

TOMODACHI



TOMODACHI
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INITIATIVE
REPORT

Fostering Future Leaders

Dear Friends,

Thank you for your support of the TOMODACHI Initiative. TOMODACHI continues to expand the people-to-people connections between the U.S. and Japan, developing next generation leaders and strengthening the relationship between our two countries. TOMODACHI is proud of its work over the past year to foster diverse, forward-looking leaders driven to better their communities across Japan and the United States. This progress would not have been possible without the support of our 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 partnered to create the TOMODACHI Initiative to provide hope to youth from the disaster-affected Tohoku region. In its first year, TOMODACHI provided hundreds of young people with the opportunity to engage with the United States. Since then, more than 8,600 young people have participated in over 320 TOMODACHI programs. Today, while preserving its long-held ties to the Tohoku region, TOMODACHI continues to broaden its impact to reach more young Americans, as well as youth throughout Japan.

TOMODACHI also empowers and connects future leaders through its ever-growing alumni network, providing opportunities for alumni to further their leadership skills. This year, four TOMODACHI alumni were featured speakers at the U.S.-Japan Council Annual Conference in Los Angeles, where they shared their life-changing TOMODACHI journeys.

In 2019, new and continuing partnerships also furthered the reach and impact of the TOMODACHI Generation and enhanced our aim of nurturing young Japanese and American leaders through educational and cultural exchanges and leadership programs. As Japan looks to the upcoming Tokyo Olympics and Paralympics, we jointly launched the TOMODACHI-U.S. Embassy Go for Gold Leadership Program to provide sports management training to Japanese students and create a new pathway for U.S.-Japan exchange.

We are grateful to the founders, donors, implementing partners, advisors, and supporters whose vision and generous support allows these young leaders to broaden their horizons and 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 life-changing opportunities to Japanese and American youth.

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

Sincerely,

Joseph M. Young

Joseph M. Young
Chargé d'Affaires a.i.
United States Embassy, Tokyo

Irene Hirano Inouye

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



"The United States and Japan face a number of challenges in the coming years, but these can also be turned into opportunities. Through our continued collaborations, I sincerely believe that we will improve the quality of life for people in both of our countries and for the world."

~ David F. Bonner, TOMODACHI-Mitsui & Co. Leadership Program



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.

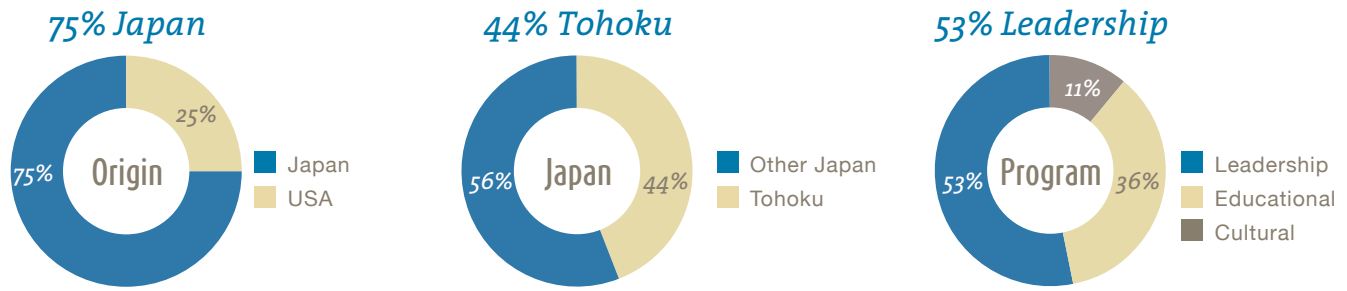
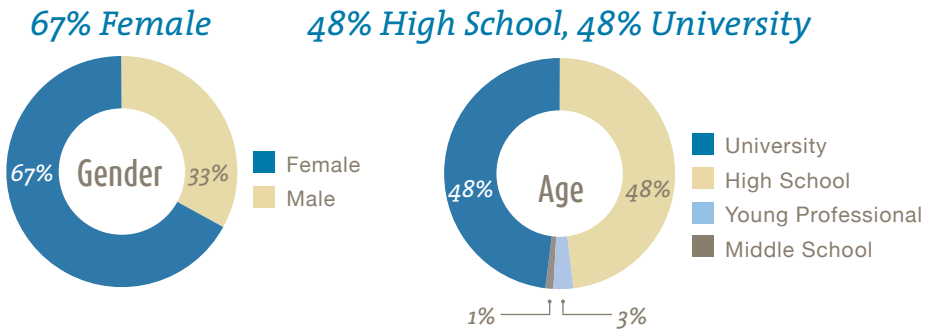
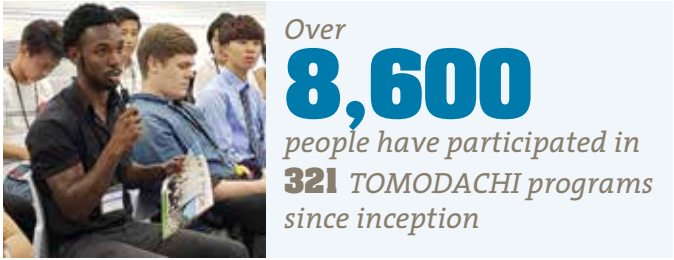
Alumni Programs build upon the initial TOMODACHI experience, and provide alumni with the skills, opportunities, and confidence to achieve their dreams while becoming the next generation of cross-cultural leaders.



TOMODACHI supports cross-cultural youth leadership development throughout a lifetime of experiences.



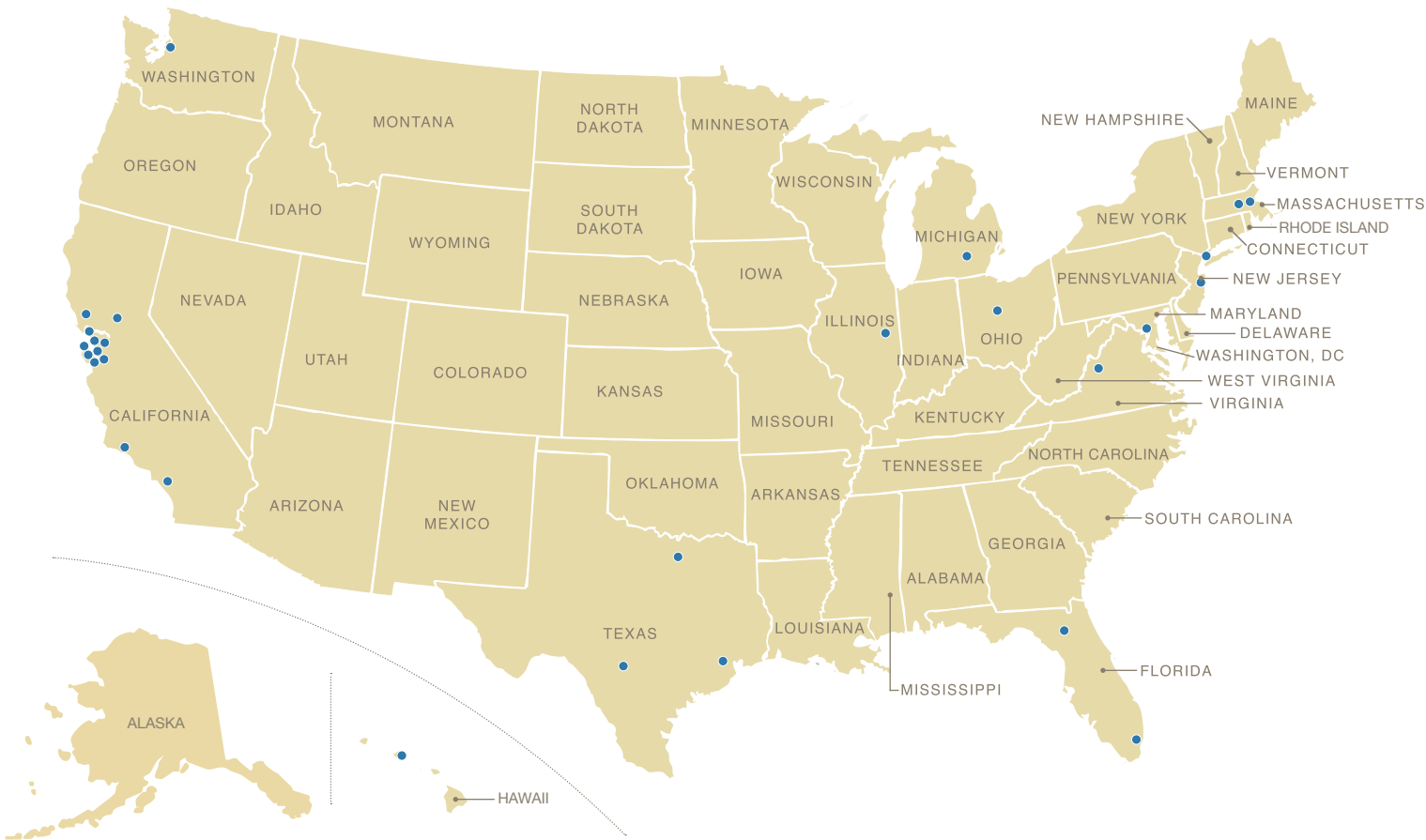
A Groundbreaking Public-Private Partnership



2019 TOMODACHI Program Locations in Japan



2019 TOMODACHI Program Locations in the United States



“Realizing there are many TOMODACHI participants working hard all over the United States and Japan gives me the ability and motivation to do my best even when I feel discouraged. I truly feel the friendships we have built are special and something I want to hold on to for the rest of my life.”

~ Kazuki Oshiro, TOMODACHI Sumitomo Corporation Scholarship Program



Partnerships for Lasting Impact

The TOMODACHI Initiative's Strategic Partners provide ongoing support that improves the lives of participants through tailored programs that offer life-changing opportunities. In 2019, over 430 participants, ranging from middle school students to young professionals, took part in 14 Strategic Partner programs.

Featuring cross-cultural exchanges, scholarships, fellowships, and career development, these programs give participants the chance to build global expertise and leadership skills and create lasting relationships and connections. Alumni events, workshops, and programs build on these connections, ensuring the diverse alumni of the "TOMODACHI Generation" remain engaged and empowered.

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

~ Azumi Nagao, TOMODACHI J&J Disaster Nursing Training Program



2019 Strategic Partner Programs

Educational Programs

TOMODACHI MUFG International Exchange Program

In the eighth year of this reciprocal exchange program, 20 high school students from Southern California traveled around Japan for two weeks. Participants toured MUFG headquarters and stayed with local MUFG families in Tokyo. Moreover, they met the Governor of Hiroshima and visited the Hiroshima Peace Memorial Park. For the first time, participants also traveled to Fukushima to learn about the impact of the Great East Japan Earthquake and hear from local residents working to rejuvenate their town, while making new friendships and strengthening ties between the United States and Japan.



TOMODACHI Sumitomo Corporation Scholarship Program

Since 2014, this program has supported high-achieving university students with financial need as they study at universities in the United States for one academic year. The program seeks to develop globally-minded young leaders to connect Japan and the United States. In 2019, nine students from across Japan were chosen. During their study abroad period, the students also participated in the U.S.-Japan Council Annual Conference in Los Angeles in November, where they had an opportunity to gain firsthand knowledge of various aspects of U.S.-Japan relations.



TOMODACHI-UNIQLO Fellowship

This program, launched in 2013, offers the next generation of business and fashion leaders in Japan a top-notch learning experience at two U.S. educational institutions: the Fashion Institute of Technology (FIT) and Parsons School of Design. In 2019, with commitment from the Fast Retailing Foundation, two talented students received scholarships to pursue graduate studies in the United States. Both students hope to create their own global and innovative clothing brands, having honed their business and design skills and connected with international fashion designers through their fellowships.



Inspiring People and Communities

"It allowed me to establish a real relationship with the Japanese students, as we had to work together and depend on one another. So I can honestly say this experience benefited our project development"

~ Manuel Arrieta, Building the TOMODACHI Generation: Morgan Stanley Ambassadors Program



Leadership Programs



Building the TOMODACHI Generation: Morgan Stanley Ambassadors Program

In 2019, 12 Japanese university students traveled to Washington, D.C. to take part in an intensive two-week program with seven American students. The students learned about civil society and its role in addressing social issues, before dividing into teams to create action plans focused on the challenges facing Tohoku as it recovers from the Great East Japan Earthquake. After returning to Japan, the students had the opportunity to visit the Tokyo headquarters of Morgan Stanley and present their action plans to employees.



TOMODACHI Amway Japan Foundation Tohoku Future Leader Program

Newly established this year, the TOMODACHI Amway Japan Foundation Tohoku Future Leader Program aims to foster next generation leaders seeking to revitalize the Tohoku region by emphasizing its local charms. In 2019, 16 high school students from Minami Sanriku, Miyagi Prefecture traveled to Washington, D.C., New York City, and New Jersey for ten days of tourism curriculum and cross-cultural exchange, including visits to the National 9/11 Memorial and towns impacted by Hurricane Sandy. Participants used their experiences to create plans to revive their hometown, which they presented to town officials in Japan.



TOMODACHI Honda Global Leadership Program

Redesigned in 2018, this program provides high school students from across Japan the opportunity to enhance their global leadership skills and take part in a cultural exchange between the United States and Japan. Over two weeks, 20 students visited Dublin, Ohio and Los Angeles, California, where they experienced homestays with local American families of Honda employees and cultural exchanges at the local high school. They also visited Honda's manufacturing plant in Ohio and took part in trainings designed to help participants challenge themselves and make their dreams come true.



TOMODACHI J&J Disaster Nursing Training Program

This program was created in 2015 to expand nursing students' understanding of disaster nursing. In 2019, the program widened its impact by accepting students from all over Japan, selecting a diverse group of eight nursing students to travel to Washington, D.C., New York, and New Jersey. They visited organizations specializing in disaster medicine and met with leaders in the disaster nursing field. After returning to Japan, each participant conducted their own project leveraging their experience from the U.S. study tour and shared their lessons learned at the final presentation.



TOMODACHI MetLife Women's Leadership Program

In its seventh year, this mentorship program took place in four cities across Japan: Tokyo, Osaka, Fukuoka, and Naha. The program pairs 50 Japanese female university students with 50 mid-career female mentors, as they undergo leadership development sessions and one-on-one mentoring meetings. Over five sessions, participants learned how to better understand their leadership strengths, improve their communication skills, develop their brand, and work collaboratively. Since 2013, a total of 638 women have taken part in this program.



TOMODACHI-Mitsui & Co. Leadership Program

Ten Japanese and ten American young professionals from the private and public sectors visited one another's countries for a week of site visits and exchanges in this program's seventh year. The American delegates visited Fukushima Prefecture and Tokyo, while the Japanese delegates visited Silicon Valley in California and Washington, D.C. During the visits, participants joined the growing network of people united in their commitment to the prosperity and economic vitality of the U.S.-Japan relationship, inspired by the program's three pillars of "Innovation, Entrepreneurship, and Leadership."



TOMODACHI Summer SoftBank Leadership Program

Since 2012, this program has offered 100 Japanese high school students from Iwate, Miyagi, and Fukushima Prefectures the chance 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 2019, the students developed innovative action plans to help revitalize the neighboring city of Richmond. Inspired by the leadership and community-building skills they gained, the students then created their own action plans to rejuvenate their hometowns in Tohoku.

Cultural Programs



TOMODACHI Goldman Sachs Music Outreach Program

In 2019, 39 artists from The Young Americans, an American music outreach non-profit organization, visited public elementary and junior high schools throughout the disaster-affected Iwate and Fukushima Prefectures to lead singing and dancing workshops for over 500 students and teachers. The participants learned to work together and respect one another's abilities, and discovered their potential through the universal language of music. They also gained confidence and interest in diverse languages and cultures through interactions with the inspiring cast of The Young Americans.



TOMODACHI Suntory Music Scholarship Fund

Launched in 2014, this fund provides scholarships to ten Japanese students to attend three prestigious music schools in the United States: The Juilliard School, Berklee College of Music, and the San Francisco Conservatory of Music. This program seeks to foster young Japanese musicians who are committed to advancing U.S.-Japan relations, appreciate other countries and cultures through music, and have the necessary skills and mindsets to contribute to and thrive in an increasingly globalized world.

"Using my experiences during the U.S. trip, I was able to think about the many wonderful aspects of Minami Sanriku-cho, but also how we can improve and use our strengths. We implemented an event for local children to pick up garbage, helping them engage with nature and have fun. Thanks to this program, I have broadened my perspectives."

Minami Kamata, TOMODACHI Amway Japan Foundation Tohoku Future Leader Program



"It's difficult to put my thoughts, feelings, and things I've learned so far into words, but I truly feel that this has been a very valuable experience for me."



The TOMODACHI Combiini Fund, generously supported by FamilyMart Co., Ltd. and Lawson, Inc., provides support to revitalize Tohoku and foster the next generation of young leaders in the region. In 2019, the TOMODACHI Combiini Fund sponsored the TOMODACHI High School Women Career Mentoring Program in Fukushima, a four-step career development program for 123 female high school students from Fukushima Prefecture. The program aims to help participants widen their perspectives and find the confidence to explore future paths. Over the course of the program, students reflected on their goals, heard university students and professional mentors share inspiring stories of overcoming challenges, and presented the knowledge they gained to younger students.

Empowering Tohoku Youth

"This program was a rare opportunity for me to grow and change. I was shy and struggled to share my opinions before this program. By having opportunities to give presentations throughout the program, I became more confident."

~Yuha Chiba, TOMODACHI Dallas-Sendai Young Ambassador's Program



The TOMODACHI Fund for Exchanges was established in April 2012 with generous support from Toyota Motor Corporation, Mitsubishi Corporation, and Hitachi, Ltd. to provide young Japanese students from Iwate, Miyagi, and Fukushima Prefectures opportunities to take part in innovative educational and cultural exchange programs. In 2019, two programs were funded to foster exchanges between youth in Tohoku and the United States. Alumni from these programs remain engaged with one another as they continue to find ways to address the needs and challenges of their local regions.

TOYOTA

Mitsubishi Corporation

HITACHI
Inspire the Next

2019 TOMODACHI Fund For Exchanges Programs

2018-2019 TOMODACHI Randolph Macon Research Exchange Program

2019 TOMODACHI Dallas-Sendai Young Ambassadors Program

Developing Cross-Cultural Leaders

Contributions from donors at the Sponsor and Supporter levels fund a variety of TOMODACHI programs, from educational exchanges and leadership development programs, to cultural programs focused on sports, music, and the arts. In 2019, 11 General Fund programs offered nearly 380 participants, ranging from middle school students to young professionals, life-changing opportunities, while building their leadership and networking skills. Participants also experienced cross-cultural exchange as youth from throughout Japan engaged with their peers from cities across the United States.

"I have done many projects in the hospitality and tourism industry. I would like to somehow get involved in their project and one day go back [to Ogori city] and share my own ideas."

~ Lyka Corotan, TOMODACHI Inouye Scholars Program



2019 General Fund Programs

2019 Global Classmates Summit | 2019 TOMODACHI CIE Grassroots Summit in Hyogo and Himeji | 2019 TOMODACHI NAJAS Grassroots Exchange Program San Antonio-Kumamoto | 2019 TOMODACHI-STEM @ Rice University Program | 9th U.S. Embassy-Keio SFC-TOMODACHI Entrepreneurship Seminar | TOMODACHI Bridging Scholars Program | TOMODACHI Disability Leadership Program in America | TOMODACHI Foster Youth Leadership Program | TOMODACHI Internship Program | TOMODACHI KAKEHASHI Inouye Scholars Program | TOMODACHI Social Entrepreneurship Award Program

Ongoing Engagement



The TOMODACHI Alumni Leadership Program builds on the initial TOMODACHI experience to inspire and empower the next generation of Japanese and American leaders, providing ongoing engagement, as well as the skills and confidence needed to achieve their dreams, inspire fellow alumni, and contribute to a better world.

Core Values

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.

Using these values, alumni create and conduct a variety of events and programs to connect and energize their fellow alumni. In 2019, a new online platform, TOMODACHI ALUMNI CONNECT, was launched to create a community where alumni across different regions, age groups, and industries can discover new opportunities, expand their networks, and build a supportive alumni community.

The TOMODACHI Alumni Leadership Program ensures that even after programs conclude, alumni have opportunities to remain engaged and empowered. By the end of 2019, the alumni community consisted of more than 8,600 participants from over 321 diverse TOMODACHI programs. With generous support from The Prudential Foundation, over 600 alumni participants took part in 34 TOMODACHI alumni programs and events in 2019.

Engaged and Inspired: Creating Alumni Connections

Alumni Highlights



TOMODACHI ALUMNI CONNECT Online Platform for Alumni

TOMODACHI ALUMNI CONNECT is an online platform launched on May 1st 2019, to strengthen connections and communications between TOMODACHI Alumni. The platform connects TOMODACHI Alumni across age groups, careers, regions, and interests to empower each other and help one another grow both personally and professionally.

U.S.-Japan Council Annual Conference

TOMODACHI Alumni achievements were highlighted at the U.S.-Japan Council Annual Conference in Los Angeles in November 2019. Four TOMODACHI Alumni shared their life-changing TOMODACHI experiences and their ongoing leadership journeys at a plenary session in front of over 650 participants and a panel discussion at the Members Day session.

TOMODACHI Alumni Regional Impact for Social Empowerment (RISE) Leadership Program

This year-long experiential leadership program, combined with a mentorship component, trains alumni leaders to create opportunities to connect, identify, and address regional challenges together. Regional Leaders and Regional Mentors represent the six regions across Japan.

Alumni Programs and Events

TOMODACHI Alumni programs further the connections created by the TOMODACHI Alumni Regional Framework, allowing alumni to come together for a variety of innovative workshops and events.



TOMODACHI Generation Global Leadership Academy 2019

This four-day youth leadership program, focused on global leadership and civic engagement, brought together over 40 alumni from the Tohoku Region. High school student participants, supported by university students as leaders and staff members, visited innovative companies, nonprofits, and government entities and developed their own creative plans to bolster Tohoku's future.

2019 TOMODACHI Generation Summit

The TOMODACHI Generation Summit convened 230 TOMODACHI Alumni from all age groups and regions for a day of meaningful workshops and discussions. The Summit was planned and executed by a committee of alumni with input from Regional Leaders and additional support from alumni as speakers and volunteers.

Additional 2019 TOMODACHI Alumni Programs

TOMODACHI Alumni gathering hosted by the Principal Officer of the U.S. Consulate Sapporo | TOMODACHI Alumni Internship Program | TOMODACHI KaoLINK Fukushima Rebranding Program 2018-2019 | TOMODACHI lunch reception hosted by the Principal Officer of the U.S. Consulate Fukuoka | U.S.-Japan Council Business Advisory Board Meeting



TOMODACHI IMPACT

Since inception TOMODACHI has supported:

Over
2,500
youth in the area of
entrepreneurship

Over
1,400
youth in the area of
women's empowerment

Over
5,200
youth in the area of
career development

Over
5,800
youth in the area of
international exchange



Seiya Ashikari

Oita Prefecture

When Mr. Ashikari visited Silicon Valley through his TOMODACHI program, he became inspired by other young leaders who were working to start their own businesses, and made the decision to create his own start-up. After graduating from university, he founded a company in Japan and Cambodia to farm crickets as food for people and bait for aquaculture and livestock. He is enjoying his leadership journey running a "social business" focused on eco-friendly practices and food production, as well as supporting Cambodian economic growth.

What has been the most memorable moment from TOMODACHI?

I had the opportunity to pitch my business ideas in Silicon Valley. It was the first time I pitched in English, and I learned how to discuss my business in different cultures and languages. At the pre-trip presentation, my

business plan was still rough around the edges. But after I tried several pitches and refined the structure of my presentation in Silicon Valley, it finally became polished and persuasive. It was an unforgettable experience to start thinking of challenging myself with a business overseas.

Comparing before and after the program, has anything changed?

My focus on only my home country changed after visiting the cutting-edge business region of Silicon Valley, and I began thinking about a start-up abroad. During my university years, I was a member of Model United Nations and was vaguely interested in going abroad someday.

But my goal became more clear, and then a reality, and eventually I started my own business abroad because of my experience during my TOMODACHI program.

What does leadership mean to you?

Making an impact beyond just my own means and using the power of others from around the world.



Danielle Reed

Maryland

Ms. Reed experienced life in the Tohoku area during her time on the JET program, in the difficult period after the Great East Japan Earthquake. She worked in communities greatly impacted by the disaster and connected with the TOMODACHI Initiative, later attending a TOMODACHI program herself. These experiences led her to start her own consulting company.

"This experience was pivotal in my ultimate decision to establish my own company."

Could you tell us what you learned from your TOMODACHI program?

Through TOMODACHI, I was able to see first-hand how much of an impact entrepreneurs and leaders with an entrepreneurial spirit can have in communities devastated by a disaster. I also learned a lot from my fellow American and Japanese participants, many of whom founded their own companies or non-profits. They are driven, passionate people who felt strongly about developing their global leadership abilities in order to affect positive change in the world through their work.

Tell us your future goals or dreams.

My dream is to live in a world in which everyone can interact successfully and respectfully with others and take responsible action toward sustainability, collective well-being, and a higher quality of life for all.

What does leadership mean to you?

A leader needs to inspire individuals to work together to pursue a vision. They need to have the knowledge to effectively manage resources and create strong teams with the necessary skill sets to achieve their goals. In addition, leaders are change-makers. Without change-makers pursuing solutions to the very real and increasingly imminent challenges we face, progress will not happen.



Ayaha Kanno

Fukushima Prefecture

After the TOMODACHI programs Ms. Kanno took part in during high school, she decided to apply to become a Regional Leader of the Tohoku Hokkaido region, under the TOMODACHI Alumni Regional Framework, to contribute and give back to her own community of Fukushima. She credits TOMODACHI with helping her develop her leadership style and giving her confidence to implement her ideas.

What was the most challenging part of your TOMODACHI program?

The most challenging parts were the discussions we had to consolidate many different opinions into the team's consensus. But I soon learned that everyone has different views, so I tried to accept those with other ideas. I would not have been able to learn this without going through this challenging time.

"I have several reasons why I participated in so many alumni programs, but the biggest reason was so that I could meet other alumni and people involved in the programs, and learn different things from them."

What does your TOMODACHI program mean to you?

Potential. In the TOMODACHI community, when you want to take action, you're able to connect with others and find role models. Because of this, I think TOMODACHI is the embodiment of potential.

What does leadership mean to you?

I believe those who can naturally build trust, take action, and create what society needs are leaders.





Haruki Sawada

Miyagi Prefecture

Since childhood, Ms. Sawada hoped to become a nurse. After her experiences during the Great East Japan Earthquake and volunteering at a concert to support restoration projects, she began thinking about ways to offer support when disasters occur. She then decided to pursue disaster nursing at school. During her TOMODACHI program's U.S. trip, Ms. Sawada had various opportunities to learn from hands-on disaster nursing training. In 2020, she will graduate from school and become a nurse at a clinic.



Could you tell us what you learned from your TOMODACHI program?

During the U.S. training sessions, I realized our discussions deepened as we asked questions after hearing different stories. At the same time, I realized I lacked the ability to ask good questions, and started to work to improve my skills and learn enough to ask better questions. Even though I still sometimes have to work up the courage to ask questions, I have more confidence because of my experiences during my TOMODACHI program and the friends I made.

“There are different cultures, races, and people, and each have important values based on their points of view. I learned it’s possible to upset their values if I act without thinking.”

Comparing before and after the program, has anything changed?

Before the program, I hoped to become someone who could offer support in the field of disaster nursing across Japan. But then I heard the President of New York University say, “It’s critical to build locally-focused disaster prevention plans, which add up to build a strong sense of disaster readiness and control at a

national level.” This was the moment I decided my future dream of disaster nursing. In the future, I would like to support my hometown and give back what I’ve learned.

What does your TOMODACHI program mean to you?

It’s a place I can always return to, and my starting point to learn about disaster nursing.



Shunsuke Watando

Kanagawa Prefecture

Since Mr. Watando visited a biogas center in Minami Sanriku-cho as part of his TOMODACHI program, his interests and concerns toward “food waste” have grown to include ways to turn food scraps into valuable energy. He later became a TOMODACHI Alumni Regional Leader in the Kanto region, and has continued to participate in TOMODACHI activities since high school. He planned and held a TOMODACHI Alumni event themed around food waste.



What has been the most memorable moment in your involvement with TOMODACHI?

During the U.S. trip, I saw how friendly everyone was — people will say hello to anyone — which is nothing special in the U.S., but is uncommon in Japan. It was a small experience that had a huge impact on me as I saw a remarkable cultural difference. At the same time, I was able to see the narrowness of my own views and change some cultural stereotypes I had. I couldn’t have had such an experience if I had only stayed in Japan.

What does leadership mean to you?

There are various kind of leaders, but to me, leadership means building trust with others and being someone willing to make the right decision and take action.

“TOMODACHI is a place where I can try new things and find something new, and helps me challenge myself!”

Could you tell us what you learned from your TOMODACHI program?

I learned the importance of having diverse viewpoints and a flexible imagination, and the value of getting to know and building a network with new people outside my own groups. Also, the importance of my relationship with my Regional Mentor who supports me to do my best. He always reminds me of the importance of reporting, contacting, and counseling.



Tristan Norman

Arkansas

Mr. Norman participated in a TOMODACHI program because of his interest in Japanese history. He was able to learn about Japanese culture, the importance of U.S.-Japan relations, and the uniqueness of his program. He also saw the genuine desire of young students to engage with and learn from each other. He was chosen to be an assistant English language teacher in Japan through the JET program, and is excited to have the opportunity to see his friends in Japan and further explore Japanese language and culture.

Could you tell us what you learned from your TOMODACHI program?

I learned that we are not as distant as language, culture, geography, and history would have us believe. There is no wall that separates an American from understanding a Japanese or a Japanese from understanding an

American. There are difficulties, like different views and languages, but these can be overcome by listening, developing friendships, being intentional, and visiting each other’s countries to see our different ways of life.

What does your TOMODACHI program mean to you?

There is a magical quality to being exposed to a narrative different from my own and being thrust into a different culture. For me, TOMODACHI offers a unique way to truly redefine how we see our world and the histories of the United States and Japan. We have the chance to create new legacies that will have lasting impacts and lay the foundations for other youth who want to experience the United States and Japan.

What does leadership mean to you?

Leadership means you have the ability to be inspired by everyday events and moments. Too often we equate leadership with grand visions and declarations, and we lose sight of what we are trying to create or preserve. If we are not inspired by random acts of kindness and stories, then we are missing something very valuable and meaningful.



“With the TOMODACHI program, I know that the friendships I form, the conversations I have, and the experiences I gain are helping create the foundations of a better world and future.”



TOMODACHI IMPACT



98%

of program participants report improved **cross cultural communication skills**.



96%

of program participants report improved **creative thinking capabilities**.

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, DC with staff in California, Hawaii and Tokyo. 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, 2019)

Royanne K. Doi, *Representative Director*
Global Legal, Ethics & Compliance Adviser,
Legal Division, Yamaha Corporation

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

David Nishida, *Vice President*

Ryuichi Katayama, *Internal Auditor*

Russell K. Kawahara
Partner, Atsumi & Sakai

Stan Koyanagi
Member of the Board of Directors, Managing Executive Officer,
Global General Counsel, ORIX Corporation

Gary Moriwaki
Partner, Windels Marx Lane & Mittendorf, LLP

Takashi Ohde
Instructor, Department of Intercultural Communication,
Gakushuin Women's College

Jenifer Rogers
General Counsel Asia, Asurion Japan Holdings G.K

Board of Councilors, U.S.-Japan Council (Japan)
(as of December 31, 2019)

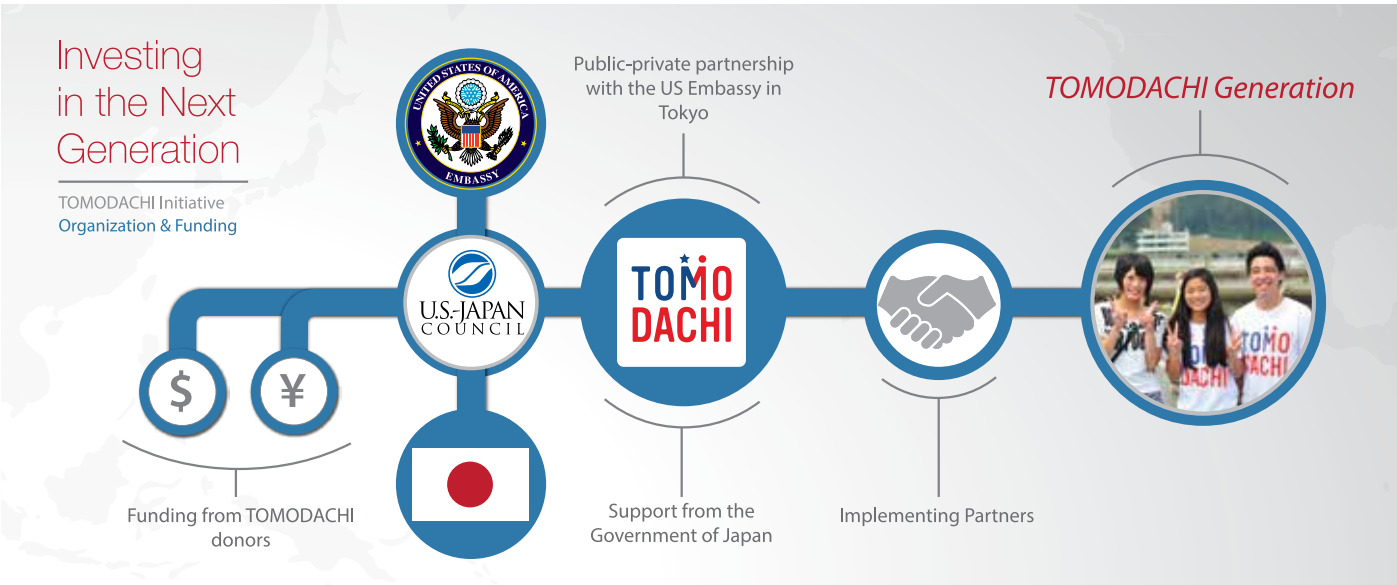
Kathy Matsui, *Chair*
Vice-Chair, Goldman Sachs Japan Co., Ltd.

Daniel Fujii
President, Trust Capital Co., Ltd.

William Ireton
Head of Production (Japan),
Sony Pictures International Productions


Merle Aiko Okawara
Chairman, JC Comsa Corporation

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




The following financial reports include a summary of the 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)	2011-18	2019	2020-22 (committed)	TOTAL
TOMODACHI CONTRIBUTIONS AND PLEDGES				
USJC (Japan)	\$29,208,294	\$3,458,562	\$3,739,489	\$36,406,345
USJC (US)	21,004,953	1,922,524	2,147,347	\$25,074,824
In-Kind Donations (US-Japan)	4,788,501	451,110	900,000 ¹	\$6,139,611
Total Contributions and Pledges	\$55,001,748	\$5,832,196	\$6,786,836	\$67,620,780
TOMODACHI EXPENSES				
USJC (Japan) Programs and Program Support	\$23,541,682	\$2,356,939	\$3,365,540 ²	\$29,264,161
USJC (US) Programs and Program Support	16,301,553	1,444,828	1,932,612 ²	\$19,678,993
Total Programs and Program Support Expenses	\$39,843,235	\$3,801,767	\$5,298,152	\$48,943,155
USJC (Japan) Administration	\$1,672,826	\$1,224,724	\$373,949 ²	\$3,271,499
USJC (US) Administration	1,385,860	413,898	214,735 ²	\$2,014,492
Total Administration	\$3,058,686	\$1,638,621	\$588,684	\$5,285,991
In-Kind Expenses (US and Japan)	\$4,788,501	\$451,110	\$900,000 ¹	\$6,139,611
Total Expenses	\$47,690,422	\$5,891,499	\$6,786,836	\$60,368,757



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



U.S. - Japan Council (Japan)

TOMODACHI

Statement of Financial Position (USD)

	2018	2019
Current Assets		
Cash and Cash Equivalents	\$2,570,710	\$2,793,396
Accounts Receivable	1,379,057	1,162,177
Other Assets	-	-
Intangible Assets - Trademarks	2,335	2,335
Total Assets	\$3,952,102	\$3,957,908
Liabilities		
Accounts Payable	\$63,441	\$8,951
Other Current Liabilities	-	-
Net Assets	\$3,888,661	\$3,948,956
Total Liabilities and Net Assets	\$3,952,102	\$3,957,907

Income and Expense Summary

	2018	2019
Revenue		
TOMODACHI Corporate Donations	\$2,382,346	\$1,890,404
Interest Income & Other Income	52,192	32,120
Total Revenue	\$2,434,538	1,922,524
Expenses		
Program and Program Support	\$1,310,982	\$1,444,828
Administrative and Fundraising	381,378	413,898
Total Expenses	\$1,692,360	\$1,858,726
Currency Exchange Revaluation	3,863	-3,580
Total Change in Net Assets ³	\$746,041	\$60,219
Net Assets, Beginning of Year	3,142,620	3,888,661
Net Assets, End of Year	\$3,888,661	\$3,948,880

TOMODACHI

Statement of Financial Position (USD)

	2018	2019
Current Assets		
Cash and Cash Equivalents	\$2,291,154	\$2,082,392
Accounts Receivable	-	-
Other Assets	14,933	4,711
Fixed Assets (net)	1,906	9,881
Total Assets	\$2,307,993	\$2,096,983
Liabilities		
Accounts Payable	\$384,260	\$294,277
Other Current Liabilities	-	-
Net Assets	\$1,923,733	\$1,802,707
Total Liabilities and Net Assets	\$2,307,993	\$2,096,983

Income and Expense Summary

	2018	2019
Revenue		
TOMODACHI Corporate Donations	\$2,821,547	\$3,457,783
Interest Income & Other Income	796	780
Total Revenue	\$2,822,343	\$3,458,562
Expenses		
Program and Program Support	\$3,172,333	\$2,356,939
Administrative and Fundraising	428,126	1,224,724
Total Expenses	\$3,600,459	\$3,581,663
Currency Exchange Revaluation	-127,861	2,074
Total Change in Net Assets ³	-905,97	-\$121,026
Net Assets, Beginning of Year	2,829,709	1,923,733
Total Change in Net Assets	\$1,923,733	\$1,802,707

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 2020-2022.
3. The Total Change in Net Assets reflects only contributions received and expenditures made in the specified year. It does not reflect multi-year contributions received in prior year(s) and related expenses incurred in subsequent year(s). The negative change in net assets does not reflect a negative cash position nor a negative balance between total contributions and expenses. The timing of the recording of the contributions when received and expenses when incurred can create either a positive or negative change in net assets at any given year.
4. The accounting books for TOMODACHI Japan are maintained in Yen and converted to USD for reporting purposes.

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)



“This program has helped me learn more than I have in any other two weeks in my life. You can read about disasters such as 3.11 and Hiroshima in school, but actually hearing from people and seeing the ways they were impacted was much more powerful. I’m so thankful to have been chosen to come on this trip.”

~ Owen Siglin, TOMODACHI MUFG International Exchange Program



Supporters

\$10,000 - \$100,000

Atsumi & Sakai
ExxonMobil Japan
Hayasaka Tax Accountants’
Office Co., Ltd.

Hotel Okura Tokyo Co., Ltd.
Imperial Hotel, Ltd.
Japan Association of
Charitable Organaizations

KPMG AZSA LLC
Naya CPA Office
Orrick, Herrington & Sutcliffe
LLP

TOPPAN PRINTING CO.,
LTD.
Tricor K.K.

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 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

Implementing Partners

TOMODACHI works with many partners in order to make these life-changing experiences possible for young people. In 2019, the following partners supported and implemented TOMODACHI programs.

Berklee College of Music | Children’s National Medical Center | Cultural Vistas | Fashion Institute of Technology | General Foundation SFC Forum | International Foster Care Alliance | 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 | Kizuna Across Cultures | Laurasian Institution | Lumina Learning | National Association of Japan-America Societies | The Tokyo New Business Conference | NPO Sokoage | Parsons The New School for Design | Rice University | San Francisco Conservatory of Music | Taylor Anderson Memorial Fund | Temple University, Japan Campus | United States-Japan Bridging Foundation | University of California, Berkeley | University of Massachusetts Boston | The Washington Center | World In Tohoku (WIT)

TOMODACHI



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