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
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.

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

65% Female

56% University

39 TOMODACHI programs impacted 1,073 young people in 2017

2017 AT A GLANCE
Since its inception, 255 TOMODACHI programs have impacted over 6,700 program participants.
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.
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.

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.

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.”

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
The TOMODACHI Combini 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 Combini 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.

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

— Skyy 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
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
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
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)
Investing in the Next Generation
TOMODACHI Initiative
Organization & Funding

Public-private partnership with the US Embassy in Tokyo
Support from the Government of Japan
Implementing Partners
Funding from TOMODACHI donors

TOMODACHI Generation
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 and for U.S.-Japan Council (Japan) at www.tomodachi.org.

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

#### Cumulative TOMODACHI Commitments by Year (USD)

<table>
<thead>
<tr>
<th></th>
<th>2011-16</th>
<th>2017</th>
<th>2018-21 (committed)</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td><strong>TOMODACHI CONTRIBUTIONS AND PLEDGES</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>USJC (Japan)</td>
<td>$22,466,775</td>
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<td>$28,805,471</td>
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<td>518,250</td>
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<td>Total Contributions and Pledges</td>
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<td>$5,360,634</td>
<td>$8,383,690</td>
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#### TOMODACHI EXPENSES

<table>
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<th></th>
<th>2017</th>
<th>2016</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>USJC (Japan) Programs and Program Support</td>
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<td>$3,583,291</td>
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<td>USJC (US) Programs and Program Support</td>
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<td>1,967,912</td>
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<td>$5,551,203</td>
<td>$5,745,321</td>
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<td>326,204</td>
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<td>Total Administration and Fundraising</td>
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<td>In-Kind Expenses (US and Japan)</td>
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<td>$518,250</td>
<td>$2,000,000</td>
<td>$6,318,714</td>
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<td>Total Expenses</td>
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<td>$6,623,349</td>
<td>$8,383,690</td>
<td>$50,311,506</td>
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#### Financial

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 and for U.S.-Japan Council (Japan) at www.tomodachi.org.

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

#### Statement of Financial Position (USD)

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<thead>
<tr>
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<th>2017</th>
<th>2016</th>
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<tr>
<td><strong>Current Assets</strong></td>
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<td>Cash and Cash Equivalents</td>
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<td>Accounts Receivable</td>
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<td>Other Assets - Intangible Assets - Trademarks</td>
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<td>-</td>
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<tr>
<td><strong>Total Assets</strong></td>
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<td><strong>Liabilities</strong></td>
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<tr>
<td>Accounts Payable</td>
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<td>Other Current Liabilities</td>
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<td>-</td>
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<tr>
<td><strong>Net Assets</strong></td>
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<td><strong>Total Liabilities and Net Assets</strong></td>
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<td>$3,684,570</td>
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#### Income and Expense Summary

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<th>2016</th>
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<tr>
<td><strong>Revenue</strong></td>
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<tr>
<td>TOMODACHI Corporate Donations</td>
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<td>Interest Income &amp; Other Income</td>
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<tr>
<td><strong>Total Revenue</strong></td>
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<td>$2,364,256</td>
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<td><strong>Expenses</strong></td>
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<tr>
<td>Program and Program Support</td>
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<td>Administrative and Fundraising</td>
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<td><strong>Total Expenses</strong></td>
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<td>Currency Exchange Revaluation</td>
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<td>23,078</td>
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<tr>
<td><strong>Total Change in Net Assets</strong></td>
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<td>264,624</td>
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<td>Net Assets, Beginning of Year</td>
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<td>3,680,812</td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td>$3,142,620</td>
<td>$3,680,812</td>
</tr>
</tbody>
</table>

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)

- Coca-Cola
- GE
- Major League Baseball
- Mitsubishi Corporation
- Mitsui & Co.
- MUFG
- SoftBank Group
- Takeda
- TOYOTA
- UNIQLO

**Strategic Partners** ($1,000,000 or more)

- Daiwa House
- FamilyMart
- Goldman Sachs
- HONDA
- Johnson & Johnson
- J.P. Morgan
- Lawson
- MetLife
- Microsoft
- Morgan Stanley
- Prudential Foundation
- Sumitomo Corporation
- Suntory

**Sponsors** ($100,000 - $1,000,000)

- American Airlines
- ANA
- Bank of America Merrill Lynch
- Boeing
- Chevron
- Dow
- Evolution Financial Group
- Hitachi
- kikkoman
- Mizuho
- Northrop Grumman
- Panasonic
- PAS O N A
- SMBC
- Sompo Holdings
- Sumitomo Mitsui Banking Corporation
- Innovation for Wellbeing
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.