



Long-Term Management Initiative “ZENRIN GROWTH PLAN 2013 (ZGP2013)”

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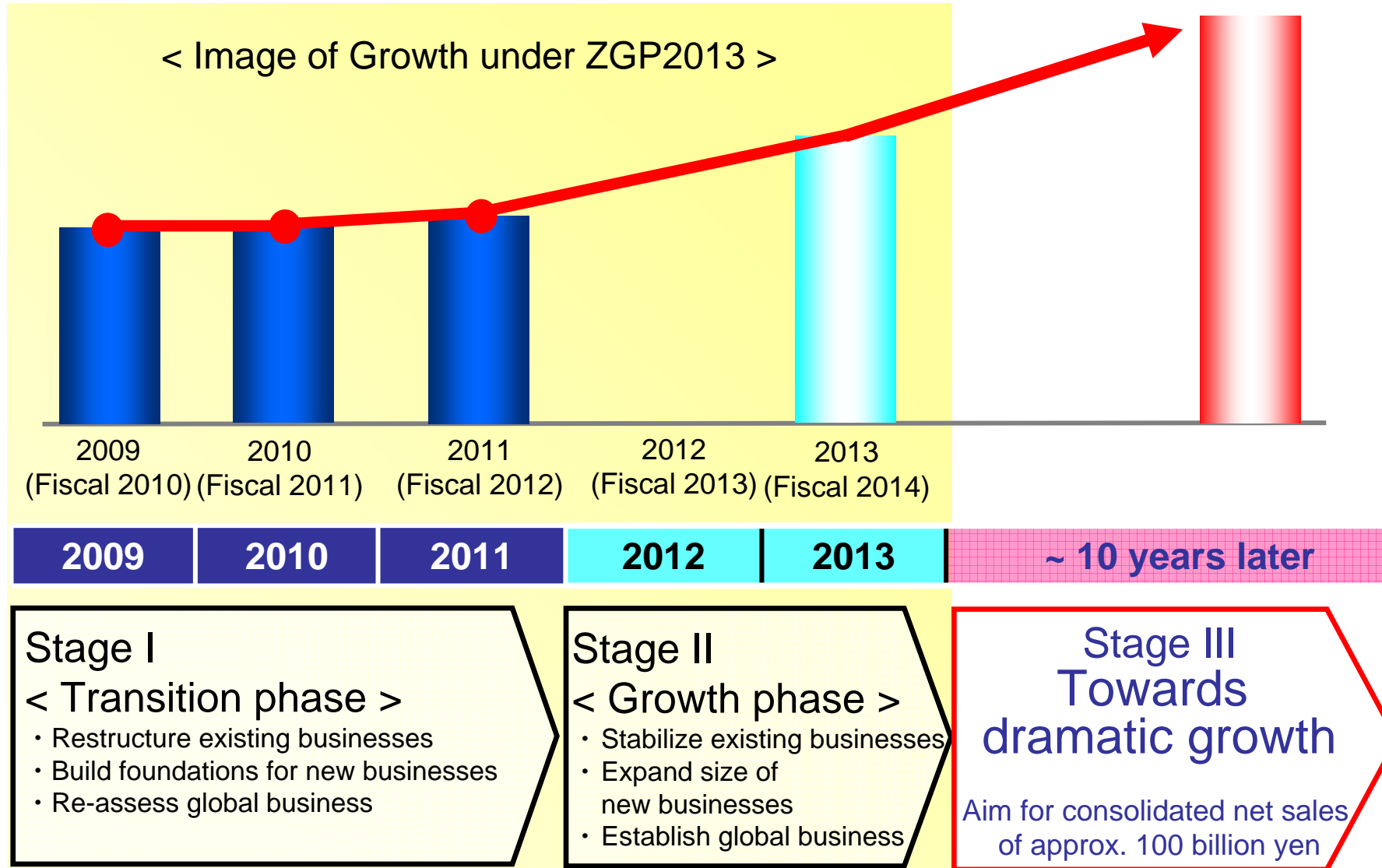


March 2 , 2009

ZENRIN CO., LTD.



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Note: For the fiscal years above, "2009" refers to fiscal 2010, which is the fiscal year ending March 31, 2010 (same applies to the other fiscal years).

ZENRIN GROWTH PLAN 2013

Establishing a new profit base by utilizing the ZENRIN Group's existing assets

Restructuring
of existing
businesses

Stabilizing profits:
Securing sales by reducing fixed costs and developing new products

Improving competitiveness:
Building CORE DB (redeveloping existing content)

Building of
foundations for
new businesses

Business development:
Expanding sales by establishing new business models

Improving competitiveness:
Building CORE DB (developing new content)

Re-assessment
of our
global business

Existing business:
Continuing the business of providing content

Investigating the feasibility of commercialization:
Reviewing business domains and strengthening marketing efforts

ZENRIN GROWTH PLAN 2013

Medium-Term Business Plan

ZENRIN will implement concrete measures to achieve its three-year business plan

Restructuring of existing businesses

Shifting personnel to new businesses by casting off labor-intensive sales

Reducing costs by improving efficiency in collecting existing content

Building of foundations for new businesses

Establishing new business models and strengthening our marketing systems

Making new investments for collecting 4D Geospatial Information content

Re-assessment of our global business

Continuing efforts to expand sales of existing overseas content (GCM, etc.)

Temporarily freezing ongoing business investments to review business domains



4) Medium-Term Business Plan: Numerical Targets

ZENRIN GROWTH PLAN

	Actual results in 2008	2009	2010	2011	2013
Net sales (billion yen)	49.9	50.0	50.0	55.0	Approx. 70.0
Operating margin	6.6%	3%	3%	5%	Approx. 15%
DOE	3.4%	Maintaining 3% or above			Approx. 5%

	Actual results in 2008	2009	2010	2011	2013
Number of employees	2,948	Maintaining workforce of 3,000 employees			3,000
Number of new graduates	60	Hiring 50 new graduates each fiscal year			50
Investment amount (billion yen)	3.5	3.5	4.0	4.0	3.0

Note: Investment amount includes stock acquisition costs accompanying business alliances, etc., in addition to the cost of acquiring property, plant and equipment as well as intangible fixed assets.

Note: For the fiscal years above, "2008" refers to fiscal 2009, which is the fiscal year ended March 31, 2009 (same applies to the other fiscal years).

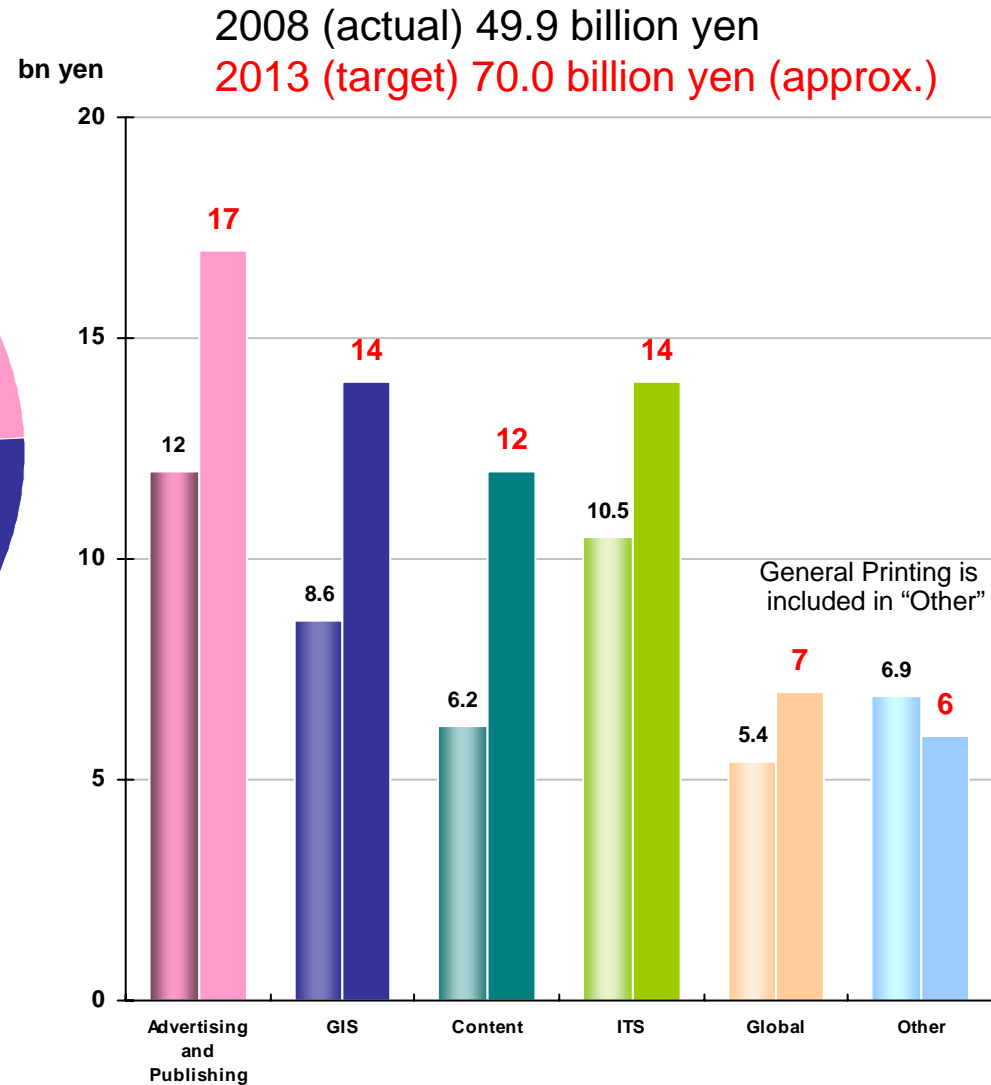
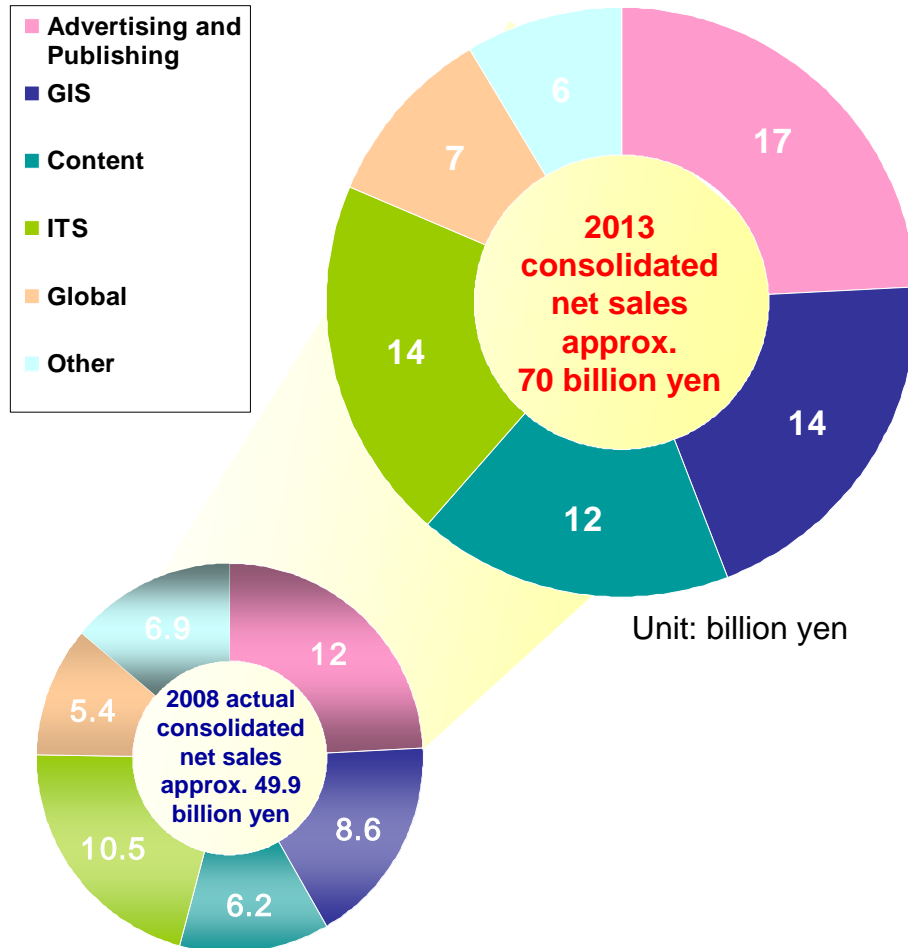


5) Business Segments

Advertising and Publishing Business	Business of consistent publication of printed residential maps and maps for various applications Business of advertising to content providers
GIS Business	Business of providing residential map DB to GIS systems Distribution-type GIS business through strategic restructuring of residential map distribution services
Content Business	Business of providing content through creation of 4D Geospatial Information Share business through alliance with all sorts of information platforms
ITS Business	Business of providing accurate maps to in-car devices that are installed as standard equipment Business of updating maps with developments in telecommunications infrastructure
Global Business	Business of providing detailed maps for overseas in-car navigation Business of providing content for various devices and technological support
Other Businesses	Corporate sales promotion business through development of existing e-commerce business Other general printing business and CAD input operations

6) Composition of 2013 Sales by Segment

Sales composition well-balanced across 4 core businesses



Note: The composition of sales by segment for 2008 (actual results) show the reference figures when categorized into the new business segments.
For the fiscal years above, "2008" refers to fiscal 2009, which is the fiscal year ended March 31, 2009, and "2013" refers to fiscal 2014, which is the fiscal year ending March 31, 2014.



***For The Next Communication Stage –
For People, Towns and The Future***



This document contains forward-looking statements based on assumptions, forecasts and plans in light of information available to ZENRIN CO., LTD. as of the 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.