

公益財団法人 米日カウンシル—ジャパン

U.S.-Japan Council (Japan)

2020 年度事業報告

2020 Business Report

I. OVERVIEW

As the U.S.-Japan Council (Japan), *Koeki Zaidan Hojin Beinichi Kaunshiru Japan*” in Japanese (herein “Foundation”) completes its ninth business year of operations, it has achieved many of its key charitable objectives through an active and dynamic set of programs, further developed its people-to-people network in Japan and continued to build a sustainable organizational foundation.

Due to the outbreak of COVID-19, the Foundation, like many other organizations, experienced difficult times. Additionally, our Founder, Ms. Irene Hirano Inouye, died after an illness, and was succeeded in May by Suzanne Basalla in the role of Representative Director. The Foundation was able to react in a timely manner to pivot many programs to an online format with innovative approaches to make programs effective and impactful. During 2020, the Foundation successfully delivered over 50 programs for about 2,000 participants.

Through activities organized and overseen by the Foundation and supported by the implementing assistance of collaborating partners, hundreds of young people in Japan and the United States participated in the TOMODACHI Initiative. Many of these young TOMODACHI participants found their experiences to be transformative and life-changing. Meaningful international contact created multiple unique bonds between participants, and program content sparked new interests and confidence within these young people. In total, the Foundation administered 12 unique TOMODACHI programs in 2020 in the fields of education, culture, and leadership development, participated by 865 young people from both Japan and the United States.

As an extension of the TOMODACHI Initiative, the Foundation offers TOMODACHI Alumni Programs for over 9,500 TOMODACHI program participants. In 2020, the Foundation offered 27 distinguished TOMODACHI Alumni Programs, attended by over 870 alumni, to give them experiences, exposures and skills to enhance their leadership.

The Foundation has also worked in other areas of U.S.-Japan people-to-people exchange, including engagement with business leaders, legislative leaders, NGO leaders, and others with a shared interest in U.S.-Japan relations. The Foundation’s networking and general education programs included the Business Advisory Board, which brought together more than 100 Japanese and American leaders over the course of face-to-face and virtual meetings throughout the year to discuss areas of mutual interest in U.S.-Japan relations.

II. PURPOSE

The purpose of the Foundation is to promote people-to-people ties between Americans and Japanese of all generations as a crucial aspect of the U.S.-Japan relationship, as well as to strengthen educational, cultural, and economic ties and deepen the long-term friendship between the United States and Japan.

The Foundation’s core business is to manage the TOMODACHI Initiative (the “TOMODACHI Initiative” or “TOMODACHI”), a public-private partnership with the U.S. Embassy in Tokyo that nurtures the next generation of Japanese and Americans through three types of programs: educational programs; cultural exchange programs in sports, music and the arts; and leadership programs. The Foundation also manages TOMODACHI Alumni Programs targeting those who have experienced

TOMODACHI programs, to provide opportunities to engage and inspire one another, and keep developing their leadership skills.

In 2020, the Foundation managed and administered the selection of the activities described in this report, which were funded through the Foundation. The TOMODACHI Initiative also receives support from the U.S.-Japan Council (U.S.) based in Washington, D.C., for activities funded through the separate tax-exempt U.S. entity.

III. ACTIVITIES

A. CHARITABLE ACTIVITY - TOMODACHI Educational Programs

Educational programs serve to enrich and inspire young Japanese and Americans through exposure to each other's countries. Through a broad set of programs, the TOMODACHI Initiative aims to engage young Japanese and Americans through academic and exchange opportunities and thereby strengthen overall U.S.-Japan relations. Four (4) TOMODACHI Educational Programs were conducted by the Foundation's support during 2020 including the following.

TOMODACHI-UNIQLO Fellowship
TOMODACHI Internship Program
TOMODACHI KAKEHASHI Inouye Scholars Program
KATARIBA.online MyproRoom supported by the TOMODACHI Initiative

B. CHARITABLE ACTIVITY – TOMODACHI Cultural Programs

Cultural programs provide gateways for Japanese and Americans to learn about and to develop enduring interest in each other's countries. TOMODACHI collaborated with existing cultural exchange programs, bringing new programs to Tohoku and other regions of Japan, and supported some new and innovative activities. One (1) Cultural Program within the TOMODACHI Initiative that the Foundation funded during 2020 included the following.

TOMODACHI Suntory Music Scholarship Fund

C. CHARITABLE ACTIVITY – TOMODACHI Leadership Programs

TOMODACHI promotes programs that help the next generation of young leaders gain the skills and expertise necessary to guide them towards success and help them make a positive difference for their communities, for their countries, and for the entire world. This year's programs included fellowships and leadership programs for high school and college students as well as young professionals. Seven (7) Leadership Programs supported by the Foundation included the below programs.

Building the TOMODACHI Generation: Morgan Stanley Ambassadors Program
TOMODACHI High School Women Career Mentoring Online Program in Tohoku supported by the TOMODACHI Combini Fund2020
TOMODACHI-STEM @ Rice University Program

**10th TOMODACHI-Keio SFC Entrepreneurship Seminar
TOMODACHI Foster Youth Leadership Program
TOMODACHI Social Entrepreneurship Award Program
TOMODACHI Alumni Leadership Program**

D. CHARITABLE ACTIVITY - TOMODACHI Alumni Programs

The TOMODACHI Alumni Program builds upon the initial TOMODACHI experience to inspire and empower the young people of Japan and America, giving them the experiences, skills, and confidence to achieve their dreams and contribute to a better world. The Foundation offers the alumni community with a range of opportunities to engage and inspire one another to build strong, enduring relationships. In 2020, all the Alumni programs were conducted online using a web-based meeting tool. Thanks to the online format, Alumni “regional” events were attended by alumni and stakeholders all across the nation.

With 2020 TOMODACHI Programs complete, over 9,500 members are TOMODACHI Alumni. They range in age from 14 to 40 and come from across Japan and the United States. In 2020, over 870 TOMODACHI alumni participated in 28 programs including the following.

SIGNATURE PROGRAMS:

Next Generation Summit

TOMODACHI Generation Leadership Academy 2020

TOMODACHI Alumni Regional Impact for Social Empowerment (RISE)

TOMODACHI Industrial Insight

TOMODACHI Critical Conversations

REGIONAL ACTIVITIES:

TOMODACHI Alumni Regional Welcome Events

TOMODACHI Alumni Regional Theme Events

PARTNERSHIP ACTIVITIES:

U.S.-Japan Council Business Advisory Board

E. CHARITABLE ACTIVITY – Networking/General Education

In addition to TOMODACHI activities, the Foundation engages in networking activities and related general education activities to build ties between Americans and Japanese in key areas of the relationship. Many of these programs were conducted in virtual format in 2020.

1. Bilateral Boardroom

The Foundation held an on-line conference “Bilateral Boardroom” on September 17, convening key decision-makers from business, government, and the civil sector in the United States and Japan for critical conversations around the theme of Leadership Through Crisis, Lessons Learned. The

program examined leadership and critical lessons from prior crises, analyzing the impact of the current coronavirus pandemic from a social and economic perspective, and setting the agenda for the future of the U.S.-Japan relationship. Over 4,000 people viewed this virtual conference live and from the website posting.

2. Business Advisory Board

The Business Advisory Board (BAB), founded in 2014, continued to create further ties with the business sector and the U.S.-Japan Council, continued with additional activities in 2020. The BAB is led by successful executive leaders who have worked in the United States and Japan, and it held two meetings in 2020 (one in-person and the other in virtual format) and a total 115 members participated. The BAB meetings offered speaker sessions to discuss international, cultural, and/or business topics, and networking opportunities for the members.

3. Japanese American Storytelling Program

The Foundation launched the Japanese American Storytelling Program (“JASP”) in 2020. It is a program for U.S.-Japan Council leaders (members) to convey positive educational messages to the youth at universities in Japan. Overarching themes include tolerance and empathy for immigrants, overcoming discrimination and prejudice, strength of diversity in society, and building bridges between the US and Japan. These themes are communicated through personal family history narratives. In 2020, the Foundation gave presentations to about 400 students at 8 different universities.

4. Delegations

Due to the COVID-19 situations, two signature delegation programs, Japanese American Leadership Delegation and Asian American Leadership Delegation, were not conducted in 2020. In place of the Asian American Leadership Delegation (AALD), the Council produced a video interview series posted on the website of Sasakawa Peace Foundation, a partner entity who assisted the funding of the project, where past AALD participants reported what was happening in their communities related to the COVID-19, social justice movement, elections, etc.

IV. GOVERNANCE

The Foundation’s Board of Councilors and Board of Directors continues to operate in compliance with the Foundation’s Articles of Incorporation.

A. BOARD MEMBERS

BOARD OF DIRECTORS (as of Dec. 31, 2020)

Board Officers:

Royanne Doi, Chair & Representative Director
Corporate Governance Specialist

Suzanne Basalla, Representative Director
President & CEO, U.S.-Japan Council

Ryuichi Katayama, Internal Auditor

Board Members:

Stan Koyanagi

Member of the Board of Directors, Managing Executive Officer and 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.

Miyuki Tani

Executive Director, Morgan Stanley Capital K.K.

BOARD OF COUNCILORS (as of December 31, 2020)

Board Officer:

Kathy Matsui, Chair

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

Board Members:

Daniel Fujii

President & CEO, Trust Capital Co., Ltd.

William Ireton

Head of Production (Japan), Sony Pictures International Productions

Merle Aiko Okawara

Chairman, DELSOLE Corporation

Henry Takata

Representative Director, SynTech Japan Co., Ltd.

B. BOARD MEETINGS

The Foundation held below four Board of Directors meetings and one Board of Councilors meeting in 2020 with respective agenda below.

March 5, 2020 - Board of Directors meeting (quorum met)

- Approval of 2019 Audited Business Report and Business Report-related Filing Documents (with the Cabinet Office)
- Approval of Audited Balance Sheets and the Profit and Loss Statements (“Financial Statements”), the Annexed Detailed Statements thereof, the Inventory of Property, etc., and Regulatory Submission of said documents for the seventh fiscal year
- Performance Report by Representative Director(s) and Executive Director(s)
- TOMODACHI Initiative Update and Approval of Re-election of TOMODACHI Program Committee Members
- Election of Directors and Councilors
- Proposal suggesting the general meeting of the councilors take place by the form of written consent with the following reporting and resolution items.

March 23, 2020 - Board of Councilors (unanimous written consent)

- Report on the Business Plan, Income and Expenditure Budget and Forecast of Loan and Capital Investment for the sixth fiscal year (January 1, 2020 through December 31, 2020)
- Approval of 2019 Audited Business Report and the Annexed Statement thereof for the Eighth fiscal year (January 1, 2019 through December 31, 2019)
- Approval of the Balance Sheets and the Profit and Loss Statements (“Financial Statements”), the Annexed Detailed Statements thereof, the Inventory of Property for the eighth fiscal year (January 1, 2019 through December 31, 2019)
- Report on Performance Report
- Election of Directors, Councilors and Auditor
- Approval of Revisions on the Articles of Incorporation

June 25, 2020 - Board of Directors meeting (quorum met)

- Election of Director
- Quarterly Financial Report
- TOMODACHI Initiative Updates
- Interim Executive Performance Report

June 25, 2020 – Extraordinary Meeting of Councilors Committee (by written consent)

- Election of Director

July 2 2020 – Extraordinary meeting of Board of Directors (by written consent)

- Appointment of Representative Director

September 10, 2020 - Board of Directors meeting (quorum met)

- Performance Report by Representative Director(s) and Executive Director(s)

- TOMODACHI Initiative Updates
- Interim Financial Report

December 3, 2020 – Board of Directors meeting (quorum met)

- Approval of 2021 Business Plan
- Approval of 2021 Budget Plan
- Approval of Election of the 2019 External Auditor
- Approval of 2021 Forecast of Loan and Capital Investment
- Approval of the Date and Location of the General Meeting of Councilors' Committee in 2021
- The Year-End Executive Performance Report
- TOMODACHI Initiative Updates
- Approval of Revision of the Rules of Handling of Contributions
- Interim Financial Reports as of Sept. 30, 2020

C. ORGANIZATIONAL UPDATE

Staff headquartered in the Tokyo Office as of December 31, 2020

Junko Tsuda – Executive Director, U.S.-Japan Council (Japan)

Kaoru Utada – Director, Programs and Partnerships

Aya Hashimoto – Program Manager, TOMODACHI Initiative

Hiromi Kato – Administrative & Office Manager, TOMODACHI Initiative

Yukari Shishido – Alumni Coordinator, TOMODACHI Initiative

Kana Takagi – Program Assistant, TOMODACHI Initiative

Miki Takahashi – Administrative Coordinator, U.S.-Japan Council (Japan)

Nana Watanobe – Program Coordinator, TOMODACHI Initiative

The Foundation has benefited greatly from the support by Takeda Pharmaceutical Company Limited, which has provided its direct support since the Foundation's inception to the TOMODACHI Initiative by contributing directly to organizational infrastructure (staff and operational costs).

D. ACCOUNTING

2020 Fiscal Year Budget and Results		
Revenue	Revised Budget (Yen)	Unaudited Actuals (Yen)
Corporate and Individual Contribution - TOMODACHI	90,837,560	73,804,370
Corporate and Individual Contribution - General Education	102,277,890	133,842,937
Interest Income	-	48,420
Net Assets Released from Restrictions	21,838,299	18,012,112
Total Revenue	214,953,749	225,707,839
Expenses	Budget (Yen)	Unaudited Actual (Yen)
Program Implementation Expenses (TOMODACHI & General)	158,786,698	165,508,644
Program Support Expenses (TOMODACHI & General)	56,167,052	56,526,325
Net Realized / Unrealized Loss on Translation of FX Transactions	-	3,672,870
Total Program and Program Support Expenses	214,953,749	225,707,839
Change in Net Assets	0	0

In 2020, U.S.-Japan Council (Japan) raised funding from corporate contributions to support the TOMODACHI Initiative. As illustrated above, total funds raised in 2020 was ¥74M. This was less than anticipated in the revised budget due to an extended slow-down of TOMODACHI activities. When the budget was revised (July 2020), it was anticipated that TOMODACHI activity might pick back up in Q4.

In addition to TOMODACHI activities, the Council engages in general education and networking activities to continue to build ties between Americans and Japanese in key areas of the relationship, with total funding in the amount of ¥134M in 2020. There was a significant effort put forth by Board members and staff to raise unrestricted general funding during 2020.

Total TOMODACHI and General Education program implementation expenses incurred in 2020 were ¥165M compared to a budget of ¥159M. Some of this difference was due to timing of program spending. Contributions are recorded when received and not when implemented. Program implementation expenses paid to implementers are recorded when paid and not when incurred. Several of the TOMODACHI programs are multi-year programs.

Program support expenses were ¥56M compared to a budget of ¥56M. Included in the total program support expense are contract services through a Service Agreement with U.S.-Japan Council (U.S.), a U.S. non-profit organization that also supports the TOMODACHI programs and General program activities.

Below is the Balance Sheet of the Council as of December 31, 2020.

Balance Sheet, as of December 31, 2020		
Assets	Unaudited 2020 Actual (Yen)	2019 Actual (Yen)
General Education Fund Assets	34,476,413	77,306,772
Other Assets - Equity Funds	3,000,000	3,000,000
Fixed Assets, Net of Amortization	679,514	1,073,191
Prepaid Expenses	651,859	511,610
Other Assets	0	832,000
TOMODACHI Specific Assets	219,911,777	245,270,071
Total Assets	258,719,563	327,993,644
Liabilities		
Accounts Payable	2,592,706	3,675,691
Withholding Tax	351,635	269,000
Due to USJC (US)	3,344,258	53,605,877
Total Current Liabilities	6,288,599	57,550,568
Net Assets	252,430,964	270,443,076
Total Liabilities and Net Assets	258,719,563	327,993,644

Total assets are ¥258M, down from ¥328M in 2019. General fund assets were reduced primarily due to labor costs not billable to TOMODACHI programs. TOMODACHI specific assets are lower than 2019 because 2020 programs were funded in part by monies received in prior years. Other assets reflect a deposit for office space which was refunded in 2020. Liabilities are significantly less at year end in 2020 than in 2019 due, to a grant provided by USJC (US) for TOMODACHI.

E. DONORS

2020 TOMODACHI Donors:

Amway Japan Foundation
Dow Chemical Japan Limited
ExxonMobil Japan Godo Kaisha
FamilyMart Co., Ltd. *
Fast Retailing Co., Ltd. *
Goldman Sachs Japan Co., Ltd. *
Honda Motor Co., Ltd.
Hotel Okura Tokyo Co., Ltd.
Johnson & Johnson K.K. *
Kikkoman Corporation
Lawson, Inc. *
MetLife Insurance K.K.
Mitsui & Co., Ltd.
Mitsubishi UFJ Lease & Finance Co., Ltd.
Mitsubishi UFJ Securities Holdings Co., Ltd.
Mitsubishi UFJ Nicos Co., Ltd.
Mitsubishi UFJ Trust and Banking Corporation
Morgan Stanley Japan Group Co., Ltd.
MUFG Bank, Ltd.
MUFG Union Bank, N.A.
Northrop Grumman Corporation
Prudential Foundation
SoftBank Group Corp.
Sumitomo Corporation
Suntory Holdings Limited *
Takeda Pharmaceutical Co., Ltd.*
Toyota Motor Corporation
The U.S. Embassy in Tokyo

*Donations were received in previous years, but funding is still being used to finance ongoing TOMODACHI Programming and operations.

2020 USJC Sponsors (corporate sponsors, and individual sponsors over 1,000,000 yen of donation)

3M Japan Limited
Adobe KK
Advantage Partners
AIG Japan Holdings KK
Amway Japan G.K.
anonymous
Delsole Corporation

e-solutions, inc.
fabbit
Fujitsu Limited
GCA Corporation
Google Japan
HEALIOS K.K.
Higa, Ernest M.
Hitachi High-Tech Corporation
Hitachi Transport System, Ltd.
IBM Japan Ltd
Industrial Growth Platform, Inc. (IGPI)
Intercontinental Trading Corp.
Japan Airlines Co., Ltd.
Japan Airport Terminal Co., Ltd.
Japan Industrial Partners, Inc.
Johnson & Johnson Family of Companies in Japan
Kawahara, Russell & Yuko
Kikkoman Corporation
KPMG Japan
Lawson, Inc.
Major League Baseball Japan
Marubeni Corporation
Mitsubishi Heavy Industries, Ltd.
Morgan Stanley
NEC Corporation
Nippon Paint Holdings Co., Ltd.
ORIX Corporation
PAG Investment Management Limited
Palo Alto Networks K.K.
PwC Japan Group
REVOLUTION CO.,LTD.
Rogers, Jenifer
ROKI GROUP CO., LTD.
Sony Corporation
SOURCENEXT CORPORATION
Suntory Holdings Limited
Tanaka, Masaaki
Tani, Miyuki
Tokio Marine Holdings
Toyo Suisan Kaisha, Ltd.
Toyota Research Institute - Advanced Development, Inc.
Toyota Tsusho Corporation
YOMIURI SHIMBUN, THE

2020 Pro-Bono Donors

All Nippon Airways Co., Ltd.

Evolution Japan Co., Ltd.
Hayasaka Tax Accountants' Office
Imperial Hotel, Ltd.
Japan Airport Terminal, Co.
Japan Association of Charitable Organizations
KPMG Azsa LLC
Orrick, Herrington & Sutcliffe LLP
Tricor K.K.

Note: The corporations, entities and individuals listed above made financial and in-kind contributions to the U.S.-Japan Council (Japan) from January 1, 2020 to December 31, 2020. Prior year contribution information is available in the 2019 U.S.-Japan Council (Japan) Koeki Zaidan Hojin Business Report upon request.

F. CONTACT INFORMATION

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