



TOMODACHI INITIATIVE

**TOMO
DACHI**

2016 ANNUAL REPORT



Fostering Global Leaders of Tomorrow

Dear Friends,

For both the United States and Japan, 2016 was a significant year. The five-year anniversary of the Great East Japan Earthquake provided an opportunity to remember the victims, to recognize the progress of recovery efforts and to contemplate the work that remains to be done. It was also a year to reflect upon the importance of reconciliation, with historic visits by our leaders to Hiroshima and Pearl Harbor.

Born out of support for Tohoku's recovery and conducted in a spirit of friendship and cooperation, the TOMODACHI Initiative fosters the next generation of leaders in both Japan and the United States. This unique partnership among the U.S.-Japan Council, the Government of Japan, the U.S. Embassy in Tokyo, and our corporate partners was further strengthened in March 2016 when the Government of Japan signed an agreement to renew and strengthen its partnership with the U.S.-Japan Council in support of TOMODACHI.

Since it began, TOMODACHI has impacted the lives of more than 5,700 young people in the United States and Japan through cultural exchanges and leadership training. In 2016 alone, more than 1,000 people participated in 47 programs. More than 36,000 people have been involved in TOMODACHI programs and events in the U.S. and Japan to date.

In 2017, TOMODACHI continues to build and diversify its leadership development programs, promoting women's empowerment and expanding programs for students in science and technology and people with disabilities. TOMODACHI also continues to strengthen its distinctive alumni programming, engaging alumni in their own communities where they can make a direct impact.

We thank all those who share our commitment to young people and to the bright future of the "TOMODACHI Generation."

Sincerely,



Jason P. Hyland
Chargé d'Affaires, a.i.
U.S. Embassy Tokyo



Irene Hirano Inouye
President,
U.S.-Japan Council



On March 4, 2016, the Japanese Ministry of Foreign Affairs and the U.S.-Japan Council signed the "Memorandum of Cooperation on Enhanced Partnership in Support of the TOMODACHI Initiative between the Government of Japan and the U.S.-Japan Council."



Our Mission

The TOMODACHI Initiative is a public-private partnership between the U.S.-Japan Council and the U.S. Embassy in Tokyo, with support from the Government of Japan. Born out of support for Japan's recovery from the Great East Japan Earthquake, TOMODACHI invests in the next generation of Japanese and American leaders through educational and cultural exchanges as well as leadership programs.

Our History

In the aftermath of the Great East Japan Earthquake of March 11, 2011, the United States military and Japan Self-Defense Forces worked together successfully in Operation Tomodachi to provide immediate humanitarian relief to the Tohoku region. Building upon this cooperation and spirit of friendship, the United States and Japan launched the TOMODACHI Initiative. TOMODACHI is led by the United States Embassy in Tokyo and the U.S.-Japan Council, a tax-exempt non-profit organization, and is supported by the Government of Japan, corporations, organizations and individuals from the United States and Japan.

Our Vision

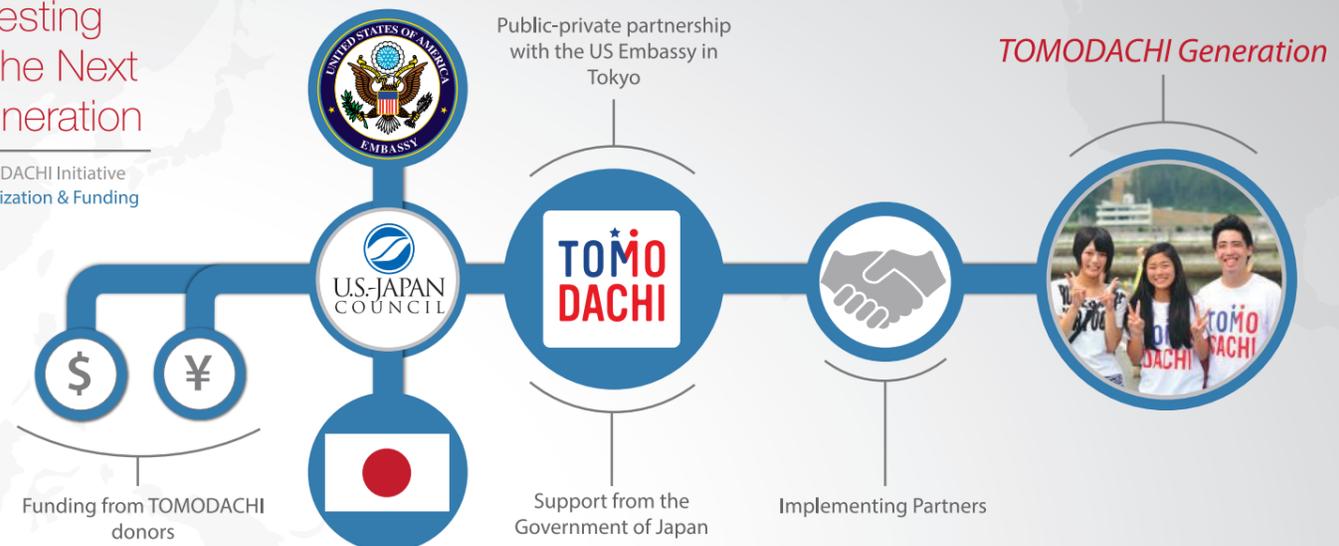
We seek to foster a "TOMODACHI Generation" of young American and Japanese leaders who are committed to and engaged in strengthening U.S.-Japan relations, appreciate each other's countries and cultures, and possess the global skills and mindsets needed to contribute to and thrive in a more cooperative, prosperous, and secure world.

Our Future

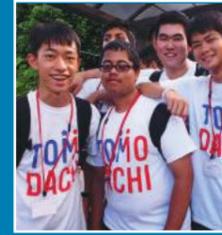
Going forward, the TOMODACHI Initiative will continue to be a model for innovative public-private partnerships. We will develop and design programs that support U.S.-Japan cross-cultural youth leadership development, especially alumni programs that foster the TOMODACHI Generation while enriching and increasing collaboration with U.S.-Japan related organizations.

Investing in the Next Generation

TOMODACHI Initiative
Organization & Funding



Fostering the Next Generation Leaders



TOMODACHI Programs



Educational Programs provide educational opportunities for students to study abroad and gain exposure to each other's countries.



Cultural Programs in sports, music, and the arts provide gateways for Japanese and Americans to learn about and develop enduring interest in each other's cultures.



Leadership Programs help the next generation of entrepreneurs and young leaders develop skills and expertise that will guide them towards success.



Alumni Programs build upon the initial TOMODACHI experience, and provide TOMODACHI alumni with skills, opportunities, and the confidence to achieve their dreams while becoming the next generation of cross-cultural leaders.

TOMODACHI supports cross-cultural youth leadership development throughout a life cycle of experiences with a focus on developing leaders.

LIFE STAGE DEVELOPMENT

EXPOSURE

- » Initial contact with foreign culture
- » Bringing new and diverse voices to the U.S.-Japan relationship

INSPIRATION

- » Life-transforming experiences for groups with unmet needs
- » Cross-cultural experiences for underserved youth

LEARNING

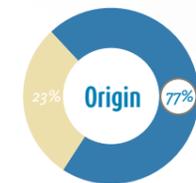
- » Opportunities to explore intellectual curiosity
- » Community service and civic engagement

ALUMNI

- » Develop young leaders
- » Entrepreneurship programs
- » Women's mentorship

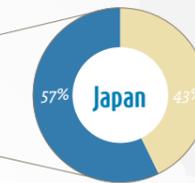
TOMODACHI Impact at a Glance 2016

77% from Japan



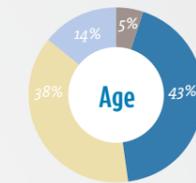
■ Japan ■ USA

57% from Tohoku



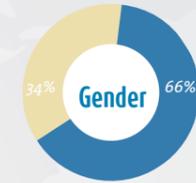
■ Tohoku ■ Other Japan

43% high school



■ Elementary & Middle School
■ High school ■ Undergraduate
■ Professional

66% female



■ Female ■ Male



47 TOMODACHI programs impacted **1,081** young people in 2016



Over **36,000** event and program participants from inception through December 2016



Since its inception, **216** TOMODACHI programs have impacted over **5,700** program participants

“Working together in partnership with U.S.-Japan Council, the Government of Japan continues to fully support the TOMODACHI Initiative, which was born out of support for Japan’s recovery from the Great East Japan Earthquake.”

— Minister for Foreign Affairs Fumio Kishida at the 53rd Japan-U.S. Business Conference, Nov. 3, 2016



Photo Credit: Ministry of Foreign Affairs of Japan

Partnering for Maximum Impact



The support of the TOMODACHI Initiative's Strategic Partners provides maximum impact on the lives of participants through customized programs that offer life-changing opportunities. In 2016, over 400 participants, ranging from middle school students to young professionals, took part in 17 Strategic Partner programs.

These 17 programs included short-term exchanges, scholarships, and fellowships, offering participants learned practical skills, leadership growth, and networking opportunities. After the programs' completion, these diverse alumni of the "TOMODACHI Generation" were provided with opportunities to remain engaged and inspired through various alumni events, workshops, and programs.

"Last year, I said that I wanted to become an astronaut. Now, I want to change the world not only as an astronaut, but also as a Japanese individual and a TOMODACHI alumnus."

— Kaito Manabe, TOMODACHI Sumitomo Corporation Scholarship Program



2016 Strategic Partner Programs

Educational Programs



TOMODACHI Honda Cultural Exchange Program

In the program's third year, 20 high school students traveled from Fukushima prefecture to the Los Angeles area in California for a two-week cultural exchange. During the program, they performed music on a float at the Rose Parade, which is part of the iconic American New Year celebration tradition. They also visited the Japanese American National Museum and American Honda Motor Co., Inc.



TOMODACHI MUFU International Exchange Program

In the fifth year of this reciprocal exchange program, 20 middle and high school students from Iwate, Miyagi, and Fukushima prefectures traveled to Los Angeles, California, to experience homestays and cultural exchange activities. The participants were immersed in American culture and language through volunteer activities and English classes. They also learned about the history of U.S.-Japan relations by visiting the Japanese American National Museum, going on field trips to Japanese corporations, and meeting with Japanese leaders active in the United States.



TOMODACHI Sumitomo Corporation Scholarship Program

Launched in 2014, this university-level scholarship program enables high-achieving university students with financial need to study abroad for one academic year. In 2016, ten Japanese students were selected to attend universities in the United States. The goal of the program is to develop globally-minded young leaders who will connect between Japan and the United States.



TOMODACHI-UNIQLO Fellowship

This program offers a world-class educational experience to Japan's next generation of business and fashion leaders at three top-notch U.S. educational institutions: the Stanford Graduate School of Business; the Fashion Institute of Technology (FIT); and Parsons The New School for Design. In 2016, two students received scholarships to pursue graduate studies.

Empowering People and Communities

Leadership Programs



TOMODACHI Aflac Program

This program was established for up-and-coming Japanese cancer specialists to learn about cutting-edge pediatric cancer research in the United States and to put the experience to use in cancer treatment and research in Japan. In the program's fourth year, Dr. Shogo Kobayashi from the Fukushima Medical University Hospital studied the care and treatment of pediatric cancer patients at the Aflac-supported Aflac Cancer and Blood Disorders Center at Children's Healthcare of Atlanta, Georgia.



TOMODACHI NGO Leadership Program supported by J.P. Morgan

This program connects Japanese NGO leaders with key resources in the United States to enhance their capacity to respond to future disasters in Japan and abroad. A multi-year program with a variety of study tours and domestic components to help build NGO capacity, a key initiative in 2016 was a workshop held for 39 Japanese NGO leaders to improve security management and field security planning.



TOMODACHI Microsoft iLEAP Social Innovation and Leadership Program

This multi-year program is designed to provide a new generation of Japanese with collaborative skill sets and leadership capacities needed to thrive in today's world. In this first year of the program, twenty-five Japanese university students and young professionals traveled to Seattle, Washington for experience-based leadership training. The participants deepened their critical thinking skills through classes in entrepreneurship, and worked with technology advisers, many of whom were Microsoft employees.



TOMODACHI MetLife Women's Leadership Program

In its fourth year, this mentorship program took place in four cities across Japan: Tokyo, Osaka, Sapporo, and Naha. Throughout the year, a total of 100 female mentors and mentees attended five different workshops that focused on personal development, leadership training, networking skills, and financial literacy. The program culminated in a trip to Washington, D.C. and New York, where the mentees met with influential business leaders, government officials, and nonprofit leaders.



TOMODACHI-Mitsui & Co. Leadership Program

Ten Japanese and ten American leaders from the private and public sectors visited each other's countries for a week-long program full of site visits and exchanges. The American delegates visited Fukushima and Tokyo, and the Japanese delegates visited Detroit, Michigan, and Washington, D.C. During the visits, the participants discussed their roles in strengthening U.S.-Japan relations along the program's theme of "Innovation, Entrepreneurship and Leadership."

"I lost family members from the Great East Japan Earthquake and tsunami. I also see people who still live in temporary housing and people who have lost hope because of the disaster and I thought I have to make a difference...Now that I learned about leadership through the TOMODACHI program, I'd like to lead the recovery of the local community."

— Wataru Kudo, TOMODACHI SoftBank Leadership Program



TOMODACHI SoftBank Leadership Program

Launched in 2012, this program offers 100 Japanese high school students from Iwate, Miyagi, and Fukushima prefectures an opportunity to participate in an intensive three-week community revitalization program called Y-PLAN (Youth-Plan, Learn, Act, Now!), run by the University of California, Berkeley. These high school students gain leadership skills and insights into community building, which they then use to develop their own action plans for Tohoku.



TOMODACHI Goldman Sachs Women's Entrepreneurship Support Program

Now in its second year, this program aims to help female social entrepreneurs develop leadership skills. During this year's program, Goldman Sachs employees provided pro-bono support to two non-profit organizations: Kamonohashi Project and Toybox. Inspired by the theme of work-life balance, Goldman Sachs employees worked with these non-profits to establish their organizational visions, plans, and frameworks.



TOMODACHI Daiwa House Student Leadership Conference

Japanese and American university students studying in the United States convened at two conferences in 2016: one in Dallas, Texas, in the spring and one in Washington, D.C. in the fall. Under the themes of "U.S.-Japan Relations in the South: Transforming Communities for the Future" and "U.S.-Japan Relations in the Nation's Capital: Leadership, Legacy and Public Service," respectively, the conferences offered discussions on academics, careers, and U.S.-Japan relations to a total of 76 students.



TOMODACHI J&J Disaster Nursing Training Program

This program was established in 2015 to deepen nursing students' knowledge about disaster nursing and to foster leaders of the next generation. In the program's second year, twelve students and four mentors from Iwate, Miyagi, and Fukushima prefectures participated in the two-week intensive study tour in Washington, D.C. and New York, where they met with other students and leaders in the disaster nursing field.



TOMODACHI Toshiba Science & Technology Leadership Academy

Sixteen high school students and eight teachers from Japan and the United States came together in Tokyo to collaborate on identifying problems and finding creative solutions for a disaster-resilient smart community. American and Japanese students nurtured their Science, Technology, Engineering and Math (STEM) literacy and engaged in dynamic discussions and activities to explore ways that science and technology can help solve some of the world's most complex problems.

Empowering People and Communities

Cultural Programs



TOMODACHI Goldman Sachs Music Outreach Program
Talented artists from The Young Americans, a music outreach non-profit organization in the United States, visited elementary and middle schools throughout the disaster-affected areas of Iwate, Miyagi, and Fukushima prefectures and conducted singing and dancing workshops for over 900 students and teachers. The participants learned to respect each other's strengths and discovered their own potential through music, the universal language. They also gained confidence and became interested in different languages and cultures through their interactions with the inspiring and energetic cast members of The Young Americans.



TOMODACHI Suntory Fukushima Mirai Music Program
Eight students from the music club of Futaba Mirai Gakuen High School in Fukushima prefecture traveled to the United States to participate in a workshop with the New York Philharmonic. The program culminated in a concert in front of an audience of 200 people at Lincoln Center in New York City, where they performed original music that they arranged.



TOMODACHI Suntory Music Scholarship Fund
Since 2014, this fund has provided scholarships to Japanese students to attend three prestigious music schools in the United States: The Juilliard School, the Berklee College of Music, and the San Francisco Conservatory of Music. The program aims to foster young Japanese music leaders who are committed to and engaged in strengthening U.S.-Japan relations through the study of music. In 2016, four scholars were selected, raising the total number of scholarship recipients to ten.



“What I learned by traveling to the United States was beyond words. At first, I had trouble communicating with others because of the large language barrier. However, I realized that communication is possible through laughter and body language. Also, the pieces composed by our American peers incorporated creativity and unique imagination. I was touched by their enthusiastic attitude towards music.”

— Miho Haranaka, TOMODACHI Suntory Fukushima Mirai Music Program

“I learned the importance of challenging myself”



The TOMODACHI Comбини Fund, generously supported by Lawson, Inc. and FamilyMart Co., Ltd., provides Tohoku youth with opportunities to broaden their perspectives and gain the confidence to explore future possibilities. In 2016, the TOMODACHI Comбини Fund sponsored the TOMODACHI High School Women Career Mentoring Program in Fukushima, a four-phase career development program for 120 female Fukushima students in their second year of high school. In one of the phases, motivated by the theme of “Challenge,” the students listened to inspiring stories told by foreign exchange students and female professionals who overcame various challenges to achieve their goals.

Inspiring Tohoku Youth

The TOMODACHI Fund for Exchanges was established in April 2012 with generous support from Toyota Motor Corporation, Mitsubishi Corporation, and Hitachi, Ltd. The Fund provides youth from Iwate, Miyagi, and Fukushima prefectures opportunities to participate in comprehensive and innovative educational and cultural exchange programs. In 2016, 11 programs were funded to promote exchanges between youth in Tohoku and the United States. In March 2016, five years after the Great East Japan Earthquake, these companies also announced their renewal and expansion of the Fund, continuing their support for young leaders of the next generation in Tohoku.

“I already had positive image about Japan only from animes and manga, but my experience in Tohoku changed that dramatically. I started considering studying in Japan, and it would be great if I get a chance to visit Tohoku again in college.”

— Sierra Queen, TOMODACHI U.S.-Japan Youth Exchange Program



2016 TOMODACHI FUND FOR EXCHANGES PROGRAMS

TOMODACHI-Aloha Leadership Program | Building the TOMODACHI Generation: A Partnership to Engage U.S. and Japanese University Students in Social Problem Solving | TOMODACHI Dallas-Sendai Young Ambassador's Program | 2016 TOMODACHI Food Innovation for Regional Sustainability in Tohoku (FIRST) Program | TOMODACHI Fukushima Youth Sinfonietta Program | HLAB TOHOKU 2016 | TOMODACHI San Diego/Tijuana-Ofunato Youth Baseball Exchange Program | TOMODACHI Southern California-Sendai Youth Cultural Exchange Program | TOMODACHI St. Louis-Ishinomaki Friendship Program | TOMODACHI Taylor Anderson Memorial Fund (TAMF) Research Exchange Program | TOMODACHI U.S.-Japan Youth Exchange Program

Developing Cross-Cultural Leaders

Contributions from donors at the Sponsor and Supporter levels support a diverse range of TOMODACHI programs, from educational exchanges and leadership development programs to cultural programs centered on sports, music, and the arts. In 2016, 18 general fund programs were implemented, providing 400 participants, ranging from middle school students to young professionals, with the opportunity to learn about Japan and the U.S. while fostering their leadership and networking skills. Participants included youth throughout Japan, as well as from various cities across the United States.



“When I first became disabled, I didn’t have confidence in myself. But one day, I was shocked to see people like me, people with disabilities, who were full of life. They were the ones who told me about the TOMODACHI Initiative and made me interested in leadership and advocacy. I discovered many things during the TOMODACHI program in which I participated, including the idea of identity and diversity. I would like to leverage this experience and take on a leadership role in society.”

– Toshiko Kudo, TOMODACHI Disability Leadership Program in America



2016 GENERAL FUND PROGRAMS

68th Japan-America Student Conference | TOMODACHI Bridging Scholarship | TOMODACHI CIE Grassroots Exchange Program in Atlanta | TOMODACHI NAJAS Grassroots Exchange Program—Colorado Springs and Fujiyoshida | TOMODACHI Disability Leadership Program in America | TOMODACHI Emerging Leaders Program | TOMODACHI Foster Youth Leadership Program | TOMODACHI Generation Global Leadership Academy | Global Classmates | TOMODACHI Inouye Scholars Program | TOMODACHI LEAD ON! Tour Japan Series Program 2016 | “Ray of Hope” Tohoku Baseball Project | TOMODACHI NAJAS Grassroots Exchange Program-TOMODACHI Ties Through Taiko | TOMODACHI-STEM @ Rice University Program | TOMODACHI Social Entrepreneurship Award Program | TOMODACHI Social Innovation in Seattle (SIIS) Scholars Program | TOMODACHI Internship Program | U.S. Embassy-Keio SFC-TOMODACHI Entrepreneurship Seminar

Continuing Engagement

The TOMODACHI Alumni Leadership Program fosters the next generation of American and Japanese leaders by building upon the initial TOMODACHI experience of inspiring and empowering youth in Japan and America. The program continues to give alumni the experiences, skills, and confidence to achieve their dreams and contribute to a better world. The alumni community consists of over 5,700 people, ages 14 to 40 years old, who participated in 216 programs. We offer them a range of opportunities to engage and inspire one another to build strong, enduring relationships. With generous support from The Prudential Foundation, 32 TOMODACHI alumni programs were completed in 2016.



“That’s cool that you want to become an engineer.’ I am where I am today because of these words of encouragement from the people I met through TOMODACHI. It does not matter what country you are from, or whether you are a male or a female. Now that I know that, I am not afraid anymore. Along with others from the TOMODACHI Generation, I would like to create a future full of smiles.”

– Mikiko Iwago, TOMODACHI MetLife Women’s Leadership Program



Four Pillars of Alumni Engagement

Critical & Innovative Thinking



Out-of-the-box, critical and innovative thinking provide successful and efficient problem-solving skills that are the keys to prosperity in the twenty-first century, and we aim to arm our alumni with these traits.

Civic Engagement



Building upon the global experiences participants gained on TOMODACHI programs, we hope alumni will make a difference in their communities through the development of knowledge, skills, values and motivation.

Workforce Readiness



As leaders of the next generation, we prepare our alumni to become global jinzai (global citizens) by providing them with the requisite knowledge, skills, and abilities to thrive with a focus on mentorship and peer-to-peer leadership opportunities.

Connectedness & Sustainability



As members of the TOMODACHI Generation, alumni will connect with each other to expand their networks and stay engaged as members and leaders of their communities and really build on those people-to-people relations.

The Next Generation Of Leadership



Specialized, innovative programs and events are geared to fit the needs of the TOMODACHI Generation, and develop the participants' knowledge, skills, values and motivation to become leaders of the next generation.

SIGNATURE PROGRAMS

Signature programs are large-scale programs or events for a broader population of alumni, offering multiple opportunities to build skills or connect with mentors.



TOMODACHI U40 Summit

Young professional alumni under the age of 40 gathered in Los Angeles, California, to discuss topics relevant to U.S.-Japan relations, focusing on such various issues as risk-taking, entrepreneurship, bridging generations, soft power, and diversity.



U.S.-Japan Council Annual Conference, TOMODACHI Roundtable

Under the theme of "overcoming adversity," eight alumni speakers shared their TOMODACHI experience, touching upon topics such as disaster resilience, fighting depression, entrepreneurship, and social welfare.



Regional Gatherings were rolled out in the Hokkaido-Tohoku, Kanto, Kansai, and Okinawa Regions, laying the groundwork for the Regional Framework to be launched in 2017.

INNOVATIVE PROGRAMS

Innovative programs have a unique focus on a certain region or theme. These are scalable, impactful programs that benefit passionate alumni interested in specific topics.



TOMODACHI Alumni Disaster Resilience Training Program

These two-day workshops aim to foster a generation that is better prepared to respond to future disasters. Workshops teach preparedness, post-disaster response, psychosocial training, and proper volunteering skills.



TOMODACHI Generation Global Leadership Academy

This three-day program focuses on providing Tohoku high school students the opportunity to reflect on their experiences in the United States, and discuss the challenges and opportunities in their region in the five years since the disaster.



TOMODACHI Alumni Learning Journey on Leadership

This program provides an opportunity for participants to discover their own leadership styles and develop active listening and storytelling skills, which are crucial for leaders of the next generation. Participating alumni studied the leadership skills necessary to make a positive impact in both work and school, and learned that leadership can take various forms.

"Through this experience, I came to truly understand the difficulty of forming my own opinions while maintaining mutual understanding. I was given the chance to learn the importance of seeing others through an equal lens."

— Nami Yanagawa, TOMODACHI Coca-Cola Educational Homestay Program



2016 PARTNERSHIP ACTIVITIES

Our many partnership activities provide alumni opportunities and access to networks, information, and influential leaders.

U.S.-Japan Council Business Advisory Board Meeting | TOMODACHI Reception | Takeakari Project | U.S. Embassy Chargé d'Affaires Jason P. Hyland invites Alumni to Residence | Junior 7 Summit in Mie Prefecture | Japan-U.S. International Symposium for Ocean Conservation in Hawaii | Tour de Tohoku 2016 | Japan Women's Leadership Institute (JWLI) 2016 Tokyo Summit | ACCJ Women in Business (WIB) Summit 2016 in Tokyo | The Asian American Leadership Delegation (AALD) | The World Assembly for Women:WAW!2016 | U.S. Embassy holiday party

TOMODACHI works with many partners in order to make these life-changing experiences possible for young people. In 2016, the following partners implemented programs based on TOMODACHI grants:

AidTAKATA | American Councils for International Education (ACIE) | BeGood Café | Berklee College of Music | Children's National Medical Center | Cultural Vistas | Fashion Institute of Technology | Global Fund for Education Assistance | Hands On Tokyo | iLEAP | Impact Foundation | International Foster Care Alliance | International Student Conferences | Iwate University | Japan/HLAB | Japan-America Society of Hawaii | The Japanese Association of the Experiment in International Living | Japan Council on Independent Living Centers | Japan International Cooperation Center | Jibun Mirai Club | John Manjiro Whitfield Commemorative Center for International Exchange (CIE) | The Juilliard School | Keio University Shonan Fujisawa Campus | Kizuna Across Cultures | The Laurasian Institution | Lumina Learning | Mercy Corps | National Association for Japan-America Societies | National Science Teachers Association | New Business Conference | Parsons The New School for Design | Philharmonic-Symphony Society of New York, Inc. | Rice University | RCF | San Francisco Conservatory of Music | Stanford Graduate School of Business | Study Abroad Foundation | Taylor Anderson Memorial Fund | Temple University | United States-Japan Bridging Foundation | University of California, Berkeley | The Washington Center

U.S.-Japan Council (U.S.) and U.S.-Japan Council (Japan)



The U.S.-Japan Council (U.S.) and the U.S.-Japan Council (Japan) work in collaboration with the U.S. Embassy Tokyo to implement the TOMODACHI Initiative as a public-private partnership. Implementation includes program development and oversight, communications and outreach, marketing, fundraising, donor relations and management, and operations.

The U.S.-Japan Council is a non-profit 501(c)(3) tax-exempt organization headquartered in Washington, D.C. with offices in Los Angeles, California and Japan. The Council is dedicated to strengthening people-to-people connections among Japanese and Americans of all generations. The Tokyo-based U.S.-Japan Council (Japan) is a Public Interest Corporation, Koeki Zaidan Hojin.

The two organizations are separate entities, each governed by an independent Board of Directors, which work closely together in the administration of TOMODACHI.

Board Of Directors

Ernest M. Higa, Chair & Representative Director
Chairman, President & CEO, Higa Industries Co., Ltd., Wendy's Japan LLC; K.K. Higa Investments; Director, JC Comsa Corporation; Director, Shinsei Bank, Limited.

Irene Hirano Inouye, Representative Director & President
President, U.S.-Japan Council

David Nishida, Vice President

Ryuichi Katayama, Internal Auditor

Todd Guild
Senior Advisor, McKinsey & Company, Inc.

Russell K. Kawahara
Partner, Atsumi & Sakai

Stan Koyanagi
Global General Counsel, Global Business HQ, ORIX Corporation, Japan

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Daniel Fujii
President, Trust Capital Co., Ltd.

William Ireton
Representative Director, Ireton Entertainment Inc.

Scott Sato
President & COO, Pasona Inc.

The following financial reports include a summary of financial report on the TOMODACHI since inception for U.S.-Japan Council (U.S.) and U.S.-Japan Council (Japan). Copies of the audited financial statements for U.S.-Japan Council (U.S.) are available at www.usjapancouncil.org and for U.S.-Japan Council (Japan) at www.tomodachi.org.

U.S.-Japan Council (Consolidated)

Cumulative TOMODACHI Commitments by Year (USD)	2011-15	2016	2017-21 (committed)	合計
TOMODACHI CONTRIBUTIONS AND PLEDGES				
USJC (Japan)	\$17,692,257	\$4,774,518	\$4,561,214	\$27,027,989
USJC (US)	14,030,392	2,364,257	4,309,390	20,704,039
In-Kind Donations (US-Japan)	3,355,622	444,842	2,000,000 ¹	5,800,464
Total Contributions and Pledges	\$35,078,271	\$7,583,617	\$10,870,604	\$53,532,492
TOMODACHI EXPENSES				
USJC (Japan) Programs and Program Support	\$12,317,212	\$4,468,846	\$4,113,264 ²	\$20,899,322
USJC (US) Programs and Program Support	11,040,402	1,982,257	3,824,481 ²	16,847,140
Total Programs and Program Support Expenses	\$23,357,614	\$6,451,102	\$7,937,745	\$37,746,461
USJC (Japan) Administration and Fundraising	\$637,949	\$271,512	\$447,950 ²	\$1,357,411
USJC (US) Administration and Fundraising	645,372	140,453	484,909 ²	1,270,734
Total Administration and Fundraising	\$1,283,321	\$411,965	\$932,859	\$2,628,145
In-Kind Expenses (US and Japan)	\$3,355,622	\$444,842	2,000,000 ¹	\$5,800,464
Total Expenses	\$27,996,557	\$7,307,909	\$10,870,604	\$46,175,070

U.S.-Japan Council (U.S.)

TOMODACHI Statement of Financial Position (USD)	2016	2015
Current Assets		
Cash and Cash Equivalents	\$3,073,527	\$2,068,887
Accounts Receivable	608,708	1,358,179
Other Current Assets	-	-
Intangible Assets - Trademarks	2,335	2,335
Total Assets	\$3,684,570	\$3,429,401
Liabilities		
Other Current Liabilities	\$3,758	\$15,547
Accounts Payable	-	-
Net Assets	\$3,680,812	\$3,413,853
Total Liabilities and Net Assets	\$3,684,570	\$3,429,400

Income and Expense Summary	2016	2015
Income		
TOMODACHI Corporate Donations	\$2,249,540	\$1,764,243
TOMODACHI Individual Donations	-	1,064
Interest Income	114,716	-
Total Income	\$2,364,257	\$1,765,307
Expenses		
Program and Program Support	\$1,982,257	\$1,496,397
Administrative and Fundraising	140,453	130,122
Total Expenses	\$2,122,710	\$1,626,519
Currency Exchange Revaluation	-23,078	39,919
Total Change in Net Assets³	\$264,624	\$98,869

U.S.-Japan Council (Japan)

TOMODACHI Statement of Financial Position (USD)	2016	2015
Current Assets		
Cash and Cash Equivalents	\$4,058,173	\$4,972,984
Accounts Receivable	-	-
Other Current Assets	5,590	4,638
Intangible Assets - Trademarks	5,048	481
Total Assets	\$4,068,811	\$4,978,103
Liabilities		
Other Current Liabilities	\$492,448	\$492,806
Accounts Payable	44,525	208,779
Net Assets	\$3,531,837	\$4,276,518
Total Liabilities and Net Assets	\$4,068,811	\$4,978,103

Income and Expense Summary	2016	2015
Income		
TOMODACHI Corporate Donations	\$4,773,631	\$3,455,427
TOMODACHI Individual Donations	-	14,095
Interest Income	887	1,054
Total Income	\$4,774,518	3,470,577
Expenses		
Program and Program Support	\$4,468,846	4,830,697
Administrative and Fundraising	271,512	201,279
Total Expenses	\$4,740,357	5,031,976
Currency Exchange Revaluation	-41,172	4,922
Total Change in Net Assets³	(\$ 7,011)	(\$ 1,556,478)

1. In-kind donations comprise donated services and contributions which have been committed to date.
 2. Total expenses for programs, program support, administration, and fundraising are estimates for years 2017-2021.
 3. The Total Change in Net Assets reflects only contributions received and expenditures made in the specified year. It does not reflect multi-year contributions received in prior year(s) and related expenses incurred in subsequent year(s). The negative change in net assets does not reflect a negative cash position nor a negative balance between total contributions and expenses. The timing of the recording of the grants when received and expenses when incurred can create either a positive or negative change in net assets at any given year.
 4. Total Net Assets for the TOMODACHI program for the years ended, 2015 and 2016: Japan entity - \$ 4.3 million (2015) and \$3.5 million (2016) and U.S. entity - \$ 3.4 million (2015) and \$3.7 million (2016).

Thank You

Founding Strategic Partners

(\$1,000,000 or more, with initial donation in 2012)



Strategic Partners

(\$1,000,000 or more)



Sponsors

(\$100,000 - \$1,000,000)



Supporters

(\$10,000 - \$100,000)

ARK HILLS CLUB

ExxonMobil Japan

Hayasaka Tax Accountants' Office Co., Ltd.

Hotel Okura Tokyo Co., Ltd.

Imperial Hotel, Ltd.

Japan Association of Charitable Organizations

KPMG AZSA LLC

Orrick, Herrington & Sutcliffe LLP

Tokio Marine & Nichido Fire Insurance Co., Ltd.

TOPPAN PRINTING CO., LTD.

Tricor K.K.

YKK Corporation

Operational and Administrative Support for TOMODACHI

We thank our corporate partners, who understand our mission to foster leaders of the next generation and provide support that strengthens the TOMODACHI Initiative's operation and organizational foundation.



The TOMODACHI Initiative would like to give special thanks to Takeda Pharmaceutical Company Limited for contributions devoted specifically to strengthening TOMODACHI's operational and administrative capabilities. To be effective, an organization must have dedicated staff and the resources to accomplish its mission. The generous donation by Takeda Pharmaceutical Company Limited provides the ability to develop life-changing programs that nurture the TOMODACHI Generation and build a strong, enduring U.S.-Japan relationship.

EVOLUTION FINANCIAL GROUP

From Spring 2015, Evolution Financial Group provided the U.S.-Japan Council (Japan) and the TOMODACHI Initiative with a large office space in the New Otani Garden Court in Tokyo. This unique and generous contribution has allowed staff of the U.S.-Japan Council (Japan) including the TOMODACHI Initiative to work together in one environment which promotes teamwork and mutual support.



TOMODACHI Initiative Staff

TOMODACHI in the Spotlight

We thank our many corporate partners for raising the profile of the TOMODACHI Initiative and spreading the word about the importance of U.S.-Japan youth exchange.



ANA airplanes display the TOMODACHI logo



TOMODACHI signage throughout Haneda Airport



twitter.com/TOMODACHI



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instagram.com/tomodachi_initiative

tomodachi.org/ja