



The Asahi Shimbun

Corporate Report 2012-



明日への一頁に、つながっている。

朝日新聞

<http://www.asahi.com/>

She cries
A woman weeping, sitting down on the street in the tsunami devastated Yuriage district, Natori City, Miyagi Prefecture.
March 13th, 10:57 AM



This photo, capturing the damage of the Great East Japan Earthquake, won third prize in the general news category of the 55th World Press Photo Contest.

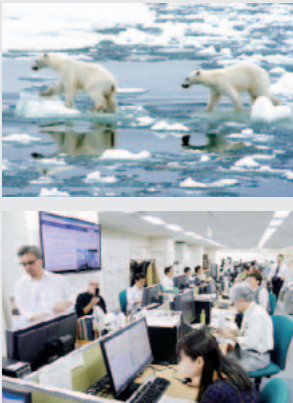
The Asahi Shimbun Credo

- To be impartial and unbiased; to safeguard freedom of speech and thus contribute to the perfecting of a democratic nation and the ensuring of world peace.
- To be devoted to the welfare of the nation, in the name of justice and humanitarianism; to reject all forms of wrongdoing, violence and corruption.
- To report the truth fairly and promptly; to keep editorial comment liberal, yet impartial.
- To cherish tolerance at all times; to preserve a sense of responsibility and dignity without sacrificing vitality and freshness.

Credo introduced in 1952

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Our Commitment and Path Forward

As Japan’s Opinion Leader

The Asahi Shimbun, which was first published in 1879, is one of Japan’s leading newspapers. We strive not only to protect both peace and democracy but also to strengthen them, and to serve the community and the people as a “company with vision and purpose.” That is The Asahi Shimbun Company’s core purpose—our point of origin.

Over the course of its long history, The Asahi Shimbun has delivered numerous ground-breaking scoops. Nothing makes us prouder than hearing the comment, “Were it not for the newspaper report, the truth would have remained unknown forever.” In the late 1980s, it was The Asahi Shimbun that uncovered the Recruit scandal—an insider trading scandal that had a major impact on Japan’s politics and society. The revelation by Asahi is considered one of the most outstanding feats in media history. Our long-term series covering the disaster at the Fukushima No. 1 nuclear power plant managed to dig up numerous facts from behind the scenes that were kept under wraps. The series caused a major sensation. As for international news, The Asahi Shimbun has provided especially strong coverage of China. The newspaper broke the story of the death of Deng Xiaoping, China’s supreme leader at the time. More recently, the newspaper secured a scoop in reporting on China’s plans to construct an aircraft carrier.

Our society is teeming with various opinions that stem from diverse social standings and generational differences. And sometimes these opinions clash. At Asahi, we believe that mutual understanding deepens and democracy matures when we respect and listen to one another without self-righteousness and when we voice our individual views in a straightforward manner. Our Opinion Page is where Japanese and foreign pundits battle away, freely espousing their diverse opinions and opposing views. The Asahi Shimbun was the first among the Japanese media to start a major speech and opinion forum.

The Asahi Shimbun introduced “The Asahi Shimbun Digital” in May 2011. With this electronic edition, we offer the latest news and information which are constantly updated through text and videos. We try to bring the same joy of reading a “print” newspaper—in a digital format.

As a company, we are committed to fulfilling our social responsibilities through supporting sports and cultural projects, the promotion of educational and academic activities and protecting the



global environment. The Asahi Shimbun hosts and organizes such events as the National High School Baseball Championship in the summer, which is considered a national event, the Fukuoka International Open Marathon Championship and the Yokohama Women’s Marathon. The company also supports Japan’s J League soccer competition. Every year, The Asahi Shimbun organizes numerous exhibitions including the “Journey through the Afterlife: Ancient Egyptian Book of the Dead” British Museum Exhibition. We are proud to have been able to lend a hand to advancing Japan’s art and culture over the years, by introducing masterpieces from Japan and overseas to the community.

As Japan’s opinion leader, as Japan moves forward in the wake of “3/11,” The Asahi Shimbun will definitely continue to shed a bright light on the path ahead.

President and Chief Executive Officer
KIMURA Tadakazu

木村 伊量

Our 133-year Milestones



1879 1/25	The first issue of The Asahi Shimbun was published in Osaka. ❶
1888 7/10	The first issue of Tokyo Asahi Shimbun was published.
1899 2/1	Telephone service between Tokyo and Osaka began. Tokyo Asahi Shimbun sent newspaper articles to Osaka by phone for the first time.
1907 4/1	SOSEKI NATSUME joined The Asahi Shimbun. The first novel he produced after joining The Asahi Shimbun was Gubijinso, followed by Sanshiro, Sorekara and numerous others. He passed away on Dec. 9, 1916, at the age of 50.
1915 8/18	The Asahi Shimbun organized the first National Junior High School Baseball Championships. The first venue for the tournament was Toyonaka Ground in Osaka. The venue for the games was moved twice, finally to Hanshin Koshien Stadium, where it is held to this day. With the exception of suspensions during the war, this popular event has been held every year, marking its 94th tournament in 2012. ❷
1923 9/1	The Tokyo Asahi Shimbun office building was destroyed by fire in the wake of the Great Kanto Earthquake. Since transport and communication lines were cut off, no newspapers could be issued. ❸
1936 2/26	During the February 26th Incident, in a military coup attempt, rebel army officers vandalized the offices of Tokyo Asahi Shimbun. That day's evening edition was not published. ❹
1937 4/6	The Asahi Shimbun's airplane "Kamikaze" breaks the Asia-Europe record on a goodwill flight.
1940 9/1	The newspaper's name is unified as The Asahi Shimbun.
1945 11/5	To assume responsibility for compromising the newspaper's principles during the war, The Asahi Shimbun's president and senior executives resigned en masse. ❺
1952 9/1	The Asahi Shimbun credo, composed of four clauses, was instituted.
1964 4/8	The Asahi Shimbun held an exhibition of the VENUS DE MILO in Tokyo and Kyoto, which attracted a total of 1.72 million visitors. The following year, the company brought the ancient Egyptian treasure TUTANKHAMUN to Japan for exhibition in Tokyo and two other cities. The number of visitors was a record-breaking 2.93 million.
1976 2/5	The Asahi Shimbun scored a major scoop with its first report on the Lockheed scandal.
1979 11/18	The first Tokyo International Women's Marathon was organized by The Asahi Shimbun.
1987 5/3	The Asahi Shimbun's Hanshin bureau was attacked, leaving one reporter dead and another critically injured from shotgun wounds. This incident, along with an attack on a dormitory of the Nagoya Head Office, a shooting at the Tokyo head office and the attempted bombing of the Shizuoka bureau, were designated by the National Police Agency as special violent crimes, code-named "Case No.116." ❻
1988 6/18	The Asahi Shimbun triggered the revelation of the Recruit scandal by uncovering the involvement of the deputy mayor of Kawasaki in the illegal distribution of the stock of a subsidiary of Recruit Co., Ltd. The scandal spread, implicating major political, bureaucratic and business figures. In 1989, The Asahi Shimbun received a special prize from the American Investigators and Reporters Association for its coverage of the scandal.
1992 8/22	The newspaper broke the story that SHIN KANEMARU, vice president of the Liberal Democratic Party (LDP), received a dubious 500 million yen donation from TOKYO SAGAWA KYUBIN. The Asahi Shimbun received a Japan Newspaper Publishers and Editors Association Award for this major scoop.
1995 1/17	The Great Hanshin Earthquake. The Asahi Shimbun issued a weekly tabloid paper filled with information for residents of the region devastated by the earthquake. ❼
2001 1/1	Press and Human Rights Committee inaugurated.
2010 10/15	The Asahi Shimbun was awarded The Japan Newspaper Publishers and Editors Association Prize for its reportage on evidence tampering by the head of the special investigation team at the Osaka District Public Prosecutor's Office.
2011 3/11	The Great East Japan Earthquake
2011 5/18	The launch of The Asahi Shimbun Digital
2012 Fall	Expected completion of the Nakanoshima Festival Tower in Osaka ❽

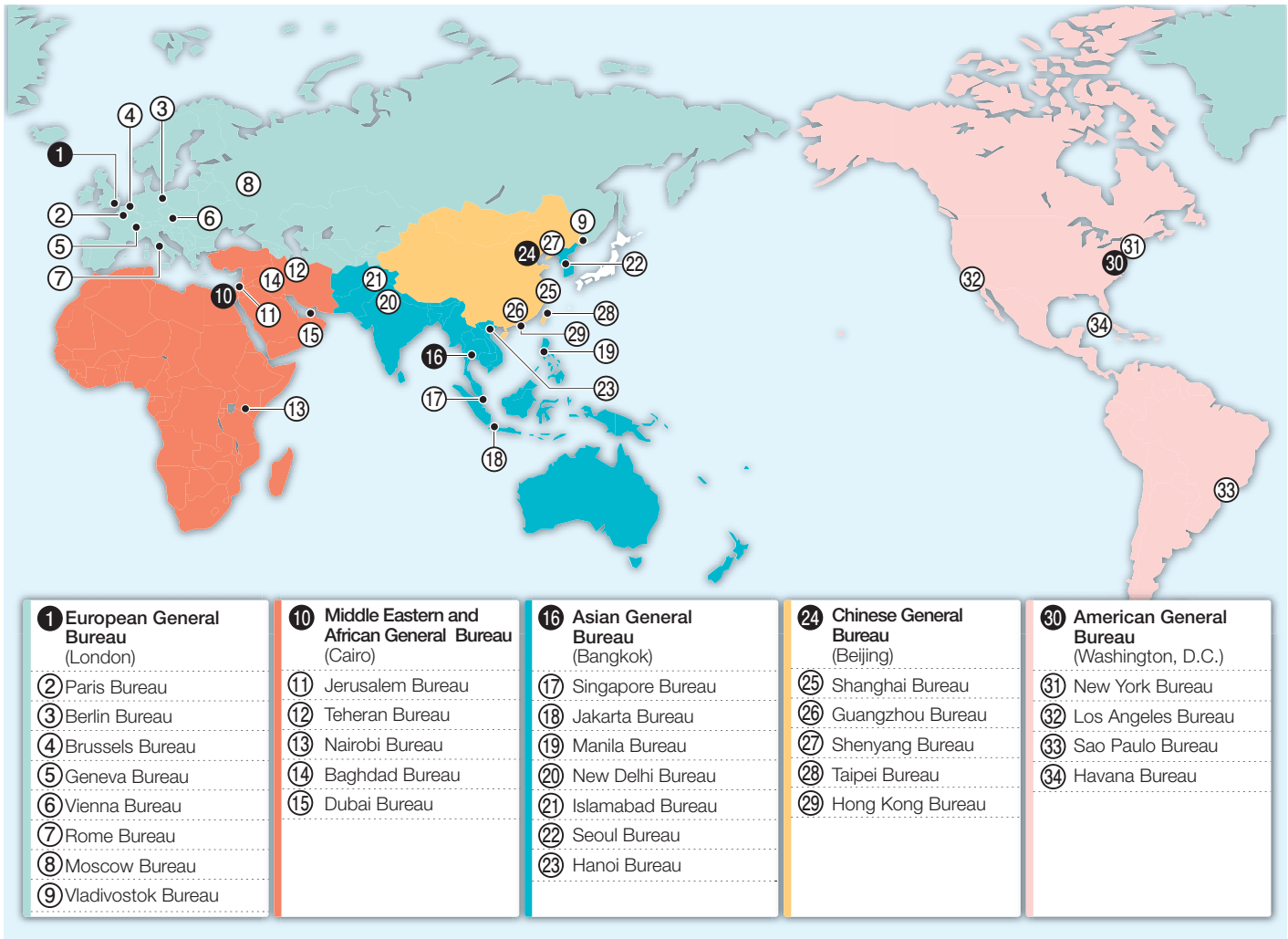
Our News Reporting Network

(As of April 1, 2012)

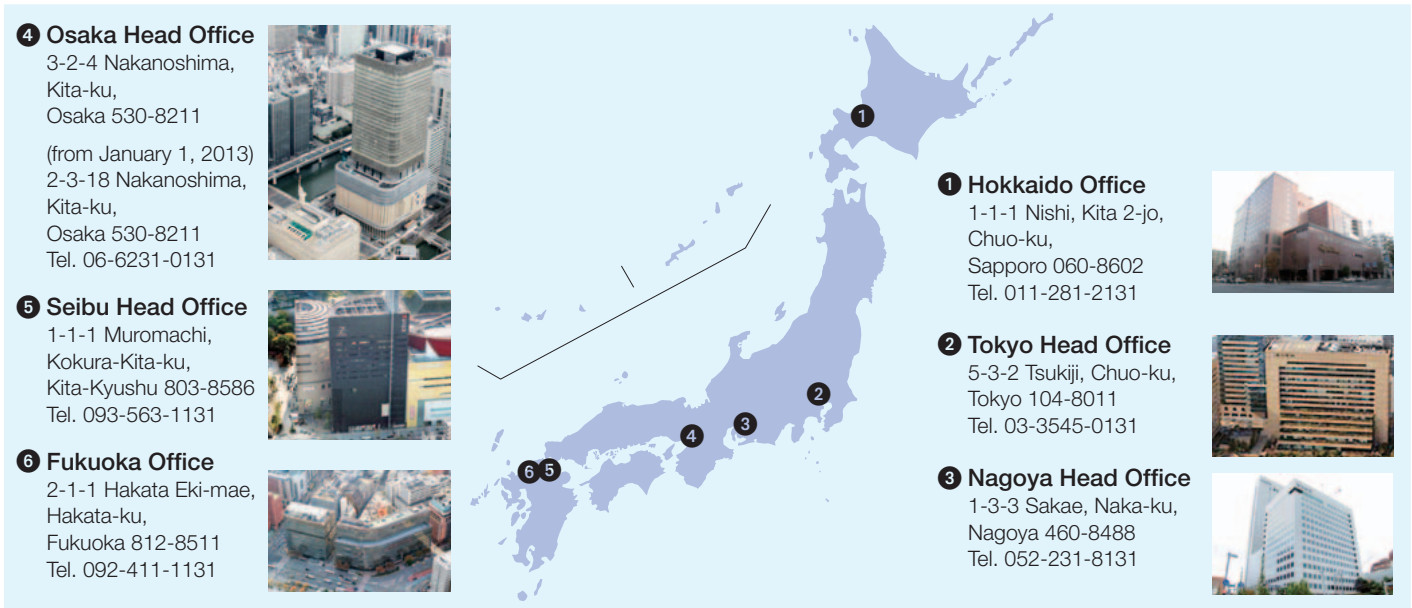
The Asahi Shimbun has an extensive news-gathering network that provides seamless coverage every day. In Japan, there are general bureaus and bureaus in all 47 prefectures; with an addi-

tional 5 general bureaus and 29 bureaus in place around the world. All in all, there are 320 domestic and global news-gathering bases.

Global News Gathering Network (5 General Bureaus, 29 Bureaus)



Domestic News Gathering Network (4 Head Offices, 2 Offices)



3/11

A time to go back to our starting point as a media company



A hastily arranged editorial meeting after the explosion at the Fukushima No. 1 nuclear power plant unit 3 (March 14, 2011)

The Great East Japan Earthquake served as an opportunity for us at The Asahi Shimbun to reacquaint ourselves with our mission and responsibilities as a media company—a time to go back to our starting point. The Asahi Shimbun had to rethink what information was truly required by our readers, as we worked on news gathering and reporting of a totally different magnitude which went beyond the scope of our previous experience.

Our printing factories suffered damage and the roads were a shambles. We were racing against time to get our newspaper published. That is when we became keenly aware of the limitations of printed news. There were time and volume constraints. From the moment the earthquake struck, The Asahi Shimbun strove to send out detailed information by the minute, making use of digital devices, including Twitter and other new methods.

The disastrous accident at Tokyo Electric Power's Fukushima nuclear power plant caused a total power loss which led to the meltdown of the reactor core and the plant began spewing

radiation across a wide area. This was an unprecedented disaster that called for unprecedented coverage by the media. The Asahi Shimbun, from the onset of the accident, realized that this might trigger widespread panic. Yet, the paper did not shy away from pointing out the worst case scenario in its reporting of the possibility of radiation contamination. That was only made possible because The Asahi Shimbun, at an early stage, re-examined its stance on how it was going to cover the disaster and decided that “refraining from reporting the facts fearing it might cause a panic wouldn’t serve the readers in the long run.” The Asahi Shimbun has continued to stick to this principle in reporting earthquake and tsunami forecasts. It continues to be one of the important backbone principles of our reporting.

On the other hand, in relation to the nuclear power plant disaster, we had to make tough decisions as a news reporting organization on how to secure the safety of our reporters and how closely they should be allowed to approach the site. We were criticized and chided for overly trusting authorities, as if this were back in World War II, and we were relaying propaganda from the “headquarters of the Imperial Japanese Army.” To overcome such criticism, The Asahi Shimbun renewed its focus on the importance of investigative reporting that did not rely on government reports and announcements. The newspaper strives to carry out its own investigations, checking facts on its own and revisiting the site as many times as possible. Thus The Asahi Shimbun has been carrying numerous articles that attempt to re-examine and verify even its own past reports. Should we inform our readers about matters that remain unclear? We are still learning and growing through trial and error. And that is a fact.

Seeking a society without nuclear power generation

In the aftermath of the Great East Japan Earthquake and disaster at the Fukushima No. 1 power plant, The Asahi Shimbun ran an editorial on July 13, 2011, proposing to “seek a society without nuclear power generation.” Until then, The Asahi Shimbun’s stance had been to basically allow nuclear power plants—with the top priority given to safety. Yet that was not enough to prevent the devastating nuclear power plant accident from happening. There were also reports that Japan may have actually entered a period of heightened seismologic activity. Taking the state of things to heart, the editorial marked a major change of course for The Asahi Shimbun. At the same time, the editorial took a look at past editorials relating to nuclear power generation which have been penned during the period since the war, and expressed the newspaper’s regret at their lack of insight into the risks and dangers of nuclear power.

Each weekday, some 20 editorial writers gather before midday for a thorough discussion that continues for a couple of hours. The editorial is then written based on those discussions. The writers are all seasoned reporters with long years of accumulated

experience and knowledge in their respective fields. By debating their various opinions with one another, they are able to come up with views that, rather than being one-sided, are insightful and persuasive. Ultimately, the editorials manage to stay a step ahead in picking up on a wide range of issues that will eventually be debated in society at large.

As we slip into a slow-growth economy, birthrates continue to fall and our society is aging rapidly. How can we rein in budget deficits and maintain our social security system? The international environment is undergoing a major shift, with China and other emerging countries demonstrating a sharp rise in their economic clout, while Europe’s economy plunges into chaos. These are difficult issues that were with us even before the March 11 earthquake and which need to be addressed even as we tackle pressing matters relating to post-earthquake reconstruction and nuclear power plants.

As the diversification of the media continues, The Asahi Shimbun will study these issues and publish well-balanced views, spot-on analysis, persuasive opinions and recommendations, thereby offering reliable food for thought for our readers.

Numerous historic scoops by The Asahi Shimbun

We offer diverse opinions and closely watch human rights issues



Fukushima No.1 nuclear power plant

The Asahi Shimbun has received worldwide acclaim for its extensive coverage of international affairs, especially on Chinese issues. The newspaper has been actively reporting on China’s plans to construct an aircraft carrier and the country’s national security policy, including its maritime strategy, Beijing’s regulations against the media, its information policy and other policies yet to be disclosed by the Chinese government, while at the same time making a determined effort to cover human rights issues. In the summer of 2011, after the deadly collision and derailling of a high-speed train in Wenzhou, it was The Asahi Shimbun that reported—without missing a beat—how the Chinese railway authorities dug a hole at the site and buried a front car of the train in it.

To dig deep to reveal wrongdoings lurking deep within the layers of society is one of journalism’s major missions. Here in Japan, in 1988, The Asahi Shimbun achieved a scoop in reporting on dubious stock transfers involving a private company before it was listed. This opened the floodgates to a large-scale bribery and corruption scandal implicating major political, business and bureaucratic figures. The following year, The Asahi Shimbun was awarded a special prize from the American Investigators and Reporters Association for its coverage.

Covering the disaster at the Fukushima No. 1 nuclear power plant that happened following the Great East Japan Earthquake and tsunami, The Asahi Shimbun managed to highlight numerous issues, such as irresponsible management at the power plant that had long been kept under wraps. The Asahi Shimbun believes such investigative reporting is indispensable. In 2006, The Asahi Shimbun established its own Investigative Reporting Section (initially called the Investigative Reporting Team), which does not rely on information obtained from press clubs, but rather conducts its own steadfast investigations that require real determination.

At The Asahi Shimbun, we believe offering a forum for active discussion on a wide range of issues is one of the major responsibilities of the media. In the Opinion Page in The Asahi Shimbun’s morning edition, alongside editorials, experts and pundits from

Japan and overseas freely exchange their individual and sometimes opposing points of views. The page was inspired by the Op-Ed page (abbreviated from opposite the editorial page) at the New York Times. The Asahi Shimbun was the pioneer among the Japanese media for creating a forum for serious debate. We believe that, because these are difficult times for finding easy solutions, it is all the more important to provide diversified views, which allows for making sound informed judgments. It is not unusual to see contributions from foreign leaders, with their “expressed intention” being to offer their views on The Asahi Shimbun opinion page.

If reporters become caught up in self-righteous approaches, the newspaper will fail to meet its readers’ expectations. In 1989, The Asahi Shimbun established the Advisory Press Council which is composed of experts in various fields. The panel meets regularly to provide The Asahi Shimbun with its input and requests regarding our newspaper pages, based on its members’ deep insight and knowledge. In April 2006, The Asahi Shimbun also launched a newspaper monitor system, as a way to effectively reflect the opinions and voices of our readers in our pages. A total of 300 readers across Japan, commissioned for six-month terms, undertake the task of reading The Asahi Shimbun and The Asahi Shimbun Digital and sending in their questions, requests and proposals via email.

On the other hand, news reporting can sometimes result in acts of violence. Since 2001, The Asahi Shimbun has set up a Press and Human Rights Committee (PRC) to respond to claims that the newspaper’s news gathering or reporting amounted to defamation or violation of privacy. The committee is a permanent third party organ, composed of experts from outside the company. It handles three to four claims a year. In each case, the PRC compiles deliberation results in the form of “opinions”. The Asahi Shimbun respects such opinions and implements necessary measures to resolve the problem. When the committee’s views are published in the newspaper pages or revealed online in The Asahi Shimbun Digital, The Asahi Shimbun will exert its best efforts to protect the privacy of the claimant.

Asahi World Environment Forum – a symposium that gives thought to a sustainable future

The Asahi Shimbun tackles threats against our earth and mankind, and seeks ways to realize a sustainable future. The Asahi Shimbun has been hosting the “Asahi World Environment Forum,” inviting experts and policymakers from Japan and abroad, as well as businessmen and others, to conduct lively discussions from various perspectives, with the goal of finding solutions to global-scale environmental issues.

The Asahi Shimbun held the first World Environment Forum in June 2008, just before the G8 Hokkaido Toyako Summit. That year, and during the second forum held in 2009, the international symposium focused on the theme of climate change and tried to point the way towards a low-carbon society. It was at this forum that Yukio Hatoyama, who was Prime Minister-elect at the time, announced his goal of a “25 percent reduction in CO₂ emissions.” In 2010, the forum was convened to look into water issues that were becoming a pressing concern, as well as biodiversity. Holland’s Prince Willem-Alexander gave the keynote lecture. Every year, we invite the Prime Minister or the Environment Minister to give a speech as a leader of Japan’s environmental policies.

The Asahi Shimbun has a long tradition of active reporting on environmental issues, based on our wish to leave behind a better society for future generations. The Asahi Shimbun will continue to make full use of the fruits of the World Environment Forum and continue to work on the future of the global environment while we at the same time discuss the road to Japan’s recovery and rebirth from the devastation of last year’s earthquake and nuclear power plant accident.



Holland’s Prince Willem-Alexander gives a lecture at the “Asahi World Environment Forum 2010.”



Asahi continues to cover global environmental changes

The Asahi Shimbun considers reporting on the “environment” to be one of the major pillars of its activities. In particular, the newspaper’s long-term major series, “Chikyu Ihen (Changes on Earth)”, which showcases environmental issues cropping up around the world through detailed reportage and photographs, has elicited a substantial response. The project started in 2007. In the five years since then, a total of 80 reporters and photographers have travelled to and exerted efforts in more than 30 countries to gather news and information. The Asahi Shimbun’s aircraft “Asuka” has been dispatched overseas on these missions. As a result, Asahi has been able to deliver some 250 on-the-spot articles with powerful photographic images.

Large-scale fires in peatlands, glaciers melting away, the polluting of crystalline streams—The Asahi Shimbun has covered what is actually taking place in various locations, focusing on

such key themes as “global warming” and “biodiversity”. The new theme from fiscal 2011 has been “sustainability.” On our pages, we have reported from Rio on how city life and poverty are linked to environmental issues; furthermore, from Panama and Colombia in Latin America, there have been reports on coffee production that keeps environmental impact to the barest minimum and, from South Africa, there has been coverage of how the mining of platinum—a catalyst essential in purifying exhaust fumes—has impacted the regional environment.

As part of our environmental education project “Chikyu Kyoshitsu (Environmental classroom)”, Asahi Shimbun reporters are visiting elementary schools to talk about the stories uncovered by the “Chikyu Ihen” series. Reporters explain the backgrounds to the articles to the children and provide them with details concerning the various local situations.

The Asahi Shimbun Charter on the Environment

Basic Philosophy

In the twenty-first century, as environmental problems and problems of resources become increasingly universal, The Asahi Shimbun Company will make company-wide efforts to contribute to environmental improvement, reinforce its traditional attitudes and efforts and, as an environmentally advanced company, to be ahead of citizens’ current environmental awareness.

Basic Policies

- 1. To promote the recycling of various kinds of waste substances generated by business activities.
- 2. To streamline further the use of energy so as to reduce the burden on the environment.
- 3. To not simply comply with laws, ordinances and local regulations concerning the environment, but to also make positive efforts to play a leading role.
- 4. To create an awareness among individual employees through company bulletins and campaigns, which will be reflected in their behavior in everyday life.

Jan. 1, 2001

Reducing CO₂ emission

Asahi utilizes natural energy and recycles old paper

The Asahi Shimbun’s printing factory in Kawasaki, Kanagawa Prefecture, was outfitted with solar power generation equipment which began operation on March 30, 2012. The maximum output of the solar panels is expected to be about 100,000 kilowatt-hours per year, which amounts to the total electricity consumed by 30 average-sized households. For a newspaper company, it is an energy conservation project on a grander scale than ever seen before. According to calculations, the factory will be able to reduce its carbon dioxide (CO₂) emissions by 40 tons each year—curbing total emissions by 1.04 percent.

Our Kawasaki printing factory was completed in February 1998. The plant is equipped with five rotary press systems. The plant produces and dispatches a variety of material, including 710,000 copies of The Asahi Shimbun morning edition, some 280,000 copies of the evening edition, and about 110,000 copies of the Tokyo Shimbun.

Because the factory is located close to a residential area, it has striven from the very beginning to become an “environmentally friendly” plant. The factory covers about 15,500 square meters, of which over a quarter is given over to greenery. There are about

5,000 trees growing inside the area. There is a biotope space and a vegetable field that utilizes compost generated from food scraps from the company canteen. The factory takes energy conservation and recycling seriously. In 2001, it obtained ISO 14001 certification, an international standard for environmental management systems. It was the first for a daily newspaper printing factory in Japan.



On January 1, 2001, The Asahi Shimbun Company established “The Asahi Shimbun Charter on the Environment”—The Asahi Shimbun became an environmental forerunner in the newspaper industry, working on an independent project to reduce CO₂ emissions by 10 percent compared to fiscal 2001 by the end of fiscal 2010. The company’s reduction efforts proved extremely successful—achieving a reduction of 23.2 percent, substantially surpassing the initial goal.

In regards to natural energy sources, besides photovoltaic power noted herein, The Asahi Shimbun purchases about 700,000 kilowatt-hours of electricity produced by wind power. A total of 23 printing factories that print The Asahi Shimbun have



A group of solar panels on the rooftop of Asahi’s Kawasaki Plant in Kanagawa Prefecture

obtained ISO 14001 certifications. For fiscal 2010, the ratio of recycled paper used in our printing paper was 75 percent. Some factories actually opt for 100 percent recycled paper.

The company makes clever use of empty trucks that have completed their newspaper deliveries, implementing a scheme to deliver merchandise for other companies, such as mobile phone-related products and housing materials, as a way to cut down on CO₂ emissions. The company is also expanding a recycling project for our delivery trucks to use bio-fuel made from used cooking oil from the company canteen.

The Asahi Shimbun Digital

The stage for news reporting is expanding, moving from print to digital media. The Asahi Shimbun believes that getting accurate and reliable information to its readers in a swift manner through the internet is one of its major responsibilities as a newspaper company.

“The Asahi Shimbun Digital” that began in May 2011 is a digital newspaper with a new format. The Asahi Shimbun Digital serves a variety of digital terminals and provides news content fully comparable to our print edition in both quality and volume. The digital newspaper features numerous visuals, including videos and photograph specials. It also offers useful digital services such as archive database searches and a snappy article clipping function. The Asahi Shimbun Digital is the “other” Asahi Shimbun, at your fingertips.

In the world of digital publishing, there are no deadlines or space constraints like those that bind print newspapers. The digital media editorial center in Tokyo works around the clock every day of the year, producing the pages and dispatching The Asahi Shimbun Digital. Disasters, incidents and accidents that happen late at night get reported immediately and The Asahi Shimbun



A view of The Asahi Shimbun's Twitter account

Digital publishes morning editions even on newspaper holidays for print newspapers. In order to deliver a wide range of regional news, The Asahi Shimbun Digital runs the “regional pages” from all prefectures across the nation filled with local news and happenings in the original print version image. This is a special feature which is only possible with a digital newspaper, as readers of our print newspaper only get the “regional page” of their respective prefectures.

Starting January 2012 we began a new initiative. Foreign correspondents, editorial board members and reporters with special fields of expertise, fully identifying themselves as reporters for The Asahi Shimbun, are sending on-the-scene clips and the latest information from the front lines of reporting using Twitter. We now have numerous workplace-based Twitter accounts from the Foreign News Section, Political News Section, Cultural Projects and Business Development Division and Office of the President, as well as theme-based Twitter accounts that cover specific reports on medicine, baseball, soccer and other topics. (<http://www.asahi.com/twitter/>)

The Asahi Shimbun has set out to sea in a ship called Twitter, with the goal of providing news reporting that is current and relevant. We will continue to ride the waves of change and take on every challenge.

Serving a global audience with the goal of becoming a world-recognized brand



Editorial staff in the International Division work on AJW

The Asahi Shimbun is a hugely popular newspaper in Japan with a proud reputation, which is precisely why it needs to gear up to become a world-recognized brand that can compete in a global environment.

Based on this belief, for the first time ever, Asahi launched a “global outreach” system which offers news reporting in three foreign languages—English, Chinese and Korean—and which came into full operation by May 2012. The foreign language services carry a variety of news articles and contents from The Asahi Shimbun, as the newspaper pursues its goal of becoming Asia’s leading media company.

In terms of news in English, the daily international English newspaper, The International Herald Tribune/The Asahi Shimbun, was discontinued at the end of February 2011 and the Asahi section moved totally to digital coverage. Asahi stories in English are now available on Amazon’s Kindle and Apple’s iPad and iPhone for a fee. Asahi also launched a subscription electronic publication, Asia and Japan Watch (AJW), in October 2011. Asahi now has corporate contracts with major universities around the world, including Harvard University in the U.S., and is steadily expanding its global readership.

As for news coverage in Chinese, Asahi began publishing “新鮮日本 (Fresh Japan)” in December 2010.

This weekly electronic Chinese magazine is sold through the iPad and other devices in China, Taiwan, Singapore and other countries. Furthermore, Asahi launched a free Chinese news website, “朝日新聞中文網,” in April 2012.

As for Korean, Asahi launched a free website, “Asahi Asia Antenna,” in May 2012.

Articles that attract a lot of access from readers at Asahi Asia Antenna are then compiled into a card-style book format and made available for a fee to mobile terminals. Smart phones are extremely popular in Korea, with it being said that one in every two Koreans has a smart phone.

The Asahi Shimbun is making an aggressive push through Facebook and Twitter to promote all three versions, English, Chinese and Korean, as a way to expand and cultivate its global readership.

Currently, The Asahi Weekly, a bilingual weekly publication for English-language education purposes, is the company’s only print-based medium. It covers a wide variety of material and topics, including English conversation, studying for exams, business and entertainment, which enable English study to be undertaken in an enjoyable way. An electronic version is also available.



➡ Advertisement connects market leaders and companies

Nearly half the space of newspaper pages consists of advertisements. Advertising revenue, just like newspaper sales revenue, is a major source of income for newspapers, and supports the operational bases which are essential in enabling The Asahi Shimbun to fulfill its mission as a journalistic and public opinion organ.

Newspaper advertising functions as an effective tool to convey information. At the same time, it is an important source of

information for the readers. The Asahi Shimbun is supported by a high-quality readership including so-called opinion and market leaders, indicating why The Asahi Shimbun receives a high mark as an effective advertising medium that serves as a bridge between its readers and the advertising companies.

The Asahi Shimbun as a media organization exerts extensive influence over society.



Advertising Division's website @ADV carries comprehensive information about newspaper advertisement.

The website includes a variety of topics from the interviews on the media industry and marketing trends to The Asahi Shimbun media kit and advertisement data base.

The website is a useful tool for advertisers and agencies to obtain the latest updates in the media and ad industries.

<http://adv.asahi.com/>

➡ Developing unique advertisement proposals to satisfy specific needs

The Advertising Division advises advertising clients and advertising agencies how to effectively place advertisements. The Asahi Shimbun has a group of in-house advertising staff members unparalleled in the newspaper industry who plan and produce advertisements. Thus, The Asahi Shimbun is able to come up with unique advertisement proposals that meet the specific needs of advertising clients.

There are plenty of options and a variety of advertising space. The Advertising Division has been working on ways to develop better advertisements that will enhance the value of The Asahi Shimbun as an effective advertising medium.

➡ ASA stations across the nation make sure readers get their paper every day

The Asahi Shimbun publishes some 7.7 million copies of its morning edition and 2.9 million copies of its evening edition, most of which are delivered directly to readers' homes and workplaces. People can count on the paper arriving promptly on time every day. It's a well-organized delivery system unmatched in other parts of the world. The operation is made possible by the nationwide network of Asahi Shimbun Service Anchor (ASA) stations and the 70,000 employees and part-timers who work there. There were (in February 2012) 2,538 ASA stations across the nation handling primarily The Asahi Shimbun.



➡ World's top printing technology Asahi also cares about the environment



Checking the finish of a newspaper printout

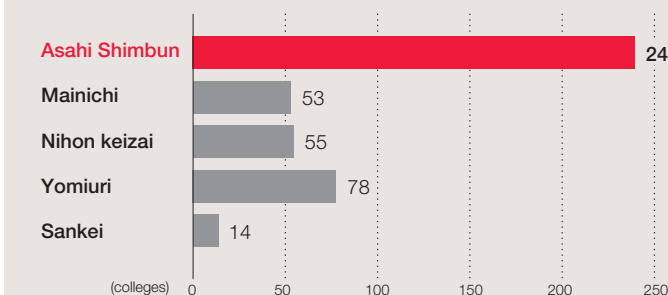
The newspaper is a model student when it comes to recycling: it is printed with vegetable oil-based, environmentally friendly eco-ink and the pages use paper with a high recycled paper content. In fact, the company reuses 80 percent of old newspapers and 100 percent of aluminum press plates. Aiming to become environmentally friendly plants, all Asahi Shimbun printing factories have obtained ISO 14001 certification, an international standard for environmental management systems. The factories now utilize FM (Frequency Modulation) screening for newspaper printing which results in highly detailed images and superb color reproduction. Thus, The Asahi Shimbun can uniformly produce pages with vibrant color right across the nation.

If you use a magnifying glass to study the differences with other newspapers, you will see that The Asahi Shimbun pages are printed with minute FM "micro dots" and discover how even the tiniest forms are crisply reproduced. At the 2010 INCQC competition—which is a worldwide printing quality competition for newspapers held by The International Newspaper Color Quality Club (INCQC)—Asahi Printech Kawasaki Factory won the second prize for its FM screening technique which has now become a world-acknowledged technology. Moreover, in 2012, Asahi Printech Sakai Factory was awarded the coveted INCQC first prize.

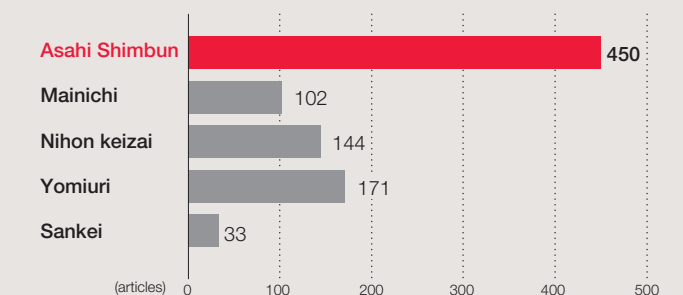
➡ The Asahi Shimbun is the best prep for college entrance exams

Many universities use articles from The Asahi Shimbun and other national newspapers for their entrance exams.

Universities selecting The Asahi Shimbun



Articles utilized by the universities



It has long been said that "The Asahi Shimbun is the best prep for college entrance exams"—and not without a reason. It is a fact that, every year, universities and colleges across the nation use articles and writings from The Asahi Shimbun as material for their entrance examinations.

For 2012, 241 universities and junior colleges in Japan used Asahi articles as texts for their entrance examinations—66 national and public universities, 136 private universities and 39 junior colleges chose the Asahi. A total of 398 questions were taken from 450 Asahi articles. It is no exaggeration to say that the impressive figures are a testimony to The Asahi Shimbun's credibility as a news source and the high quality of its articles.

Comparing the track records of the five national daily newspapers—The Asahi Shimbun, Mainichi Shimbun, Nihon Keizai Shimbun, The Yomiuri Shimbun and Sankei Shimbun—The Asahi Shimbun dominates in all categories, including the number of universities that chose Asahi for their exams, the number of questions posed and the number of articles used. All in all, a total of 441 universities asked questions using newspaper articles as texts, with more than 54 percent being taken from The Asahi Shimbun. As for the number of questions used, over 48 percent, and as for the number of articles used, 50 percent were taken from The Asahi Shimbun. (Data compiled by Daigaku Tsushin, as of May 2012)

The Asahi Shimbun offers quality cultural events and supports sporting activities



The 93rd National High School Baseball Tournament is considered a national event, hosted and organized by The Asahi Shimbun Company. These players display the message “Gambarou! Nippon (Cheer up! Japan)” to encourage areas devastated by the Great East Japan Earthquake. (August 6, 2011)



◀ The 65th Fukuoka International Open Marathon Championship



Visitors are charmed by “Girl with a Pearl Earring” by ▶ Johannes Vermeer at the “Masterpieces from the Royal Picture Gallery Mauritshuis Exhibition” at the Tokyo Metropolitan Art Museum.

The Asahi Shimbun Company organizes high quality cultural events, including exhibitions, music and stage performances and film festivals. The “Dinosaur Expo 2011” which presented the latest findings to the public at the National Museum of Nature and Science, drew some 590,000 visitors during its three-month run from July 2011. It recorded the largest number of visitors to an exhibition in Japan during fiscal 2011.

In 2012, which marks the 40th anniversary of the normalization of relations between Japan and China, The Asahi Shimbun started off the year by organizing the “Two Hundred Selected Masterpieces from the Palace Museum, Beijing” special exhibition. Other major exhibitions held in 2012 include the “Masterpieces from the Royal Picture Gallery Mauritshuis Exhibition” that featured masterpieces from painters of the 17th century representing the Dutch Golden Age, including Johannes Vermeer’s “Girl with a Pearl Earring”, and the “Ancient Egyptian Book of the Dead from the British Museum” that introduced the mythical and spiritual ideas of ancient Egyptian life and death. These exhibitions covering a wide range of genres are highly popular across generations and our projects are drawing high praise from many quarters.

Russia’s Bolshoi Ballet troupe toured Japan in January and February 2012. In March, legendary stage director Peter Brook’s adaptation of Mozart’s gem of an opera, “A Magic Flute,” was presented. The Asahi Shimbun has been hosting the “Festival del Cinema Italiano”, a film festival that introduces current Italian films which have not been released in Japan, for the past 12 years. It has become an event wholeheartedly embraced by movie buffs.

The Asahi Shimbun hosts and sponsors a wide range of sporting activities, including competitions for top athletes, events and

lifelong sporting activities for the general public. The Asahi Shimbun became a J. League 100 Year Vision Partner ten years ago. The company is a Match Sponsor supporting games played by the Japanese national team, and also supports the Asian Football Confederation. The Asahi Shimbun organizes national “kusa soccer” amateur games for young boys and girls from some 290 teams across the country and hosts about 80 “soccer clinics for families” each year.

The Fukuoka International Open Marathon Championship has a 65-year history. The Asahi Shimbun also sponsors the Yokohama International Women’s Marathon, which replaced the Tokyo International Women’s Marathon in 2009, which was the first race for women authorized by the International Association of Athletics Federations (IAAF). The Asahi continues to support female runners. The company lends support to events open to the public, too. A total of more than 200,000 people take part in walking events across the nation, in addition to the Nihon Three-day March which draws some 80,000 participants.

The Asahi Shimbun also promotes businesses that have social significances centering on health, medicine and housing. The company publishes a medical journal, “Medical Asahi,” that carries information on the latest medical treatment and medication. The company also hosts seminars for medical personnel and the general public. The Asahi Sports Club manages ten facilities across the nation with the goal of promoting healthy lifestyles. Furthermore, The Asahi Shimbun has set up comprehensive housing exhibition centers near major cities offering useful information for prospective home owners.

Honors and Social Contributions

The Asahi Shimbun Company is engaged in a variety of prize-giving activities as part of its contribution to society. The “Asahi Prize” was established in 1929. It honors those who have made outstanding accomplishments in the fields of academia and the arts and who have greatly contributed to the enhancement of our culture and society. The prize is recognized as the most prestigious commendation offered by a non-government entity. Many recipients of the Asahi Prize have later become recipients of a Nobel Prize or an Order of Culture decoration.

The “Osaragi Jiro Prize” and the “Osaragi Jiro Prize for Commentary” are presented for outstanding works of prose and studies on literature respectively; the “Tezuka Osamu Cultural Prize” aims at promoting the development of manga culture; The “Asahi Nobinobi Education Prize” sheds light on innovative and contemporary approaches in the field of education; and the “IBBY-Asahi Reading Promotion Award” is presented to projects that conduct international reading promotion activities.

The Asahi Shimbun also works hard to promote amateur music activities. The company, in cooperation with the Japan Choral Association and the all Japan Band Association, organizes various nationwide seminars and contests, including the “All Japan Band Competition,” the “All Japan Marching Contest,” the “Musical Ensemble Contest,” the “National Choral Competition,” the “Mothers’ Chorus Festival” and the “Children’s Chorus Festival.”

The Newspaper in Education (NIE) project that introduces newspapers as an education tool has been developing steadily. The circle of NIE users has spread widely. It has helped drum up interest among children and students in the power of words and promote interest in our society. Through our newspaper pages and various events, as well as the provision of reference material, The Asahi Shimbun supports teachers and students involved in NIE activities. The Asahi Shimbun also dispatches its own reporters and staff as lecturers and panelists to schools, local governments and NPOs.

Participation in the United Nations Global Compact



The United Nations Global Compact (GC) is a strategic policy initiative for businesses and organizations that have entered into a compact with the Secretary General of the United Nations to observe, and align their operations with, ten principles which were established based on the U.N. Universal Declaration of Human Rights and other rights’ declarations in

the four areas of human rights, labor, environment and anti-corruption. In 2004, The Asahi Shimbun became the first media corporation in Japan to become a participant in the Global Compact. The company is actively engaged in GC activities. As a member of the GC’s local network, Global Compact Japan Network, The Asahi Shimbun was instrumental in starting a Human Rights Working Group for the GC.

Corporate Data

The Asahi Shimbun Company
5-3-2 Tsukiji, Chuo-ku, Tokyo 104-8011
Japan
URL <http://www.asahi.com/>
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Business:
Daily newspaper publishing
Publishing magazines and other publications
Capital:
¥650 million (3.2 million shares)
Operating revenue:
(year ended March 31, 2012)
¥311,851 million (nonconsolidated)
¥476,179 million (consolidated)
Number of employees:
(As of April 1, 2012):
Male 4,021
Female 752
Total 4,773



The Asahi Shimbun Company owns one jet and four helicopters.

Principal Group Companies and Related Organizations

- **Newspapers, Publications, Web**
The Asahi Gakusei Shimbun Company
Asahi Mullion 21
The Nikkan Sports News
ASAHI Shimbun Publications Inc.
ASAHI INTERACTIVE, INC.
Asahi Shimbun America, Inc.
- **Advertising**
Asahi Advertising, Inc.
- **Newspaper Advertising Inserts**
ASAHI ORIKOMI, Inc.
- **Printing**
Asahi Printech Co., Ltd.
- **Broadcasting**
TV Asahi Corporation
Hokkaido Television Broadcasting Co., Ltd.
Nagoya Broadcasting Network Co., Ltd.
Asahi Broadcasting Corporation
Kyushu Asahi Broadcasting Co., Ltd.
Asahi Broadcasting Aomori Co., Ltd.
Iwate Asahi Television Co., Ltd.
Akita Asahi Broadcasting Co., Ltd.
- Higashi Nippon Broadcasting Co., Ltd.
Yamagata Television System Inc.
Fukushima Broadcasting Co., Ltd.
The Niigata Television Network 21, Inc.
Asahi Broadcasting Nagano Co., Ltd.
Shizuoka Asahi Television Co., Ltd.
HOKURIKU ASAHI BROADCASTING CO., LTD
Hiroshima Home Television Co., Ltd.
Yamaguchi Asahi Broadcasting Co., Ltd.
Setonaikai Broadcasting Co., Ltd.
Ehime Asahi Television, Inc.
Nagasaki Culture Telecasting Corporation
Kumamoto Asahi Broadcasting Co., Ltd.
Oita Asahi Broadcasting Co., Ltd.
Kagoshima Broadcasting Corporation
Ryukyu Asahi Broadcasting Corporation
Asahi Satellite Broadcasting, Ltd.
sky · A, Inc.
- **Related Organizations**
Forest Culture Association
The Association of KODOMONOKUNI
Bellmark Foundation
Japan Cancer Society
The Asahi Shimbun Foundation
THE ASAHI SHIMBUN SOCIAL WELFARE ORG.

