

NIKKEI

2024

Nikkei Inc.



Nikkei's Promise for a Society that Overcomes Challenges

As times change, Nikkei is reforming its business model accordingly. In news reporting, we are increasing digital content that combines video and data analysis, and the Group is expanding globally. Our "Values, Purpose, and Mission" express what Nikkei is now and will be in the future.

The Purpose is embodied in the words "Think and Communicate." We will think about events and problems and communicate solutions and implications. We will continuously deliver excellent content including articles, advertisements, and services. All in all, we are working for a freer and more prosperous world.

Today, values such as freedom and democracy are being shaken and authoritarianism is expanding. Poverty and inequality are growing, and there is an intensifying sense of social stagnation. Our ideal is a society that embraces competition and allows for individual independence and affluence. We earnestly hope to realize a freer and richer world.

The Mission expresses Nikkei's ideal image. Nikkei works to be the world's most fair and trusted media voice, aiding decisions through quality reporting and service. We believe that we must meet the high needs of our readers and customers and become an entity that they can rely on. Nikkei will create a space for transmitting information, encouraging career development, and enriching work and life.

Nikkei will soon celebrate its 150th anniversary. The principles that our employees have shared throughout this long history are expressed in our Values. "Independence" makes us fair and neutral, "Quality" is a continued pursuit, "Innovation" expands horizons, and "Diversity" is being cultivated.

We believe that our work can help the world and resolve social issues. Nikkei communicates these goals to its employees each day, and fulfills its social responsibility by supporting their growth. We will continue to foster trust by honestly adhering to the principle of "Think and Communicate."



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President & CEO
Nikkei Inc.

Founded in Japan in 1876 as a humble four-page newspaper specializing in commodity market information, Nikkei has grown to become one of the world's largest independent media groups, with about 2.3 million paid subscribers in Japan. Our flagship English-language publication, Nikkei Asia, provides comprehensive reporting from across Asia that serves as a crucial decision-making tool for our readers. In 2015, Nikkei expanded its international presence when it acquired the Financial Times, another global media brand. Operating under the motto "Fair and Impartial," we never pander to power and we are committed to delivering accurate and fact-based economic news. Our daily mission is to provide unbiased content of the highest quality that enables our readers across the globe to make better decisions.

These are the Values, Purpose and Mission defined by the Nikkei Group.

Values

(Ideals that should be shared by all employees)

Independence Quality Innovation Diversity

Purpose

(The permanent and unchanging significance of the entire Nikkei Group)

Better insights for a better world

Mission

(Defined by each company in the Group, based on the Purpose)

The joint mission of Nikkei and FT

To be the most trusted, independent provider of
quality journalism to a global community,
helping our customers make better decisions.

Expanding in Asia and the World

To be the most trusted, independent global media voice – this is our goal.
Nikkei Asia, an English-language media outlet, is steadily building a strong track record in Asia.
Nikkei Asia and the Financial Times have been enhancing each other as partners.
Our business areas are expanding from news reporting to data services, events, and more.



Global Media



Nikkei Asia is the flagship publication of our global business. Leveraging Nikkei's strong network, it comprehensively covers Asian business, politics, economics, and culture. It is an internationally renowned must-read for global businesspeople. Readership is growing fast, with more than 60,000 subscribers as of the end of 2023.

Fostering a worldwide understanding of Asia

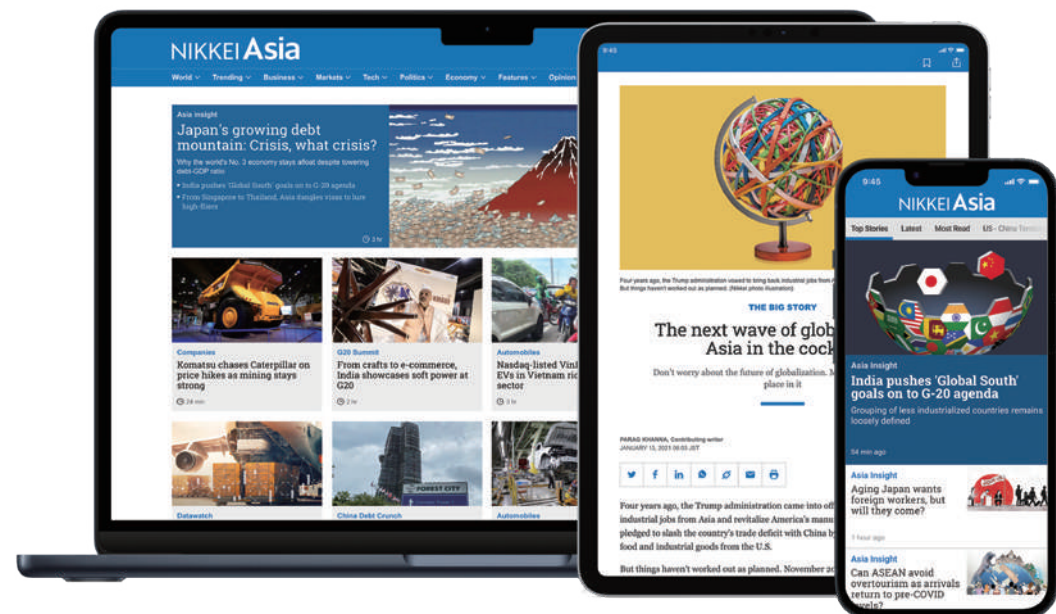
Our mission is to bring the voice and heartbeat of Asia to the world. We are the only authoritative English-language voice that delivers "Asian news from an Asian perspective."

A diversified and robust information flow

Our over-100 dedicated reporters, editors, and designers possess the necessary Asian linguistic and cultural competency (not to mention the requisite access to key officials and corporations) to deliver quality English-language information with unmatched vigor. We communicate what impacts businesses and the economy in our original articles, and we also translate into English important news from Nikkei's vast pool of talent.

Many paths for content dissemination

We focus on "rich content" with high visual impact. Information comes alive through such channels as social media, webinars, podcasts, and real-life events.



Excellence in Journalism

Nikkei Asia's reputation as a champion of quality reporting and as a daily source of information on Asia is growing globally. In 2023, the article "Women's Wealth in Asia" was submitted for consideration in the category of Excellence in Reporting on Women's Issues (Global) at the SOPA Awards operated by the Society of Publishers in Asia, and it overcame strong competition from influential western papers to win the Award for Excellence. This was the first time that a Japanese media organization won such an award in the global category, which until now has been dominated by organizations such as the Financial Times, The Wall Street Journal and The New York Times. Nikkei Asia made a name for itself as a global media outlet originating in Asia. In addition, in 2023, for reporting on China's "One Belt, One Road" wide-area economic zone concept, online fraud groups active in Asia, and other topics, Nikkei Asia received awards from four international organizations in six categories. Then, in March 2024, the Society for Advancing Business Editing and Writing of America (SABEW) granted Nikkei Asia its highest award in two categories, the third consecutive year our paper has received these accolades.

Year	Prize
2023	SABEW: Two Grand Prizes in General Excellence, International Reporting Human Rights Watch (HRW): "Human Rights Press Award" for best explanatory feature writing SOPA: Award for excellence and honorable mention at the SOPA 2023 Awards for Reporting on Women's Issues WAN-IFRA: Two gold awards at the Asian Media Awards
2024	Best in two SABEW categories (Energy, Sustainability and Climate Change, and Media and Entertainment)



日経中文网 Chinese Nikkei

Established in 2012, Chinese Nikkei is the only Chinese-language website of a major Japanese newspaper. It provides daily news on the economy and industry, in-depth analytical articles, and columns written from unique perspectives. It is also popular in Greater China for its use of Nikkei's unique and powerful reporting network to vividly convey information on Japan's tourist spots, events, gastronomy, culture, and other topics. The magazine is available in both simplified and traditional Chinese, and in China, it publishes articles on WeChat, Sina Weibo, and Toutiao.



In 2015, Nikkei acquired the Financial Times Group, which provides a range of business information, news and services, including the Financial Times, FT Specialist and a number of services and joint ventures.



Quality Journalism

The FT is one of the world's leading news organisations – recognised internationally for its authority, integrity and accuracy – and has been reporting without fear and without favour on global business, finance and politics for 135 years.

Global Audience

The FT's audience includes the most influential people in business and politics around the world and is relied upon by leading corporate executives and policy-makers. The FT Group has a Global Paying Audience of 2.5mn, while the FT has a record-paying readership of 1.9mn.

People Power

The FT Group employs more than 2,300 people worldwide, including 700 journalists in 40 countries. Its vision for the workplace is one in which people with different perspectives are heard and valued, barriers are removed, and all employees feel they can be themselves at work.

Media Alliance

Nearly one decade on, the Nikkei-FT partnership is stronger than ever, due to our long-term strategy centered on mission, quality readership, continued digital transformation and global growth. Today, Nikkei and the FT have a combined digital audience of 3.2mn.

Message

John Ridding, CEO



Over the past eight years, our global alliance has gone from strength to strength, bringing mutual benefit and opportunity to both of our organisations. The FT and Nikkei's shared mission to provide better insights for a better world has never been more essential, and readers have come to us for guidance through uncertainty. We also share a fundamental belief in the value of quality journalism, placing sustainability and long-term success ahead of short-term profit. Our combined readership continues to grow. Over the coming years, we'll continue to deepen our collaboration across all areas and regions, from product and technology through to secondments, AI learnings, and much more. One feature of our collaboration that gives me great satisfaction is how it has spread naturally. That's a healthy and exciting trend, which speaks to the alignment of our vision and our teams. The road ahead is built on strong foundations. The steady support of Nikkei has enabled us to sustain investment in our growth strategy, our newsroom and our innovations. I look forward to the future and what we will build together.

Roula Khalaf, editor



2024 is shaping up to be a momentous year in FT and Nikkei newsrooms. The US presidential election in November will undoubtedly be deeply consequential and could cause huge geopolitical risk. There will be watershed elections in Britain, India and many other countries, and we will continue to cover wars in Ukraine and Gaza. As global inflation comes down, interest rates are likely to follow. It is crucial that we maintain a commitment to independence, tolerance, fairness and accuracy in this context, and this is a commitment which the FT and Nikkei share. This is why I am confident of continued fruitful collaboration into 2024. With Nikkei's support, the FT is investing in new and exciting journalism. Our new visual investigations team goes from strength to strength, uncovering stories from Ukraine to Beijing. We have been able to invest in new tools such as unique polling and live results services to elevate our coverage of the US presidential election. In these times of economic uncertainty and geopolitical complexity, traditional business strategies and long-held economic theories are challenged. With Nikkei's support, the FT will continue to bring readers the latest news and guide them through a tumultuous year.

Global Branding

Nikkei has launched a number of initiatives to increase awareness of the Nikkei brand overseas. Chris Miller, the international best-selling author of "Chip War: the Fight for the World's Most Critical Technology," joined Nikkei Asia reporters in conversation for a new webinar series which showcases Nikkei's strength in technology coverage. Brand promotion videos were screened onsite and online



at selected "FT Live" events (hosted by the Financial Times) on themes compatible with Nikkei, such as finance and mobility. At some venues, guests were even able to enjoy coffee decorated with the Nikkei logo. In Hong Kong, trams wrapped in blue and salmon pink—the corporate colors of Nikkei and the Financial Times—could be seen plying their routes promoting Nikkei's presence as a global media company.



Nikkei-FT synergies



Nikkei and FT collaborate extensively, leveraging exchanges of personnel and knowledge. In terms of editing, Nikkei journalists have been receiving long-term training at FT, and cooperation in the advertising, marketing, and digital fields is also being stimulated by joint training and secondment. We expect that closer partnership will drive the development of outstanding human resources, strengthening human capital at both organizations.

Advertising

With companies, government agencies and various organizations as Nikkei clients, we provide solutions for information dissemination and social issues through our various media channels. Media advertising trends are shifting from conventional campaigns that showcase products and services to highlighting a company's credentials, such as its corporate philosophy and purpose. Listening to what our clients require, we make proposals that appropriately combine our assets, such as print and digital formats and events, to ensure that their message is effectively delivered. We also propose advanced and innovative advertising methods, and we plan and organize events featuring solutions to social issues that our clients may not yet have perceived.

Many of our readers and digital subscribers are businesspeople who drive social progress. Our readership also includes many high net-worth individuals with significant disposable assets, as well as individual investors. As a media organization supported by this unparalleled blue-chip readership, we use appropriate methods to convey our clients' brand value, helping to resolve the issues they face while enhancing our income stream.



Proposing solutions for social issues at symposiums and other events

Nikkei at the Cannes Lions

The Nikkei acts as the Japan secretariat for the Cannes Lions International Festival of Creativity. By cooperating with this festival, held in June each year in Cannes in the south of France, our aim is to introduce cutting-edge methods and creative work in the field of advertising and communication to the Japanese market.

In recent years, the Cannes Lions has focused its gaze on companies that are seeking to tackle major social issues, such as protecting the global environment, and achieving good results within the context of their business activities. We are also organizing many projects that seek to address social issues. Among these, our Well-Being Initiative, a project that aims to create well-being in society, has won three prizes, including the gold award in the Creative Business Transformation category at the Cannes Lions 2023.

Through our activities for the Cannes Lions, we are helping to develop the advertising and communications industry in Japan, while engaging in corporate activities that make the world a better place.



Cannes Lions 2023, Getty Images

Global Business



The English-language NIKKEI scoutAsia service is individually tailored to each of its corporate clients, offering access to vast amounts of information on Asian companies and news from many sources. It assists those seeking new business partners and opportunities.

Comprehensive news and corporate information from Asia

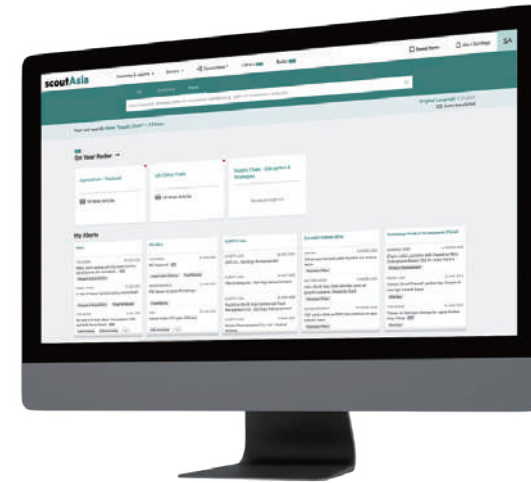
NIKKEI scoutAsia is a data service developed by Nikkei and the FT. In addition to providing news, sector reports, and corporate information from 26 countries and regions in Asia and Oceania, scoutAsia uses advanced machine-based translation technology to deliver an electronic edition of the Nikkei in English.

AI analysis of vast amounts of information

NIKKEI scoutAsia channels an enormous flow of news content each day. It analyzes topics and correlates them with information on more than 5 million companies. With our unique AI technology, we customize news for each user and offer summaries of large amounts of information. Visual images of connections among entities are also provided.

Accelerating penetration of global markets, strengthening alliances and collaboration

In recent years we have also been focusing on collaborations with international companies. In 2021, Nikkei began providing news categorized in accordance with asset class (i.e. "equities," "currencies," and "commodities") to the trading platform of the Singapore Stock Exchange (SGX). In 2022, Nikkei partnered with S&P Global, a major US financial information service provider, to offer English-language Nikkei Group content to investors through its Capital IQ Pro information platform, in a collaboration that improves the convenience of access to economic information about Japan. We will continue to work with international companies in developing and deploying competitive services speedily.



Business alliance formed with S&P Global

Global Events

We hold many international events that seek to decipher the global situation. Well-known business figures, politicians and Nikkei and FT journalists, all at the forefront of their respective areas of expertise, participate to share views on

issues and send out a global message. Since 2023 events have been unified under the NIKKEI FORUM name in order to raise awareness of the NIKKEI brand overseas through these events and to advance integrated management.

Future of Asia

This conference brings together political and economic leaders in the Asia-Pacific region to discuss sustainable development. First held in 1995, it is one of the most important international conferences in Asia. In 2023, with the impact of COVID-19 having almost totally subsided, the number of speakers invited to Japan was 24, double the number in 2022. Various speakers shared their messages, including President Ranil Wickremesinghe of Sri Lanka, President Thongloun Sisoulith of Laos, and Deputy Prime Minister Lawrence Wong of Singapore. As a new initiative, Sophia University joined the event as an academic partner, and a panel discussion was held, incorporating the ideas of Sophia students. There were many requests to cover the event from the foreign press, which demonstrates the ever-increasing stature of The Future of Asia as a private sector-organized international conference.

(Titles and positions were current as of the time of the event.)



NIKKEI FORUM

Global Management Dialogue

Prominent global business executives come together to discuss a wide range of topics from a corporate perspective, including future business strategies, management philosophies, and solutions to social issues. First established in 1999, this event has grown to become one of the largest business summits in Asia to be hosted by a private sector company. The theme for the 25th Dialogue in 2023 was "Navigating an Era of Frontier Technologies." Many top global corporate leaders came to Japan to share their views with the audience, including CEO of Intel Patrick Gelsinger, Executive Director and CEO of Rio Tinto Jakob Stausholm, and CEO of Keppel Corporation Loh Chin Hua. Leveraging various new initiatives, we continue to enhance the value we provide to our clients via this event, for instance by holding networking sessions in the lunch venues.

(Titles and positions were current as of the time of the event.)



Asia Green Tech Summit

This summit, held in Singapore in March 2024, brought together a diverse range of speakers, including Chairwoman of VinFast Auto Le Thi Thu Thuy and former JAXA astronaut and Executive Chief Fellow of the Institute for International Socio-Economic Studies Noguchi Soichi, who all discussed global warming as a common challenge for humanity. This is one of the collaborative conferences where Nikkei and FT combine their content and marketing capabilities.

Investing in America

This survey, implemented jointly by the Nikkei and FT, ranks cities in the U.S. according to their openness to investment from foreign companies. It provides valuable information for companies considering a move into the U.S. market, including insights into factors such as the business environment, the quality and quantity of available human resources, transportation infrastructure, and livability. The summit that is held in the top-ranked city from the previous year is a well-received event, where the Editor-in-Chief of the Editorial Headquarters for the Americas and FT journalists explain the background to the rankings and join discussions on the status of corporate investment.

Cutting Through Digital Clutter

In our era, the internet is overflowing with all kinds of information.
For this reason, what is required now is credibility.
To continue to be a quality paper,
to be more useful in business and daily life,
Nikkei will move further ahead in avidly adopting the latest technology.
We will continue to take on every challenge with a spirit of determination.



Becoming the World's Most Trusted Media Voice

In an era in which news covers the globe in the blink of an eye, the Nikkei is committed to quality journalism that unearths important facts, always refining its unique reporting and analytical skills.

For example, the series “A future with 100 million” showed what Japan might look like in the 2050s when the population has dropped below 100 million, when there are no longer any smartphones, and when domestic agricultural production has plummeted. The series sought to anticipate changes that will occur in all aspects of our lives and how they may be addressed. Also, the

“Inside Out” series took a thoroughly researched, behind-the-scenes and historical look at the roots of the structural problems facing Japan and the world today, in search of future-proofed solutions.

In our interview series “Think with Nikkei,” we explore the unique perspectives and candid opinions of those who are at the forefront of politics, economics, culture, and many other fields in Japan and overseas.

Nikkei’s mission is to be the most trusted, independent provider of quality journalism to a global community, helping our customers make better decisions.

日本経済新聞 The Nikkei

The Nikkei has earned the trust of readers with rapid, rational, and easy-to-understand economic reporting. Topics covered include domestic and international economic trends, corporate performance, capital investment, and management strategies. The paper has expanded its coverage of domestic and foreign business news, particularly that from Asia. It looks at business from a consumer’s perspective, with investment information that is easy for beginners to grasp. “NIKKEI Plus 1” presents content that is useful for daily life, while the “NIKKEI The STYLE” section intelligently examines economic and lifestyle-related topics using a sophisticated yet relaxed style.



The Nikkei MJ

In business for more than 50 years, the Nikkei MJ (“Marketing Journal”) is a full-color specialist publication issued three times weekly (Mon, Wed, Fri). In addition to its twice-yearly “Hit Product Ranking,” it covers a broad range of areas, introducing the latest trends in marketing and consumption, and offering analysis and forecasts. The MJ is designed to be indispensable for all business people involved in tomorrow’s product development, planning, and management.



The NIKKEI VERITAS

Issued every weekend, this investment and financial newspaper delivers in-depth and forward-looking articles by specialized reporters active on the frontlines of global markets. From globally oriented stock picks to new trends such as ESG investment and asset management geared to an era in which people live to 100, Veritas delivers market-facing investment tips from a multiplicity of perspectives.



First Japanese Media Organization to Reach One Million Paying Digital Subscribers

In December 2023, the number of subscriptions to the Nikkei’s digital paid media offerings, including the Nikkei Online edition and the Nikkei Prime series of specialized media offerings exceeded one million, the first time any Japanese media organization has reached more than one million subscribers for paid content. This means that the Nikkei now ranks fifth in global paid news media, behind Nikkei Group member Financial Times (FT) of the UK. When combined, the total for the Nikkei and the FT is 3.26 million subscribers, which ranks third globally. Launched in March 2010, use of the Nikkei Online edition has grown among individuals, but in recent years it has been increasingly adopted in the corporate and educational sectors. In response to the diversifying needs of our readership, since 2020 we have launched various new and specialized digital media aimed at business users.

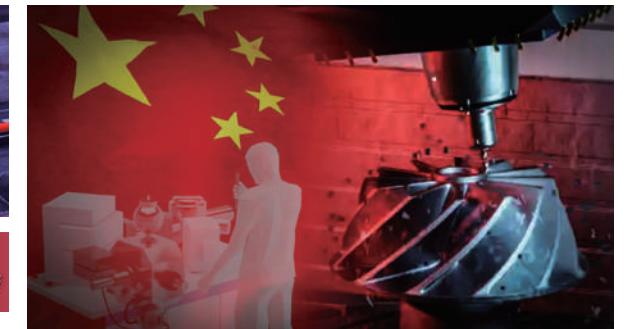
Based on our complete commitment to putting readers first, Nikkei’s reporting continues to evolve in both service and content.



Data Visual

Nikkei aims to be a global leader in visual and data-related journalism, combining its own data analysis with the latest visual expressions. “Western machine tools evade sanction to fuel China’s nuclear program” (December 2023) employed verification methods using photographs and graphics to alert readers to suspicions that China is diverting Japan’s advanced technologies for military purposes. “Tokyo runway collision: How JAL airliner crashes into Coast Guard plane” (January 2024) verified events using flight data and communication records in 3D models. Both of these articles were published in Nikkei Asia, our English-language platform, garnering great interest from readers in Japan and around the world.

We are also concentrating efforts on our documentary film series, NIKKEI Film. “Price of an invasion: Self-exiled Russians face uncertain future in Georgia” (February 2023) following the aftermath of the invasion of Ukraine, and “Solomons shows it’s not easy for China, U.S. to woo some small nations” (January 2024) about how China’s aid is causing national upheaval, both sought to unravel aspects of the complex international situation.



Services of Unparalleled Quality for Better Decision Making

Our business activities are not limited to news reporting. We are steadily expanding the scope of our work to include advertisements that support corporate branding and databases that assist client decision making. Nikkei also provides opportunities to acquire deeper knowledge and sharper skills, as well

as enriching cultural experiences. We will continue to provide new ways of assisting each customer's efforts for "growth and enhancement" while also making full use of digital technology.

Our Indexes

We compile and publish a number of daily indexes, including the Nikkei Stock Average (or Nikkei 225), Japan's leading stock price index. Investors in Japan and overseas place their trust in this market thermometer, and many financial products such as future contracts and investment trusts are linked to this index. The Nikkei 225 is calculated on 225 stocks selected from the TSE Prime Market, with rules devised to accurately capture trends in the Japanese economy. There are other indexes based on the Nikkei 225, which include the Nikkei 225 Climate Change 1.5°C Target Index, which has been adjusted to align with the targets of the Paris Agreement, an international framework to curb global warming.

We are also developing new indexes from various perspectives. In 2023, we developed and launched two dividend-focused indexes. These are the Nikkei Consecutive Dividend Growth Stock Index, which comprises stocks with at least 10 years of consecutive dividend growth, and the Nikkei Progressive and High Dividend Stock Index, the constituents of which are companies that have paid out high dividends and have increased or at least maintained dividend payments for more than 10 years. We also engage in promotional activities to encourage broader understanding about our indexes.

Major stock indexes calculated by Nikkei

Nikkei 225 & derived indexes

[Nikkei Stock Average \(Nikkei 225\)](#)

[Nikkei 225 Climate Change 1.5°C Target Index](#)

[Nikkei 225 Strategy Index Series \(Leveraged/Inverse, etc.\)](#)

[Nikkei Stock Average Volatility Index](#)

[Nikkei 225 Domestic Exposure 50 Index](#)

[Nikkei 225 Global Exposure 50 Index](#)

[Nikkei 225 Dividend Point Index](#)

Nikkei Dividend Derived Index Series

[Nikkei 225 High Dividend Yield Stock 50 Index](#)

[Nikkei Consecutive Dividend Growth Stock Index](#)

[Nikkei Progressive and High Dividend Stock Index](#)

Other indexes

[JPX-Nikkei Index 400 \(with JPX Market Innovation & Research\)](#)

[Nikkei Stock Index 300](#)

[Nikkei 500 Stock Average \(& by 36 Industries\)](#)

[Nikkei ESG-REIT Index](#)

[Nikkei Asia300 Investable Index \(JPY & USD\)](#)

Education

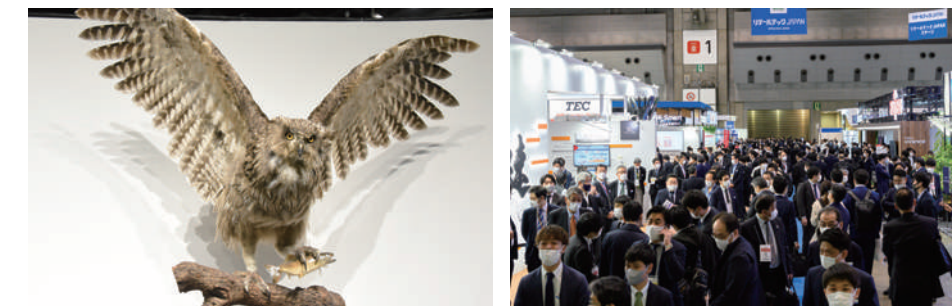
Through the Nikkei Business School (NBS), we provide seminars, courses, and training programs suitable for a wide range of businesspersons, including executives and next-generation leaders. We offer courses in collaboration with universities and external partners, such as "MBA Essentials" conducted jointly with Waseda University Business School, and "NBS On Demand," which takes advantage of the special characteristics of online courses. For corporate executives, NBS's "Japanese Executive Education Study Group" holds discussions on human capital management; the "Nikkei Executive Governance Program (EGP)" focuses on management development; the "Japanese DX Management Roundtable" explores corporate management in the age of digital transformation; "Nikkei EGP Online," is an internet-based way of studying of corporate governance. Moreover, "Nikkei TEST" evaluates economic knowledge and thinking ability; "VERSANT" measures English speaking ability; "Excedo" improves the English communication skills needed in the global age; and "Nikkei LissN" is an app that teaches English.

Events

In an increasingly digitalized and networked society, Nikkei-organized events are highly regarded as real-world venues that bring together information, business, products and services, and people and experiences in search of solutions to social issues, measures to promote industry, and contributions to science education.

Among these, NIKKEI MESSE: Shop, Office, House & Urban Innovation Exhibition Japan, is one of the largest industrial exhibitions in Japan, with approximately 1,200 exhibitors from distribution/retail, construction, design, and franchise businesses, and attended by around 200,000 visitors. With a 50-year history, this exhibition is widely known within and beyond Japan as a venue where businesspeople can get together to talk. In recent years NIKKEI MESSE Osaka has also been gaining recognition as a business exhibition for the Kansai region. EcoPro, an environment-related exhibition, is truly unique in that it brings together everyone from elementary school students to businesspeople. Many organizations all come under one roof to exhibit, from central government agencies to environment-related organizations and companies, and also universities. For a quarter-century, it has been a must-visit venue for exchanging business information on the environment, and for environmental education.

The Special Exhibition "BIRD" to be held at the National Museum of Nature and Science from November 2024 will be the first time for the museum to hold an exclusively avian-themed exhibition. In a collaboration with museum researchers, a large number of specimens will be exhibited and explained, offering a high-quality science education experience.



Special Exhibition BIRD
Blakiston's fish owl specimen
From the collection of the National Museum of Nature and Science

Cultural Projects

We are engaged in a wide variety of cultural activities, including domestic and international art exhibitions, operas, classical music concerts, traditional performing arts, and the delivery of educational lectures. From 2022 to 2023, we cooperated with leading museums in Europe on cultural exchange initiatives and events, including holding the "Museum Ludwig Exhibition" from Germany, "LIGHT: Works from the Tate Collection" from the United Kingdom, and the "Centre Georges Pompidou Exhibition" from France. We also continuously introduce art that carries on traditional Japanese culture, such as through the "Horyuji Treasures" and the "Treasures of Head Temples Shokoku-ji, Kinkaku-ji, and Ginkaku-ji" exhibitions. In the field of music and performing arts, in addition to the "Nikkei Muse Salon," which has a 50-year history, Nohgaku and opera performances are held. In recent years, we have taken on new projects, such as the "Asia Orchestra Week," in which we invite to Japan orchestras from across Asia, a region that is experiencing remarkable musical and orchestral growth. Nikkei Art Academia also focuses on video distribution of cultural and educational lectures that support learning at home.



Cubism exhibition (left) and Nohgaku performance in France (right).

Corporate Profile

Members of the Board

Chairman & Group CEO	Naotoshi Okada
President & CEO	Tsuyoshi Hasebe
Executive Vice Presidents	Hiroyuki Watanabe (CDIO, Subscription Business) Hironobu Sakamoto (General Affairs, Human Resources, Property, Production)
Managing Directors	Daisuke Arakawa (Global Business, Publisher of Nikkei Asia, Chairman of Nikkei Europe Ltd.) Hiroshi Yamazaki (Editor-in-Chief) Nobuhisa Iida (Business Information Service, Index Business) Kiyoyuki Uchiyama (Media Business, Reskilling Business) Kyoko Imagawa (Life and Career Business) Akira Matsuo (Finance) Masato Hotta (Visual Media Strategy) Kazuaki Fujii (Corporate Planning, Legal Affairs, Publications)
Directors	Ichiro Ishikawa (President & CEO of TV TOKYO Holding Corp., President & CEO of TV TOKYO Corp.) Shinzo Takami (President & CEO of QUICK Corp.) Tetsuya Iguchi (President & CEO of Nikkei Business Publications, Inc.)

Consolidated Financial Data

	Sales	Operating Profit	Net Income
2023	366,502	11,403	9,712
2022	358,432	18,158	11,891
2021	352,905	19,451	11,999

(million yen)

Head Offices

Tokyo 1-3-7, Otemachi, Chiyoda-ku, Tokyo, 100-8066
Tel. +81-3-3270-0251

Osaka 1-4-2, Koraihashi, Chuo-ku, Osaka-shi, 541-8515
Tel. +81-6-7639-7111

Overseas Subsidiaries

Nikkei Group Asia Pte. Ltd.

60 Anson Road, #06-02 Mapletree Anson, Singapore 079914
+65-6336-4122

Nikkei America, Inc.

1325 Avenue of the Americas, Suite 2500 New York, NY 10019, U.S.A.
+1-212-261-6200

Nikkei Europe Ltd.

Ground Floor, Bracken House, 1 Friday Street, London EC4M 9BT, U.K.
+44 (0) 20 7332 5770

Nikkei China (Hong Kong) Ltd.

6/F, Nan Fung Tower, 88 Connaught Road Central, Hong Kong
+852-2598-1771

Nikkei Creative (Beijing) Advertising Ltd.

Room208, Longbao Building, No.36 Maizidian Street, Chaoyang District, Beijing, China
+86-10-6597-8061

As of Mar. 2024

History

- 1876 The Chugai Bukka Shimpo (Domestic and Foreign Prices News) first issued
- 1946 Company name changed to the Nihon Keizai Shimbunsha
Newspaper title changed to the Nihon Keizai Shimbun
- 1963 English weekly paper (The Japan Economic Journal) first issued
- 1972 ANNECS (a computerized newspaper editing and production system) goes into operation
- 1975 Nikkei-Dow Average (currently the Nikkei Stock Average) begins
- 1991 The Japan Economic Journal renamed The Nikkei Weekly
- 1996 Nikkei Net (digital news site) launched
- 2009 English site renamed Nikkei.com
- 2010 The Nikkei Online Edition launched as first Japanese newspaper with a paywall
- 2011 The Nikkei Asian Review starts as a free weekly English magazine for iPads
- 2013 The Nikkei Weekly and Nikkei.com combined as Nikkei Asian Review
- 2014 Asian editorial headquarters set up in Bangkok; Nikkei Group Asia Pte. Ltd. starts operations in Singapore
- 2015 The FT Group joins Nikkei Group
- 2016 Nikkei opens Mexico City Bureau; Nikkei launches Nikkei Asia300 Index
- 2019 DealStreetAsia joins Nikkei Group; Nikkei enters partnership with 36Kr in China
- 2020 The Nikkei Asian Review renamed Nikkei Asia
- 2022 The Nikkei 225 Climate Change 1.5°C Target Index launched
- 2023 Nikkei Reaches One Million Digital Subscriptions

Launch of Chugai Bukka Shimpo

Nikkei began with the publication of the Chugai Bukka Shimpo in 1876 by Takashi Masuda, the first president of Mitsui & Co. At the time, economic information was collected by the government and was unavailable to the private sector. The director of the Kangsho Bureau at that time strongly encouraged Mr. Masuda to “create a newspaper to disseminate commercial knowledge” for the development of commerce. The Nikkei was launched with this aim strongly in mind.



Birth of The Nihon Keizai Shimbun

In 1946, wartime titles were abolished, and the company name was changed to “Nihon Keizai Shimbun Inc.” In 1947, the following company motto was adopted: “Contribute to the peaceful and democratic development of the Japanese economy, the basis of people's livelihoods, by providing fair and impartial news.”

DNA of a Technology Company

Nikkei has long actively invested in new technologies. “ANNECS,” a computerized newspaper production system, was completed in 1972, making Nikkei the first newspaper company in the world to go beyond traditional printing processes and assemble pages with computers. This technological DNA persisted, as evidenced in the 2010 launch of Nikkei's electronic edition. By creating Japan's first fee-based web media business, Nikkei fundamentally changed newspaper reporting and production.



Acquisition of the Financial Times

In 2015, Nikkei acquired ownership of the Financial Times (FT) Group, which publishes the Financial Times, a leading British economic newspaper. This merger of the foremost Japanese and British economic media names would create the world's largest business media group, causing a great sensation around the world. The future will see an even closer relationship with FT, with further growth as leaders in quality journalism.



VALUES

Independence
Quality
Innovation
Diversity

Publishing

Nikkei Business Publications, Inc. Nikkei Science Inc. Nikkei National Geographic Inc.

Data services

Nikkei Media Marketing, Inc. Nikkei QUICK News, Inc. Nikkei Research, Inc. Rating and Investment Information, Inc.
QUICK Corp. QUICK E-Solutions Corp. Nikkei Advanced Systems, Inc. Nikkei Financial Technology Research Institute, Inc.

Broadcasting

TV TOKYO Holdings Corp. Aichi Television Broadcasting Co., Ltd. TV Setouchi Broadcasting Co., Ltd. Nikkei Radio Broadcasting Corp.
TV TOKYO Corp. Television Hokkaido Broadcasting Co., Ltd. BS TV TOKYO Corp. Nikkei Visual Images, Inc.
Television Osaka, Inc. TVQ Kyusyu Broadcasting Co., Ltd. Nikkei CNBC Japan, Inc.

Sales,Marketing

Nikkei Media Promotions, Inc. Nikkei PR Advertising Co., Ltd.

Advertising

Nikkeisha, Inc. Nikkei Events Pro Co., Ltd.

NIKKEI Inc.
Financial Times Group

Education

Nikkei Human Resources, Inc.

Printing and production

Nikkei East Newspaper Printing Center, Inc. Nikkei West Newspaper Printing Center, Inc. Nikkei Editorial Production Center, Inc.

Other services

Nikkei Plaza & Services, Inc.

Overseas

Nikkei Group Asia Pte. Ltd. Nikkei America, Inc. Nikkei Europe Ltd. Nikkei China (Hong Kong) Ltd. Nikkei Creative (Beijing) Advertising Ltd.

Research

Japan Center for Economic Research (JCER) Japan Investor Relations Association (JIRA) Nikkei Advertising Research Institute

Moving Forward as a Group and Focusing on the Same Future

MISSION

To be the most trusted, independent provider of quality journalism to a global community, helping our customers make better decisions
(Joint mission of Nikkei and FT)

PURPOSE

Better insights for a better world



Nikkei Business Publications, Inc. is a publishing company specializing in providing cutting-edge information on management, technology, marketing, medical care, and daily life, through magazines, books, digital media, and a research institute. Based on the Nikkei Group's value of "diversity" and BP's strength of "expertise," we have set forth our mission to "lead the way for our readers, customers, and society with our diverse expertise."



With the mission of "visualizing society through data," Quick distributes economic and financial information and global market data in real time, and develops high-value-added alternative data on its own. We provide data solutions that support the decision-making of financial institutions, corporations, governments, and municipalities. We also focus on providing investment information and financial education for individuals.



"To reach each and every one deeply, warming hearts, igniting passions and making tomorrow just a little brighter." This is TV Tokyo's purpose, and it is for these ends that the station produces, broadcasts and distributes distinctive programming, including economic news, entertainment, and animation. The station marked its 60th anniversary in April 2024 and continues to take on new challenges beyond broadcasting, including the development and utilization of next-generation technologies and proprietary intellectual property.

Four business domains to maximize the value of the Nikkei Group

Nikkei Inc. has developed the Group Long-Term Management Plan looking ahead to 2030. This plan sets out a concrete vision for the future of each business in line with our values, purpose and mission. The Nikkei Group is committed to delivering growth by providing value to society and helping clients make decisions. This commitment is our new guiding principle.

Four business domains

News & Insights

Helping readers to “get insights and connect”

With a focus around digital operations, we will establish a position as a global economic media organization with presence and influence around the world. With appropriate utilization of AI and with input from interactive communities, our aim is to be the media source that people “read, use and connect with.” This domain is centered around our media business with its foundation in journalism, and also includes affiliated group businesses like Nikkei BP, and the Financial Times, which will accelerate efforts to increase readership in growth markets like the U.S. and India.

Decision-making

Helping decision makers to “research and decide”

We will significantly expand and enhance the datasets we gather and provide, from corporate financial information to non-financial information. In addition to monetizing a comprehensive range of Japan-related information and marketing it to the world, we aim to act as a bridge to global information for Japanese companies. This domain comprises our information services division and group companies such as QUICK, Nikkei BP and Nikkei Research. We are expanding this business domain into services capable of solving our clients' business challenges, including comprehensive risk management support.

Brand Communication

Helping clients to “communicate their value and interact with society”

Starting with the formulation of corporate marketing strategies, we are a partner involved and assisting with all aspects of brand communication, both upstream and downstream. As a media organization capable of most efficiently reaching out to executives and decision-makers, we provide integrated solutions that communicate corporate value leveraging an optimal combination of print and digital media, and events. This domain includes the advertising business and events business, which group companies Nikkei BP, FT and Nikkeisha handle.

Experience

Helping individuals to “reach higher and grow”

We will strengthen our education and career support businesses by fostering Nikkei ID-based HR business networks and developing unique HR evaluation indicators. In doing so, we look to build a business group that provides wide-ranging support for individual career development and corporate HR management. In cultural projects, we will promote digital transformation (DX) and work to increase the number of Nikkei IDs originating outside of our news business. This domain includes the educational business, ID business, and cultural projects, as well as the businesses of group companies Nikkei BP and Nikkei HR.

Creating value

Social value

In all our business domains, we seek to have a positive impact on the world and create social value. In News & Insights we aspire to support sound democracy and capitalism. In Brand Communication, we seek to be a positive force for enhancing industrial competitiveness and corporate value, creating a richly diverse social foundation. In Decision-making, we aim to nurture a sustainable economic foundation for decision-making, based on data and evidence. In Experience, we hope to provide individual growth opportunities.

Economic value

Social value outcomes in turn drive economic value. Economic value is the return for providing social value, and at the same time sales and profits are indispensable if a company is to grow and achieve its purpose and mission. In each of our businesses, we aim to achieve quantum growth by adopting a backcasting approach that will ensure we reach our 2030 goals.

Indices for measuring value

GPA

We will introduce a management indicator known as “Global Paying Audience (GPA).” To quantify a situation in which we have achieved our mission and are living up to our purpose, the indicator is the total number of users who pay to consume the Nikkei Group’s content. This represents the number of readers and clients who recognize the value of the products and services offered by the group, and is also an indication of the size of our readership and client base that supports our continued growth. We have set an integrated group target to reach a GPA of 10 million by 2030, with figures for the Nikkei and FT combined.

Revenues

The social value outcomes created by our business translate into economic value in the form of revenues, and we reinvest those revenues into innovation, and our employees. This positive cycle of continuous growth is our greatest asset on the increasingly competitive global stage. As far forward as 2030, printed newspapers will remain at the core of the Nikkei brand, underpinning our operations as a profitable business. Our revenue target for 2030 is 400 billion yen in consolidated net sales, with an operating margin of 10%.

Nikkei at a Glance

NIKKEI Asia

61,713

Number of paid subscribers
(End of 2023)

FT

FINANCIAL
TIMES

1,975,633

Number of paid subscribers
(Print + digital, as of December 2023)

日本経済新聞

1,409,147

Circulation of the Nikkei Morning Edition
(As of December 2023)

902,222

Number of paid subscribers of the Nikkei Online Edition
(As of January 2024)

1,018,499

Number of paid digital subscriptions, including the Nikkei Online Edition,
NIKKEI Financial, and NIKKEI Prime, etc.
(As of January 2024)

6,312,335

Number of subscribers of the Nikkei Online Edition,
including free registered members
(As of January 2024)

News bureaus

51 **37**

Domestic Overseas

Reporters and staffers

1,348 **181**

Domestic Overseas

Nikkei's Working Environment

Percentages of new hires (2024)

42% **58%**

Male Female

Average number of working years (As of April 2023)

21.9 years **13.7** years

Male Female

Rate of employees taking childcare leave (FY2023)

80.9% **100%**

Male Female

Percentage of women in management positions (FY2023)

13.5%