

TOMODACHI  
INITIATIVE  
ANNUAL  
REPORT



20  
17



TOMODACHI





# Fostering Global Leaders of Tomorrow

Dear Friends,

Thank you for your support of the TOMODACHI Initiative. In 2017, TOMODACHI continued to expand the people-to-people connections between our two countries, and ushered in a new phase of engagement with TOMODACHI program alumni. TOMODACHI is proud of its progress last year in fostering fresh, diverse voices making a positive impact in communities across Japan and the United States. This would not have been possible without the support of so many generous sponsors and partners.

Following the Great East Japan Earthquake in March 2011, the Embassy of the United States in Tokyo under the leadership of Ambassador John Roos, and the U.S.-Japan Council developed the TOMODACHI Initiative to provide hope to youth from the disaster-affected region. In its first year, TOMODACHI provided hundreds of young people with the opportunity to experience the United States. Since then, more than 6,700 young people have participated in over 250 TOMODACHI programs. Today, while maintaining its strong connections to Tohoku, TOMODACHI's mission continues to evolve to include more young Americans, as well as support to young people throughout Japan.

In March 2017, TOMODACHI established the "TOMODACHI Generation Regional Framework," which provides alumni with more opportunities to connect, empower, and inspire each other, and the members of their respective regions of Japan. The Regional Framework encourages alumni to take on even greater leadership roles, applying the skills they learned from their TOMODACHI experiences to find new ways to contribute to their communities. In 2018, new and continuing partnerships will broaden the reach and impact of the TOMODACHI Generation and enhance its mission of fostering Japanese and American leaders through educational and cultural exchanges and leadership programs.

We are grateful to the founders, donors, implementing partners, advisors, and supporters whose vision and generous support allows these young leaders to achieve their dreams. The U.S.-Japan Council and the U.S. Embassy are proud to work together with the Government of Japan and many other partners to provide these once-in-a-lifetime opportunities to Japanese and American youth.

We thank you for contributing commitment to the future of the U.S.-Japan relationship.

Sincerely,



William F. Hagerty  
U.S. Ambassador  
to Japan



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



*“You are going to help us transform a strategic partnership and alliance into a true partnership...and you are going to help transform that partnership into what is a true friendship...TOMODACHI alumni, you are the new caretakers of our partnership. It’s an important responsibility and one that we look forward to seeing you excel in.”*

— William F. Hagerty, U.S. Ambassador to Japan



## 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.

## Our 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 leader.



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



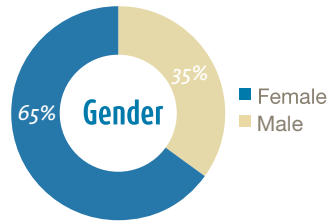


## A Path-Breaking Public-Private Partnership

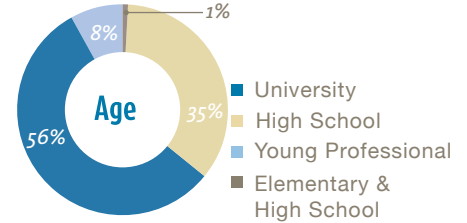


**39** TOMODACHI programs impacted **1,073**  
young people in 2017

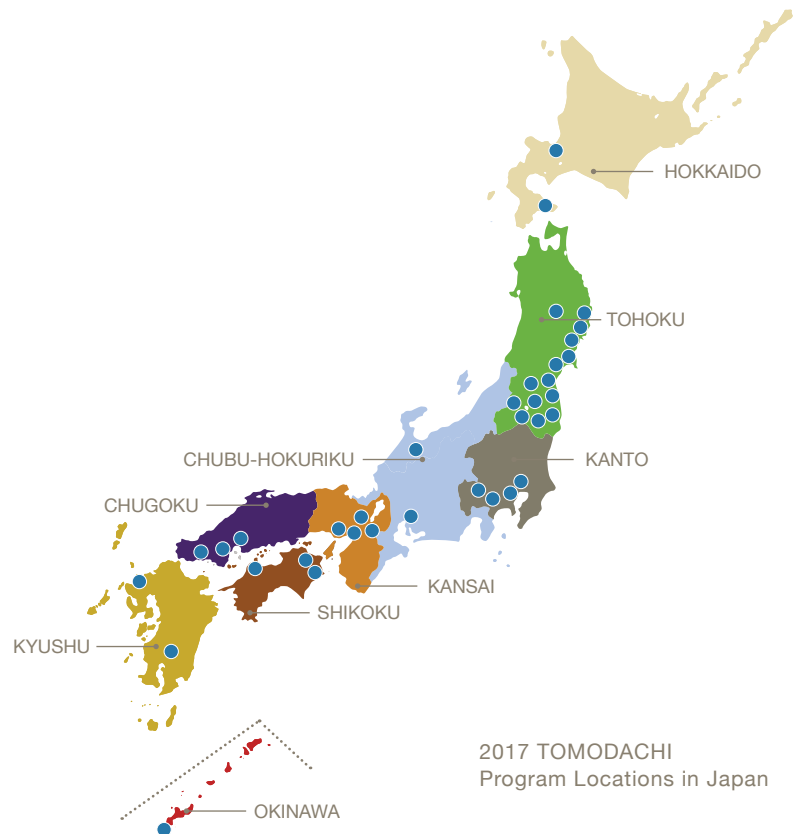
65% Female



56% University



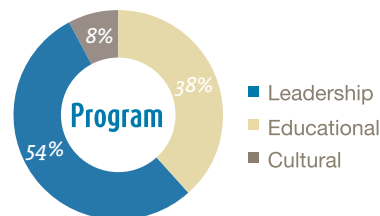
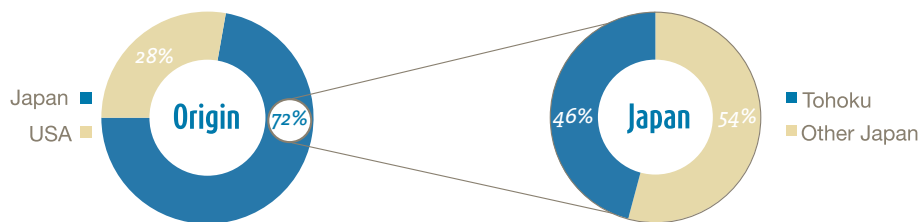
Over **39,000** event and program  
participants from inception through  
December 2017



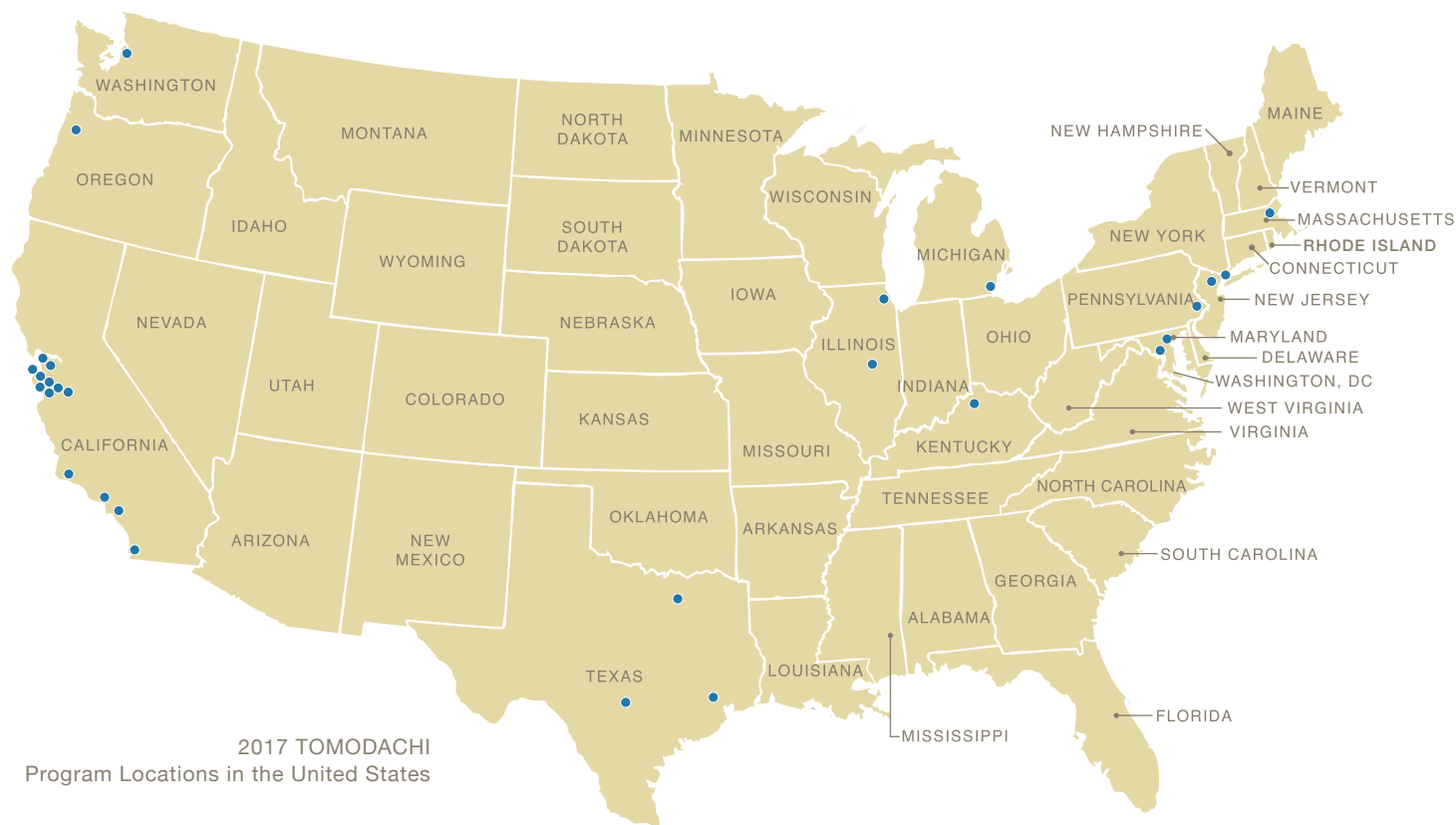


72% from Japan → 46% from Tohoku

54% Leadership



Since its inception, **255** TOMODACHI programs have impacted over **6,700** program participants



*“The Great East Japan Earthquake was the fourth largest earthquake in the world since 1900...The TOMODACHI Initiative has made it possible for Americans and Japanese, many in the disaster-affected areas, to face difficulties, share knowledge, and shape the future together.”*

— Masayoshi Yoshino, Minister for Reconstruction, Government of Japan at the U.S.-Japan Council Annual Conference, Nov. 13, 2017





# Engaging Partners for Sustainable Impact

TOMODACHI Initiative's Strategic Partners provide sustainable support and positively impact the lives of participants through customized programs that offer life-changing opportunities. In 2017, over 500 participants, ranging from middle school students to young professionals, took part in 17 Strategic Partner programs.

These programs included short-term exchanges, scholarships, and fellowships, offering participants global expertise and skills, leadership opportunities, and lasting relationships and connections. Once the programs are complete, these diverse alumni of the "TOMODACHI Generation" have various opportunities to remain engaged and empowered through collaborative alumni events, workshops, and programs.

*“The Great East Japan Earthquake took someone I love. Immediately after the disaster, I wanted to put the disaster behind me...TOMODACHI taught me that my sorrow from the disaster is an important part of me and I can move forward with sorrow in my heart.”*

— Ayaka Obata, TOMODACHI MUFG International Exchange Program



## 2017 Strategic Partner Programs

### Educational Programs



#### **TOMODACHI Honda Cultural Exchange Program**

Twenty high school students traveled from Fukushima prefecture to Los Angeles, California, for this two-week cultural exchange. The program began in 2015 to provide opportunities for Tohoku high school students who suffered from the Great East Japan Earthquake to experience American culture. In 2017, students participated in volunteer activities and homestays, and took part in the historic Rose Parade, performing an original musical piece with Grammy award winning musician Daniel Ho. They also participated in a friendship concert held at the Japanese American Cultural & Community Center.



#### **TOMODACHI MUFG International Exchange Program**

In the sixth year of this reciprocal exchange program, 20 high school students from Southern California traveled to Japan for two weeks of homestays and cultural activities. They visited the MUFG headquarters in Tokyo, made friends with local high school students and their host families in Sendai, volunteered in Natori, witnessed reconstruction efforts in Minamisanriku, and heard the stories of atomic bomb survivors at the Hiroshima Peace Memorial Museum. They concluded the program in Kyoto with local high school students and left Japan with new friendships and a better understanding of U.S.-Japan relations.



#### **TOMODACHI Sumitomo Corporation Scholarship Program**

Launched in 2014, this program enables high-achieving university students with financial need to study at universities in the United States for one academic year. In 2017, ten Japanese students were selected for the program. During their study abroad, the students can attend the U.S.-Japan Council Annual Conference and are offered training experiences by the Sumitomo Corporation of Americas New York Head Office. The goal of the program is to develop globally-minded young leaders who will connect Japan and the United States.



#### **TOMODACHI-UNIQLO Fellowship**

This program, first launched in 2013, offers a world-class educational experience to Japan's next generation of business and fashion leaders at two top-notch U.S. educational institutions: the Fashion Institute of Technology (FIT) and Parsons School of Design. In 2017, two students – one who aspires to be a globally-oriented business manager, and one who aspires to be a fashion designer - received scholarships to pursue graduate studies.



# Engaging People and Communities

## Leadership Programs



### Building the TOMODACHI Generation: *Morgan Stanley Ambassadors Program*

In 2017, twelve Japanese university students traveled to Washington D.C. and participated in an intensive, two-week program with nine American counterparts. They had the unique opportunity to learn about and understand the concept of civil society, its potential to address social issues, as well as its role and function in the United States and Japan. Upon returning to Japan, a de-briefing session was held at the Tokyo office of Morgan Stanley, where students presented their action plans addressing the social issues in Tohoku.



### TOMODACHI Daiwa House Student Leadership Conference

Japanese and American university students studying in the United States convened at two conferences in 2017: one in Boston, Massachusetts, in the spring and one in Chicago, Illinois, in the fall. Under the themes of “Navigating the Past, Charting the Future: Innovation and Engagement in the U.S.-Japan Relations,” and “Industry, Investment and Cross-Cultural Engagement: Developing Leaders for the Future of U.S.-Japan relations in the Midwest,” respectively, the conferences focused on innovation and engagement in U.S.-Japan relations, leadership lessons, and skills to help prepare for a global career to a total of 81 students.



### TOMODACHI J&J Disaster Nursing Training Program

This program was established in 2015 to deepen nursing students’ professional knowledge about disaster nursing and to foster future leaders in their respective regions. In the program’s third year, eight nursing students from Iwate, Miyagi, and Fukushima prefectures participated in a Pre-Trip Seminar in Sendai and a two-week Study Tour in Washington, D.C., New York, and New Jersey where they visited facilities and organizations specializing in disaster medicine and met with other students and leaders in the disaster nursing field. They capped off the program with a Post-Trip Symposium to share lessons-learned.



### TOMODACHI Goldman Sachs Women’s Entrepreneurship Support Program

This program aims to develop female entrepreneurs who can act as role models for other women aspiring to become future leaders. In 2017, Goldman Sachs hosted a symposium on “Work-Life Balance at Social Enterprises and Nonprofit Organizations,” focused on giving employees flexibility through technological advancement, such as teleworking.





*“TOMODACHI made me see the value of disaster nursing. I realized that in order to develop this field, we need to collaborate across sectors and borders. In times of future disasters, I feel a much stronger sense of purpose to contribute not only as a nurse, but also as someone who has suffered from disaster.”*

— Tomoyuki Sato, TOMODACHI J&J Disaster Nursing Training Program



#### **TOMODACHI MetLife Women's Leadership Program**

In its fifth year, this mentorship program took place in four cities across Japan: Tokyo, Osaka, Fukuoka, and Naha. Throughout the ten-month long program, a total of 100 female mentors and mentees attended workshops that focused on leadership development, financial empowerment, networking skills, and personal growth. 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. Since 2013, a total of 438 women (169 university students and 169 mentors) have taken part.



#### **TOMODACHI Microsoft iLEAP Social Innovation and Leadership Program**

This program is designed to cultivate a new generation of Japanese social entrepreneurs and community leaders who are prepared to make a positive impact in Japan, the United States and the world. In 2017, through Spring and Summer programs, a total of 43 Japanese university students and young professionals traveled to Seattle, Washington to develop skills in philanthropy, leadership, and entrepreneurship and to visit Microsoft's headquarters. Upon returning to Japan, participants continued to engage in intensive leadership training, and to hone their projects with support of experts including Microsoft employees.



#### **TOMODACHI-Mitsui & Co. Leadership Program**

In the program's fifth year, nine 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 Iwate Prefecture and Tokyo, and the Japanese delegates visited Washington, D.C., and Houston, Texas, just one week after Hurricane Harvey. During the visits, participants discussed their roles in contributing to the prosperity and economic vitality of U.S.-Japan relations along the program's theme of "Innovation, Entrepreneurship and Leadership."



#### **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. In 2017, the students also visited the neighboring city of Richmond to help revitalize a city-owned park and presented their action plans to the people of Richmond. These students gained leadership skills and insights into community building, which they then used to develop their own action plans for Tohoku.



# Engaging People and Communities

## Cultural Programs



### **TOMODACHI Goldman Sachs Music Outreach Program**

Thirty-eight artists from The Young Americans, a U.S.-based music outreach non-profit organization, visited elementary and middle schools throughout the disaster-affected Iwate and Fukushima prefectures to conduct singing and dancing workshops for over 800 students and teachers. The participants learned to work together and respect one another's strengths, and discovered their potential through the universal language of music. They also gained confidence and interest in different languages and cultures through interactions with the inspiring cast members of The Young Americans.



### **TOMODACHI Suntory Music Scholarship Fund**

Since 2014, this fund has provided scholarships to 10 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 and strengthen U.S.-Japan relations through the study of music. In November 2017, two scholars were selected to perform at the U.S.-Japan Council Annual Conference in Washington D.C.




*“TOMODACHI was a life transforming experience for me. I was able to hone my musical ability and harness my excitement for music. Studying at a top jazz university in the United States gave me an opportunity to widen my perspectives on music and my performances.”*

— Shun Kumagai, TOMODACHI Suntory Music Scholarship Fund





“I realized that I do not have to be the same as everyone else and that I should pursue my own path.”



The TOMODACHI Combiini Fund, generously supported by FamilyMart Co., Ltd. and Lawson, Inc., provides support for rebuilding Tohoku and investing in next-generation leaders among Tohoku youth. In 2017, the TOMODACHI Combiini Fund sponsored the TOMODACHI High School Women Career Mentoring Program in Fukushima, a four-phase career development program for 125 female high school students from Fukushima prefecture. The program aims to provide participants with opportunities to broaden their perspectives and gain the confidence to explore future possibilities. In one phase, the students reflected on their future goals, listened to inspiring stories of overcoming challenges from university students and professional mentors, and presented their learnings to younger students.



# Empowering 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 hundreds of young Japanese students from Iwate, Miyagi, and Fukushima prefectures opportunities to participate in comprehensive and innovative educational and cultural exchange programs. In 2017, a total of 7 programs were funded to promote exchanges between youth in Tohoku and the United States.

From its establishment to December 2017, over 700 program participants from 45 programs have been supported by the Fund for Exchanges. The alumni from these programs continue to serve in key leadership positions that address the needs and challenges of alumni in their respective regions and communities. They engage and inspire one another to build strong, enduring relationships.

2018 will continue the success of the Fund for Exchanges programs and will continue to pursue quality and impactful Tohoku-focused programs that provide life-transforming opportunities for participants.



*“TOMODACHI has taught me about using my voice to advocate for what I believe in, and how to keep my head up and stay determined even through hardships.”*

— Sky Genies, TOMODACHI U.S.-Japan Youth Exchange Program



## 2017 TOMODACHI FUND FOR EXCHANGES PROGRAMS

2017 Chicago-Tagajo TOMODACHI Exchange Program | TOMODACHI Dallas-Sendai Young Ambassador's Program 2017 | TOMODACHI FIRST Program (Food Innovation for Regional Sustainability in Tohoku) | TOMODACHI San Diego/Tijuana-Ofunato Youth Baseball Exchange Program 2017 | TOMODACHI Southern California-Iwate Youth Cultural Exchange Program | TOMODACHI Taylor Anderson Memorial Fund (TAMF) Research Exchange Program | TOMODACHI U.S.-Japan Youth Exchange 2017





## Promoting 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 2017, 15 general fund programs were implemented, providing over 400 participants, ranging from middle school students to young professionals, with the opportunity to learn about Japan and the United States while fostering their leadership and networking skills. Participants included youth throughout Japan, as well as from various cities across the United States.



*“Through TOMODACHI, I was able to make both Japanese and American friends, and [we] could freely and comfortably interact with one another. The program enabled me to face my own personal goal of wanting to overcome my difficulties and to grow mentally and socially to achieve my dreams.”*

—Thalia Garcia, TOMODACHI Foster Youth Leadership Program



## 2017 GENERAL FUND PROGRAMS

2017 TOMODACHI Bridging Scholars Program | 2017 TOMODACHI CIE Grassroots Summit in Nara | 2017 TOMODACHI-STEM @ Rice University Program | 7th U.S. Embassy-Keio SFC-TOMODACHI Entrepreneurship Seminar | Global Classmates 2016-2017 | The 69th Japan-America Student Conference (JASC) | TOMODACHI Disability Leadership Program in America | TOMODACHI Emerging Leaders Program | TOMODACHI Foster Youth Leadership Program | TOMODACHI Generation Global Leadership Academy (GLA) 2017 | TOMODACHI Inouye Scholars Program | TOMODACHI NAJAS Grassroots Exchange Program San-Antonio-Kumamoto | TOMODACHI NAJAS Grassroots Exchange Program-Colorado Springs and Fujiyoshida | TOMODACHI Social Entrepreneurship Award Program | TOMODACHI TUJ Internship Program

# Impact Beyond Borders: Active Alumni Engagement



The TOMODACHI Alumni Leadership Program fosters the next generation of Japanese and American leaders and builds upon the initial TOMODACHI experience to inspire and empower the young people of Japan and the United States. The Program provides alumni with opportunities to acquire further experiences, skills, and confidence to achieve their dreams, inspire fellow alumni, and contribute to a better world.

In March 2017, the TOMODACHI Alumni Regional Framework was established to strengthen support for the TOMODACHI Generation spread out across Japan and the United States. This new framework introduces seven regions of Japan; each represented by two university or high school student alumni serving as Regional Leaders with support from a young professional alumni serving as their Regional Mentor. The Framework includes an in-depth year-long leadership development program that provides

opportunities for the alumni to inspire and empower each other, and develop skills by organizing activities and events that address the needs and challenges in their respective regions.

Another testament to the achievements of TOMODACHI alumni in 2017 was the TOMODACHI Generation Summit, planned and executed entirely by alumni for alumni. The Summit gathered over 270 alumni to participate in workshops; panels with professionals and alumni from various industries; and an Expo that showcased the diversity of regions represented by alumni.

By the end of December 2017, the alumni community consisted of over 6,700 people, who participated in over 250 diverse programs. With generous support from The Prudential Foundation, 44 TOMODACHI alumni programs were completed in 2017 with 942 alumni participants.



“The TOMODACHI alumni have not only encouraged and empowered me, but created a place that allowed me to stop and exhale. In the future, I want to be a leader who consoles and supports and who empowers one another towards a better world.”

— Yuka Iwabuchi, TOMODACHI Dallas-Sendai Young Ambassador's Program, 2017 TOMODACHI Alumni Regional Co-Leader, Kanto Region



### 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 through 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.

# Future Global Leaders & Changemakers



Specialized, innovative programs and events help the TOMODACHI Generation build on their initial TOMODACHI experience through additional knowledge, skills and networks. Through these opportunities, the alumni engage actively in the community and uncover their potential to make a positive impact in society as the next generation of leaders.

## SIGNATURE PROGRAMS

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

### **TOMODACHI Generation Summit**

Planned and executed by a core committee of alumni, the Summit gathered over 270 alumni in Tokyo to participate in a full day of workshops; panels with professionals and alumni from various industries; and an Expo that showcased the diversity of interests and regions represented by alumni.

### **TOMODACHI U40 Summit**

Under the theme of “Global Connections, Local Perspectives”, over 60 young professional alumni leaders gathered in Los Angeles to discuss the importance of taking risks and collaborating towards global change.

### **U.S.-Japan Council Annual Conference, TOMODACHI Workshop**

Under the theme of “Transformed by TOMODACHI”, eight alumni speakers shared their experiences and touched upon a range of topics, including leadership, women’s empowerment, storytelling, and giving back to the community.

### **TOMODACHI Alumni Regional Framework: Welcome and Theme Events**

This program featured a year-long leadership development program where TOMODACHI Alumni Regional Leaders and Mentors representing each of the seven regions, planned and hosted Welcome and Theme Events addressing the challenges and needs of their communities.

## INNOVATIVE PROGRAMS

Aimed at passionate alumni with specific interests, innovative programs are scalable and impactful with a unique purpose and focus on a certain region or theme.

### **TOMODACHI Alumni Disaster Resilience Training Program**

This multi-part program consists of four two-day training sessions aimed at providing both practical skills and theoretical knowledge in the fields of disaster preparedness, disaster management and psycho-social support.

### **TOMODACHI Generation Global Leadership Academy**

This three-day program, held in Tohoku for the first time, provided TOMODACHI high school and college alumni from Tohoku the opportunity to nurture global perspectives and tackle challenges facing their local communities.

### **TOMODACHI KaoLINK Fukushima Rebranding Program**

This multi-part program aims to rebrand Fukushima through the power of scent. By creating original scents that are tied to the emotions of particular regions and events, participants learn about community building, marketing, branding, project management, and the power of developing memories and emotions through scent.

## 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 | Indy 500 Reception | TOMODACHI Reception at U.S. Ambassador’s Residence | 6th Year Commemoration of Great East Japan Earthquake Reception | Roundtable with U.S. Embassy Public Diplomacy Officials | TOMODACHI Roundtable with Fukushima Governor Uchibori





# Succeeding Through Partnerships



TOMODACHI works with many partners in order to make these life-changing experiences possible for young people. In 2017, the following partners implemented programs based on TOMODACHI grants:

American Councils for International Education (ACIE) | Berklee College of Music | Children's National Medical Center | Cultural Vistas | Fashion Institute of Technology | iLEAP | International Foster Care Alliance | International Student Conferences | The Japanese Association of the Experiment in International Living | 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 | Laurasian Institution | Lumina Learning | National Association of Japan-America Societies | New Business Conference | NPO Sokoage | Parsons School of Design | Peace Boat Disaster Relief Volunteer Center | 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 | University of Massachusetts Boston | The Washington Center | World In Tohoku (WIT)

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

(as of December 31, 2017)

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

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  
Director and Corporate Senior Vice President,  
Responsible for Enterprise Risk Management &  
Global General Counsel, ORIX Corporation

### Board Of Councilors, U.S.-Japan Council (Japan)

(as of December 31, 2017)

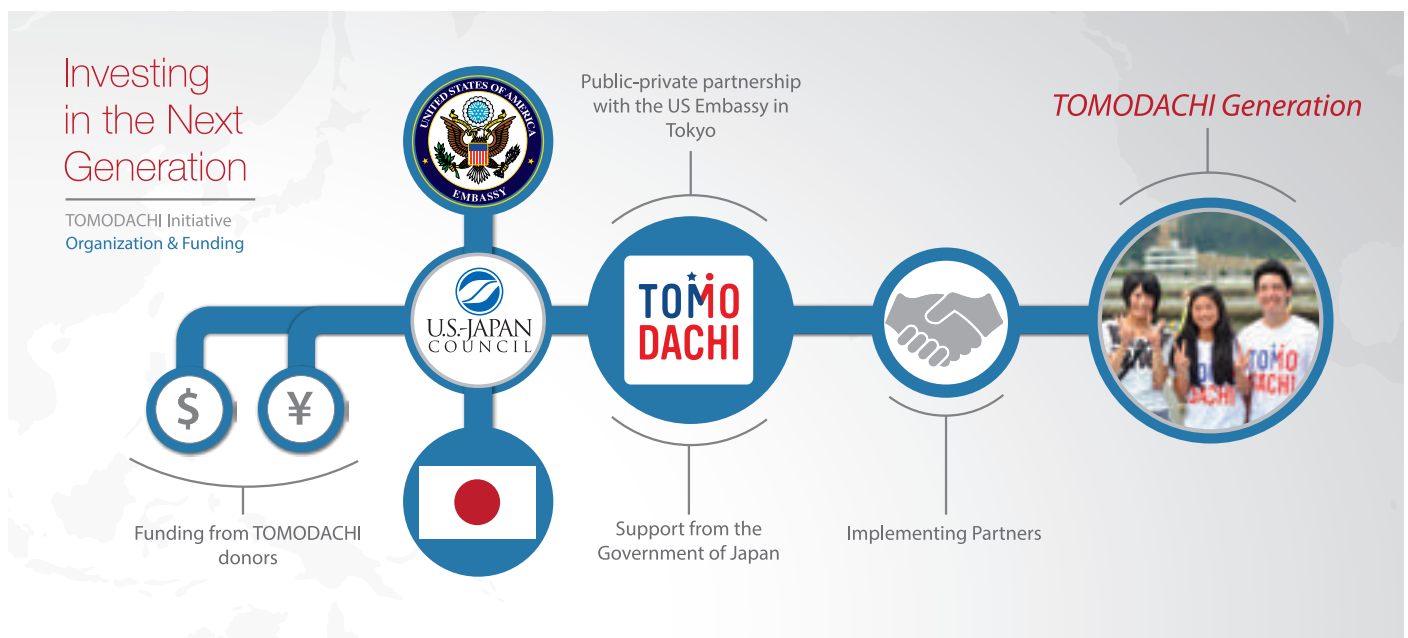
Kathy Matsui, Chair  
Vice-Chair, Goldman Sachs Japan Co., Ltd.

Royanne K. Doi  
Chief Compliance Officer, Prudential International Insurance,  
Prudential Financial, Inc. (Japan Representative Office)

Daniel Fujii  
President, Trust Capital Co., Ltd.

William Ireton  
Representative Director,  
Ireton Entertainment Inc.

Henry Seiichi Takata  
Representative Director,  
Syn Tech Japan Co., Ltd.





The following financial reports include a summary of financial report on the TOMODACHI Initiative 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](http://www.usjapanCouncil.org) and for U.S.-Japan Council (Japan) at [www.tomodachi.org](http://www.tomodachi.org).

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

## Cumulative TOMODACHI Commitments by Year (USD)

	2011-16	2017	2018-21 (committed)	TOTAL
<b>TOMODACHI CONTRIBUTIONS AND PLEDGES</b>				
USJC (Japan)	\$22,466,775	\$3,217,048	\$3,121,648	\$28,805,471
USJC (US)	16,394,648	1,625,336	3,262,042	21,282,026
In-Kind Donations (US-Japan)	3,800,464	518,250	2,000,000 <sup>1</sup>	6,318,714
<b>Total Contributions and Pledges</b>	<b>\$42,661,887</b>	<b>\$5,360,634</b>	<b>\$8,383,690</b>	<b>\$56,406,211</b>
<b>TOMODACHI EXPENSES</b>				
USJC (Japan) Programs and Program Support	\$16,786,058	\$3,583,291	\$2,809,483 <sup>2</sup>	\$23,178,832
USJC (US) Programs and Program Support	13,022,659	1,967,912	2,935,838 <sup>2</sup>	17,926,409
<b>Total Programs and Program Support Expenses</b>	<b>\$29,808,717</b>	<b>\$5,551,203</b>	<b>\$5,745,321</b>	<b>\$41,105,241</b>
USJC (Japan) Administration and Fundraising	\$909,461	\$335,239	\$312,165 <sup>2</sup>	\$1,556,864
USJC (US) Administration and Fundraising	785,825	218,657	326,204 <sup>2</sup>	1,330,686
<b>Total Administration and Fundraising</b>	<b>\$1,695,286</b>	<b>\$553,896</b>	<b>\$638,369</b>	<b>\$2,887,551</b>
In-Kind Expenses (US and Japan)	\$3,800,464	\$518,250	\$2,000,000 <sup>1</sup>	\$6,318,714
<b>Total Expenses</b>	<b>\$35,304,467</b>	<b>\$6,623,349</b>	<b>\$8,383,690</b>	<b>\$50,311,506</b>



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

## TOMODACHI

## Statement of Financial Position (USD)

	2017	2016
<b>Current Assets</b>		
Cash and Cash Equivalents	\$2,685,629	\$3,073,527
Accounts Receivable	506,276	608,708
Other Assets	-	-
Intangible Assets - Trademarks	2,335	2,335
<b>Total Assets</b>	<b>\$3,194,240</b>	<b>\$3,684,570</b>
<b>Liabilities</b>		
Accounts Payable	\$51,620	\$3,758
Other Current Liabilities	-	-
<b>Net Assets</b>	<b>\$3,142,620</b>	<b>\$3,680,812</b>
<b>Total Liabilities and Net Assets</b>	<b>\$3,194,240</b>	<b>\$3,684,570</b>

## Income and Expense Summary

	2017	2016
<b>Revenue</b>		
TOMODACHI Corporate Donations	\$1,450,960	\$2,249,540
Interest Income & Other Income	174,376	114,716
<b>Total Revenue</b>	<b>\$1,625,336</b>	<b>\$2,364,256</b>
<b>Expenses</b>		
Program and Program Support	\$1,967,912	\$1,982,257
Administrative and Fundraising	218,657	140,453
<b>Total Expenses</b>	<b>\$2,186,569</b>	<b>\$2,122,710</b>
Currency Exchange Revaluation	23,041	23,078
<b>Total Change in Net Assets <sup>3</sup></b>	<b>(538,192)</b>	<b>264,624</b>
<b>Net Assets, Beginning of Year</b>	<b>3,680,812</b>	<b>3,416,188</b>
<b>Net Assets, End of Year</b>	<b>\$3,142,620</b>	<b>\$3,680,812</b>



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

## TOMODACHI

## Statement of Financial Position (USD)

	2017	2016
<b>Current Assets</b>		
Cash and Cash Equivalents	\$3,366,521	\$4,058,173
Accounts Receivable	-	-
Other Assets	4,902	5,590
Fixed Assets (net)	26,646	5,048
<b>Total Assets</b>	<b>\$3,398,069</b>	<b>\$4,068,811</b>
<b>Liabilities</b>		
Accounts Payable	\$541,028	\$492,448
Other Current Liabilities	27,333	44,525
<b>Net Assets</b>	<b>\$2,829,709</b>	<b>\$3,531,837</b>
<b>Total Liabilities and Net Assets</b>	<b>\$3,398,069</b>	<b>\$4,068,810</b>

## Income and Expense Summary

	2017	2016
<b>Revenue</b>		
TOMODACHI Corporate Donations	\$3,133,691	\$4,773,631
Interest Income & Other Income	83,357	887
<b>Total Revenue</b>	<b>\$3,217,048</b>	<b>\$4,774,518</b>
<b>Expenses</b>		
Program and Program Support	\$3,583,291	\$4,468,846
Administrative and Fundraising	335,239	271,512
<b>Total Expenses</b>	<b>\$3,918,530</b>	<b>\$4,740,358</b>
Currency Exchange Revaluation	-646	-41,172
<b>Total Change in Net Assets <sup>3</sup></b>	<b>(702,128)</b>	<b>(7,012)</b>
<b>Net Assets, Beginning of Year</b>	<b>3,531,837</b>	<b>3,538,849</b>
<b>Total Change in Net Assets</b>	<b>\$2,829,709</b>	<b>\$3,531,837</b>

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 2018-2021.

3. The Total Change in Net Assets reflects only contributions received and expenditures made in the specified year. 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.

# 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)

Aflac International Incorporated	Hotel Okura Tokyo Co., Ltd.	Tokio Marine & Nichido Fire Insurance Co., Ltd.
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ExxonMobil Japan	Orrick, Herrington & Sutcliffe LLP	
Hayasaka Tax Accountants' Office Co., Ltd.		

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.



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 an environment that promotes teamwork and mutual support.

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





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