RE-2 Employee Post Travel Disclosure of Travel Expenses

Date/Time Stamp
RECEIVED
SECRETARY OF THE SENATE
PUBLIC RECORDS
2026 NOV -3 AM 11:13

Post Travel Filing Instructions: Complete this form within **30 days** of returning from travel. Submit all forms to the Office of Public Records in 144 Hart Building.**This form is a public disclosure. The form and all attachments will be made publicly available.**

Certification:*In compliance with the Regulations Governing Privately Sponsored Travel, Senate Rule 35, and the Honest Leadership and Open Government Act of 2007, I certify that I accepted the following gift of privately sponsored travel:*

Private Sponsor(s):
Center for Strategic and International Studies

Travel Dates:
04/04/2026 to 04/11/2026

Name of accompanying family member (if any):

Relationship to Traveler:

Expenses

Transportation Expenses	Lodging Expenses	Meals Expenses	Other Expenses (Amount & Description)
$3,008.33	$1,560.75	$115.22	$0.00

I also certify that attached to this form are all required documents for post travel disclosure, including:

- **The final Employee Pre-Travel Authorization** (Form RE-1)
- The final **Private Sponsor Travel Certification Form** with all attachments
- The final invitation
- The final approved itinerary

Finally, I certify that all trip information reflected in the attachments above accurately reflects the travel that I accepted. If there were any changes to the trip after I received approval from the Committee, the changes are described in ATTACHMENT 1.

11-3-26
Date

Molly Carpenter
Printed Name of Traveler


Signature of Traveler

TO BE COMPLETED BY SUPERVISING MEMBER/OFFICER

I have made a determination that the expenses set out above in connections with travel described in the Employee Pre-Travel Authorization form, are necessary transportation, lodging, and related expenses as defined in Rule 35.

11/3/26
Date


Signature of Supervising Senator/Officer

ATTACHMENT 1 – CHANGES FROM APPROVED PRE-TRAVEL

Note: Material changes to a trip that occur after the Committee has issued an approval letter may invalidate the Committee's approval. Please contact the Committee with any questions regarding changes to an approved trip.

Were there any changes to the pre-approved travel expenses? (Transportation, Meals, Lodging, Other)?

☑ Yes ○ No

Expense Change	Revised Amount	Explanation
Transportation	$3,008.33	transportation costs for Molly Carpenter (higher for airfare since she was ticketed later than other travelers), travel agent fees, bus rental, and subway transportation
Meals	$115.22	total cost per traveler since only four meals were provided; all other lunches and dinners were on your own
Lodging	$1,560.75	total cost per traveler for lodging at $260.12 per night for six nights
Misc. Expenses	$104.06	total cost per traveler for meeting interpretation services in Nagoya and Tokyo. Total cost was $1,665 for 16 participants including House staff, Senate staff, and CSIS staff

Were there any changes to the pre-approved itinerary?

☑ Yes ○ No

Explanation: Cancelled meetings: - U.S. Consulate Nagoya (on Wednesday, April 8 at 12:30pm) - Mitsubishi Heavy Industries (on Wednesday, April 8 at 4:15pm) - Nippon Electric Company (on Friday, April 10 at 8:15am) Added meetings: - JERA Kawagoe Thermal Power Station (on Wednesday, April 8 at 1:00pm) - Kawasaki Heavy Industries (on Wednesday, April 8 at 4:00pm) Meetings that were shifted in time from original itinerary: - Ministry of Defense (moved earlier on Monday, April 6) - Japan Science and Technology Agency (moved from Tuesday, April 7 to Monday, April 6) - Ministry of Foreign Affairs (moved later on Monday, April 6) - Japan Institute for Cyberspace Studies (moved from Friday, April 10 to Tuesday, April 7) - Port of Nagoya Tour (moved up on Wednesday, April 8) - Central Japan Railway Company (moved from Wednesday, April 8 to Friday, April 10) - Tokyo Electron (moved to later on Friday, April 10) - American Chamber of Commerce in Japan (moved from Monday, April 6 to Friday, April 10) Additional participants for meetings: - U.S. Embassy Visit (on Monday, April 6 at 9:30am) - Ministry of Defense - Ministry of Foreign Affairs - Briefing, Base Tour, and Destroyer Tour at Yokosuka Naval Base with U.S. Naval Forces Japan (on Tuesday, April 7 at 9:00am) - Tour and Meeting with National Diet Staff (on Tuesday, April 7 at 2:30pm) - Japan Institute for Cyberspace Studies (on Tuesday, April 7 at 4:30pm) - Economic Security Intelligence Lab (on Tuesday, April 7 at Thursday, April 9 at 11:30am) - Japan External Trade Organization (on Thursday, April 9 at 1:30pm) - Japan Institute of International Affairs (on Thursday, April 9 at 3:00pm) - Central Japan Railway Company (on Friday, April 10 at 8:30am) - Tokyo Electron (on Friday, April 10 at 10:00am) - JAXA Tsukuba Space Center (on Friday, April 10 at 2:00pm) - Closing Dinner (on Friday, April 10 at 6:15pm)

Were there any additional changes to the pre-approved trip?

○ Yes ☑ No

Explanation: There were no additional changes to the pre-approved trip.

0000000012692 RECEIVED BY: SECRETARY OF THE SENATE Date: November 03, 2026

CSIS | CENTER FOR STRATEGIC & INTERNATIONAL STUDIES

January 27, 2026

Molly Carpenter
United States Senate
239 Dirksen Senate Office Building
Washington, DC 20510

Dear Molly,

Over the past months you have distinguished yourself as a thoughtful and engaged member of our 2025-2026 cohort of CSIS Congressional Foresight Initiative fellows. As a part of the fellowship, we are organizing a staff delegation to Japan this April and would like to formally invite you to join us.

This will be a bipartisan delegation of Congressional staff from both the Senate and House. The objective of this capstone trip is to build on the Congressional Foresight Initiative's programming over the past year, in order to enhance your understanding of long-range trends and key changes in the global environment affecting U.S. and international security. Over the course of seven days, we will meet with experts, industry leaders, and government officials in Tokyo to explore the future of the U.S.-Japan alliance, focusing on Indo-Pacific strategy from both an economic and security lens.

This delegation will depart Washington, D.C. on Saturday, April 4 (arriving in Tokyo on Sunday, April 5) and return on Saturday, April 11. We are consulting with the House and Senate Ethics Committees, as well as the U.S. embassies in both countries in planning this trip to ensure that our plans meet the necessary requirements. This trip will be paid for and organized by CSIS, which is a nonprofit, 501(c)(3) organization and as such does not employ lobbyists. The Congressional Foresight Initiative is made possible through support from the Carnegie Corporation of New York.

We hope that you are able to join us for what will surely be an enriching professional experience. Please contact Shivani Vakharia (SVakharia@csis.org) if you are able to travel with us and submit this letter, along with the itinerary and necessary disclosure forms to your Ethics Committee **no later than Thursday, March 5, 2026**. Please find attached the necessary documents to obtain approval from your offices and your relevant Ethics Committee. We will contact you soon regarding next steps and provide additional information as we get closer to the departure date.

Sincerely,

Chloe J. Himmel

Chloe Himmel
Director, Congressional & Government Affairs
Project Lead, Congressional Foresight Initiative

RE-1 Employee Pre-Travel Authorization

Date/Time Stamp

Pre-Travel Filing Instructions: Complete and submit this form at least 30 days prior to the travel departure date to the **Select Committee on Ethics in SH-220.** Incomplete and late travel submissions will **not** be considered or approved.

Name of Traveler:
Molly Carpenter

Employing Office/Committee:
CRAPO, MICHAEL D.

Private Sponsor(s):
Center for Strategic and International Studies

Destination(s):
Tokyo, Japan

Travel Dates:
04/04/2026 to 04/11/2026
NOTE: If you plan to extend the trip for any reason you **must** notify the Committee.

Explain how this trip is specifically connected to the traveler's official or representational duties.

As the Legislative Director who specifically handles foreign policy and as a current fellow in the CSIS Congressional Foresight Initiative, this trip will help me to better understand long-range trends that will affect U.S. and international security, using Japan as a case study. I will use this enhanced knowledge to better advise Senator Crapo on related matters.

Do you have an accompanying family member or spouse on this trip?
No

Name and Relationship to Traveler:
N/A

I certify that the information contained in this form is true, complete and correct to the best of my knowledge.

3-4-2026
Date

Signature of Employee

TO BE COMPLETED BY SUPERVISING MEMBER/OFFICER
(President of the Senate, Secretary of the Senate, Sergeant at Arms, Secretary for the Majority, Secretary for the Minority, and Chaplain)

I Senator Mike Crapo
(Print Senator's/Officer's Name)

hereby authorize Molly Carpenter
(Print Traveler's Name)

an employee under my direct supervision, to accept payment or reimbursement for necessary transportation, lodging, and related expenses for travel to the event described above. I have determined that this travel is in connection with his or her duties as a Senate employee or an officeholder, and will not create the appearance that he or she is using public office for private gain.

I have also determined that the attendance of the employee's spouse or child is appropriate to assist in the representation of the Senate.

☐ (signify "yes" by checking box)

3/4/2026
Date

Mike Crapo
Signature of Supervising Senator/Officer

Center for Strategic and International Studies: CSIS Foresight Initiative Staff Delegation to Japan

Molly Carpenter

Title:
Legislative Director

Employing Office/Committee:
CRAPO, MICHAEL D.

Duty Station:
WASHINGTON,DC

Destination(s):

Tokyo, Japan

Explain how this trip is specifically connected to the traveler's official or representational duties:

As the Legislative Director who specifically handles foreign policy and as a current fellow in the CSIS Congressional Foresight Initiative, this trip will help me to better understand long-range trends that will affect U.S. and international security, using Japan as a case study. I will use this enhanced knowledge to better advise Senator Crapo on related matters.

Name of accompanying family member (if any):
Not Entered

Name and Relationship to Traveler:
None

Organization Information

Organization Name
Center for Strategic and International Studies

Is your organization classified as a §501(c)(3)?
(●) Yes ( ) No

§501(c)(3) Organization Type
Public Charity

Address
1616 Rhode Island Ave. NW

Address 2 (Optional)

City, State Zip
Washington, District Of Columbia 20036 United States

Phone Number
202-644-5615

Organization URL
https://www.csis.org/about

History of Congressional Travel

CSIS has over a decade of experience in organizing delegation trips for both Congressional staff and members. Starting in August 2023, CSIS led a five separate member and staff delegations of House and Senate staff to Poland, Ukraine, and Moldova to examine the impacts of the ongoing war in Ukraine. In 2022, 2024, and 2025, CSIS led three separate Congressional staff delegations as a part of its Congressional Foresight Initiative to Singapore, Belgium, Finland, and Norway.

Educational Activities

The Center for Strategic and International Studies (CSIS) is a bipartisan, nonprofit policy research organization dedicated to advancing practical ideas to address the world's greatest challenges. CSIS's purpose is to define the future of national security. We are guided by a distinct set of values—non-partisanship, independent thought, innovative thinking, cross-disciplinary scholarship, integrity and professionalism, and talent development. CSIS scholars bring their policy expertise, judgment, and robust networks to their research, analysis, and recommendations. We organize conferences, publish, lecture, and make media appearances that aim to increase the knowledge, awareness, and salience of policy issues with relevant stakeholders and the interested public.

Lobbyist and Foreign Agent Registration Information

Lobbyist Registration Status: *I certify that the sponsor is not a federally registered lobbyist and does not retain or employ a federally registered lobbyists.*

Foreign Agent Registration Status: *I certify that the sponsor is not an agent of a foreign principal and do not retain or employ an agent of a foreign principal.*

Foreign Government Involvement

Foreign Agent Registration Status:

- ✓ I certify that the sponsor is not a foreign government.
- ✓ I certify that the sponsor is not an entity that is owned or operated by a foreign government.
- ✓ I certify that the sponsor does not receive funding from a foreign government.

Comments

Signature Page

The signature page is below.

Purpose and Details

Provide a brief description of the trip.

CSIS's Congressional Foresight Initiative is bringing a small bipartisan delegation of senior U.S. congressional staffers from both the Senate and House to Japan from April 4–11. During this weeklong trip, the delegation will travel to Tokyo to meet with academic experts, industry leaders, and government officials to deepen their understanding of long-range trends shaping U.S. and international security. The visit will focus on the future of the U.S.-Japan alliance through both an economic and security lens, with particular emphasis on Indo-Pacific strategy. To complement these meetings in Tokyo, the delegation will also conduct site visits in Nagoya, Yokosuka, and Tsukuba Space City.

Explain how the purpose of the trip relates to your organization's mission.

In 2021, CSIS established the Congressional Foresight Initiative to enhance congressional staff's understanding of long-range trends and key changes in the global environment affecting U.S. and international security. Through a series of seminar discussions and interactive exercises this initiative fosters new opportunities for bipartisan collaboration to address challenges to international peace and prosperity. This trip will allow the 2025-2026 cohort of Congressional Foresight Fellows to consider best practices in long-range strategic planning and its implementation in government drawn from around the globe.

Is your organization the only sponsor for this trip?

- [x] Yes
- [ ] No

Grantmaking Organizations (Optional)

1. Carnegie Corporation of New York

With or Without Regard for Congressional Participation

The trip is arranged or organized specifically with regard to congressional participation.

Lobbyist/Foreign Agent Involvement in Planning, Organizing, Requesting or Arranging

- [x] The trip will not in any part be planned, organized, requested, or arranged by a registered lobbyist or agent of a foreign principal, other than de minimis involvement.

Lobbyist/Foreign Agent Financing

- [x] The trip will not be financed in any part by a registered lobbyist or agent of a foreign principal.
- [x] No funds or in-kind contributions were earmarked directly or indirectly for the purpose of financing this specific trip from a registered lobbyist or agent of a foreign principal or from a private entity that retains or employs one or more registered lobbyists or agents of a foreign principal.

Lobbyist/Foreign Agent Accompaniment

Complete if all sponsors are §501(c)(3) organizations

- [x] The trip is limited to three days (for trips inside the continental United States) or seven days (for trips outside the continental United States), and no lobbyist or agents of a foreign principal will accompany the Member, officer, or employee at any point throughout the trip
- [ ] The trip is limited to a one-day event (exclusive of travel time and **one** overnight stay) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip
- [ ] The trip is limited to a one-day event (exclusive of travel time and **two** overnight stays) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

Complete if any of the sponsors is not a §501(c)(3) organizations.

- [ ] The trip is limited to three days (for trips inside the continental United States) or seven days (for trips outside the continental United States), and no lobbyist or agents of a foreign principal will accompany the Member, officer, or employee at any point throughout the trip
- [ ] The trip is limited to a one-day event (exclusive of travel time and **one** overnight stay) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip
- [ ] The trip is limited to a one-day event (exclusive of travel time and **two** overnight stays) and no registered lobbyists or agents of a foreign principal will accompany the Member, officer, or employee on any segment of the trip

Certification of No Recreational Activity and No Alcohol

- Travel expenses paid for will not include expenditures for recreational activities.
- Travel expenses paid for will not include expenditures for alcohol, except as permitted by the Regulations Governing Privately Sponsored Travel.

Invitees

- Members and staff from the House of Representatives **will** receive invitations.

The list of invitees is below.

Travel Details

Trip Start Date/Time:
04/04/2026 @ 12:30 PM

Trip End Date/Time:
04/11/2026 @ 03:40 PM

Will the traveler be accompanied by a family member for whom the sponsor will pay travel expenses?

○ Yes ● No

Itinerary

The itinerary is below.

Transportation (Per Member/Officer/Employee: $3,790.93 | Accompanying Family Member: $0.00)

Transportation Type	Class	Amount
Airfare	Coach	$3,207.93
Note roundtrip nonstop flight from Washington (IAD) to Tokyo (HND) - cost more than rest of group due to later ticketing		
Ground Transportation	N/A	$393.00
Note charter bus for transit throughout Tokyo and to/from airport		
Train	Coach	$190.00
Note roundtrip train fare for day trip to Nagoya from Tokyo		

Lodging (Per Member/Officer/Employee: $1,806.96)

Check-In	Check-Out	Facility	City	State	Country	Nights	Cost/Night	Cost Exceed Per Diem
04/05/2026	04/11/2026	Mitsui Garden Hotel Shiodome Italia-gai	Tokyo		Japan	6	$301.16	No

Meals (Per Member/Officer/Employee: $750.00)

Date	Breakfast	Lunch	Dinner	Incidentals	Total	City	State	Country	Cost Exceeds Per Diem
04/05/2026	$0.00	$0.00	$75.00	$0.00	**$75.00**	Tokyo		Japan	No
04/06/2026	$0.00	$50.00	$75.00	$0.00	**$125.00**	Tokyo		Japan	No
04/07/2026	$0.00	$50.00	$75.00	$0.00	**$125.00**	Tokyo		Japan	No
04/08/2026	$0.00	$50.00	$75.00	$0.00	**$125.00**	Tokyo		Japan	No
04/09/2026	$0.00	$50.00	$75.00	$0.00	**$125.00**	Tokyo		Japan	No

Date	Breakfast	Lunch	Dinner	Incidentals	Total	City	State	Country	Cost Exceeds Per Diem
04/10/2026	$0.00	$50.00	$75.00	$0.00	**$125.00**	Tokyo		Japan	No
04/11/2026	$0.00	$50.00	$0.00	$0.00	**$50.00**	Tokyo		Japan	No

Reasonable Miscellaneous Expenses (Per Member/Officer/Employee: $0.00)

Expense Type	Amount	Notes

There are no miscellaneous expenses.

Additional Attachments

Document Name

There are no additional attachments.

PRIVATELY SPONSORED TRAVEL

SPONSOR SIGNATURE PAGE

I hereby certify that the information submitted in connection with the trip listed below is true, complete, and correct to the best of my knowledge and belief.

Trip Name: CSIS Foresight Initiative Staff Delegation to Japan

Travel Date(s): April 4 - 11, 2026

Travel Destination(s): Japan

Sponsor: Center for Strategic and International Studies

Chloe Himmel — *(printed name of sponsor representative)*

Director, Congressional Affairs — *(title)*

Chloe J. Himmel — *(signature of sponsor representative)*

02/19/2026 — *(date)*

Grantmaking Organization Certification Form

Instructions: If a sponsor receives funds from a grantmaking organization, the sponsor must disclose this on the *Private Sponsor Travel Certification Form*, and the grantmaking organization must complete the *Grantmaking Organization Certification Form.* The completed *Grantmaking Organization Certification Form* must be submitted to the Senate Select Committee on Ethics by the trip sponsor at least 30 days prior to the travel departure date.

Grantmaking Organization: Carnegie Corporation of New York

Private Sponsor: Center for Strategic and International Studies

Trip Name: CSIS Foresight Initiative Staff Delegation to Japan

Travel Date(s): April 4-11, 2026

Destination(s): Japan

In compliance with the *Regulations Governing Privately Sponsored Travel*, I certify the following:

- ☑ The grantmaking organization is a § 501(c)(3) organization.
- ☑ The grantmaking organization is not a lobbyist, lobbying firm, or foreign agent, nor an entity that retains or employs a lobbyist or foreign agent.
- ☑ The grantmaking organization provides funds under an established grant program, or in a manner that is otherwise consistent with the mission and practices of the organization.
- ☑ The grantmaking organization is not involved, directly or indirectly, in organizing and conducting the trip. This includes selecting participants for a trip.
- ☑ The grantmaking organization does not directly pay or reimburse travel expenses for any Senate Member, officer, or employee.

Randy Flay	Program Director
(Printed name of grantmaking organization representative)	*(Title)*
R Flay Digitally signed by R Flay Date: 2026.02.20 15:47:21 -05'00'	2/20/2026
(Signature of grantmaking organization representative)	*(Date)*

Jacob Marx

Senior Investigator

Joint Economic Committee

Bethan Saunders

Military Legislative Assistant

Sen. Mazie Hirono

Molly Carpenter

Legislative Director

Sen. Mike Crapo

CSIS Congressional Foresight Initiative
Staff Delegation to Japan
April 4 – 11, 2026

ITINERARY

Saturday, April 4

Location: Washington, DC

12:30 PM (EST)	Depart Washington Dulles to Tokyo, Japan Haneda Airport (UA 803)

Sunday, April 5

Location: Tokyo, Japan

3:55 PM (JST)	Land in Tokyo, Japan (Haneda Airport)
4:30 – 5:00 PM	Transit to Mitsui Garden Hotel Shiodome Italia-gai 2 Chome-14-24 Higashishinbashi, Minato City, Tokyo
5:00 – 6:20 PM	Personal Time
6:20 – 6:30 PM	Meet in Hotel Lobby, Walk to Dinner
6:30 – 8:30 PM	**Opening Dinner with Cohort**
8:30 – 9:00 PM	Transit to Hotel

Monday, April 6

Location: Tokyo

8:30 – 9:00 AM	Breakfast at Hotel
9:00 – 9:30 AM	Transit to U.S. Embassy
9:30 – 10:30 AM	**U.S. Embassy Visit** Description: The U.S. Embassy will discuss the current state of the alliance, the future of strategic cooperation against China, and trends for bilateral and multilateral trade and investment in the region, especially in advanced technologies. Meeting with: Zizhan Luo, Economic Officer, U.S. Embassy Tokyo

10:30 – 11:00 AM	Transit to Ministry of Foreign Affairs
11:00 – 12:30 PM	**Meeting with Ministry of Foreign Affairs** Description: MOFA officials will discuss Japan's goals for the future of the alliance, how Japanese foreign policy will change after recent elections, and the implications of Japan rebuilding its security forces on regional dynamics. Meeting with: Naoki Kumagai, Director-General of the North American Affairs Bureau, Ministry of Foreign Affairs of Japan
12:30 – 1:00 PM	Transit to American Chamber of Commerce
1:00 – 2:30 PM	**Lunch with American Chamber of Commerce in Japan** Description: American Chamber of Commerce in Japan (ACCJ) is a not-for-profit membership organization established to further develop commerce between the U.S. and Japan and promote the interests of U.S. companies and members. ACCJ staff and representatives from member companies will discuss semiconductor manufacturing and supply chain issues. Meeting with: Joey Vetter, American Chamber of Commerce Japan + ACC Japan Member Companies (TBD)
2:30 – 3:00 PM	Transit to METI
3:00 – 4:00 PM	**Meeting with Ministry of Economy, Trade and Industry** Description: METI officials will discuss their outlook for the first few projects of the Japan-U.S. Strategic Investment Initiative, along with a broader discussion of Japan's trade policy and economic trajectory. Meeting with: METI Government officials from the American Division, Trade and Policy Bureau (TBD)
4:00 – 4:30 PM	Transit to Ministry of Defense
4:30 – 5:30 PM	**Meeting with Ministry of Defense** Description: MOD officials will discuss progress on the five-year plan to double defense spending, various readiness measures taken to modernize the Japanese armed forces, and primary channels for increased international military and defense cooperation with Japan in the future. Meeting with: MoD Government officials from the Japan-U.S. Defense Cooperation Division (TBD)
5:30 – 6:00 PM	Transit to hotel
6:00 PM	Dinner on your own

Tuesday, April 7

Location: Tokyo & Yokosuka

7:00 – 7:30 AM Breakfast at Hotel

7:30 – 9:00 AM Transit to Yokosuka Naval Base

9:00AM – 12:00PM **Briefing, Base Tour, and Carrier Tour at Yokosuka Naval Base with U.S. Naval Forces Japan**
Description: USNFJ personnel will provide a tour of the naval base, followed by a discussion of forward-deployed U.S. forces, their priorities and limitations, and the landscape of future U.S.-Japan military collaboration.
Meeting with: Michael Koncelik, Protocol Officer, US Naval Forces Japan

12:00 – 12:15 PM Transit to lunch

12:15 – 1:00 PM **Lunch at 7-Eleven**

1:00 – 2:30 PM Transit to National Diet

2:30 – 4:00 PM **Tour and Meeting with National Diet Members**
Description: The National Diet is the parliamentary body of Japan. The delegation will receive a tour and meet with National Diet members to discuss the U.S.-Japan relationship and their legislative priorities for the coming year.
Meeting with: Member of the Diet (TBD)

4:00 – 4:30 PM Transit to Economic Security Intelligence Lab

4:30 – 6:00 PM **Meeting with Economic Security Intelligence Lab**
Description: The Economic Security Intelligence Lab is a research lab within the Research Center for Advanced Science and Technology at the University of Tokyo. They will discuss their research on issues related to economic security, including global supply chains, advanced technology governance, and intelligence-informed policy design.
Meeting with: Akira Igata, Project Lecturer, Economic Security Intelligence Lab

6:00 PM Dinner on your own and free time in Shibuya

Wednesday, April 8

Location: Tokyo & Nagoya

7:30 – 8:00 AM	Breakfast in hotel
8:00 – 8:30 AM	Transit from hotel to Central Japan Railway Company
8:30 – 9:30 AM	**Meeting with Central Japan Railway Company** Description: The delegation will meet with officials from the Central Japan Railway Company, Japan's most profitable and highest throughput high-speed rail operator, to explore the cutting-edge maglev and Shinkansen technologies that have made Japan a global leader in transportation infrastructure. Meeting with: Emi Sato, International Department of JR Central
9:30 – 10:00 AM	Transit to Shinagawa Train Station
10:07 – 11:39 AM	Take Tokaido Shinkansen (Nozomi 231)
11:39 AM	Arrive in Nagoya
11:40 – 12:15 PM	Lunch in Nagoya train station
12:15 – 12:30 PM	Transit to U.S. Consulate
12:30 – 1:30 PM	**Meeting with U.S. Consulate Nagoya** Description: The delegation will meet with U.S. Consulate officials in Nagoya, a critical industrial and manufacturing hub that is home to major Japanese aerospace and automotive industries, including Toyota. Meeting with: Kenichi Oba, Political Economic Specialist
1:30 – 2:00 PM	Transit to Port of Nagoya
2:00 – 4:00 PM	**Port of Nagoya Tour** Description: The delegation will tour the Port of Nagoya, Japan's largest port by cargo volume and a critical node in regional and global supply chains, to gain firsthand insight into the economic infrastructure underpinning U.S.-Japan trade relations and Indo-Pacific commerce. Meeting with: Nagoya Port Authority Officials (TBD)
4:00 – 4:15 PM	Transit to Mitsubishi Heavy Industries

4:15 – 6:15 PM **Mitsubishi Heavy Industries Nagoya Aerospace System Works Tobishima Plant**
Description: Mitsubishi Heavy Industries builds power plants, aircraft parts, ships, and other technologies. Mitsubishi representatives will discuss the state of the Japanese aerospace industry and how Mitsubishi fits into Japan's industrial and national security strategy.
Meeting with: Representatives from Mitsubishi Heavy Industries (TBD)

6:15 – 6:45 PM Transit to Nagoya Station

6:45 – 7:45 PM Dinner in Nagoya Station

7:51 – 9:20 PM Shinkansen Train (Nozomi 276) to Tokyo Shinagawa Station

9:20 – 9:45 PM Transit Back to Hotel

Thursday, April 9

Location: Tokyo

8:30 – 9:15 AM Breakfast at Hotel

9:15 – 9:30 AM Transit to Nakasone Peace Institute

9:30 – 11:00 AM **Meeting with Nakasone Peace Institute Scholars**
Description: The Nakasone Peace Institute is a policy-oriented research institute that examines the important issues facing the international community from an independent standpoint and disseminates creative and constructive proposals both in Japan and internationally. Scholars will discuss their economic security research including US-China issues and economic coercion.
Meeting with: Yo Osumi, senior fellow of the NPI; former Japanese Consul General at San Francisco

11:00 – 11:30 AM Transit to Keidanren

11:30 – 1:00 PM **Lunch with Keidanren (Japanese Business Federation)**
Description: The Keidanren is an economic organization with a membership comprised of 1,574 Japanese companies, 106 nationwide industrial associations, and regional economic organizations for all 47 prefectures in Japan. Keidanren secretariat staff and representatives from business federation members will

discuss economic security issues including tariffs and U.S.-Japan business relations.
Meeting with: Keidanren Secretariat staff and TBD business federation member companies

1:00 – 1:30 PM Transit to JETRO

1:30 – 2:30 PM **Meeting with Japan External Trade Organization (JETRO)**
Description: The Japan External Trade Organization is a government-related organization that works to promote mutual trade and investment between Japan and the rest of the world. JETRO's Americas Division will discuss innovation, start-ups, and access to the Japanese market. They would also like to brief on derisking with China.
Meeting with: Representatives from JETRO's Americas Division

2:30 – 3:00 PM Transit to Japan Institute of International Affairs

3:00 – 4:00 PM **Roundtable with Japan Institute of International Affairs**
Description: The Japan Institute of International Affairs is a policy think tank intended to serve as Japan's central institution for the scientific study of international affairs. JIIA will discuss maritime security including research on how to safeguard a free and open Indo-Pacific.
Meeting with: Tetsuo Kotani and additional fellows TBD

4:00 – 4:30 PM Transit to Institute of Geoeconomics

4:30 – 5:30 PM **Meeting with Institute of Geoeconomics**
Description: The Institute of Geoeconomics is a private independent think tank focused on a wide range of geoeconomic themes, to include economic security and competition with China, and aspires to be a hub for intellectual exchange in the Asia-Pacific region. The scholars here will discuss economic security trends including analysis of Japan's domestic growth strategy.
Meeting with: Hitoshi Suzuki, Senior Research Fellow, Europe & Americas Group, IOG; Kota Umeda, Research Fellow, Emerging Technology Group, IOG

5:30 – 6:00 PM Transit to hotel

6:00 PM Dinner on your own

Friday, April 10

Location: Tokyo & Tsukuba Space City

7:30 – 8:00 AM Breakfast in Hotel

8:00 – 8:15 AM Transit to Nippon Electric Company

8:15 – 9:30 AM **Meeting with Nippon Electric Company (NEC)**
Description: Nippon Electric Company is a multinational company working on telecom carrier equipment, 5G stations, and cloud services. The delegation will meet with leaders at Nippon Electric Company (NEC), one of Japan's premier technology and defense electronics firms, to explore the role of Japanese innovation in advancing cybersecurity, communications, and defense technologies.
Meeting with: Representatives from NEC (TBD)

9:30 – 10:00 AM Transit to Tokyo Electron

10:00 – 11:15 AM **Meeting with Tokyo Electron**
Description: Tokyo Electron (TEL) is the premier Japanese semiconductor production equipment manufacturer. Their experts will brief the group on their worldwide service network including in the United States as well as how they approach economic security and supply chain stability.
Meeting with: Yoko Yanagimoto, Tokyo Electron

11:15 – 11:30 AM Transit to Japan Institute of Cyberspace Studies

11:30 – 12:45 PM **Lunch Meeting with Japan Institute for Cyberspace Studies**
Description: The delegation will meet with researchers and experts at the Japan Institute for Cyberspace Studies, a leading research institute dedicated to enhancing global cybersecurity resilience through collaboration and standardization, to exchange perspectives on emerging cyber threats and the future of U.S.-Japan cooperation in cyberspace.
Meeting with: Nate Snyder, Advisor, Japan Institute for CyberSpace Studies

12:45 – 2:00 PM Transit to JAXA Tsukuba Space Center

2:00 – 4:15 PM **Meeting and Facility Tour at JAXA Tsukuba Space Center**
Description: The Tsukuba Space Center is the operations facility and headquarters for the Japan Aerospace Exploration Agency (JAXA) located in Tsukuba Science City in Ibaraki Prefecture. Staff will receive

	a JAXA project overview briefing and a facility tour (including the exhibition room and ISS Japanese Experiment Module Control Room). Meeting with: Tanaka Hinako, Yoshida Misato, Kito Shinsuke
4:15 – 6:00 PM	Transit to Dinner
6:00 – 8:00 PM	**Group Farewell Dinner** Location: Nishiazabu Gonpachi
8:00 – 8:30 PM	Transit to Hotel

Saturday, April 11

Location: Tokyo

9:00 AM – 1:00 PM	Free Time
1:00 PM – 1:30 PM	Depart for Tokyo Haneda Airport
3:45 PM (JST)	Depart Tokyo, Japan to Washington Dulles (UA 804)
3:40 PM (EST)	Land in Washington Dulles (IAD)