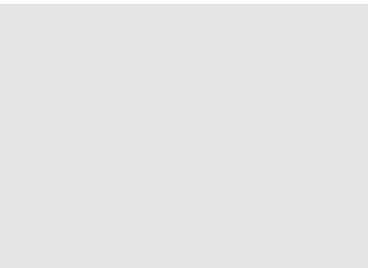




U.S.-JAPAN COUNCIL

2019 Annual Report



A DECADE OF FOSTERING LEADERS



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Dear Friends,

It has been more than ten years since the founding of the U.S.-Japan Council (USJC). In 2019, we commemorated this milestone at our Annual Conference in Los Angeles (the very city where a group of Japanese American leaders first conceptualized USJC in 2008). Many USJC members provided stories and quotes from the past decade—which you will find throughout this Annual Report. It was a time of celebration and a renewed commitment to make our work in the next decade even more impactful.

Japan's new era of Reiwa began in 2019, and this has been a time of change for USJC as well. The COVID-19 outbreak has impacted all of our lives, our communities and our programs. Though we face limitations in our normal programming and events, we believe the mission of promoting friendships between the United States and Japan is as important as ever. We are using technology and virtual resources to continue connecting and developing leaders, and fostering a new generation of changemakers.

In 2020, a new CEO will be hired to lead the organization's next era of growth. We will ensure that USJC remains an organization worthy of the support of our members, sponsors, and other partners. Our strong people-to-people network will remain at the forefront of U.S.-Japan relations, and will provide critical leadership for whatever global challenges might occur.

Building upon the success of our leadership programming, we will continue to provide a platform to create connections, promote diverse voices, embrace innovation, and emphasize service in order to leverage the U.S.-Japan relationship to solve global challenges. To do this, we rely on our biggest asset — our network of leaders across backgrounds, sectors and generations in the United States and Japan.

The TOMODACHI Initiative, which was born in 2011 to support Tohoku students who were affected by the Great East Japan Earthquake, has grown tremendously. We remain committed to Tohoku, but now support youth throughout Japan and the United States. This public-private partnership with the U.S. Embassy in Tokyo, supported by the Government of Japan and many sponsors, has now become a pipeline for future leaders. We will continue TOMODACHI in the next decade, beyond its upcoming 10-year commemoration.

On behalf of the U.S.-Japan Council, we thank each of our generous donors, dedicated Board members, and engaged Council Leaders, Associates and Friends for your strong support in 2019. We extend special thanks to our hard-working staff. We reached new milestones in our mission to strengthen U.S.-Japan relations and foster people-to-people connections, which we are proud to highlight with this 2019 Annual Report.

Sincerely,

Irene Hirano Inouye
President

Phyllis Campbell
Chair of the Board

ABOUT THE U.S.-JAPAN COUNCIL



OUR MISSION

THE U.S.-JAPAN COUNCIL develops and connects diverse leaders to create a stronger U.S.-Japan relationship. Founded by Japanese Americans, the Council brings together leaders of the United States and Japan from across backgrounds, sectors and generations to partner for a better future for the Asia-Pacific region and beyond.

OUR PURPOSE

- We are a unique community that brings together Japanese American and other leaders of the United States and Japan, strengthening ties between the two countries.
- We bring together a network of diverse leaders across sectors for meaningful collaboration, creating deep and lasting relationships.
- We develop the next generation of leaders by offering life-changing experiences that inspire participants to contribute to a stronger U.S.-Japan relationship.
- We believe in service and are committed to action in areas where our multicultural perspectives and experiences can make a difference.

The U.S.-Japan Council, a 501(c)(3) nonprofit educational organization, was founded in 2008 and is headquartered in Washington, DC with staff in California, Hawaii and Tokyo. In 2012, the U.S.-Japan Council (Japan) was created to support the administration of the TOMODACHI Initiative, and in 2013, it became a Public Interest Corporation (*Koeki Zaidan Hojin*). The U.S.-Japan Council (Japan) maintains offices in Tokyo, Japan.

“I commend USJC for bringing together key players in the U.S.-Japan relationship for discussions on how to strengthen and advance the relationship between our two great countries.”

—ASSISTANT SECRETARY DAVID R. STILWELL,
ASSISTANT SECRETARY, BUREAU OF EAST ASIAN
AND PACIFIC AFFAIRS,
U.S. DEPARTMENT OF STATE

“I have seen how people-to-people connections deepen relations between nations. This is what USJC also knows and does so well. We ... thank the Council for all it does to strengthen the special bonds between our peoples.”

—AMBASSADOR SHINSUKE J. SUGIYAMA,
AMBASSADOR OF JAPAN TO THE UNITED STATES

A DECADE OF FOSTERING LEADERS

THE U.S.-JAPAN COUNCIL WAS founded in December 2008 and opened offices in 2009. Since then, USJC has grown significantly in membership, scope and scale of activities, and connections made between Japanese and American leaders. Here are some highlights of the past decade:

TIMELINE (2008–19)



◀ **2008**
Japanese American leaders who aim to strengthen U.S.-Japan relations establish USJC.



◀ **2011**
The TOMODACHI Initiative is founded in the aftermath of the Great East Japan Earthquake.



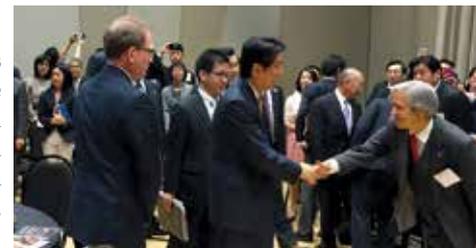
◀ **2014**
The Asian American Leadership Delegation (AALD), sponsored by the Sasakawa Peace Foundation, is launched.



▶ **2010**
USJC holds its first Annual Conference, which welcomes the first cohort of the Emerging Leaders Program (ELP).



▶ **2013**
The Japanese American Leadership Delegation (JALD) meets with Prime Minister Abe. The Ministry of Foreign Affairs has sponsored JALD since 2000.



▶ **2015**
Prime Minister Abe visits Silicon Valley. This gives rise to the Silicon Valley Japan Platform, a collaboration between USJC and the Asia Pacific Initiative.

▶ PRESENT DAY

Programs like ELP, the TOMODACHI Initiative, JALD and AALD continue to foster leaders.



LOOKING BACK; THINKING AHEAD

"I was one of the co-founders along with several other Japanese American leaders, and it was exciting to think about the possibilities of a new organization that would focus on building a strong people-to-people relationship. . . I think the future is whatever we can imagine it might be . . . I am confident that if we bring the right people together, that whatever challenges we might find in the future, people will find a way to work together."

—IRENE HIRANO INOUE,
PRESIDENT, U.S.-JAPAN COUNCIL

"I believe that the U.S.-Japan Council's vigorous efforts to strengthen the relationship between Japan and Japanese Americans over the past decade are highly valuable. In particular, its efforts to cultivate the next generation of Nikkei leaders and strengthen networks will create the foundation for amicable Japan-U.S. relations for the coming 50 or even 100 years."

—HIS EXCELLENCY SHINZO ABE,
PRIME MINISTER OF JAPAN

SIGNATURE PROGRAMS:

2019 ANNUAL CONFERENCE

LEADERSHIP INITIATIVE

JAPANESE AMERICAN LEADERSHIP DELEGATION PROGRAM

EMERGING LEADERS PROGRAM

ASIAN AMERICAN LEADERSHIP DELEGATION PROGRAM

WOMEN IN LEADERSHIP



2019 ANNUAL CONFERENCE



Left: Amy Webb, Professor, NYU Stern School of Business; Founder and CEO, The Future Today Institute, offers an Insight Talk titled “The Big Nine & Japan’s Role in the Destiny of AI”

Above: Takeshi Uchiyamada, Chairman of the Board of Directors, Toyota Motor Corporation, shares remarks on the importance of innovation

THE U.S.-JAPAN COUNCIL, TOGETHER with the U.S.-Japan Council (Japan), held its tenth Annual Conference in Los Angeles from November 4 to 5. The 2019 theme, **“Bold Ideas, Bolder Leadership: The Next Stage of U.S.-Japan Relations,”** explored leadership and innovation within government and corporate spheres. In celebration of the tenth anniversary of the U.S.-Japan Council, President Irene Hirano Inouye invited the audience to look forward to the next decade as USJC pursues future initiatives to continue bringing Japan and the United States closer together.

BOLD LEADERSHIP WITHIN THE BUSINESS SECTOR

Kazuo Hirai, Senior Advisor and former Chairman of Sony, discussed how innovative leadership is crucial for international success with former U.S. Ambassador to Japan John Roos in a plenary dialogue called “Building Global Bridges through Visionary Corporate Leadership.” He shared his own multinational experience growing up in both the United States and Japan, and how this encouraged him to pursue forward-thinking ideas, invest in the growth of young professionals and embrace diversity. Discussing his experience as Sony’s President and Chairman, Mr. Hirai praised the power of interpersonal relationships and how a culture of open dialogue fosters bold ideas.

JAPANESE AMERICANS IN THE SPOTLIGHT

The conference celebrated its Hollywood location by showcasing Japanese Americans succeeding in sports and entertainment industries in a plenary dialogue, “Japanese American Stars: Next-Gen Leaders Setting a New Stage.” This session brought together Bobby Webster, General Manager of the 2019 NBA Champion Toronto Raptors; dancer Koine Iwasaki; and champion ice dancer siblings Alex and Maia Shibutani to share their experiences in the spotlight. They reflected on their personal stories as Japanese Americans, how their heritage has impacted their lives and the ways they carry this identity into their work.

Left to right: Member of the USJC Legacy Council Jan Yanehiro (JALD ‘10), Bobby Webster, Koine Iwasaki, Maia Shibutani, Alex Shibutani



Council Leader Naomi Funahashi (ELP ‘11) shares her family’s story as Japanese Americans on the Emerging Leaders Program alumni panel: “Amplifying Community Voice”

“We have an opportunity right now, I think, to take this incredibly important relationship that we have, and friendship that we have, to foster strategic collaborations.”

—AMY WEBB, PROFESSOR,
NYU STERN SCHOOL OF BUSINESS;
FOUNDER AND CEO, THE FUTURE
TODAY INSTITUTE





Left: Japanese musician, actor and UNHCR Goodwill Ambassador MIYAVI performs at the conference reception
Right: Kazuo Hirai shares the importance of visionary leadership and promoting open dialogue with John Roos

“The scope and space of change can be overwhelming. But more often, these forces energize me to push myself and in turn, those whom I lead to expand our thinking. In my office, I have two words up on my wall: ‘will’ and ‘challenge.’ The combination of these words are important to me. [It] inspires me to continue pushing our limits.”

—TAKESHI UCHIYAMADA, CHAIRMAN, TOYOTA MOTOR CORPORATION

NEW TOMODACHI PROGRAM ANNOUNCED; GO FOR GOLD! OLYMPICS PREVIEW

Michael Turner, Culture and Sports Attaché, U.S. Embassy in Tokyo, announced a new TOMODACHI program: the TOMODACHI-U.S. Embassy Go for Gold Leadership Program. Designed to strengthen the sports industry in Japan and further leadership development for Japanese students in the field of sports management, it was established to complement the ongoing “Go for Gold” initiative, the Embassy’s signature Olympics-related school outreach campaign, to gear up for the Tokyo 2020 Olympics and Paralympics. Noriyuki Shikata, a minister at the Embassy of Japan in the United States, shared a preview of the 2020 Olympics.



Michael Turner, Cultural and Sports Attaché at the U.S. Embassy in Tokyo, announces the TOMODACHI-U.S. Embassy Go for Gold Leadership Program



Left to right: Bill Allen, CEO, Los Angeles County Economic Development Corporation; Takeshi Komoto, Minister for Economy, Trade and Industry, Embassy of Japan in the United States of America; Maria S. Salinas, President & CEO, Los Angeles Area Chamber of Commerce; and Frank Buckley, Anchor, KTLA Morning News

KEY FACTS

- THERE WERE APPROXIMATELY 650 attendees, including about 350 members
- THIS WAS USJC’S FIRST Annual Conference to be held in Los Angeles, and the second to be held in California
- 101 GENEROUS SPONSORS contributed more than \$1.25 million
- MEDIA COVERAGE INCLUDED: *Mainichi Shimbun*, *NHK* and *The Washington Post*.

PANEL DISCUSSIONS AND SPECIAL PROGRAMMING:

The conference showcased expertise from regional, national and international leaders within a range of sectors. With a special focus on innovation and forward-thinking ideas that promote U.S.-Japan partnership, topics included:

- Japan x SoCal/LA: A Rich History of Mutual Prosperity
- Japanese & Asian Americans in Entertainment
- Discovering Global Nikkei Identity
- Indo-Pacific Geopolitics & Trade: Risk Assessment & Security

LEADERSHIP INITIATIVE



Participants discuss in small groups



Left: Mr. Boudia addresses the audience
Right: USJC Board Chair Phyllis Campbell and Board Member Bill Tsutsui share tips on how to serve on boards



Associate Stacy Uchida summarizes the thoughts of her group



IN 2019, USJC LAUNCHED THE LEADERSHIP INITIATIVE.

Building upon the success of USJC's leadership programming, the U.S.-Japan Council Leadership Initiative provides a platform to create connections, promote diverse voices, embrace innovation and emphasize service in order to leverage the U.S.-Japan relationship to solve global challenges.

LEADERSHIP WORKSHOPS

In November, USJC piloted a series of Leadership Workshops. Held in tandem with the Annual Conference in Los Angeles, the workshops were hands-on, experience-based sessions created to inspire and challenge participants to deepen their effectiveness as leaders.

The Opening Plenary featured David Boudia, a three-time U.S. Olympic diver, who shared how he overcame adversities, remained committed to his goal, and won medals at the London games in 2012 and the Rio games in 2016.

Two sets of breakout sessions gave participants a wide range of choices. Some were about how to lead organizations, such as by serving on a board or guiding others through necessary changes. Others proposed new approaches to leadership, such as by becoming more entrepreneurial and innovative, or applying design thinking to challenges. Some others showed examples of community leaders who are civically engaged, or ways to create a life portfolio and prioritize passions.

A capstone session led by Board Member Jill Nishi (Director, Strategy Planning & Management / Chief of Staff, U.S. Program, Bill and Melinda Gates Foundation) brought participants together for a final workshop discussing what they learned and how they will apply that to their professional and personal lives.

REGIONAL LEADERSHIP PROGRAM

In September, USJC members in the New England region hosted USJC's first Regional Leadership Program at the Berklee College of Music. The Regional Leadership Program offers educational content about U.S.-Japan issues and deepens the connections among USJC members and others in the community. The half-day event in Boston brought together 35 members and supporters, including Japanese Consul General Setsuo Ohmori, to discuss the past, present and future of U.S.-Japan relations. Highlights included a discussion about the legacy of Japanese American incarceration and a panel on social issues in Japan.

USJC Board Member Atsuko Fish (Founding Trustee, Fish Family Foundation), pictured with (from left) Council Leader Christine Pilcavage of the MIT Japan Program, Dr. Michael Goodman, Professor at the University of Massachusetts Dartmouth, and Council Leader Eric Nakajima, Principal Consultant at Nakajima Economic Consulting, tells the audience to never underestimate the power of Japanese women



Ministry of Foreign Affairs of Japan
外務省

JAPANESE AMERICAN LEADERSHIP DELEGATION PROGRAM



THE JAPANESE AMERICAN LEADERSHIP DELEGATION (JALD) program provides the opportunity for a select group of Japanese American leaders to travel to Japan to engage with Japanese leaders in the business, government, academic, nonprofit and cultural sectors.

The 2019 Japanese American Leadership Delegation traveled to Tokyo and Kumamoto in March. In Tokyo, they met with senior leaders in the business and government sectors, including Foreign Minister Taro Kono. In Kumamoto, they spoke at a symposium that was co-sponsored with the Japan Foundation Center for Global Partnership and Kumamoto City, discussing how to create cities that will continue to draw future generations.

JALD is generously sponsored by the Ministry of Foreign Affairs of Japan.

"I believe that the range of backgrounds of our group helped present a true picture of the Japanese American community to our hosts. We repeatedly heard that connections are made people-to-people, and I believe that is true. But those connections can be made throughout the United States and Japan, and not just between Washington, DC or California and Tokyo. I think that there is as much to gain, if not more, by forging connections between our smaller Japanese American communities and Japan."

—MS. KELLY YAMASAKI

THE 2019 JALD DELEGATES

The 2019 JALD was a very geographically diverse group, including delegates from Arizona, Idaho, Nebraska and Vermont. In September, six months after their trip, the 2019 delegates convened for a reunion in Seattle. They learned about the local Japanese American history and met many government, business and community leaders. This was the first time a JALD group self-organized a reunion and met outside of the USJC Annual Conference.



JALD ALUMNI

In November, JALD alumni from all over the United States and Japan gathered at a reception that was part of the 2019 Annual Conference. Returning to Los Angeles, where JALD delegations typically gather for their orientation, they reunited with many who supported their trip or served as speakers.

"As the only living JALD alumnus from Arizona, I feel a tremendous responsibility to [the state's] Japanese American community ... I am enthused about the opportunity to contribute to the Japanese American community, nationally and in Arizona, and to help strengthen U.S.-Japan relations."

—MR. BRYCE SUZUKI

EMERGING LEADERS PROGRAM



THE U.S.-JAPAN COUNCIL'S EMERGING LEADERS PROGRAM (ELP) identifies, cultivates and empowers a new generation of Japanese American leaders. Emerging Leaders participate in leadership education, design and implement original USJC programming, and develop powerful, lifelong personal and professional friendships. A new cohort of leaders aged 24-35 is selected annually to attend the Annual Conference, become USJC Associates, and join program alumni in bridging the future of the U.S.-Japan relationship.

In its tenth year, the 2019 program brought 13 Japanese American young professionals to Los Angeles for the 2019 USJC Annual Conference. The Emerging Leaders participated in a leadership orientation program, networked with high-level leaders and participated in the Annual Members Meeting.



U40 SUMMIT

From May to June, over 65 participants, including those from Japan and every region of the United States, joined the 2019 U40 (Under 40) Summit in Honolulu. They enjoyed training at a zen dojo, discussing leadership with USJC Board Members and community leaders, and visiting local businesses. A highlight of the weekend was the Kau Kau Food Fest, where over 200 people from Hawaii mingled with the U40 participants. The menu featured local chefs who celebrated the diverse ethnic flavors of Hawaii.

JAPANESE HERITAGE DAY

In August, ELP alumni hosted a Japanese Heritage Day at Angel Stadium in Anaheim, California as Shohei Ohtani and the Los Angeles Angels took on the Chicago White Sox. This was a fundraiser in support of ELP alumni activities. Guests received a commemorative Ohtani bobblehead and enjoyed a lively taiko performance. USJC Board Member Joshua Morey (ELP '16) threw the first pitch. The ELP alumni, who had gathered from various cities to participate in the event, also discussed planning for the Annual Conference.



Amy Watanabe (ELP '18, left) and Lindsey Sugino (ELP '18, center) with Derek Hirano (ELP '19) at the Kau Kau Food Fest

"[At the Annual Conference] we were all gathered in the spirit of U.S.-Japan relations, and I think when you have that sort of gathering where people want to get to know each other on a personal level, those connections are made even deeper."

—2019 EMERGING LEADER
TAKASHI OHNO

Colby Takeda (ELP '16) was among those participating in the Japanese Heritage Day activities





ASIAN AMERICAN LEADERSHIP DELEGATION PROGRAM



SIX STATE-ELECTED OFFICIALS FROM diverse Asian American backgrounds and regions traveled to Japan from December 7 to 14 as part of the 2019 Asian American Leadership Delegation (AALD) program. This program, which began in 2014, brings state legislators from across the United States to forge connections with Japanese leaders representing a range of sectors, cultivating relationships that deepen the U.S.-Japan relationship and enable an exchange of ideas across borders.

The 2019 Delegation held meetings with government, business and civil society leaders throughout Tokyo, Osaka and Kyoto to facilitate communication and mutually broaden professional networks. A special aspect of this year's program was an additional visit to Tottori prefecture, the least-populated prefecture in

Japan, where they met with Governor Shinji Hirai, nonprofit representatives and students to learn about the unique challenges rural areas are facing.

As part of the program, the delegates spoke at a symposium titled "Diversity in Leadership: The Journey of Asian American State Legislators in 2019," where they discussed their experiences as Asian Americans working in the political realm and offered their perspectives on the importance of diverse representation within the United States' government. The delegates also attended the Advanced Long-term Leadership Initiative (ALLI) Indo-Pacific Summit in Tokyo and met with youths from over 16 countries.

AALD is co-organized by the U.S.-Japan Council (USJC) and the Sasakawa Peace Foundation, in collaboration with the National Asian Pacific American Caucus of State Legislators (NAPACSL).



"What I really appreciate about this program is the focus on people-to-people relationships... I really relate to what this program, the U.S.-Japan Council, is trying to encourage because I do think [they] make a huge difference."

—STATE ASSEMBLYWOMAN
ROCHELLE NGUYEN,
NEVADA STATE ASSEMBLY

"I'm going to follow up with these individuals that we met - the leaders, the community leaders, the elected officials - because I think there is great room for growth, certainly in Kentucky and throughout the entire United States, to foster these kinds of positive relationships, despite... any kind of political changes in an administration, and I think it's something that this Program facilitates, and it's what I think will make the difference moving forward."

—STATE REPRESENTATIVE NIMA KULKARNI, KENTUCKY HOUSE OF REPRESENTATIVES

WOMEN IN LEADERSHIP



Left: RWL speakers and participants in Bethlehem; Right: Discussing women in technology in Silicon Valley

IN 2019, USJC CONTINUED to support women in leadership. Several events and programs led to active discourse and stronger networks, inspiring women and men of all generations.

REGIONAL WOMEN IN LEADERSHIP AND OTHER NETWORKING EVENTS

USJC members continued to organize and participate in the Regional Women in Leadership (RWL) series, funded by the Embassy of Japan. In December, USJC Associate Miki Sankary, in coordination with the Lehigh Valley “Japanese in America, Japanese American, and Japanese Aficionado” (JAJAJA) community, organized an RWL event in Bethlehem, PA. Deputy Consul General Kenju Murakami of the Consulate in New York City discussed Japan’s Womenomics agenda, and community leaders shared their experience contributing to U.S.-Japan relations. Apart from RWL, in August, USJC members and supporters gathered in Silicon Valley to discuss ways to develop programs for women in technology.



PANEL DISCUSSION AT THE 2019 ANNUAL CONFERENCE

During the 2019 USJC Annual Conference, USJC Associate Nicole A. Velasco (Business Development Lead, NORESKO), USJC (Japan) Board Member Jenifer Rogers (General Counsel Asia, Asurion), Jinko Gotoh (Animation Producer & Consultant; Vice-President, Women in Animation) and Council Leader Mariko Silver (President & CEO, Henry Luce Foundation) (pictured left to right) shared their experience advancing their careers across multiple sectors in both the United States and Japan, and discussed ways to fight the gender gap in leadership positions.



2019 Spring Fellow Eri Maeda (right) with Ginny Fordham, Chair of USJC’s New England Region (left), and guest Susan Whitehead

JAPANESE WOMEN’S LEADERSHIP INITIATIVE

The Japanese Women’s Leadership Initiative (JWLI), founded by USJC Board Member Atsuko Fish and supported by USJC, continued to thrive in 2019. The program, which fosters Japanese women leaders interested in nonprofit management, is held in Boston. The 2019 Fellows concluded their program by reporting their findings and pitching their action plans.

TOMODACHI PROGRAMS

As part of the 2018-19 TOMODACHI MetLife Women’s Leadership Program (TMWLP), Japanese university students from Naha, Osaka, Sapporo and Tokyo traveled to Washington, DC and New York City to meet with diplomats, business executives and other leaders. High school students participating in the TOMODACHI High School Women Career Mentoring Program in Fukushima, which is supported by FamilyMart Co., Ltd. and Lawson, Inc., learned from female professionals. Female Japanese undergraduate students who participated in the TOMODACHI-STEM @ Rice University Program visited Houston and Washington, DC.



TMWLP participants meet with young professionals in DC, including USJC Associate Kyla Kitamura (second from left)

EDUCATIONAL & NETWORKING PROGRAMS:

WATANABE SCHOLARSHIP

WELCOMING A NEW ERA

SILICON VALLEY JAPAN PLATFORM

CALIFORNIA-JAPAN GOVERNORS' SYMPOSIUM

REGIONAL PROGRAMS

BUSINESS NETWORKING

GOVERNMENT AND LEGISLATIVE NETWORKING



WATANABE SCHOLARSHIP



Mr. Watanabe addresses the students during the Watanabe Leadership Weekend

"I want to take a moment to thank Mr. Watanabe for this scholarship. Not only has it given me a chance to experience life in Japan and gain lots of knowledge... it's also helping me grow more as a person... It's given me some great experiences and I wouldn't trade anything in the world for them."

— MS. MADISON MAHAFFEY, U.S. WATANABE SCHOLAR 2019-20

THE TOSHIZO WATANABE STUDY ABROAD SCHOLARSHIP PROGRAM provides financial assistance to undergraduate and graduate students for a semester or year-long study abroad in the United States or Japan. A generous endowment gift of \$10 million from Mr. Toshizo (Tom) Watanabe to the U.S.-Japan Council makes it possible to award scholarships to students for those with leadership potential and for whom study abroad would not be possible without financial support.

2019-20 WATANABE SCHOLARS

For the 2019-20 year, scholarships were awarded to 20 Japanese students and 20 American students – 36 undergraduate and four graduate students. 2019 was the fourth year for the scholarship to support Japanese students studying in the United States and the second year supporting American students studying in Japan. Scholarship recipients studied at institutions in 13 states across the United States and seven prefectures across Japan.

WATANABE LEADERSHIP WEEKEND

The Leadership Weekend is a unique feature of the Watanabe Scholarship and brings the scholars together to meet one another, receive leadership training, share their experiences studying abroad, and meet Mr. and Mrs. Watanabe as well as USJC members and supporters. In 2019, there were three occasions in which groups of scholars were brought together.

In February, Japanese and American scholars of the 2018-19 cohort gathered in Los Angeles. They visited the Japanese American National Museum and connected with the USJC regional chairs during a joint reception held during the Regional Chair Retreat. In November, 23 scholars from the 2019-20 cohort — 20 Japanese scholars and three American scholars, prior to their departure for the Spring 2020 semester in Japan — attended the USJC Annual Conference in Los Angeles along with other students from the TOMODACHI Sumitomo Corporation Scholarship and the TOMODACHI-UNIQLO Fellowship. Together, they participated in leadership training where they learned about the Japanese American experience, networked with USJC members and young professionals, and attended workshops to help improve their communication skills. In December, American scholars of the 2019-20 cohort gathered in Tokyo. Scholars met with members of the USJC (Japan) Board of Directors and Council Leaders to hear their stories about life in Japan and working internationally. They also had the opportunity to meet Watanabe Scholarship alumni to hear about the impact the scholarship and USJC have made on their lives.

The Council looks forward to supporting many more students in the future through this lasting gift from Mr. Watanabe.



Mr. and Mrs. Watanabe and Irene Hirano Inouye with the scholars attending the Watanabe Leadership Weekend

"Thank you so much for the amazing experience and opportunity that Mr. Toshizo Watanabe gave me. Every day at Bates College, I'm learning new things and finding out new perspectives and views, whether from a professor, diverse friends I've been making, or discussions in the classroom. In the future, I'd like to learn... and contribute back to the community as much as I can."

—MS. AYANO NAKAMURA,
JAPANESE WATANABE SCHOLAR
2019-20

WELCOMING THE REIWA ERA



Left: The Japanese American delegation: (L-R) Congressman Takano, Ms. Matsukawa, Irene Hirano Inouye, Ms. Kubota, Secretary Mineta, Governor Ige and Mr. Iino; Right: At the dinner hosted by the Prime Minister and Mrs. Abe: (L-R) Ms. Kaori Kono, Defense Minister Taro Kono (a Friend of the Council), Secretary Mineta, Irene and Mr. Iino

OCTOBER MARKED THE HISTORIC enthronement of His Majesty Emperor Naruhito. Seven Japanese Americans from throughout the United States were invited by the Government of Japan to attend the week-long commemorative events in Tokyo. USJC President Irene Hirano Inouye joined former Secretary Norman Mineta (Washington, DC; Vice-Chair, USJC Board of Councilors), Governor David Ige (Hawaii), Congressman Mark Takano (California; USJC Board of Councilors), Thomas Iino (Los Angeles; Founding Chair of the USJC Board of Directors

and Chair of the Legacy Council), Christine Kubota (Honolulu; Council Leader) and Lori Matsukawa (Seattle; Council Leader and JALD alumna).

The enthronement ceremony was attended by approximately 2,000 individuals, including not only foreign dignitaries, but also more than 30 Nikkei from throughout North America and South America. USJC is honored to be affiliated with many of the participants, and is committed to further strengthening relations between Japanese and American leaders across all sectors.

SILICON VALLEY JAPAN PLATFORM



SINCE ITS VERY FIRST BENKYOKAI in August of 2016, the Silicon Valley Japan Platform (SVJP) has met monthly to feature speakers in various areas of the technology sector. The monthly Benkyokai, or “study sessions,” have allowed SVJP to continue its mission of creating opportunities, building lasting relationships and supporting organizations to expand and prosper across the Pacific.

Throughout the year, SVJP heard from a stream of influential speakers. 2019 kicked off with a discussion focusing on joint ventures and blockchain business development throughout Asia with Emi Yoshikawa, Senior Director of Joint Venture Partnerships at Ripple. Scott Belsky, Chief Product Officer at Adobe and the Founder of Behance, shared his experience navigating the volatility of new ventures and leading bold creative projects. Council Leader Genevieve Shiroma discussed her journey as one of five public utilities commissioners appointed by the Governor of California. USJC Board Member Kazuhiro Gomi, President and Chief Executive Officer of NTT Research, Inc., closed out the year by taking an explorative journey inside the internet to demonstrate how inter-networking operates.



Ms. Yoshikawa speaks at the first benkyokai of 2019

CALIFORNIA-JAPAN GOVERNORS' SYMPOSIUM



Left: Dr. Okimoto; Governor Yuzaki; Dr. Kawakatsu; USJC President Irene Hirano Inouye; Ambassador Kounalakis; Governor Ibaragi; Governor Hirose; and Vice Governor Ota; Right: The education panel, which was moderated by Dr. Gary Mukai, Director of the Stanford Program on International and Cross-Cultural Education (SPICE), discussed how to build confidence and global citizenship in youth. (L-R) Council Leaders Mariko Yoshihara Yang and Rie Kijima, Co-Founders of SKY Labo; and Governors Ibaragi, Hirose and Yuzaki



Ambassador Kounalakis addresses the audience

"With our magnificent location on the Pacific coast, Californians have always looked west, to the Far East, in our commercial and business dealings. This meant that Japan and California were destined to become close partners. And close partners we have, indeed, become."

— AMBASSADOR ELENI KOUNALAKIS,
LIEUTENANT GOVERNOR,
STATE OF CALIFORNIA

IN AUGUST, OVER 200 leaders convened at the California-Japan Governors' Symposium, which USJC co-hosted with the Silicon Valley Japan Platform (SVJP). This symposium, held at Stanford University, brought together governors from five prefectures to discuss ways to strengthen economic cooperation between Silicon Valley and Japan. It was part of USJC and SVJP's Governors' Circle initiative, and followed the success of the Governors' Meeting in Silicon Valley in July 2014.

SPEECHES

Keynote speaker Ambassador Eleni Kounalakis, Lieutenant Governor of the State of California, celebrated the strong relationship between the Golden State and Japan. She noted that California is the #1 state in exports (\$13 billion) to and imports (\$33.5 billion) from Japan, and that over 5,000 Japanese students are studying in California.

Ambassador John Roos, Partner at Geodesic Capital and Former U.S. Ambassador to Japan, noted the "incredible firepower" at the symposium, which connected California, the fifth largest economy in the world, with five prefectures that represent 9% of Japan's GDP.

PANEL DISCUSSIONS

Governor Katsusada Hirose (Oita Prefecture), Governor Ryuta Ibaragi (Okayama Prefecture), Dr. Heita Kawakatsu (Governor of Shizuoka Prefecture), Vice Governor Yutaka Ota (Nagano Prefecture) and Governor Hidehiko Yuzaki (Hiroshima Prefecture) spoke at a panel discussion highlighting the various challenges their prefectures face, from an aging, shrinking population to disaster preparation and response. Moderator Dr. Daniel Okimoto, Co-Chair of SVJP, highlighted how Silicon Valley's technology offers solutions to many of those issues.

Joined by experts and USJC members, the governors also spoke on panels themed on education and healthcare.

The following day, business delegations from the prefectures showcased their products and services at a private event.



Guests, including Council Leader Genevieve Shiroma (left), enjoy networking at the reception following the event

REGIONAL PROGRAMS

USJC HOLDS REGIONAL PROGRAMS throughout the year to provide opportunities for Japanese and Americans to network and explore areas of collaboration in U.S.-Japan relations. We thank the many members who organize, execute and report on these programs. 2019 events included:



ATLANTA

In February, USJC partnered with the American Jewish Committee Asia Pacific Institute (API) and The Japan Foundation Center for Global Partnership (CGP) for a speaking tour on collaboration and innovation in Artificial Intelligence (AI) and MedTech among the United States, Japan and Israel. Three dialogues held in Houston, Miami and Atlanta (pictured, with USJC Board Member Todd Guild (right)) featured industry and academic experts from each country, who discussed their views on how partnerships can pave the way for innovation and impact millions of lives.

HOUSTON

In September, USJC held a Japan-Texas Career Fair at Houston Community College. Spearheaded by USJC Board Member Donna Cole, the career fair welcomed 10 exhibitors, and was attended by close to 150 job seekers interested in working for Japan-based companies. Attendees also received one-on-one career coaching and resume reviews, and had professional headshots taken. Panel discussions covered topics such as networking and adjusting to the working culture in Texas and Japan.



NEW YORK

In June, philanthropic leaders from the United States and Japan (including Council Leader Mariko Silver, right) gathered in New York City to explore potential synergies between philanthropic entities on both sides of the Pacific. Among the themes covered was how to empower community foundations in Japan, learning from the United States. This concluded the two round table discussions that were supported by the Japan Foundation Center for Global Partnership, following the first meeting that took place in Tokyo in 2018. Participants also joined a reception hosted by USJC Board of Directors (Japan) member, Gary Moriwaki, as well as a reception hosted by Ambassador Kanji Yamanouchi, Consul General of Japan in New York.



SILICON VALLEY

In May, Council Leaders Suzanne Basalla, Rika Nakazawa and Mariko Yoshihara Yang hosted an event at Toyota Research Institute called “Over 40 and Our ‘Midlife Renaissance’ Masterpieces.” Ms. Nakazawa (left) moderated a panel with (L-R) Sandy Shirai (Vice Chairman of Deloitte LLP), Council Leader Aki Ohashi (Director of Business Development for PARC) and Patti Lee-Hoffman (Co-founder of Flutter EyeWear and Founder of Triage Consulting Group), who shared how their perspectives have changed throughout their lives. This was the first in a series of programs focusing on mid-career topics, and was followed by events in New York, Hawaii and Los Angeles.

BUSINESS NETWORKING



Speakers (L-R): Ms. Yorozu, Dr. Feldman, Ms. Kelley, Mr. Seki and Ms. Royanne Doi (Representative Director, U.S.-Japan Council (Japan))

KANSAI BUSINESS FORUM

THE KANSAI BUSINESS FORUM was held in Osaka in October. Speakers Robert A. Feldman (Senior Advisor, Morgan Stanley MUFG Securities Co., Ltd.; Friend of the Council), Karen Kelley (Consul General, American Consulate General Osaka-Kobe), Soichiro Seki (Senior Managing Director, Kansai Economic Federation) and Tasha Yorozu (Managing Attorney, Yorozu Law Group, PC; USJC Board Member), discussed Kansai's innovative growth and potential, as well as the region's strong ties with the United States.

BUSINESS ADVISORY BOARD

THE BUSINESS ADVISORY BOARD (BAB) is a group of business leaders in Japan with experience in the United States who are also familiar with the work of USJC. Under the leadership of Masaaki Tanaka, Vice Chair of the USJC Board of Councilors, BAB continued to be successful in 2019. Four BAB meetings each featured a different speaker for their perspectives on U.S.-Japan relations: Sachiko Kuno, President and Chief Executive Officer of the S&R Foundation (March); James Kuffner, CEO of Toyota Research Institute-Advanced Development (TRI-AD) (June); Koichi Wakata, Vice President and Astronaut of JAXA and Director General of the Human Spaceflight Technology Directorate (September); and Ren Ito, Vice President of Global Strategy at Mercari, Inc. (December).



Dr. Kuno (left) speaks with TOMODACHI alumna Fatoumata Bah

GOVERNMENT AND LEGISLATIVE NETWORKING



Meeting participants at the reception hosted by Mr. Aikawa

AMBASSADOR, CONSULS GENERAL AND JAPANESE AMERICAN LEADERS MEETING (CG-JA)

THE ANNUAL CG-JA MEETING is sponsored by the Japanese Ministry of Foreign Affairs and organized by USJC and the Embassy of Japan. Prominent Japanese Americans selected by their respective Consuls General from across the United States gather for a discussion with Japanese government leaders.

The 2019 discussion, held in Washington, DC in January, focused on key issues such

Council Leaders and CG-JA participants June Taylor (CO) and Judge Peter Sakai (TX) with Honorary Consul General of Japan in Buffalo (NY) Joe Koessler



as new strategies to build relations across different regions and communities. Following the meeting, the Embassy of Japan's Deputy Chief of Mission Kazutoshi Aikawa hosted a reception.

LEGISLATIVE NETWORKING

THROUGH LEGISLATIVE NETWORKING, USJC seeks to facilitate exchange between elected officials in the United States and Japan at the state, local and national levels. In April, the U.S.-Japan Conference on Cultural and Educational Interchange (CULCON) and USJC convened the sixth U.S.-Japan Legislative Exchange Summit at The Maureen and Mike Mansfield Foundation. Organizations discussed ways to share resources and increase the number of program participants.

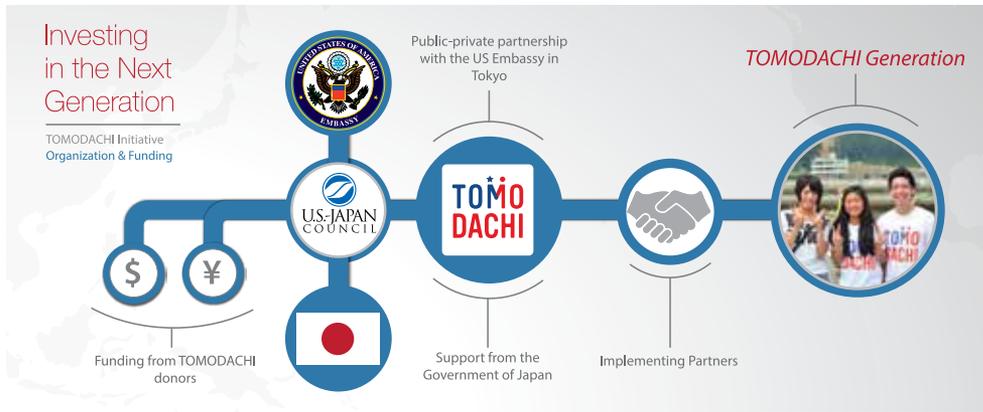
TOMODACHI INITIATIVE:

ABOUT TOMODACHI
TOMODACHI PROGRAMS



TOMO
DACHI

ABOUT TOMODACHI



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.

The initiative seeks to foster a “TOMODACHI Generation” of young American and Japanese leaders who are committed to and engaged in strengthening

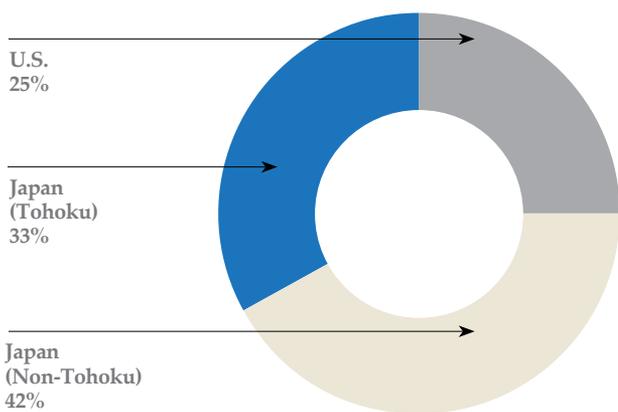
U.S.-Japan relations, appreciate each other’s countries and cultures, and possess the global skills and mindsets needed to contribute to and thrive in a more cooperative, prosperous and secure world.

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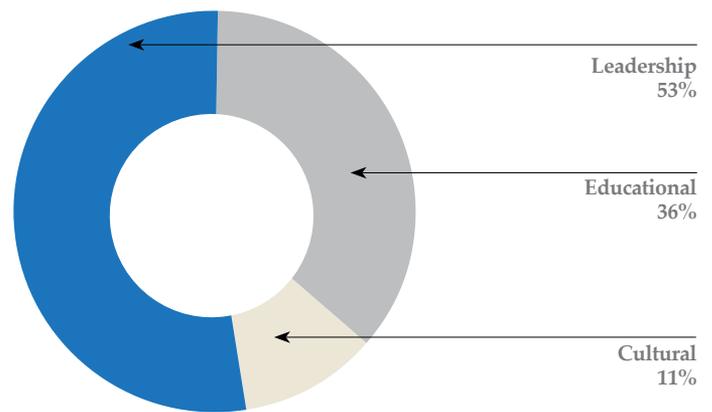
For more information, visit www.tomodachi.org.

830 INDIVIDUALS PARTICIPATED IN 28 PROGRAMS

2019 PARTICIPANTS BY HOMETOWN



2019 PARTICIPANTS BY PROGRAM TYPE



TOMODACHI PROGRAMS



TOMODACHI SUMMIT

IN SEPTEMBER, THE 2019 TOMODACHI Generation Summit was held at Showa Women's University and Temple University Japan Campus in Tokyo. This event created by alumni, for alumni, is a core feature of the TOMODACHI Alumni Leadership Program. Commemorating the beginning of Reiwa, along with the upcoming Olympic and Paralympic games to be held in Tokyo, the 2019 Summit inspired participants to take proactive steps in the new era and look toward 2020 and beyond. The keynote speaker was Patrick Newell, Co-Founder of TEDxTokyo, who encouraged TOMODACHI alumni to make an impact on society using their bilingual and bicultural skills.



TOMODACHI AMWAY JAPAN FOUNDATION TOHOKU FUTURE LEADER PROGRAM

2019 WAS THE INAUGURAL year of the TOMODACHI Amway Japan Foundation Tohoku Future Leader Program, which focuses on tourism and cross-cultural exchange. From March to April, 16 high school students from Minami-Sanriku, Miyagi Prefecture, spent ten days in Washington, DC, New York City, and coastal communities on the Jersey Shore. In Seaside Heights (pictured) in New Jersey, the students heard from the mayor how the town is rebuilding from Hurricane Sandy to attract tourism year-round, and saw many similarities with their hometown of Minami-Sanriku.

THESE PROGRAMS WOULD NOT be possible without the generous support of corporations from the United States and Japan. More information about these programs in 2019 and their donors are published in a separate TOMODACHI report. Please see www.tomodachi.org for more information.

THREE KEY SUSTAINING PARTNERS are critical to TOMODACHI's infrastructure: Takeda's financial support goes to overhead and infrastructure; the Prudential Foundation's support facilitates the Alumni program; and Evolution Japan provides pro bono office space and support to the Tokyo team.

TOMODACHI PROGRAMS

BUILDING THE TOMODACHI GENERATION: MORGAN STANLEY AMBASSADORS PROGRAM 2019

NINETEEN AMERICAN AND JAPANESE college students participated in panel discussions, site visits and team-building exercises (pictured) as part of the 2019 Building the TOMODACHI Generation: *Morgan Stanley Ambassadors Program*. This program teaches models of cross-sector partnerships to address social challenges, and is held in February and March in Washington, DC. This program was implemented in partnership with The Washington Center and the U.S.-Japan Research Institute.



"[This program] allowed me to establish a real relationship with the Japanese students, as we had to work together and depend on one another."

—MR. MANUEL ARRIETA,
TOMODACHI ALUMNUS



MUFG INTERNATIONAL EXCHANGE PROGRAM

FROM JUNE TO JULY, 20 high school students from Southern California visited Japan as part of the 8th TOMODACHI MUFG International Exchange Program. Spending two weeks in Tokyo, Fukushima and Hiroshima, the students experienced various cultural exchange activities and deepened their understanding of U.S.-Japan relations, disaster prevention and sustainable social initiatives.

"At first, I believed this program was only a cultural exchange, but I found out that I was very wrong. I am so glad to have learned many things on this trip and have met many people that experienced hardships. I ... will use this trip to help me move forward in my life."

—MS. EMILY MOORE,
TOMODACHI ALUMNA

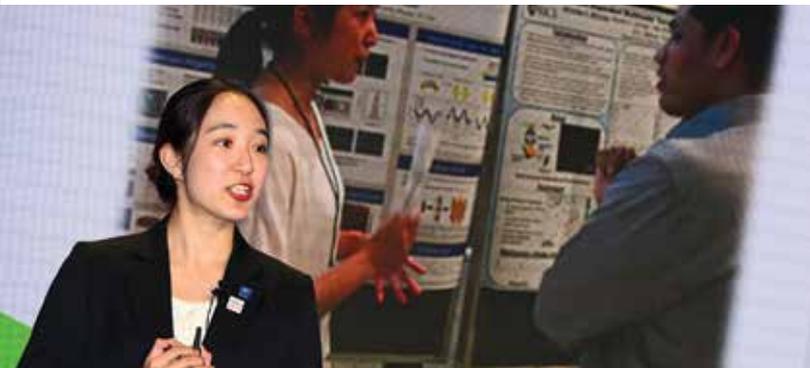
TOMODACHI PROGRAMS

TOMODACHI J&J DISASTER NURSING TRAINING PROGRAM

IN AUGUST, EIGHT NURSING students from Tohoku participated in a study tour in New York, New Jersey and Washington, DC as part of the TOMODACHI J&J Disaster Nursing Training Program. The students learned about disaster medicine, disaster nursing and medical procedures in the U.S., as well as about recovery from 9/11 and Hurricane Sandy. This is the fifth year of the program, which has now supported about 30 nursing students from Tohoku.

"Before the program, we excitedly thought, 'this is the start.' After the program, I feel that now is the true start of our journey."

—MS. AZUMI NAGAO, TOMODACHI ALUMNA



USJC ANNUAL CONFERENCE

AT THE 2019 USJC Annual Conference in November, Natsumi Komatsu (pictured), alumna of the TOMODACHI Sumitomo Corporation Scholarship Program and the TOMODACHI-STEM @ Rice University Program, was one of several TOMODACHI alumni from the United States and Japan who shared their stories of how TOMODACHI transformed their lives.



TOMODACHI SUMITOMO CORPORATION SCHOLARSHIP PROGRAM

IN JANUARY AND MARCH, several TOMODACHI Sumitomo Scholars—Japanese undergraduate students studying abroad and participating in the TOMODACHI Sumitomo Corporation Scholarship Program—traveled to Washington, DC and New York for week-long visits that were sponsored by the Sumitomo Corporation of Americas. Pictured here are the students who visited in March, who enjoyed a dinner with USJC members in Washington, DC.

"My one-year experience gave me the confidence to see that even if something seems too big of a challenge at first, once I jump into a new environment, I can adjust and continue to push myself by believing in my future growth."

—MR. TATSUYA CHIBA,
TOMODACHI ALUMNUS

TOMODACHI PROGRAMS



TOMODACHI HONDA GLOBAL LEADERSHIP PROGRAM

IN AUGUST, 20 HIGH school students selected from across Japan participated in the TOMODACHI Honda Global Leadership Program. They traveled for two weeks to Los Angeles and Ohio, where Honda's sales offices and manufacturing base are located. Here, they are seen visiting a high school in Dublin, OH. The TOMODACHI Honda Global Leadership Program was established in 2018, based on the success of the TOMODACHI Honda Cultural Exchange Program from 2014 to 2017.



TOMODACHI-UNIQLO FELLOWSHIP

THIS YEAR MARKED THE sixth anniversary of the TOMODACHI-UNIQLO Fellowship, which provides scholarships for graduate school in fashion and business. Former TOMODACHI-UNIQLO Fellows took part in a reunion event held at UNIQLO CITY TOKYO.



TOMODACHI-MITSUI & CO. LEADERSHIP PROGRAM

As part of the TOMODACHI-Mitsui & Co. Leadership Program 2019, ten American delegates visited Tokyo and Fukushima in July, meeting with leaders that include Governor Masao Uchibori of Fukushima, and learning about revitalization efforts. In September, ten Japanese delegates visited Silicon Valley and Washington, DC (pictured at a breakfast with alumni and USJC members), where they learned about innovation, entrepreneurship and leadership.



TOMODACHI KAKEHASHI INOUE SCHOLARS PROGRAM

AS PART OF THE 2018-19 TOMODACHI KAKEHASHI Inouye Scholars Program, students from Hawaii Pacific University visited Dazaifu Tenmangu Shrine in Fukuoka prefecture. The students learned from Dazaifu staff how to carve and paint *kiuso* (wooden finch dolls that are used during their festival), and were guided through the beautiful shrine by their exchange group from Fukuoka Jo Gakuin University. During this exchange program, students from four pairs of American and Japanese universities learn about the legacy of the late Senator Daniel K. Inouye. The program is part of the Ministry of Foreign Affairs' KAKEHASHI Project.

LEADERSHIP AND SUPPORT:

- BOARD OF DIRECTORS
- LEGACY COUNCIL
- BOARD OF COUNCILORS
- USJC (JAPAN) LEADERSHIP
- STAFF
- SPONSORS
- MEMBERSHIP



U.S. BOARD OF DIRECTORS

(AS OF DECEMBER 2019)

THE U.S.-JAPAN COUNCIL'S BOARD of Directors consists of leaders from across the United States and in Japan who provide their expertise in establishing and guiding the Council's mission and activities.

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Vice Chair of the USJC Board of Councilors Masaaki Tanaka with Chair of the USJC (J) Board of Councilors Kathy Matsui

WE WOULD LIKE TO THANK the outgoing members of the USJC (US) Board of Directors. In January 2020, Atsuko Fish, Jill Nishi and Dennis Teranishi, who completed their terms in December 2019, join the Legacy Council.

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USJC'S LEGACY COUNCIL includes members of the Board of Directors and select members of the Board of Councilors who completed full terms of service on the Board. It was established to recognize the invaluable contributions of Board members, past, present and in the future, and to encourage previous Board members to remain active leaders at USJC.

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(AS OF DECEMBER 2019)

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U.S.-JAPAN COUNCIL (JAPAN)

BOARD OF DIRECTORS
AND BOARD OF COUNCILORS
(AS OF DECEMBER 2019)

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(AS OF DECEMBER 2019)

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Please refer to the 2019 TOMODACHI Annual Report or <http://usjapan-tomodachi.org/about-us/donors/> for a list of TOMODACHI Strategic Partners, Sponsors and Supporters.

THE COUNCIL WOULD LIKE to thank Mr. and Mrs. Toshizo Watanabe for their generous contributions that enabled 40 students to study in colleges and universities in the U.S. and Japan in 2019–20. 2019 marked the fourth year to support Japanese students studying abroad in the U.S. and the second year for American students studying abroad in Japan.

A copy of the U.S.-Japan Council's audited financial statement and 990 Tax Return are available on our website at: www.usjapancouncil.org/operations

MEMBERSHIP

(AS OF DECEMBER 2019)

THE U.S.-JAPAN COUNCIL

COMPRISES members and supporters who are committed to the mission of the organization. Included in these ranks are top leaders from **major corporations, academia and research, politics and law**, as well as **entrepreneurs and thought leaders**. **Council Leaders** are leaders who actively contribute to shaping U.S.-Japan relations through the work of the Council. **Associates** are young professionals, ages 18 to 40, who are engaged in the Council's work. **Friends of the Council** support the Council's work and initiatives, and want to affiliate with and support the organization but for various reasons are not able to become actively engaged in the Council's activities. **Corporate Members** are designated individuals from companies that financially contribute to the Council's general mission and programs on an annual basis at the level of \$10,000 or more.

As of December 2019, USJC had a total of 696 Council Leaders, Associates and Friends of the Council. A list of all members, including Corporate Members, is available on our website, www.usjapancouncil.org.

COUNCIL LEADERS

478

ASSOCIATES

180

FRIENDS OF THE COUNCIL

38

TOTAL: 696

"USJC helps us connect with the United States, especially California and Hawaii, where we have an important relationship. And through USJC we make connections, person-to-person relationships, with important people in the U.S. Then that helps our business or education or culture develop together with U.S. counterparts and contributes to exchanges ... between us."

—GOVERNOR HIDEHIKO YUZAKI,
GOVERNOR OF HIROSHIMA PREFECTURE

"USJC is part of my passion, my life. Meaning that no matter where I work, I continue on with my engagement with USJC, because I firmly believe in the mission of it."

—MS. YUKO KAIFU, PRESIDENT,
JAPAN HOUSE LOS ANGELES

MEMBERSHIP BREAKDOWN BY COUNTRY

THERE IS 1 OTHER MEMBER BASED OUTSIDE OF THE U.S. AND JAPAN.



"What's really cool about the membership is that everybody brings something—a contributor mindset to the U.S.-Japan Council and something they want to do for the next generation, for the U.S.-Japan relationship. The U.S.-Japan Council provides a platform to get that done, to find other people who are interested in the same goals, to get access to resources to broaden your networks and then be able to actually make a difference in U.S.-Japan relations."

—MS. SUZANNE BASALLA,
CHIEF OF STAFF,
TOYOTA RESEARCH INSTITUTE

MEMBERSHIP BREAKDOWN BY SECTOR

[BUSINESS]



[GOVERNMENT]



[NONPROFIT]





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