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FOR IMMEDIATE RELEASE

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## **Medium- to Long-Term Management Plan “ZENRIN GROWTH PLAN 2030”**

ZENRIN Co., Ltd. (hereafter "ZENRIN"), hereby announces at a meeting the board of directors meeting held on April 25, 2025, regarding on new medium- to long-term management plan "ZENRIN GROWTH PLAN 2030" (hereafter "ZGP2030") (from FY2026 through FY2030) as described below.

### **1. Progress of previous Medium- to Long-Term Business Plan “ZENRIN GROWTH PLAN 2025” (hereafter “ZGP25”)**

In ZGP25, ZENRIN has set up and worked on the following three basic policies under the theme of "Optimization of ‘quality and quantity’ in network society." positioning the “1st Stage” from FY2020 through FY2022, as the ‘Business Model Transformation Period,’ and building stable earnings base by shifting from flow-type business to stock-type business.

In the “2nd Stage” from FY2023 through FY2025, as the ‘Business Model Realization’, ZENRIN has continued to invest in improving the positional accuracy of the ‘Geospatial Database’ based on a stable earnings base and in developing the service provision platform with the ZENRIN Maps API, thereby expanding its location-based services.

During the ZGP25, earnings temporarily deteriorated due to the spread of COVID-19 and the impact of reduced vehicle production in Japan, but record sales and improved operating income in FY2025, the final year of ZGP25, while continuing base-pay up and forward investment.

(Main achievements and issues in the ZGP25)

- The shift in the business model from flow-type to stock-type business model has progressed well, with the sales-mix of the stock-type business with high marginal returns expanding. Specifically, the number of contracts for “GIS Package Series” remained steady, and conversion to “ZENRIN Maps API” is progressing steadily.
- In the business of providing data for in-car navigation systems, ZENRIN's share of the market has increased, while business proposals for next-generation mobility, such as content for Automated Driving and ADAS(Advanced Driver Assistance Systems), have also been strengthened.
- While efforts have been made to maintain the revenue base and customer base in regional and corporate, there is a need to strengthen the customer base and increase the speed of product development, and the challenge is to make a digital transformation of internal business processes and system development. The profitability issue is to recover the investments build in ‘Geospatial Database’ and service provision platform.

## 2. Overview of new Medium- to Long-Term Management Plan “ZGP2030”

The external environment of the ZENRIN Group is changing faster than expected due to disruptive innovations by tech companies. For the ZENRIN Group, this situation represents a business opportunity, as the use of advanced technology to increase the value of geospatial information and the growing need to solve social issues through Digital Transformation.

In response to these changes in the business environment, ZENRIN have formulated “ZGP2030” with the aim of realizing our sustainable growth by creating social value through co-creation activities with companies and regions.

### (Basic policy)

Under the basic policy of “Creating social value in a co-creation society”, the ZENRIN Group will enhance its organizational capabilities, create social value by providing geospatial information services with “Advanced Geospatial Database”, and reform itself to enhance its corporate value.

- Business policy: Maximize business earnings through business portfolio management.
- Technology policy: Maximize the value provided by ‘Advanced Geospatial Database’
- Organizational policy: Maximize organizational strength by improving skills through a growth mindset

### (Performance Targets)

Aiming for ROE of 10% or more, ZENRIN will strive to improve profitability by positioning the early recovery of investments during the ZGP25 period as a top priority. Specifically, ZENRIN will increase sales through corporate co-creation and regional co-creation activities and accelerate the shift to stock and solution services to improve the marginal profit ratio and increase operating cash flow.

The operating cash flow generated by increased profits will be invested in the building of an advanced geospatial database, the development of service platforms, reinvestment in the Digital Transformation of internal operations and shareholder returns, in order to maintain a healthy equity ratio.

	1st Stage		Final year of 2nd Stage
	FY2026 (forecast)	FY2027	FY2030
Net Sales (billion yen)	65.5	68.0	78.0
EBITDA (billion yen)	10.0	11.5	15.0
EBITDA margin	15.3%	16.9%	19.2%
(References)			
Operating Income (billion yen)	4.3	5.5	8.0
Operating margin	6.6%	8.1%	10.3%
ROE	6.0%	8.0%	10% or more

(Basic Policy of Shareholder Return)

ZENRIN aims at a total return ratio of 100% over the cumulative period of upcoming five-year, by the method of implementing stable, uninterrupted payments of dividends, with DOE of 5% or higher, derived from income growth based on ZGP2030, and purchasing treasury stock with flexibility.

(Activities to realize the basic policies)

- Business policy

The ZENRIN Group accelerates the Knowledge Cycle, a value chain and business foundation for value creation, and Corporate Co-creation and Regional Co-creation activities.

By optimizing its services from a customer-driven perspective, ZENRIN maximizes revenues in three service segments: packages, selections and solutions.

- Package: Provides location information content and general-purpose business functions as a package. Supporting Digital Transformation of local governments, companies, and individual stores with general-purpose services suited to each industry and business.
- Selection: Supporting the resolution of individual corporate issues by providing a select combination of general-purpose functions that have been componentized to meet the individual issues of the customer.
- Solution: Provide customized services for individual customers. Support solutions to social issues through co-creation with leading companies in various industries.

- Technology policy

ZENRIN will further improve the positional accuracy of the 'Geospatial Database' the intellectual capital of the ZENRIN Group, and evolve it into "Advanced Geospatial Database" by expanding spatial information and improving productivity through the use of AI technology.

ZENRIN will also extend its Service Provision Platform to enable linkage with customer-owned data and open data. By improving the usability and accessibility of the 'Advanced geospatial database', ZENRIN will evolve into an information platform indispensable for the realization of the 'digital twin'.

- Organizational policy

In order to realize "social value creation in a co-creation society," ZENRIN will evolve into an organization where diverse human resources can grow by combining their abilities, qualities, and experiences, and where members enhance each other's psychological energy. Toward this goal, ZENRIN will work on human resource development and organizational development, and build a digital infrastructure (DX/structure) to produce human resources and operate an autonomous organization.

In the area of human resource development, in particular, ZENRIN will evolve its human resource portfolio to produce "human resources who are open-minded, accept change, and grow on their own."

\*Note : This document contains forward-looking statements based on assumptions, forecasts and plans in light of information available to ZENRIN Co., Ltd. as of the preparation date of this document. Actual performance may vary significantly from the forecast figures due to various risks and uncertainties owing to global economic trends, market demand, status of competition, exchange fluctuations and other factors.

The information that appears in this document rounds down fractions to the nearest specified unit and rounds off decimals in the percentage of change to the first decimal place.

In addition, cases where the percentage of change exceeds 1000% and cases where one or both of the items of comparison are negative are shown as "-."