

THE POWER OF PEOPLE
U.S.-JAPAN COUNCIL
2012 ANNUAL REPORT



U.S.-JAPAN
COUNCIL

WWW.USJAPANCOUNCIL.ORG

INTRODUCTION

Dear Friends,

Please join us in celebrating the memorable moments of 2012. In looking back over the past twelve months, we are struck by the true power of people in U.S.-Japan relations. From the members of the Seattle Host Committee who so warmly welcomed the Annual Conference to the Pacific Northwest to the Council Members that traveled great distances to support TOMODACHI programs, we encountered so many individuals dedicated to our mission of building people-to-people ties.

Thanks to the hard work of our leadership in Japan and staff, we were able to establish USJC (Japan) and acquire non-profit status and tax deductibility for donors in Japan. Few non-profits in Japan have achieved this distinction and we are grateful to the Japan Board Members and our many advisors in Japan. This new entity, along with USJC (US) and the U.S. Embassy in Tokyo, administers the TOMODACHI Initiative, which continues to grow and expand at exponential rates.

Throughout the year, we solidified several of our core values, which are described in this report. First, we discovered the importance of successfully integrating the business, government and civil society sectors and aim to continue this effort in 2013 through our various programs and initiatives. We also shifted our focus to investing in the next generation of leaders on both sides of the Pacific. Today's students and young professionals are the future, and as an organization deeply committed to strong U.S.-Japan relations, we must nurture their global interests and support their aspirations. Finally, we continue to place high value on innovative collaboration and seek new and diverse partnerships throughout the year.

We gained so much in 2012, but we also suffered the tremendous loss of a true champion of U.S.-Japan relations and the dearest of friends. We will honor the memory of Senator Daniel K. Inouye by continuing on our mission and supporting many projects that were close to his heart, including legislative exchange with Japan, supporting up-and-coming Japanese American leaders and building meaningful relationships across borders. The outpouring of support from the community and friends was most heartwarming and we deeply appreciate your condolences.

Our progress in 2012 would not have been possible without the support of our Board of Directors, Board of Councilors, generous sponsors, staff and our talented and driven Council Members. Thank you for your ongoing support, partnership and friendship.

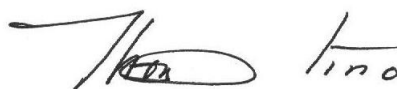
The report that follows summarizes our major efforts from the past year. For complete details about all of our programs, initiatives and events, please visit the U.S.-Japan Council website. Here, you will also find a list of our Council Members, Friends of the Council and Associate Members. Our audited financials are available upon request and will be posted online.

We look forward to your continued engagement in 2013 and hope to host you at our Symposium in Tokyo in May and our Annual Conference in Washington, DC in October.

Sincere Regards,



Irene Hirano Inouye, President



Thomas Iino, Chairman of the Board



ABOUT THE ORGANIZATION

The U.S.-Japan Council is a 501(c) 3 non-profit educational organization that strengthens U.S.-Japan relations by bringing together diverse leadership, engaging stakeholders and exploring issues that benefit communities, businesses and government entities on both sides of the Pacific. The Council promotes *people-to-people relations* as crucial to a strong U.S.-Japan relationship.

Recognizing the catalytic role that *Japanese Americans* play in U.S.-Japan relations, the Council cultivates a national network of Japanese American leaders known as Council Members. The U.S.-Japan Council collaborates with other organizations and institutions to develop programs that allow Council Members to engage with their Japanese counterparts and leaders in the United States.

USJC was founded in 2009 and is headquartered in Washington, DC with a regional office in Los Angeles, CA. In 2012, the U.S.-Japan Council (Japan) was created to support the administration of the TOMODACHI Initiative. The U.S.-Japan Council (Japan) maintains offices in Tokyo, Japan.

CORE VALUE: INVESTING IN THE NEXT GENERATION

The Council is dedicated to investing in the next generation. Through the Emerging Leaders Program and the TOMODACHI Initiative, USJC nurtures the qualities of leadership and entrepreneurship in young people from the United States and Japan and motivates them to pursue further activities that promote



"[USJC] is a leader in expanding the interconnectedness between our communities and across generations that will further strengthen the U.S.-Japan relationship way into the future."

— Japanese Ambassador Kenichiro Sasae

"As we trade more with each other and invest more, it's natural that we will continue to deepen our person-to-person ties, which are crucial when either the United States or Japan suffers an unexpected disaster as we all saw on March 11th, 2011.

Organizations, like the U.S.-Japan Council, that contribute to building these ties, are a great service to this country."

— Acting Secretary of Commerce Rebecca M. Blank

"After receiving all of the Japanese American Leadership Delegations, I think this organization [USJC] will create a better understanding between our two countries. We need a very strong friend now. I hope the Japanese American community will work with us to help bring change."

— Parliamentarian Taro Kono

"Students facing adversity have enormous potential to fly higher when opportunities are provided. We need to support such opportunities, not just because the students will benefit, but because society needs these budding leaders for generations to come. It is imperative for us to understand the importance of investing in the TOMODACHI Generation."

— BEYOND Tomorrow Executive Director Minami Tsubouchi

SIGNATURE PROGRAMS: 2012 ANNUAL CONFERENCE



2012 keynote speakers with USJC President Irene Hirano Inouye and USJC Chairman Thomas Iino



USJC Vice Chair Henry Ota greets Japanese American chalk artist Ms. Dana Tanamachi



USJC Board Member Ernest Higa congratulates TOMODACHI Tohoku Challenge Winner NanoMist Technologies



Local musicians entertain participants throughout the conference

The 2012 U.S.-Japan Council Annual Conference: *Power of One, Impact of Many* convened leaders from the United States and Japan to discover the ***power of people*** in U.S.-Japan relations on Oct. 5th. The conference reinforced the importance of engaging one's networks and building people-to-people connections.

The conference was held in Seattle, WA, recognizing the Pacific Northwest's long-standing economic, social and cultural ties to Japan, as well as its vibrant Japanese American community. Seattle is home to many entrepreneurs, innovators and business leaders, which made it the perfect location to explore ***innovative collaboration***.

FEATURED SPEAKERS:

- Dr. Rebecca Blank, Acting Secretary, U.S. Department of Commerce
- Mr. Raymond Conner, President & CEO, Boeing Commercial Airplanes
- Mr. Takeshi Niinami, President & CEO of Lawson, Inc.
- Mr. Taro Kono, House of Representatives, Japanese Diet
- Mr. Junichi Ihara, Director-General, North American Affairs Bureau, Ministry of Foreign Affairs of Japan
- Ms. Phyllis Campbell, Chairman, Pacific Northwest Region, JPMorgan Chase & Co.

FAST FACTS

Attendance: 375 total attendees (***58% increase from 2011***); 125 Council Members (38% increase from 2011)

Topics: Biomedical/Healthcare, Economic Collaboration, Education, Entrepreneurship, Marine Debris: Opportunities for Collaboration, Mental Health, New Technology and the NPO/NGO Sector

Media Coverage Included: The Seattle Times, Bloomberg, KING TV, KIRO TV, KOMO AM/FM, Fuji TV, NHK, Kyodo News, the North American Post, Junglecity.com and freelancers

TOMODACHI Tohoku Challenge (TTC): TTC finalists presented in front of judges and conference attendees before the winner of the business plan competition was announced at lunch. TTC sought to revitalize the Tohoku region through entrepreneurship.

Annual Members Meeting: The public symposium was followed by the Annual Members Meeting held on Saturday, Oct. 6th. Council Members and invited guests networked and participated in Strategic Working Group sessions.

SIGNATURE PROGRAMS: EMPOWERING JAPANESE AMERICANS

Two U.S.-Japan Council signature programs are specifically dedicated to empowering Japanese Americans — the Japanese American Leadership Delegation Program, now in its 12th year, as well as the Emerging Leaders Program, now in its 3rd year.

JAPANESE AMERICAN LEADERSHIP DELEGATION (JALD)

In March, ten Japanese American leaders traveled to Japan to meet with top officials and community leaders to further develop the U.S.-Japan relationship. For the first time in program history, the delegation visited Tohoku to show support for the region devastated by the Great East Japan Earthquake and learn from those living there. The delegation also visited Tokyo for a variety of exchanges.

JALD empowers Japanese Americans by providing *unparalleled access* to Japanese leaders in all sectors of society and by creating opportunities to build lasting people-to-people ties. Program alumni remain engaged in U.S.-Japan relations through U.S.-Japan Council activities and staying connected with Japanese consulates.

JALD is sponsored by the Ministry of Foreign Affairs of Japan and organized by the U.S.-Japan Council.

Top: 2012 Delegate Paul Watanabe addresses Japanese social entrepreneurs

Bottom: The 2012 delegates and Ms. Irene Hirano Inouye with Foreign Minister Koichiro Gemba



EMERGING LEADERS PROGRAM (ELP)



ELP is an interactive, educational program that encourages the next generation of Japanese American leaders to act as first movers, innovators and entrepreneurs in their professional fields. The 2012 program brought 13 Japanese American young professionals to Seattle to participate in the Annual Conference. They were joined by ten alumni of the program. Together they participated in an orientation and

leadership development training. Emerging Leaders were paired with Council Member mentors. ELP is generously supported by ITO EN (North America) Inc. and the Island Insurance Foundation.

“If the sponsors could have seen the ELP dinner, I think it would have been very clear how successful and effective the leadership session was. I felt quite lucky to be among so many peers who share the same energy. We have a sense of commonality, even with our differences. This, I think, is the very crux of the U.S.-Japan Council.” — 2012 Emerging Leader Amy Yeung



Top: Emerging Leader Ryu Goto Serenades Annual Members Meeting Attendees

Bottom: Emerging Leader Gabrielle Nomura with her mentor, Ms. Lori Matsukawa

REGIONAL PROGRAMS

The U.S.-Japan Council holds Council Member- driven regional programs throughout the year to provide opportunities for the Japanese and Japanese American communities to come together to network socially and professionally.



New York networking reception with special guest George Takei. The event, co-hosted by Bank of Tokyo-Mitsubishi UFJ, featured a preview of the musical *Allegiance*.



Chicago regional networking reception.



San Francisco regional networking reception.



Deputy Assistant Secretary of State James Zumwalt speaks in **Los Angeles** to celebrate the 20th anniversary of the UCLA Paul I. and Hisako Terasaki Center



Chef and Author Debra Samuels opened her heart and her recipe book through an interactive program in **Washington, DC**, which welcomed Council Members and friends to learn the art of *obento*.



The U.S.-Japan Council community in **Tokyo** bid farewell to Mr. Glen S. Fukushima upon his departure back to the United States.

POLICY EVENTS

In 2012, the U.S.-Japan Council extended its reach to new topic areas including nuclear power in post-March 11th Japan and the U.S.-Japan security alliance in the context of new political leadership in the United States and across Asia.

BRIEFING ON THE U.S.-JAPAN SECURITY ALLIANCE SPONSORED BY GENERAL DYNAMAICS

Dec. 3rd — Washington, DC

FEATURED SPEAKERS:

- Dr. Kathleen Hicks, Principal Deputy Under Secretary for Policy, U.S. Department of Defense
- Admiral Samuel L. Locklear, Commander, U.S. Pacific Command
- Ambassador Kenichiro Sasae, Japanese Ambassador to the United States



“Only seven decades ago we were at war with each other. Today, we train together, we come to each other’s aid, we understand each other, we believe in each other and we share the same values of peace, justice, empathy, order, liberty and freedom.”

— Admiral Samuel L. Locklear

The strategic pivot to the Asia Pacific region provided the context for the remarks of all three speakers at the briefing on December 3rd. Ambassador Sasae described his priorities, including assuring that the U.S.-Japan relationship remains an essential stabilizing power in the region. The implications of the 2012 Defense Strategic Guidance were outlined by Dr. Hicks. She emphasized that Japan holds America’s most significant expeditionary capabilities, which are critical to our ability to respond to any crisis. Finally, Admiral Locklear provided a macro perspective on the U.S.-Japan defense relationship, describing it as the cornerstone of the U.S. security posture in Asia.



The briefing was followed by a networking reception featuring remarks by Deputy Secretary of State Thomas Nides, seen here, with Ms. Irene Hirano Inouye, Ambassador Kenichiro Sasae, Mr. Glen S. Fukushima and Ambassador Ira Shapiro.

CORE VALUE: PEOPLE-TO-PEOPLE RELATIONS

The Council promotes people-to-people relationships as crucial to a strong U.S.-Japan relationship. USJC programs and events bring together diverse leaders with the hope that new connections will be sparked and old connections will be reignited.

This extends to the security sector, in which enduring and meaningful personal relationships can help sustain the U.S.-Japan security alliance.

NUCLEAR BRIEFING BY DR. KIYOSHI KUROKAWA

Oct. 16th — Washington, DC



Dr. Charles Ferguson, U.S.-Japan Nuclear Working Group; Ms. Meredith Miller, National Bureau of Asian Research; and Dr. Kiyoshi Kurokawa, Fukushima Nuclear Accident Independent Investigation Commission

The discussion centered on the Diet of Japan’s Fukushima Nuclear Accident Independent Investigation Commission’s (NAIIC) recent report. The report is the first independent commission chartered by the Diet in the history of Japan. During the briefing, organized by the Congressional Study Group on Japan, National Bureau of Asian Research and USJC, Dr. Kurokawa stressed the importance of transparency, accountability, emergency preparedness, and the de-coupling of industry from regulators.

INITIATIVES

CORE VALUE: INTEGRATION

The U.S.-Japan Council operates in all sectors of society and values the integration of sectors through its programs and initiatives.

This chart demonstrates the Council's efforts to bring the business, government and non-profit sectors together.

Additionally, the Council manages three year-round initiatives: Legislative Networking, Business Networking and NPO/NGO Support. These initiatives allow the Council to dedicate resources to *diversifying* U.S.-Japan relations.

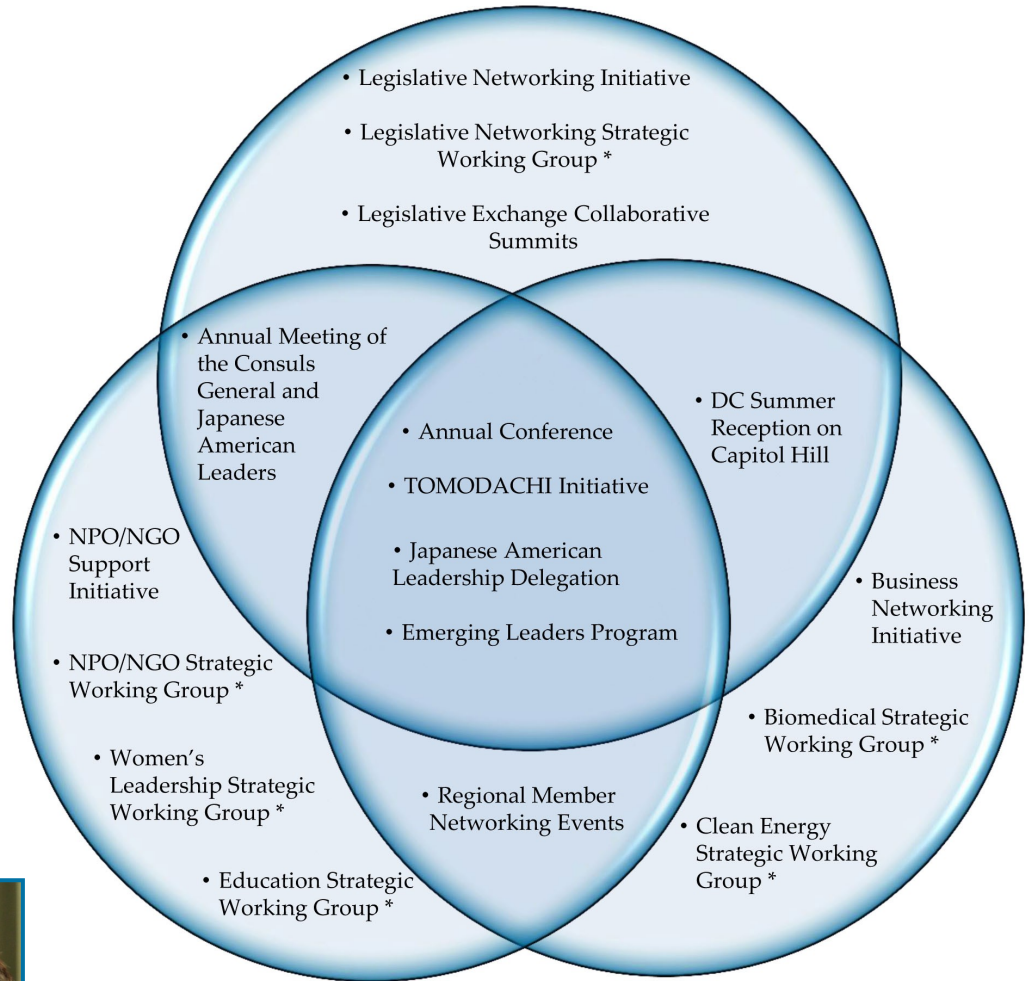


Japanese NPO Leader Minami Tsubouchi, BEYOND Tomorrow, serves on a panel at the 2012 Annual Conference



USJC Senior Vice President Kaz Maniwa and Parliamentary Vice Minister of Foreign Affairs Shuji Kira with a delegation of Council Members visiting Japan to receive updates from Japanese NPO leaders and determine next steps

GOVERNMENT



NPO/NGO

BUSINESS

*Strategic Working Groups are Council Member-driven topical task forces that convene at the Annual Conference and throughout the year.

SUPPORTING THE NPO/NGO SECTOR

- The Council supports capacity-building and leadership training for the growing civil society sector in Japan that was forever changed after the Great East Japan Earthquake.
- In 2011 and 2012, Japanese non-profit leaders were invited to participate in the U.S.-Japan Council Annual Conference and Annual Members Meeting to network with their U.S. counterparts.
- The U.S.-Japan Council collaborated with numerous Japanese organizations in executing the TOMODACHI Initiative and U.S.-Japan Council Earthquake Relief Fund.

INITIATIVES

LEGISLATIVE NETWORKING

The U.S.-Japan Council Legislative Networking Initiative seeks to facilitate conversation and exchange between elected officials in the United States and Japan at the state, local and national levels; connect Japanese Americans and elected officials for dialogue and exchange; provide elected officials with educational opportunities and resources; and **unite organizations** in their legislative exchange efforts. The Legislative Networking Initiative is supported by the Terasaki Family Foundation.

2012 HIGHLIGHTS:



NETWORK: Congressional leaders joined the U.S.-Japan Council for a summer reception in the Capitol Building. Council Members and corporate supporters met and engaged with members of Congress including Senate Majority Leader Harry Reid, Senator Dick Lugar and Senator John Kerry. Seen here: Senator Daniel K. Inouye, Ms. Irene Hirano Inouye, Senator Mark Begich, Senator Tom Harkin, Senator Jay Rockefeller IV and Ms. Ruth Harkin.



COLLABORATE: The U.S.-Japan Council convened governors from Hawaii and the Japanese prefectures of Hiroshima, Shizuoka and Saga in August to discuss regional economic collaboration in the areas of clean energy, tourism and educational exchange. The meeting was followed by the signing of Memorandums of Understanding between the governments of Hawaii and each Japanese prefecture, creating connections beyond Tokyo and Washington, DC. Seen here: Hawaii Governor Neil Abercrombie and Shizuoka Governor Heita Kawakatsu.



UNITE: The U.S.-Japan Council co-organized two legislative exchange summits with the Japan Conference on Cultural and Educational Interchange in 2012. The summits promoted collaboration among organizations engaged in U.S.-Japan legislative exchange to maximize impact and minimize duplication. Topics included exploring opportunities to educate both U.S. and Japanese elected officials about issues pertinent to the bilateral relationship.

BUSINESS NETWORKING

The U.S.-Japan Council brings together Japanese and Japanese American business executives to develop long-term, mutually beneficial relationships locally, nationally and internationally to maintain and strengthen U.S.-Japan relations. The U.S.-Japan Council **cultivates regional networking** among Japanese Americans and Japanese business associations including: The Japan Business Association of Southern California, the Japanese Chamber of Commerce of Northern California and the Japanese Commerce Association of Washington, DC. The Business Networking Initiative also expands to New York, Chicago, Seattle, Portland, San Francisco, Hawaii and Japan. At the 2012 Annual Conference, Japanese and Japanese American participants of regional initiatives convened nationally.

COLLABORATION

The U.S.-Japan Council collaborated with organizations, institutions, businesses, government entities and individuals in 2012 to magnify its reach and impact.

TSUNAMI MARINE DEBRIS MANAGEMENT: OPPORTUNITIES FOR COLLABORATION



Seen here (left): Council Member Charlie Allcock moderates a panel on marine debris management at the Annual Conference. Mr. Allcock served as a key **connector**, linking various entities monitoring and managing tsunami debris, including the National Oceanic and Atmospheric Administration (NOAA), the Japanese Ministry of Foreign Affairs and non-profit organizations. Approximately 1.5 million tons of debris from the March 11th tsunami are predicted to wash ashore. Seen here (right): Mr. Allcock's son is interviewed while participating in a beach clean-up project in Oregon.

ENTREPRENEURIAL COLLABORATION



In 2012, the USJC Entrepreneur Leadership Advisory Board (UE-LAB), a select group of leading Japanese and American entrepreneurs, investors and analysts, was formed to support the TOMODACHI Tohoku Challenge business plan competition. UE-LAB Members collaborated to provide meaningful opportunities as prizes, such as mentorship packages under the leadership of Mr. Allen Miner, founder of SunBridge Foundation and Mr. Jeffrey Char (seen here), founder of J-Seed Ventures.



EMBASSY OF JAPAN



In 2012, the Council bid farewell to Ambassador Ichiro Fujisaki, who actively participated in U.S.-Japan Council activities, supported the TOMODACHI Initiative and befriended Japanese Americans across the country.



The Council also welcomed Ambassador Kenichiro Sasae to Washington, DC.

Seen here: Ambassador Sasae speaks at a USJC event in one of his first official speaking engagements.

USJC looks forward to ongoing collaboration with the Embassy of Japan and the Ministry of Foreign Affairs in 2013.

CORE VALUE: PARTNERSHIP

Over the past three years, the U.S.-Japan Council has established a role serving as a catalyst for collaboration, a facilitator and a **hyper-connector** in the arena of U.S.-Japan relations. The Council acts as a multiplier, contributing to other institutions' programs and initiatives by adding value or bringing great visibility.

Through effective and diverse collaboration, the Council is able to create **new dynamism** in the U.S.-Japan relationship.

TOMODACHI

The TOMODACHI Initiative, a public-private partnership with the U.S. Embassy in Japan, is a prime example of what is possible when the business, government, non-profit, academic and entertainment sectors unite with a shared mission. TOMODACHI supports Japan's recovery from the Great East Japan Earthquake and invests in the *next generation* of Japanese and Americans in ways that strengthen cultural and economic ties, and deepen the *friendship* between the United States and Japan over the long-term.

SUPPORTERS OF THE TOMODACHI GENERATION:



Ambassador John V. Roos and Mr. Tadashi Yanai, Fast Retailing Co., Ltd.



Coca-Cola (Japan)



Lady Gaga



Mr. Yasuchika Hasegawa, Takeda Pharmaceutical Company Ltd.



Mr. Peter Kelley, National Association of Japan-America Societies

2012 HIGHLIGHTS



Council Member James Minamoto (far right) joins New York Yankees star center fielder Curtis Granderson for the reopening of a baseball stadium in Ishinomaki that had been damaged after the Great East Japan Earthquake. Thanks to donations from Major League Baseball, the Major League Baseball Players' Association, the Japan Cultural and Community Center of Northern California, the U.S.-Japan Council Earthquake Relief Fund and TOMODACHI, the people of Ishinomaki will again be able to enjoy the game of baseball that is so loved in both Japan and the United States.



Upon their return to Japan, six students from the TOMODACHI SOFTBANK Leadership Program at UC Berkeley talked about their experiences and how they will apply what they learned to help their communities. They spoke in Tokyo at the Apple Store, Ginza. The 301 program participants received iPads and training prior to departing for California.

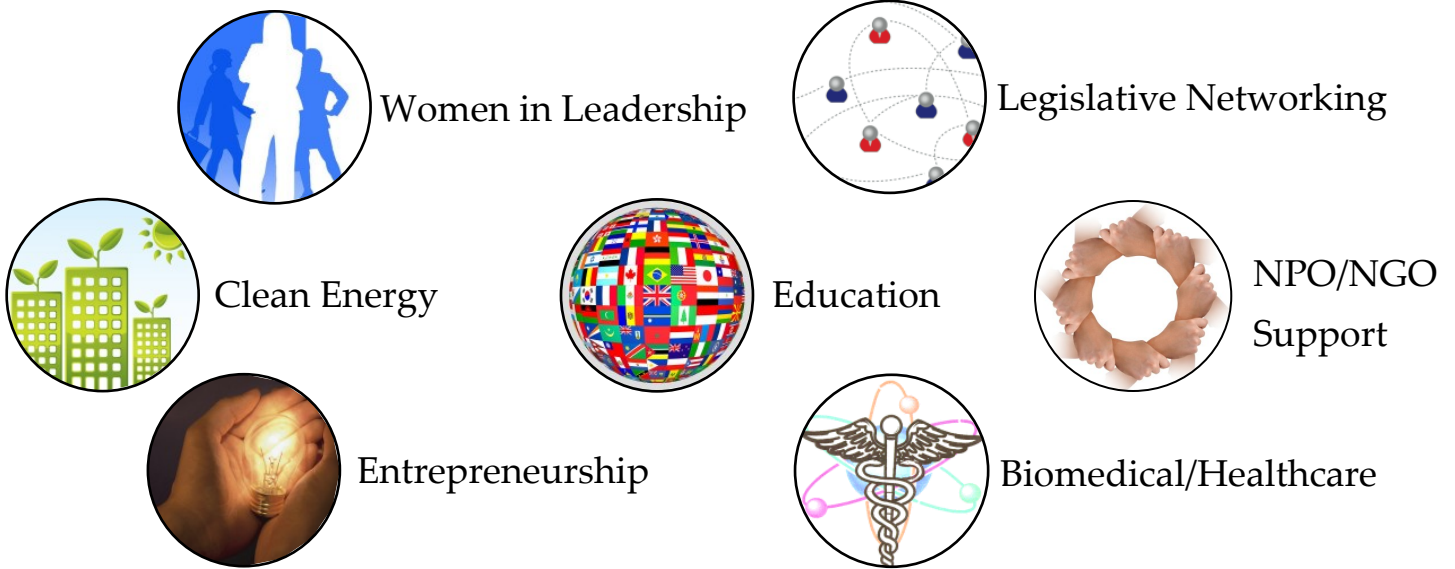


TOMODACHI will provide a separate annual report. More information is also available at: www.usjapantomodachi.org.

MEMBERSHIP

Japanese Americans play a *catalytic* role in strengthening and diversifying U.S.-Japan relations. Recognizing this unique position, the U.S.-Japan Council cultivates a national network of Japanese Americans known as Council Members and provides them with leadership opportunities to help shape U.S.-Japan relations. The Council also maintains a growing list of Associate Members, young Japanese American professionals, in addition to Friends of the Council, individuals who have demonstrated a commitment to the mission of the organization.

STRATEGIC WORKING GROUPS (SWG)



The Council identifies areas with high potential for increased collaboration between the U.S. and Japan and cultivates *Strategic Working Groups* made up of Council Members, Associate Members and Friends of the Council with relevant expertise and interest. The Strategic Working Groups create opportunities for dialogue, convene with their counterparts in Japan and work to enact collaborative change.

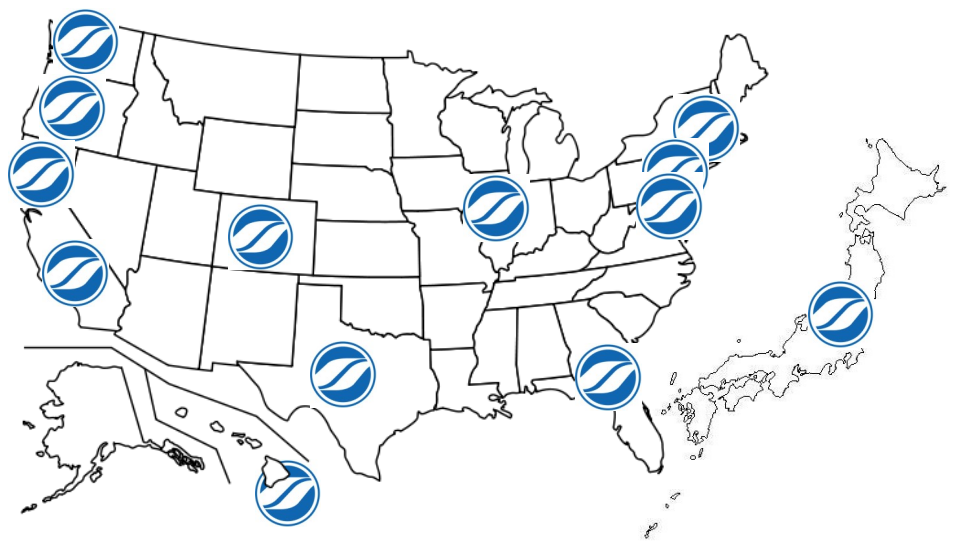


Women in Leadership SWG



Council Member Bill Tsutsui Leads the Education SWG

REGIONAL DISBURSEMENT



BY THE NUMBERS

216 Council Members

35 Associate Members & 12 Friends of the Council

PROGRAM PRIORITIES & STAFF

PROGRAMMING PRIORITIES		
Signature Programs	Co-organized Programs	Collaborative and Supportive Programs
Programs spearheaded by USJC that differentiate the organization and involve the greatest contribution of resources	USJC contributes resources for program implementation in partnership with other entities	USJC acts as supporting organization
<p>Examples:</p> <p>Annual Conference & Annual Members Meeting</p> <p>TOMODACHI Initiative</p> <p>Legislative Networking Initiative</p> <p>Japanese American Leadership Delegation</p> <p>Emerging Leaders Program</p>	<p>Examples:</p> <p>Business Networking Initiative</p> <p>Japan Symposium (2011 & 2013)</p> <p>Regional Programs</p>	<p>Examples:</p> <p>Annual Meeting of the Consuls General & Japanese American Leaders</p> <p>Council Member Driven Activities:</p> <ul style="list-style-type: none"> - Membership and Networking Events - Strategic Working Groups

Washington, DC Headquarters:

Irene Hirano Inouye, President
****Suzanne Basalla**, Executive Vice President
Saki Takasu, Development Director
Ler Lee Tan, Finance & Administrative Manager
Anna Cable, Program Manager

Laura Hayes, Communications Manager
Angela Aranda, Program Coordinator ^
Tim White, Communications & Programs Coordinator
****Yuri Maruyama**, Administrative Assistant

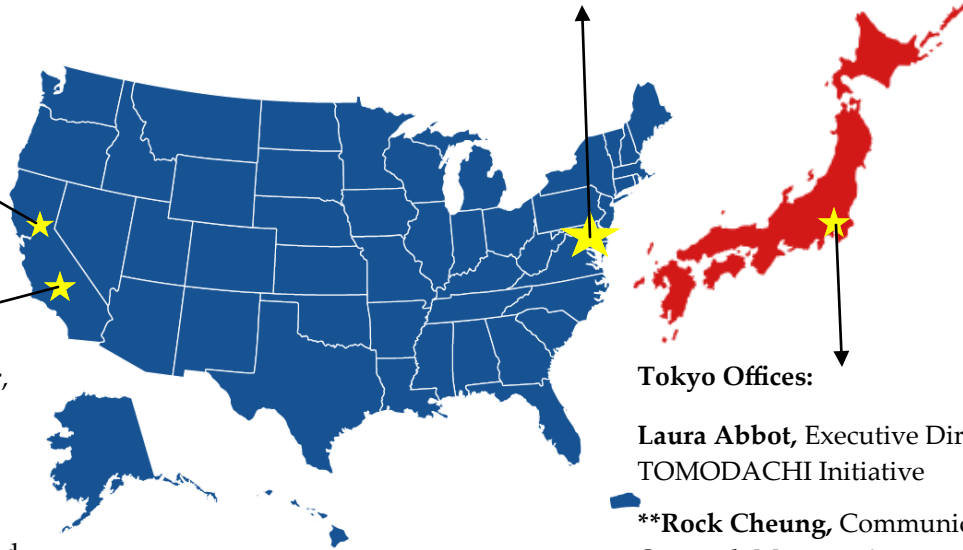
MANAGEMENT & STAFF

San Francisco:

****Kaz Maniwa**, Senior Vice President

Los Angeles:

****Hiroyo Nonoyama**, Director, U.S. and Japan Programs
Bryan Takeda, West Coast Program Director ^
****Allison Murata**, Program and Membership Specialist
Candice Shikai, Administrative Assistant ^



Tokyo Offices:

Laura Abbot, Executive Director, TOMODACHI Initiative
****Rock Cheung**, Communications & Outreach Manager ^
****Andrea Miller**, Marketing and Communications Assistant
****Miori Oka**, Program Manager
****Setsuko Stanley**, Administrative Manager

** Joined in 2012
 ^ No longer with organization

BOARD OF DIRECTORS (DEC. 2012)

BOARD OFFICERS

Mr. Thomas Iino, *Chairman of the Board, U.S.-Japan Council & Chairman of the Board, Pacific Commerce Bank*

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

Mr. Colbert M. Matsumoto, *Vice Chair, U.S.-Japan Council & Chairman & CEO, Island Insurance Company, Ltd.*

Mr. Henry Y. Ota, *Vice Chair, U.S.-Japan Council & Attorney at Law*

Mr. Michael Hirai, *Board Treasurer, U.S.-Japan Council & President & Chief Investment Officer, Bishop Street Capital Management, Inc.*

Ms. Susan Onuma, *Secretary, U.S.-Japan Council & Partner, Kelley Drye & Warren, LLP*

BOARD MEMBERS

Ms. Phyllis Campbell, *Chair, JP Morgan Chase & Co., Pacific Northwest*

Ms. Royanne K. Doi, *Chief Legal Officer, The Prudential Life Insurance Company, Ltd. in Japan & International Counsel, Prudential Holdings of Japan*

Ms. Tracey Doi, *Group Vice President & Chief Financial Officer, Toyota Motor Sales, U.S.A.*

Mr. Sho Dozono, *President & CEO, Azumano Travel*

Mr. Ernest M. Higa, *Chairman & CEO, Higa Industries Co., Ltd.; Wendy's Japan LLC; K.K. Higa Investments & Director, JC Comsa Corporation*

Mr. Robert K. Ichikawa, *Senior Partner, Kobayashi, Sugita & Goda, Honolulu, Hawaii*

Mr. Frederick H. Katayama, *Anchor, Reuters Insider, Thomson Reuters*

Mr. Dayne Kono, *Principal, Masuda, Funai, Eifert & Mitchell, Ltd.*

Ms. Moni Miyashita, *Senior Advisor, McKinsey & Co.*

Ms. Susan Morita, *Partner, Arnold & Porter LLP*

Mr. Gary Moriwaki, *Partner, Fox Rothschild LLP*

Professor Paul Niwa, *Professor of Journalism, Emerson College*

Mr. Allen M. Okamoto, *Owner-Broker, T. Okamoto & Co.*

Mr. Wallace K. Tsuha, *Chairman & CEO, Saturn Electronics & Engineering, Inc.*

Ms. Jan Yanehiro, *President, Jan Yanehiro, Inc.*

Mr. Paul Yonamine, *General Manager, IBM Japan, Ltd.*



Ms. Phyllis Campbell makes closing remarks at the 2012 Annual Conference in her hometown of Seattle, WA.



New York Board Members Gary Moriwaki and Susan Onuma with the Honorable Taro Kono at the 2012 Annual Conference



Board Members Henry Ota, Paul Yonamine, Allen Okamoto and Ernest Higa in Tokyo at a TOMODACHI Initiative launch event.

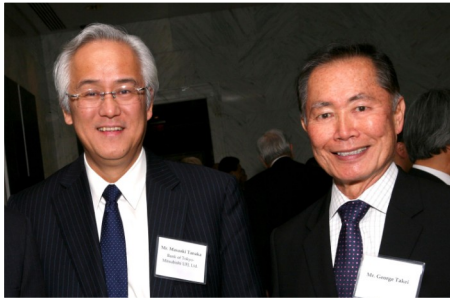
BOARD OF COUNCILORS (DEC. 2012)

BOARD OFFICERS

Dr. Daniel Okimoto, *Chairman*, Ph.D., Director-Emeritus, Shorenstein APARC; FSI Senior Fellow and Professor Emeritus of Political Science, Stanford University

Honorable Norman Y. Mineta, *Vice Chairman*, Vice-Chairman, Hill & Knowlton; Former Secretary, U.S. Department of Transportation & U.S. Department of Commerce

Mr. Masaaki Tanaka, *Vice Chairman*, Director & Deputy President, Mitsubishi UFJ Financial Group, Inc.



Mr. Masaaki Tanaka and Mr. George Takei at a reception in New York hosted by USJC and Bank of Tokyo Mitsubishi UFJ.

BOARD MEMBERS

Mr. Naoyuki Agawa, Vice-President, International Collaboration, Keio University

Mr. George Aratani, Founder, Aratani Foundation

Honorable George Ariyoshi, Former Governor, State of Hawaii

Honorable Howard Baker, Former Ambassador Extraordinary and Plenipotentiary of the United States to Japan

Dr. Gerald Curtis, Burgess Professor of Political Science, Columbia University

Honorable Thomas S. Foley, Former Ambassador Extraordinary and Plenipotentiary of the United States to Japan

Mr. Glen S. Fukushima, Senior Fellow, Center for American Progress

Honorable Colleen Hanabusa, United States House of Representatives, State of Hawaii

Honorable Mazie Hirono, United States House of Representatives, State of Hawaii

Honorable James Hodgson, Former Ambassador Extraordinary and Plenipotentiary of the United States to Japan

Mr. Thomas W. Horton, Chairman & CEO, AMR Corporation and American Airlines

Honorable Daniel K. Inouye, United States Senator and Senate President Pro Tempore, State of Hawaii

His Excellency Ryoza Kato, Commissioner, Nippon Professional Baseball; Former Ambassador Extraordinary and Plenipotentiary of Japan to the United States

Mr. Takashi Kawamura, Chairman, Hitachi, Ltd.

Honorable Yohei Kono, Former Speaker of the House of Representatives of Japan

Honorable Doris Matsui, United States House of Representatives, State of California

Honorable Walter Mondale, Former Vice President of the United States; Former Ambassador Extraordinary and Plenipotentiary of the United States to Japan

His Excellency Yoshio Okawara, Special Adviser, Institute for International Policy Studies; Former Ambassador Extraordinary and Plenipotentiary of Japan to the United States

Mr. John Onoda, Senior Consultant, Fleishman-Hillard International Communications

His Excellency Kunihiko Saito, Former Ambassador Extraordinary and Plenipotentiary of Japan to the United States

His Excellency Motoatsu Sakurai, President, Japan Society; Former Ambassador and Consul General of Japan in New York

Honorable John Thomas Schieffer, Former Ambassador Extraordinary and Plenipotentiary of the United States to Japan

Dr. Katsuhiko Shirai, Former President, Waseda University

Mr. George Takei, Actor, Hosato Enterprises, Inc.

Mr. Dennis Teranishi, Chair & CEO, Pacific International Center for High Technology Research (PICHTR)

Dr. Paul Terasaki, Chairman, Terasaki Foundation

Dr. Richard Wood, Former President, Japan Society

Honorable Shotaro Yachi, Professor, Institution for Japan-US Studies, Waseda University and Keio University; Former Vice Minister, Ministry of Foreign Affairs of Japan

Mr. Roy Yamaguchi, Chef and Restaurateur, Roy's

His Excellency Shunji Yanai, President and Judge, International Tribunal for the Law of the Sea; Former Ambassador Extraordinary and Plenipotentiary of Japan to the United States

SPONSORSHIP & SUPPORT

The U.S.-Japan Council appreciates the support of individuals, corporations and foundations whose generous contributions allow the Council to continue promoting innovative collaboration between the U.S. and Japan. The Council relies on partners and friends who share the vision of a strong bilateral relationship and a secure and prosperous Asia Pacific region. USJC is always looking to grow and diversify its partners. To learn about sponsorship opportunities, contact Ms. Saki Takasu, Development Director, at stakasu@usjapancouncil.org.

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Dr. Paul Terasaki with Senator Daniel K. Inouye and Ms. Irene Hirano Inouye in Los Angeles

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"The U.S.-Japan Council is a vital and effective contributor to the important work of sustaining the close relationship between the U.S. and Japan. There are few international alliances that have as much impact as the one between our two countries and maintaining our close ties should be a major priority. The Bank of Tokyo-Mitsubishi UFJ is committed to actively and enthusiastically supporting the work of the Council."
— Mr. Katsumi Hatao, Chief Executive Officer, Bank of Tokyo-Mitsubishi UFJ

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Mr. Raymond L. Conner, President & CEO, Boeing Commercial Airplanes, delivers a keynote speech at the 2012 Annual Conference

"The U.S.-Japan Council, under the leadership of Irene Hirano Inouye, has become a leading voice in promoting U.S.-Japan strategic, economic and cultural relations. Lockheed Martin is proud to support the important work USJC is undertaking to strengthen the partnership between the U.S. and Japan on all levels." —Ms. Nancy Ziuzin Schlegel, Vice President, Washington International Business Development, Lockheed Martin Corporation

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"As the official airline of the U.S.-Japan Council, we're proud to stand shoulder-to-shoulder with USJC in bringing our people and cultures together. The Council continues to provide an exceptional platform of ideas that has allowed American Airlines to reaffirm enduring relationships and foster new friendships. In close cooperation with our global partner, Japan Airlines, we're looking forward to many more years as an active supporter of the Council."

— Mr. Michael Wascom,
Managing Director,
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WHAT DOES USJC MEAN TO YOU?

USJC has awoken, inspired and mobilized Japanese Americans to realize their ability to help Japan and the U.S. become stronger by broadening the friendship between the countries of their heritage and citizenship. — Paul Niwa

I joined USJC because it brings together similar minded people who believe passionately that a strong and vibrant U.S.-Japan relationship requires careful nurturing of grassroots connections and who are willing to invest time, effort and money to ensure a robust people-to-people pipeline between the two countries. As one of the most important bilateral relationships in the world, it is not hyperbole to suggest that a dynamic and solid U.S.-Japan relationship is a requirement for regional and global stability. — Eiichiro Kuwana

USJC is the vehicle by which Japanese Americans make a difference in furthering the relations and collaboration between the people of their ethnic and patriotic

homelands to bring about peace and prosperity globally. — Paul Yonamine *I believe in USJC because it's a movement to advance dialogue between people of all backgrounds in strengthening relationships in the United States and Japan. I joined the organization because it was time to see where I could make a difference and it wasn't*

long before I realized even simple acts can make a world of difference. — Bill Imada **USJC has helped me to make personal connections with colleagues in Japan and across the United States. As a journalist, there is nothing more important than direct conversations with people.**

— Lori Matsukawa *As the largest and third largest economies in the world, the relationship between the United States and Japan is significant on a global basis economically, politically and socially and the USJC plays a vital role to nurture this. I am in full support of their efforts and am trying to do my part to make a difference.*

— Yumi Kuwana **As a Japanese American, I know that my family's history has been profoundly affected by U.S.-Japan relations. Rather than passively being affected, USJC now provides a vehicle by which we can positively impact the relationship for the betterment of both sides. Our interest is "win-win."**

— Floyd Shimomura *Since I joined USJC, I have made lifelong friends and learned of the incredible strength of character of our leaders, not least of which through experiencing 3.11.11 live and real time, in Tokyo as a JALD delegate. I have been empowered to put my ideas into practice in founding the TOMODACHI Tohoku Challenge. I look forward to "paying it forward" with generations of JA*

leaders to come. — Kathryn Iбата-Arens **USJC has allowed me to come to know amazing accomplished leaders from the Japanese American community and across the ocean in Japan. The organization is building a strong foundation and network that will carry us through good times and bad times because it is built upon people-to-people**

relationships. — Sandy Sakamoto *USJC has enabled me and other Japanese Americans to have an ongoing relationship with our local Consulate General. This provides opportunities for members to connect with Japanese diplomats on a regular basis, allowing for a 'people-to-people' exchange of dialogue that provides better understanding of issues and concerns of both Japanese and Americans from diverse backgrounds and perspectives, and gives us access to citizen*

participation in U.S.-Japan relations. — Donna Tsufura **The work of USJC is important because it deepens understanding and respect for each country and its people. — Akemi**

Kurokawa *USJC connects friends and family of shared blood from all walks of life, gathers resources and directs its collective influence towards purposefully shaping a better tomorrow between the United States and Japan and the world because of it. — Stephen Kagawa*

I joined USJC because this is my Genten (原点) to start first steps as Nikkei Issei (日系一世) in the United States of America. — Masazumi Nakayama

REMEMBERING SENATOR DANIEL K. INOUE

September 7, 1924—December 17, 2012



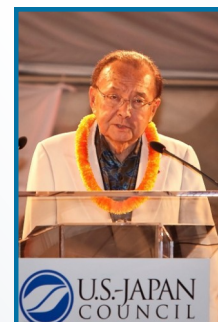
With the December 17th, 2012 passing of Senator Daniel K. Inouye, the U.S.-Japan relationship lost one of its greatest champions. Senator Inouye was a Medal of Honor recipient for his actions in World War II and went on to represent the state of Hawaii for more than 50 years in Congress. He was the first Representative of Japanese descent and, as Senate President Pro Tempore, became the highest-ranking Asian American public servant in American History.

A long-time supporter of the U.S.-Japan relationship, Senator Inouye was instrumental in the founding of the U.S.-Japan Council and was a featured speaker at events ranging from Annual Conferences to a reception in Honolulu for Prime Minister Yoshihiko Noda during the 2011 APEC meetings. He was also dedicated to legislative exchange between Members of Congress and the Japanese Diet.

The U.S.-Japan Council bids Senator Inouye a fond *aloha* and remains dedicated to our shared mission of fostering people-to-people relationships between our two countries.

“His commitment to our nation will never be surpassed. His service in the Senate will be with the greats of this body.” — Senate Majority Leader Harry Reid

“He was more than an American hero. He was the leader and a role model for all of us in the Japanese American community. He alone set the standard by which we in the JA community would set our sights.” — USJC Board Member Sho Dozono





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