>Intensive effort period (1) and (2)</td>
<td>All business in each bureau</td>
<td>Person in charge at administration and at general affairs Manager</td>
<td>• Adjust work such as by changing schedules for business trips that use government vehicles to be outside the period. • Post the purpose of efforts when applying to use government vehicles. • Understand issues in efforts, and the effects it has on work</td>
</tr>
<tr>
<td>Change delivery times including equipment, copy paper, public relations magazines.</td>
<td>As a general rule, do not deliver general office supplies or copy paper before the Games. (*3)</td>
<td>Intensive effort period (1) and (2)</td>
<td>Each bureau in the metropolitan government, and outpost offices</td>
<td>Person in charge at administration and at general affairs Manager</td>
<td>• The person in charge of office supplies must understand the items and quantities required during the period (Conducting a yearly survey on delivery records at the same period.) • Order in advance along the delivery schedule for office supplies • Ensure a storage location (including meeting rooms) for office supplies delivered in advance. • Confirm delivery records during the period using delivery receipts or the like. • Check whether there is adequate storage room for office supplies • Understand issues in efforts, and the effects it has on work</td>
</tr>
</tbody>
</table>

*2 Excludes anything which has already been implemented, or business trips, site visits, or meetings that must be implemented during the period
*3 Excluding when implementation is unavoidable, such as for emergencies or when it is essential for business
<table>
<thead>
<tr>
<th>Effort items</th>
<th>Content</th>
<th>When</th>
<th>How much</th>
<th>Responsibility</th>
<th>Promoting toward implementation and how to check</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reduce the amount of copy paper used by promoting paperless meetings, and using both sides of the paper. &lt;Individual efforts by each bureau&gt; • As a general rule executive lectures and employee meetings should be paperless.</td>
<td>All business in each bureau</td>
<td>Administration at each bureau • General affairs manager</td>
<td>• Send batch emails to all bureau employees, and post notices at meeting areas and copiers and the like to enlighten them to be aware of going paperless. • Calculate total amounts of copy paper used during the period and compare it to the previous month • Understand issues in efforts, and the effects on work &lt;Individual efforts by each bureau&gt; • Post totals at meeting areas, and record the number of times meetings were paperless after the meeting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Carry out old paper (newspapers, magazines and cardboard boxes), and shredded paper before or after the Games, and refrain from conveying it out during the Games.</td>
<td>Each bureau in the government Some outpost offices</td>
<td>Administration at each bureau • General affairs manager</td>
<td>• Ensure a storage location (including meeting rooms) for garbage during the period. • Send out emails to all employees to convey all garbage in the recycle room before the period. • Close the target garbage discarding location in the recycle room, and post a notice to convey it out to the discarding location. • After periods (1) and (2), convey the garbage to the storage location. • Understand issues in efforts, and the effects it has on work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Call on employees to carry a canteen and their own cup and lunch box to reduce PET bottle and other plastic waste.</td>
<td>Each bureau in the government, and Some outpost offices</td>
<td>Administration at each bureau • General affairs manager</td>
<td>• Make the efforts known such as by having regular executive meetings and sending emails to employees all at once. • Post a notice in the recycle room calling on employees to reduce can and PET bottle waste. • Understand issues in efforts, and the effects it has on work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Change the collection of large waste from the government office that is implemented at the end of August every year, to after the “Smooth Biz” initiative promotion period</td>
<td>All large waste from the government building</td>
<td>Administrative jurisdiction manager at government office</td>
<td>• Make large waste collectors know the change in collection periods and organize the necessary measures • Notify each bureau from the government building management department</td>
<td></td>
</tr>
<tr>
<td>Adjust government ordered construction</td>
<td>Implement efforts to circumvent congestion by getting cooperation from order taking people in roads under construction during the period, and construction of ports, water and sewage and railroads and the like. &lt;Example efforts to circumvent congestion&gt; • Switch site holidays to during the period • When construction vehicles are entering and exiting work sites, avoid times of congestion and highways and the like. • Change the way construction workers commute to use public transit.</td>
<td>Intensive effort period (1) and (2)</td>
<td>Approximately 60% of construction being implemented during the period (*4)</td>
<td>Each bureau construction Chief control manager</td>
<td>• Explain the purpose to order taking people, and request their cooperation in implementation of efforts that can reliably be implemented during the period. • Consolidate the status of efforts • Understand issues in efforts, and the effects it has on work</td>
</tr>
</tbody>
</table>

*4 Implement some efforts for construction with the approximately 60% of order takers who cooperate during the period.*
<Adjustments for the 2020 Games>

- Make adjustments so that city-sponsored events and seminars are not held during the 2020 games period.
- Consider adjustments with each bureau and the like toward applying government ordered construction to the 2020 budget, based on “effort policy relating to adjusting government ordered construction during the Tokyo 2020 Games.”
- Expand “Smooth Biz” initiative registered companies, and expand strategically and in stages in order to expand the base of individual efforts.

<table>
<thead>
<tr>
<th>Effort items</th>
<th>Content</th>
<th>When</th>
<th>How much</th>
<th>Responsibility</th>
<th>Promoting toward implementation and how to check</th>
</tr>
</thead>
</table>
| Change implementation times including government sponsored events            | Move forward with adjusting with relevant people to implement events scheduled to be held in the summer of 2020 (events, study tours, lectures etc.) to avoid being held during the games period. | By the time of the Games | All events implemented by each bureau (*5) | Work at each bureau Control manager | • Keep everyone informed and request each department to adjust the period of implementation.  
• List up events scheduled to be held during the events period.  
• Make adjustments with related people toward changing implementation periods and move forward with ensuring venues as required. |
| Change of seminar and other implementation periods                          | Move forward with adjustments not to implement employee seminars during the 2020 Games period.                                           | By the time of the Games | All employee seminars (*5)         | HR manager in each bureau         | • List seminars to be held in summer on regular years  
• Make adjustments with related people toward changing implementation periods |
| Adjust government ordered construction                                       | Adjust construction ordered by each bureau toward avoiding road construction during the 2020 Games period and to reduce the number of construction vehicles  
<Method for adjusting construction>  
• Adjust the construction ordering period (before or after)  
• Temporarily stop construction  
• Switch times for construction vehicles coming and going  
• Implement and switch construction to night  
• Avoid congestion (construction vehicles pass through avoiding highways and Games-related regions and the like) | By the time of the Games | All construction ordered by each bureau (*6) | Construction control manager at each bureau | • List up construction that overlaps the Games period with construction that has already been ordered and consider a method to adjust the construction.  
• Consider a method for adjusting next years construction in line with next year’s budget request. |
| Make corporations and groups know about “Smooth Biz” initiative.            | Keep related companies and organizations of each bureau informed about “Smooth Biz” initiative and call on them to cooperate in alleviating traffic congestion. | By the time of the Games | All related vendors of each bureau | Work at each bureau Control manager | • Distribution and posting including fliers and posters.  
• Keep everyone informed by sending emails to related companies |
| Make “Smooth Biz” initiative known to people who come to the city’s facilities and others. | Keep everyone informed about the effort of “Smooth Biz” initiative implemented toward alleviating traffic congestion during Games at city facilities and at reception desks for each bureau of the city office which is visited by the general public.  
<Example of metropolitan facility>  
Inside metropolitan subway stations, inside metropolitan buses, the metropolitan tax office, city hall, metropolitan parks, marine parks, metropolitan library, city assembly PR corner, metropolitan sporting facilities and elsewhere | By the time of the Games | All city facilities visited by the public, and receptions desks and the like | Person in charge at administration and at general affairs in each bureau | • Setup fliers and posters and the like at visitor reception.  
• Make efforts known on the HP |

*5 Excludes events related to the 2020 Games, events and seminars that are unavoidable during the period  
*6 Adjust construction presuming construction required in that year will be conducted for sure. Excludes emergency construction or life-line supply construction to roadside buildings, surveys and cleaning etc.
Extending the gate opening time at the container terminal at Tokyo bay.

- Efforts toward alleviating traffic congestion at the waterfront is necessary to balance operations of the Tokyo 2020 Games and distribution from the bay.
- Implement a trial of expanding the gate opening time at the container terminal by getting cooperation from the vendor at Tokyo bay.
- Implement before or after golden week when the bay is expected to be congested in the same way as during the Games period.

**Expand the gate opening time**

**Released on April 12**

**Present state:** Opening the gate with cooperation of the vendors related to the bay
- Implementation of moving the time forward (some container terminals)

<table>
<thead>
<tr>
<th>0</th>
<th>7:30</th>
<th>8:30</th>
<th>16:30</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td>(hours)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Extend 1 hour**

**Extend 3 hours**

**Trial time:** Also expand at night (Implemented at all terminals)

<table>
<thead>
<tr>
<th>0</th>
<th>7:30 AM</th>
<th>8:30 AM</th>
<th>4:30 PM</th>
<th>7:30 PM</th>
<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td>(hours)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Implementation period**

<6 days before and after golden week>
- April 24, 2019 (Wed) - 26 (Fri)

| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | 3/1 | 2 | 3 | 4  |
| 5 | 6 | 7 | 8 | 9 | 10 | 11 |

**Other efforts**

- Strengthen real-time communication of the status of traffic at the waterfront (setup a additional web cameras)
- Setup 3 additional temporary storage areas (stockyards) for cargo that can be used for 24 hours.
- Transfer some of the cargo handed at Aomi wharf to Y2 outside of the central seawall (scheduled to open tart at the end of this year)
- Release the expected congestion of main roads around the seafront (by day and hour)
  - Provide information that is easy to understand through a specially setup homepage.
### Corporate efforts for the G20 Osaka summit
(June 27 - 30, 2019)

<table>
<thead>
<tr>
<th>Effort items</th>
<th>Corporation and Content of Efforts</th>
<th>Source</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closed</td>
<td><em>Mizuno [Waterfront]</em>&lt;br&gt;6/27-28, HQ closed; Scale: Approx. 900 people Work that cannot stop was implemented through tele-work from home.</td>
<td>Newsletter, industrial newspaper; Article: April 11, 2019</td>
<td><a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a></td>
</tr>
<tr>
<td></td>
<td><em>Taisei Corporation[Broad area in city]</em>&lt;br&gt;6/28-29, Civil engineering companies in city were closed and policy was to stop operations of work vehicles.</td>
<td>Newsletter, industrial newspaper; Article: April 11, 2019</td>
<td><a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a></td>
</tr>
<tr>
<td>Adjustment of bump-in and bump-out</td>
<td><em>Senba Center Building [City center]</em>&lt;br&gt;Called on all shops to cooperate to avoid bump-in/out of products during Games.</td>
<td>Industrial newspaper, Nikkei newspaper; Article: February 22, 2019</td>
<td><a href="https://www.sankei.com/west/news/190222/wst1902220043-n1.html">https://www.sankei.com/west/news/190222/wst1902220043-n1.html</a></td>
</tr>
<tr>
<td></td>
<td><em>All shippers</em>&lt;br&gt;Called to move orders forward or back and notified in advance of changes in delivery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Held general meeting of shareholders outside of Osaka</td>
<td><strong>Takeda Pharmaceutical Company Ltd</strong>&lt;br&gt;Changed venue from Osaka to Yokohama</td>
<td>Sankei newspaper Article: June 7, 2019</td>
<td><a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a></td>
</tr>
<tr>
<td></td>
<td><strong>Panasonic Corporation</strong>&lt;br&gt;Changed venue from Osaka to Kobe</td>
<td>Sankei newspaper Article: June 7, 2019</td>
<td><a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a></td>
</tr>
<tr>
<td>Changed date of general meeting of shareholders</td>
<td><strong>Ezaki Glico Co., Ltd.</strong>&lt;br&gt;Moved schedule forward 3 days</td>
<td>Sankei newspaper Article: June 7, 2019</td>
<td><a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a></td>
</tr>
<tr>
<td></td>
<td><strong>Kansai Electric Power Co., Inc.</strong>&lt;br&gt;Moved schedule forward 6 days</td>
<td>Sankei newspaper Article: June 7, 2019</td>
<td><a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a></td>
</tr>
<tr>
<td></td>
<td><strong>Daiwa House Industry Co., Ltd.</strong>&lt;br&gt;Moved schedule forward 3 days</td>
<td>Sankei newspaper Article: June 7, 2019</td>
<td><a href="https://www.sankei.com/west/news/190607/wst1906070022-n1.html">https://www.sankei.com/west/news/190607/wst1906070022-n1.html</a></td>
</tr>
<tr>
<td>Early exporting</td>
<td><strong>Murata Manufacturing Co., Ltd.</strong>&lt;br&gt;Early exporting to overseas customers</td>
<td>Kobe newspaper Next Article: June 5, 2019</td>
<td><a href="https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco">https://www.jiji.com/jc/article?k=2019041101079&amp;g=eco</a></td>
</tr>
</tbody>
</table>
# Corporate efforts for the G20 Osaka summit (June 27 - 30, 2019)

<table>
<thead>
<tr>
<th>Effort items</th>
<th>Corporation and Content of Efforts</th>
<th>Source</th>
<th>URL</th>
</tr>
</thead>
</table>
| Changed handling of reception and shipping | **Daimaru Kobe**  
Stopped receiving date-specified deliveries of midyear gifts from June 26, for 10 days. | Kobe newspaper Next Article: June 5, 2019 | [https://www.jiji.com/jc/article?k=2019041101079&g=eco](https://www.jiji.com/jc/article?k=2019041101079&g=eco) |
| | **H₂O Retailing Corporation**  
Stopped receiving date-specified deliveries from June 26, for 1 week. | Kobe newspaper Next Article: June 5, 2019 | [https://www.jiji.com/jc/article?k=2019041101079&g=eco](https://www.jiji.com/jc/article?k=2019041101079&g=eco) |
| | **3 CVS large corporations including Seven-eleven Japan Co., Ltd.**  
Considered changing shipping times to shops | Kobe newspaper Next Article: June 5, 2019 | [https://www.jiji.com/jc/article?k=2019041101079&g=eco](https://www.jiji.com/jc/article?k=2019041101079&g=eco) |
| Closed | **Obayashi Corporation**  
| | **Kajima Corporation**  
Closed sites in Osaka on the 29th and 30th. Switched sites that would affect worker commuting or closed. | | |
| Notified of delivery delays | **Japan Post, Yamato Transport Co., Ltd., Sagawa Express Co., Ltd.**  
For the period of 6/27 (Thur) - 30 (Sun), heavy traffic restrictions imposed centering in Osaka, so they forecast delays of deliveries by 1 or 2 days, and notified that some services would not be provided. | Each company’s official HP | [https://www.post.japanpost.jp/notification/productinformation/2019/0606_01.html](https://www.post.japanpost.jp/notification/productinformation/2019/0606_01.html)  
Yamato Transport Co., Ltd. (May 31, 2019) [http://www.kuronekoyamato.co.jp/ycinfo/info_190531_02.html](http://www.kuronekoyamato.co.jp/ycinfo/info_190531_02.html)  
Sagawa Express Co., Ltd. (date not posted) [https://www2.sagawaexp.co.jp/information/detail/137/](https://www2.sagawaexp.co.jp/information/detail/137/) |
| Other | **Horai (butaman 551)**  
Posted public notice to notify of G20 summit in take-home packages for customers | Asahi newspaper Article: Saturday, June 01, 2019 | [https://www.asahi.com/articles/ASM614K7MM61PTIL005.html](https://www.asahi.com/articles/ASM614K7MM61PTIL005.html) |
| | **Entertainment district**  
A total of 159 shops affiliated to cooking union voluntarily operated. | Asahi newspaper Article: May 16, 2019 | [https://www.asahi.com/articles/ASMSJ4PPQM5JPTIL005.html](https://www.asahi.com/articles/ASMSJ4PPQM5JPTIL005.html) |

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Cite) 551 Horai HP
Reference material - traffic restrictions
(Traffic measures at each venue in Tokyo • G20 • road competitions)
1. Traffic Restrictions during the visit to Japan by the President of the United States

[Haneda Airport - City Center] May 25, 2019 (Sat) Afternoon

The scope of traffic restrictions for the route from Haneda airport to Tokyo Ring Road, and roads radiating out in the vicinity were publicized in advance. Tokyo Ring Road, No. 2 Meguro line, No. 3 Shibuya line, No. 4 Shinjuku line, No. 11 Daiba line, Wangan line

2. Traffic restrictions while watching a Sumo tournament

[Shinjuku - Near Kinshicho] May 26, 2019 (Sun) Afternoon

Restrictions were publicized for roads near and connecting from around Shinjuku to Kinshicho ramp which is near the Kokugikan where Sumo wrestling was being watched. Tokyo Ring Road, No. 1 Ueno line, No. 3 Shibuya line, No. 4 Shinjuku line, No. 6 Mukojima line, No. 7 Komatsukawa line, Yaesu line

Notification of traffic restrictions

- There are cases where the scope of traffic restrictions are changed.
- Temporary restrictions are also implemented at roads outside of the Metropolitan Expressway.
- When implementing traffic restrictions, please follow instructions and guidance from police officers.
- We appreciate your understanding and cooperation towards traffic restrictions.

Supplementary items

- The times and details of routes taken by the vehicles escorting the President and his wife could not be announced in advance due to security reasons.
- There are cases where the scope of traffic restrictions are changed.
- Temporary restrictions were also implemented at roads outside of the Metropolitan Expressway.
- When implementing traffic restrictions, please follow instructions and guidance from police officers at onsite.
3. Near the venue for summit

[Around state guest house] All day, May 27, 2019 (Mon)
Traffic restrictions were implemented on roads near the venue.

Traffic restrictions near the state guest house
May 27 (Mon)

- There are cases where the times and content of traffic restrictions are changed.
- When implementing traffic restrictions, please follow instructions and guidance from police officers.
- We appreciate your understanding and cooperation towards traffic restrictions.

4. Traffic restrictions on the day of the banquet at the Imperial Palace

[Shinjuku - near Kyohashi] Afternoon to night, May 27, 2019 (Mon)
The summit was held at the state guest house all day at Yotsuya. They headed to the banquet at the Imperial Palace held at the Imperial Palace around 7:00 PM.

Traffic restrictions on the day of the banquet at the Imperial Palace
May 27 (Mon)

- There are cases where the scope of traffic restrictions were changed.
- Temporary restrictions were also implemented at roads outside of the Metropolitan Expressway.
- When implementing traffic restrictions, please follow instructions and guidance from police officers.
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Supplementary items

- The times and details of routes taken by the vehicles escorting the President and his wife could not be announced in advance for security reasons.
- There are cases where the scope of traffic restrictions are changed.
- Temporary restrictions were also implemented at roads outside of the Metropolitan Expressway.
- When implementing traffic restrictions, please follow instructions and guidance from police officers at onsite.
Traffic restrictions toward G20 Osaka summit
(June 27 - 30, 2019)

1. Traffic restrictions during the period

[Kansai airport ⇔ Mimuro JCT ⇔ Hanshin expressway] From early morning until late at night

Airport for arrivals and departures, and metropolitan expressway under wide-spread restrictions
Further area restrictions at Intex Osaka.

2. Call for 50% reduction in traffic volume

Call for 50% reduction in traffic volume toward G20 Osaka summit
(June 27 - 30, 2019)

■ Hanshin expressway
Center of Osaka

■ Wangan line, to airport

Bicycle competition Mens’ road race

Date and time: July 21, 2019 (Sun) 12:00-17:15
(Finish time is scheduled)
Venue: <Start> Musashino-no-mori Park
<Finish> Fuji Speedway (Shizuoka)

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### Restricted areas (course)

<table>
<thead>
<tr>
<th>Restricted areas (course)</th>
<th>Restriction times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Musashino-no-mori Park ↔ Christian University back gate</td>
<td>11:00 - 12:45</td>
</tr>
<tr>
<td>Christian University back gate → In front of the Maehara police box</td>
<td>11:02 - 12:45</td>
</tr>
<tr>
<td>In front of the Maehara police box ↔ Kotobuki-Chō 1 Chome</td>
<td>11:08 - 12:55</td>
</tr>
<tr>
<td>Kotobuki-Chō 1 Chome ↔ Inagí 5 Naka entrance</td>
<td>11:14 - 13:00</td>
</tr>
<tr>
<td>Inagí 5 Naka entrance ↔ Tama higashi park</td>
<td>11:24 - 13:15</td>
</tr>
<tr>
<td>Tama higashi park → In front of Minami Toyogaoka Field</td>
<td>11:37 - 13:25</td>
</tr>
<tr>
<td>In front of Minami Toyogaoka Field → Shimada Ryoiku Center Minami</td>
<td>11:42 - 13:25</td>
</tr>
<tr>
<td>Tama New Town entrance Shimada Ryoiku Center Minami ↔ Inaribashi</td>
<td>11:56 - 13:40</td>
</tr>
</tbody>
</table>

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Announced May 31, 2019 (Fri)

Marathon course

Marathon (mens’/womens’) course

Start/Finish National Stadium

Tokyo Sky Tree

Olympics
Women: 8/2/2020 (Sun) 6:00 - 9:15
Men: 8/9/2020 (Sun) 6:00 - 8:45
Paralympics
9/6/2020 (Sun) 7:00 - 11:30 AM
Triathlon course (Olympic individual event)

Men: 7/27/2020 (Mon) 7:30 - 9:50
Women: 7/28/2020 (Tue) 7:30 - 10:00
Triathlon course (Olympic mixed relay)

8/1/2020 (Sat) 8:30 - 10:30

Rainbow Bridge
Transition area
Tokyo Teleport station
Daiba station
Ship Science Museum station
Aomi station
Triathlon course (Paralympic individual event)

8/29/2020 (Sat) 8:00 AM - 1:00 PM
8/30/2020 (Sun) 8:00 AM - 1:00 PM
Reference material - Traffic forecast
(Map of Games’ Influence on Transport)
Map of Games’ Influence on Transport (expressways), 7/31/2020 (Fri)

Main locations of congestion

- No. 5 Ikebukuro line (outgoing) Itabashi JCT
- No. 5 Ikebukuro line (incoming) Kumanoko Cho JCT
- No. 4 Shinjuku Line (outgoing) Near Nagafuku
- No. 4 Shinjuku Line (incoming) Near Takaakido
- No. 4 Shibuya Line (outgoing) Ohashi JCT
- No. 3 Shibuya Line (incoming) Near Ikejiri
- Tokyo Ring line (inside) Near Shiba Park
- No. 6 Misato line (outgoing) Near Kahei
- No. 6 Mukojima line (outgoing) Horikiri JCT
- No. 6 Mukojima line (outgoing) Near Hakoizaki
- Wangan line (Nishi) Shinonome JCT
- Wangan line (Higashi) Tokyo Bay tunnel
- Kawaguchi line (outgoing) Near Shikahamabashi

Amount of time required.

<table>
<thead>
<tr>
<th>Normal</th>
<th>1.5 times</th>
<th>3 times</th>
<th>Long</th>
</tr>
</thead>
</table>

*Travel at restricted speed*

- Competition venues and others
- Olympic Village
- ORN

Time frame in which there will be an effect caused by conveying people related to events

The map publicized this time collectively shows information related to effects that can occur when the 2020 TDM promotion project bureau places fixed conditions and no traffic measures are implemented. This does not necessarily correctly express traffic conditions on the day. Please use as a reference when considering actions at the time of the events in advance.

When creating this map, the opening and closing ceremonies, the status when implementing road competitions, traffic restrictions during the events period, and reduced traffic volumes through TDM were being considered. At the present time, there are traffic conditions that cannot be applied. When conditions are confirmed, they will be applied, so please be aware that future changes can occur.

There is a precondition on expressways and general roads that in addition to road traffic at normal times in 2020, there will movement by vehicle of people related to the events.
This map forecasts the status of congestion during events with fixed conditions at the present time regarding changes to the status of road traffic and railroad traffic up to 2020, envisioning if no traffic measures are implemented by the TDM promotion project bureau. This does not necessarily correctly show traffic conditions on the day. Please use as a reference when considering actions at the time of the events in advance.

When creating this map, traffic restrictions during the events period were being considered. At the present time, there are traffic conditions that cannot be applied. When conditions are confirmed, they will be applied, so please be aware that future changes can occur.
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**Legend**

- **Almost no effect on visitors**
- **Will effect visitors**

**Competition venues**

The display of congestion shows the status of congestion at the maximum time, splitting the time frames in 30-minute units.

---

**Concept of legend**

- **Rather congested**: Feeling of oppression; smartphone can somehow be operated but it is difficult to remove objects from your bag (and states of congestion that exceed that degree.)
- **Somewhat congested**: There are many people in the vicinity, but it is possible to read or operate a smartphone.
The display of congestion shows the status of congestion at the maximum time, splitting the time frames in 30-minute units.

More congested than normal morning rush hour

Status of congestion at stations

Legend

Will have a heavy effect on visitors
Will have an effect on visitors

Competition venues

The map publicized this time collectively shows information related to effects that can occur when the 2020 TDM promotion project bureau places fixed conditions and no traffic measures are implemented. This does not necessarily correctly express traffic conditions on the day. Please use as a reference when considering actions at the time of the events in advance.

When creating this map, the opening and closing ceremonies, the status when implementing road competitions, traffic restrictions during the events period, suppression, dispersion and equalizing of traffic demands of traffic volumes through TDM were being considered. At the present time, there are traffic conditions that cannot be applied. When conditions are confirmed, they will be applied, so please be aware that future changes can occur.
* Chart description focuses on items conveyed in for the event distribution.

**Distribution**
- **Overseas**
  - Athletes’ Luggage
    - Ex) Suitcases/equipment for competitions (rackets, guns, wheelchairs and others)
  
  - Athletes’ Cargo
    - Ex) Competition Horses/Sailing Yachts And others

- **Domestic**
  
  - Luggage/Competition Equipment
    - Following Trucks
      - Athletes’ Bus
    
    - Special Competition Equipment
      - (Guns, Live Rounds)
    
    - Canoe, Sailing
      - Horse Trailer Convoy Transport
    
    - Competition Horses

**Procured Items**
- **Overseas**
  - Ex) Federation specified balls, artificial turf, archery targets and the like/broadcast and measuring equipment and others

- **Domestic**
  - Ex) Athletes’ Dorms and venue-supplied meals, drinks, linen, technical equipment and others

**Suppliers**
- **Overseas**
- **Domestic**

**Transport**
- **Warehouse**
  - Event Operations Warehouse
  
  - Direct delivery to Olympic Village, venue and others

- **Directly delivered items are mainly daily items including food and drinks and the like**

**Port/Airport**
- Narita/Haneda Airports
- Olympic/Paralympic Committee in Each Country

**Distribution**
- **Distribution arranged by organizational committee**
- **Distribution arranged by Olympic and Paralympic committees in each country**
<table>
<thead>
<tr>
<th>Competition Name</th>
<th>Event Name</th>
<th>Venue/Schedule</th>
<th>Test Period</th>
<th>Closest Station</th>
</tr>
</thead>
<tbody>
<tr>
<td>Badminton</td>
<td>Daihatsu-Yonex Japan Open 2019; badminton championship</td>
<td>Musashino Forest Sports Plaza 7/23 (Wed) - 28 (Sun)</td>
<td>Intensive period (1) (Challenge week)</td>
<td>Tobitakyu station</td>
</tr>
<tr>
<td>Beach Volleyball</td>
<td>FIVB beach volleyball world tour 2019, 4-star Tokyo event</td>
<td>Shiokaze Park 7/24 (Wed) - 28 (Sun)</td>
<td>Intensive period (1) (Challenge week)</td>
<td>Tokyo Teleport station, Daiba station</td>
</tr>
<tr>
<td>Boat</td>
<td>2019 World Rowing Junior Championship</td>
<td>Sea Forest Waterway 8/7 (Wed) - 11 (Holiday)</td>
<td>Promotion period (Near Obon period)</td>
<td>Tokyo Teleport station, Shinkiba station</td>
</tr>
<tr>
<td>Swimming</td>
<td>READY STEADY TOKYO—Swimming (marathon swimming)</td>
<td>Odaiba Marine Park 8/11 (National Holiday)</td>
<td>Promotion period (Near Obon period)</td>
<td>Tokyo Teleport station, Daiba station, Odaiba Marine park station</td>
</tr>
<tr>
<td>Hockey</td>
<td>READY STEADY TOKYO—Hockey</td>
<td>Oi Hockey Stadium 8/17 (Saturday) - 21 (Wed)</td>
<td>Intensive period (2) (Paralympics period)</td>
<td>Oi Keibajo mae station</td>
</tr>
<tr>
<td>Judo</td>
<td>2019 World Judo Competition Tokyo event</td>
<td>Nihon Budokan 8/25 (Sun) - 9/1 (Sun)</td>
<td>Intensive period (2) (Paralympics period)</td>
<td>Kudanshita station, Takebashi station</td>
</tr>
<tr>
<td>Karate</td>
<td>2019 karate 1 premier league Tokyo event (Sponsoring “READY STEADY TOKYO—Karate on day after events end”)</td>
<td>Nihon Budokan 9/6 (Fri) - 9/1 (Mon)</td>
<td>Intensive period (2) (Paralympics period)</td>
<td>Kudanshita station, Takebashi station</td>
</tr>
</tbody>
</table>
Night-time Railroad Operations

(Reported: March 15, 2019)

[Implementation period (scheduled)]
Late at night on July 24 to August 9 (Sun), 2019 [Olympics: Opening ceremony - closing ceremony]

[Guide for operating times]
(1) All lines for JR Yamanote line, Tokyo Metro - Toei subway
   Considering operating generally until after 2:00
(2) Other lines
   Considering operating generally from 1:00 until around 2:00 (differs according to line)

[Remarks]
• Considering operations on Tokyo Metro - Toei subway, all lines of the Yokohama municipal subways, JR Yamanote line, JR Keihin Tohoku line, JR Musashino line, JR Yokohama line, Rinkai line, and incoming and outgoing lines on Yurikamome, and inside and outside lines
• Considering operations mainly on down trains (heading to suburbs) for all trains stretched in all directions from JR Yamanote line
  * Considering operations of up trains on some lines (heading to city)
• Considering operations at the same times for last trains during the period on weekdays and Saturdays and holidays.
## Future Schedule

Expanding to regions where there is much traffic to and from Tokyo, centering on wards (mainly in Tokyo, but the whole country is targeted)

<table>
<thead>
<tr>
<th>2020 TDM promotion project (For corporations)</th>
<th>2020 TDM promotion project (For general public)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First stage</strong></td>
<td>First stage</td>
</tr>
<tr>
<td>Pilot implementation and sharing of issues</td>
<td>Sharing necessity</td>
</tr>
<tr>
<td></td>
<td>2 years before Games</td>
</tr>
<tr>
<td>2020 TDM Promotion project kickoff ceremony (8/8)</td>
<td>Second stage</td>
</tr>
<tr>
<td></td>
<td>Expansion corporations drafting 2020 action plans</td>
</tr>
<tr>
<td></td>
<td>1 year before Games</td>
</tr>
<tr>
<td></td>
<td>Transport operation plan Draft V2 proposal</td>
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<tr>
<td></td>
<td>Transport operation plan Formulation V2</td>
</tr>
<tr>
<td><strong>Third stage</strong></td>
<td>Third stage</td>
</tr>
<tr>
<td>Preparation</td>
<td>Plan</td>
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<tr>
<td></td>
<td>Final stage</td>
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<tr>
<td></td>
<td>Implement with all employees</td>
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<tr>
<td></td>
<td>100 day before 1 month before</td>
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<tr>
<td></td>
<td>1 month before Tokyo 2020 Games</td>
</tr>
<tr>
<td><strong>Final stage</strong></td>
<td>Final stage</td>
</tr>
<tr>
<td></td>
<td>1 year before</td>
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<tr>
<td></td>
<td>Time for Games</td>
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<tr>
<td></td>
<td>Action to take</td>
</tr>
<tr>
<td></td>
<td>Continue action</td>
</tr>
</tbody>
</table>

### Large movement

- **FY 2018**
  - 4
  - 7
  - 10
  - 1

- **FY 2019**
  - 4
  - 7
  - 10
  - 1

- **FY 2020**
  - 4
  - 7
  - 10
  - 1

- **2020 TDM Promotion project (For corporations)**
  - 2 years before Games
  - 1 year before Games
  - Transport operation plan Draft V2 proposal
  - Transport operation plan Formulation V2

- **2020 TDM Promotion project (For general public)**
  - Pilot implementation and sharing of issues
  - Introduction of example of cooperating corporations
  - Expansion of cooperating people (industry groups)
  - Cooperating corporations (entry)
  - Implementation of seminars and individual consultation meetings (scheduled to implement in order)

- **Update as required**

- **Submit Map of Games’ Influence on Transport (10/31)**

- **Trial in view of Games**

- **Implementation**
  - (12/7, 12/8) Implement explanation meeting and individual consultation meetings.
Visitors from Japan and around the world will gather at the 2020 Tokyo Olympics and Paralympics, and traffic congestion is expected. Tele-work will become the key ingredient for circumventing congestion.

* 80% of corporations implemented measures such as tele-work or taking holidays or the like at the London events thereby alleviating congestion in the city.

July 24, 2017, which is the day of the Olympic opening ceremony was designated to be tele-work day. Implement tele-work all across the country by every corporation every year up to 2020.

(1) Alleviate traffic congestion by implementing tele-work during the events period.

[Forecast for events in 2020] Railroads: Users will increase approximately 10% by visitor use and converting from roads.

[TDM goal] Railroads: Aim for service levels equivalent to the present state.

(2) Create opportunities for corporations to undertake tele-work. “Tele-work” will become a well-established working style for the whole country.

Utilize the Tokyo 2020 Games as an opportunity to create a well-established working style in the Japanese society.

Second time  7/24 + 1 day or more (period of 23 - 27)

First time  7/24

Corporations from a wide range of industries such as manufacturing and insurance and the like and information communication, and local governments are participating, from Hokkaido to Okinawa.

[Number of participants] Approx. 950 groups; 63,000 people  1682 groups; 302,000 people

[Tele-work days 2019]
- Call to implement for 5 or more days between 7/22 - 9/6.
- Aim for participation between 3000 groups and 600,000 people or more


[Co-sponsor] Tokyo Metropolitan Government, Japan Business Federation Japan Chamber of Commerce and Industry, Tokyo Chamber of Commerce and Industry, Japan Telework Association
Tele-work days 2019

- Nationwide expansion of work-style reform that utilize tele-work, and national movement to implement tele-work completely to contribute to alleviating traffic congestion during the Tokyo 2020 Games

- Set approximately 1 month from July 22 (Mon) to September 6, 2019 (Fri) as “Tele-work days 2019”, which is to be an actual test run before the 2020 Tokyo Games. Designate July 24 as a core day.
  - Corporations in Tokyo will concentrate their implementation on July 22 (Mon) to August 2, 2019 (Fri) and August 19 (Mon) to August 30 (Fri) as the schedule for holding the events.

- Implement by linking the 2020 TDM promotion project (traffic demand management) and Tokyo “smooth biz” campaign.
  - Specific linking measures: Unify the implementation period, joint call on corporations in Tokyo, joint implementation of pre-events

- Call on everyone to let them know that it is possible to implement as a trial during the period, and to implement tele-work using that opportunity.
  - Expect an increase in the number of corporations.

Goal: Participation by 3,000 groups and a total of 600,000 people
* 2018: 1,682 groups and a total of 300,000 people; 2017: 950 groups and 63,000 people

Implementing organization
Groups implementing tele-work regardless of the number of people participating or groups running trials
(* For first participation, it is possible to participate for only 1 day, and with a few number of people.)

Special cooperating groups
(1) Implement for 5 days or longer; (2) Implement with 100 people or more on July 24 (Wed); (3) Groups that can cooperate in measuring results
  - Recommend to corporations in Tokyo to implement any of the following, in addition to the above.
  - (1) Implement for 2 weeks or longer (Intensive implementation for 10 weekdays from July 22 (Mon) to August 2 (Fri).)
  - (2) Implement using 10% of the number of employees in Tokyo. (Implement 10% for one day, for 10 weekdays from July 22 (Mon) to August 2 (Fri).)
  - (3) Create a 2020 action plan (link to the 2020 TDM promotion project) https://2020tdm.tokyo/action

Support groups
Groups providing knowledge, work space and software to implement tele-work.
(Support groups will include work space such as satellite offices in the suburbs, and satellite offices in regions equipped for tele-work in one’s home towns up to now)
Support Measures for Corporations Implementing Tele-work

- Providing information relating to satellite offices in the suburbs and regions, and workation promotion local governments
- Call for active utilization of support measures (subsidies, labor control, security guidance, inquiry counter, and individual dispatch of experts) of the country and Tokyo

Information regarding support measures mentioned above will be available on the tele-work days 2019 website (https://teleworkdays.jp/).

(Reference) Tele-work promotion related measures in the Ministry of Internal Affairs and Communications in 2019

**Tele-work popularization and promotion enterprise**

| Dispatch of tele-work experts (Dispatching vendors of tele-work managers) | Individually dispatch experts to corporations considering to introduce tele-work and provide advice mainly on introducing tele-work in ICT, including tele-work systems, information security (linked to labor control consultants at the Health, Labour and Welfare Ministry) |
| Hold seminars and expand to exhibitions | Hold seminars for corporations considering to introduce tele-work at approximately 11 locations nationwide (blocks in each region). Increase the opportunities to make tele-work known by utilizing existing public exhibition events where many corporations are expected to participate. |
| Collect examples of leading corporations and groups and prize-giving (Select 100 leading Tele-work companies) | Announce the “selection of 100 leading tele-work corporations and groups” that lead in advanced tele-work. Awarded the Minister of Internal Affairs and Communications Award for particular excellence in their efforts, and implement a joint awards ceremony with the Minister of Health, Labor and Welfare Award (shining tele-work award) |

**Preparation of a tele-work environment (preparation of a satellite office)**

**Regional IoT implementation promotion enterprise (prerequisite B: tele-work)**

- Subsidize initial costs and expenses incurred in building a collaboration system for regions undertaking lateral expansion of models for each field, in order to promote popularization of “models for each field” in the “regional IoT implementation promotion road map” (Subsidy rate: 1/2 maximum subsidy amount: ¥20 million)
- From 2019, promotion of work-style reform (tele-work) (Reference) Implement home town tele-work promotion enterprise from 2016 to 2018
Thank you.

* Register at the HP!
https://2020tdm.tokyo/approve
Be sure to participate!