

*Disclaimer:
This document has been translated from the Japanese original.
In the event of any discrepancy between this translated document and the Japanese original,
the original shall prevail.

ZENRIN

ZENRIN : Corporate profile

(First Contact Material)

Latest update April 1, 2026

Maps to the Future

ZENRIN Co., Ltd.

1. ZENRIN Overview	… P.03
2. Business Foundation	… P.08
3. Business	… P.13
4. Stock-related	… P.24
5. Appendix	… P.27

***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 “-.”

This document contains the most up-to-date information possible, however please refer to the securities report and financial results summary for the latest performance information.

Due to the nature of the ZENRIN Group's business, which is closely connected to society and holds significant public value, we believe it is our social responsibility and public mission to contribute to solving social issues and ensuring a safe and secure society through the utilization of location information.

ZENRIN WAY

[Corporate Philosophy] Contributing to people's lives by creating ZENRIN Geospatial Information.



1. ZENRIN Overview

- 1) Corporate Profile
- 2) Business Locations and Consolidated subsidiaries
- 3) Corporate History
- 4) ZENRIN's Strengths

1. ZENRIN Overview

1) Corporate Profile

Corporate Name	ZENRIN CO., LTD.
Founded & Established	Founded: April 1948 Established: April 1961
Capital	6,557,64 million yen
Consolidated Net Sales	64,363 million yen (fiscal 2025 actual)
Consolidated subsidiaries	17 domestic companies / 3 overseas companies (as of April 2026)
Number of Employees	2,425 (non-consolidated) 3,574 (consolidated) (as of March 31, 2025)
Stock Listings	Tokyo Stock Exchange (Prime Market), Fukuoka Stock Exchange
Industry	Information and communications
Representative	<div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  <p>Michio Takegawa President and CEO, Representative Director</p> </div> <div style="text-align: center;">  <p>Zenshi Takayama Chairman of the Board of the Company</p> </div> </div>

70 domestic offices

(as of March 31, 2025)

1 overseas office

(Taipei, Taiwan)

Head office (Kitakyushu, Fukuoka)

Headquarters, production and R&D functions



Tokyo head office

Headquarters and sales functions



Consolidated subsidiaries

(17 domestic companies / 3 overseas companies)

(as of April 2026)

Corporate Name	Location	Main Areas of Business
ZENRIN PRINTEX CO., LTD.	Fukuoka	Full service printing
ZENRIN DataCom CO., LTD.	Tokyo	Providing digital map and location identification services via the Internet
ZENRIN GEO Technical Laboratory CO., LTD.	Fukuoka	Manufacturing/sales of three-dimensional maps
ZENRIN InterMap CO., LTD.	Okinawa	Selling maps in Okinawa and input of fundamental data about map information etc
ZENRIN MARKETING SOLUTIONS CO., LTD.	Tokyo	Marketing solution business
ZENRIN Wel Support CO.,LTD.	Fukuoka	Insurance agency,Real estate management
ZENRIN MapTech Co.,Ltd.	Fukuoka	Software development, Cloud services, System sales and consulting, Engineer dispatch service
ZENRIN FUTURE PARTNERS CO., LTD.	Tokyo	Venture Capital
KERNEL INC.	Kyoto	R&D and sales of GIS engines, development and sales of GIS applications, and data entry
Locus Blue CO.,LTD.	Tokyo	Development and sales of online point cloud processing software, ScanX
UrbanX Technologies, Inc.	Tokyo	Development of road-inspection software leveraging image-processing technologies and Building a real-time digital twin of urban spaces to realize smart city management
Lease System Planning co.,inc	Saitama	Sales and maintenance of software for leasing companies
ACTCUBE inc.	Tokyo	Web site planning, production and operation 360° panoramic photography, and its Operational Web system development and operation Content Creation
Communication Project CO., LTD.	Tokyo	Software planning, development and sales in the GIS field
ZFP No. 1 Investment Limited Partnership	-	Corporate Venture Capital Fund
ZFP No. 2 Investment Limited Partnership	-	Corporate Venture Capital Fund
ZFP corporate co-creation Investment Limited Partnership	-	-
ZENRIN EUROPE GmbH	München, Germany	Manufacturing and selling digital maps in Europe
Abalta Technologies, Inc.	San Diego, CA, USA	Licensing and contracted development, etc. of on-vehicle software solution and location information software
Abalta Technologies EOOD	Sofia, Bulgaria	Development of on-vehicle software solution and location information software

Company / IR Topic



Business Topic

Foundation - 1980s

Founded in Beppu City, Oita Prefecture. Expanded nationwide through residential map publication business.

- 1948 Founded in Beppu City, Oita Prefecture
- 1949 Published first tourism booklet "Nenkan Beppu (Annual Beppu)"
- 1952 Published first residential map "Beppu City Housing Guide Map"
- 1954 Moved from Beppu City to Kokura City (now part of Kitakyushu)
- 1960s-70s Expanded production and sales areas starting from Kyushu
- 1980 **Published residential maps for all prefectures**

1980s onward

Established digitization of map production ahead of competitors. Entered car navigation map data business.

- 1984 **Established digitized map production system**
- 1986 Announced CD-ROM map database "Zmap Electronic Map" and software program "Zmap-PC"
- 1986 Participated in standardization of car navigation map data
- 1990 Provided map data for world's first GPS car navigation system, **entering car navigation-related business**
- 1994 Established Navigation Business Division



World's first GPS car navigation system installed in Mazda Eunos Cosmo

2000s onward

Started Internet map distribution and mobile map services.

- 2000 Established "ZENRIN DataCom" to **enter the Internet map distribution business**
- 2000 Launched map distribution service for mobile devices
- 2001 Established GEO Technical Laboratory for 3D digital map development
- 2002 Released electronic residential maps for PC
- 2005 Started online residential map delivery service
- 2008 **Began research on high-precision 3D map data for autonomous driving/ADAS**



2010s onward

Evolved from "map company" into a "spatial database company."

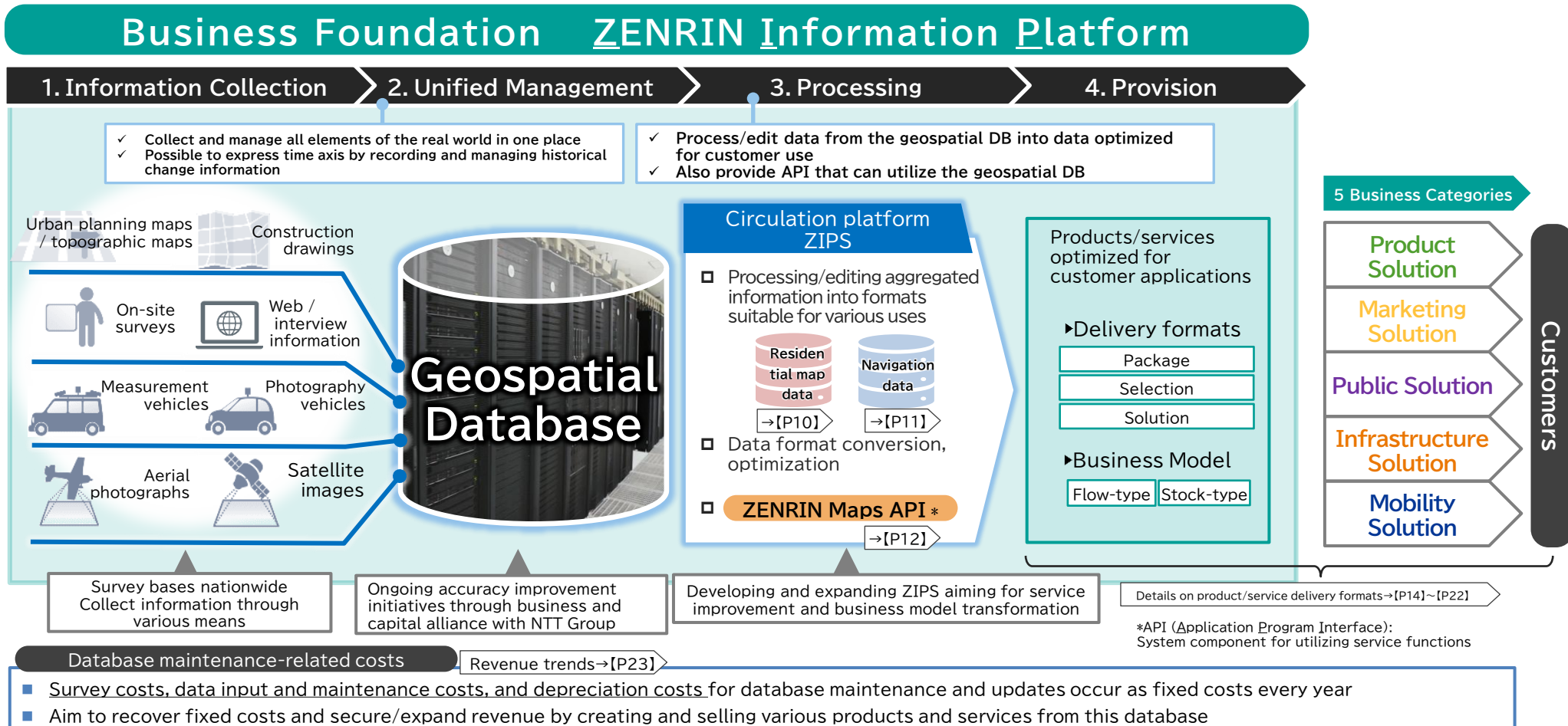
- 2010 **Started development of geospatial information system**
- 2013 Established Tokyo Head Office
- 2017 Published residential maps for all municipalities
- 2019 First adoption of high-precision 3D map data for vehicles with automated driving features
- 2020 **Formed capital and business alliance with NTT, started joint construction of Advanced Geospatial Information DB**
- 2020 Established "ZENRIN MARKETING SOLUTIONS" to strengthen marketing solution business initiatives
- 2021 Established ZENRIN FUTURE PARTNERS, created ZFP No.1 Fund
- 2026 The group's R&D functions have been consolidated into the "Zenrin Geo Technology Research Institute"

2. Business Foundation

- 1) ZIP (ZENRIN Information Platform)
- 2) Residential Map Data
- 3) Navigation Data
- 4) “ZENRIN Maps API”

1) ZIP (ZENRIN Information Platform)

- ✓ Establishing a business foundation through a complete cycle from information collection and management to provision
- Enabling the provision of value that meets diverse customer needs while achieving improved productivity and cost reductions



2. Business Foundation

2) Residential Map Data

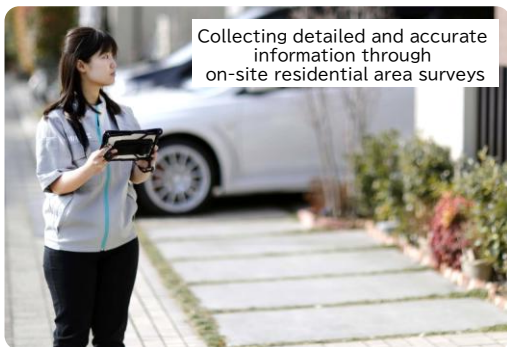
- Records detailed housing and regional information for all municipalities nationwide
- Contributes to various uses in both private and public sectors

Recorded Information

- Shape, resident names, and address display for each building
- Tenant names for businesses/stores, building floor information
- Information related to road traffic such as bus stops, traffic lights, intersection names, one-way streets, sidewalks and underground passage layouts

Strengths

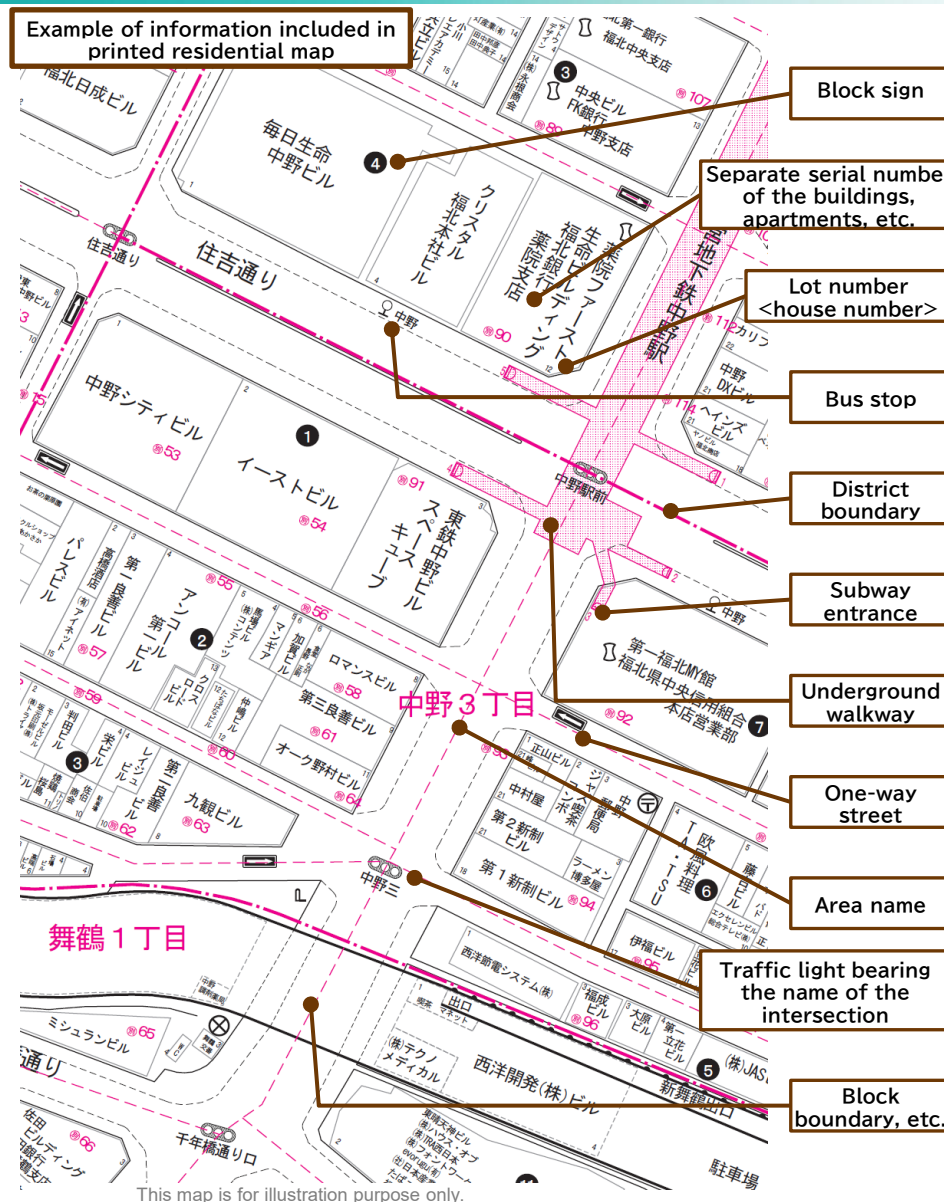
- Multi-purpose**
 - Unique residential map information essential for various operations
 - Can provide diverse product lineups tailored to customer needs
 - Comprehensiveness**
 - Prepares detailed data for all municipalities [Only company in Japan to do so]
 - Establishes maintenance system by owning survey bases nationwide
- Accurate and detailed information is the source of our competitive edge



Collecting detailed and accurate information through on-site residential area surveys



Survey tablet terminal



This map is for illustration purpose only.
This may differ in part from the specifications of actual products.

■ Road map network data as the core of domestic market share No. 1 car navigation dataset

(Approx. 70%, company survey)

Recorded
Information

- Road map network data, various types of attribute information sets, image data collections for navigation guidance, and various search data containing a vast number of entries

Strengths

□ Accuracy and freshness

- Regularly survey nationwide road changes using specialized vehicles
- Efficiently and timely update information by collaborating with related organizations to obtain new road opening and improvement information

□ Information volume

- Possess data that can respond to high-quality route searches such as “detailed road traffic regulation data” and “building arrival point data” that competitors do not have

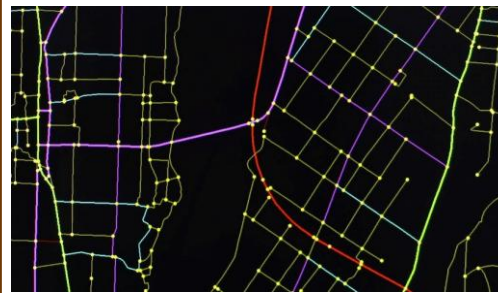
□ Technology provision

- Construct a provision system such as conversion to various data formats required by automobile and navigation manufacturers and map data distribution servers



■ Road map network data

A dataset that digitizes road shapes in a network form for each road type



■ Attribute information sets

Information sets contributing to improved route search quality

- Road type, number of lanes
- Lane information (right/left turn)
- Width, gradient
- Signal, central divider presence
- Building entrance position
- Linking regulatory sign locations and related information, etc.



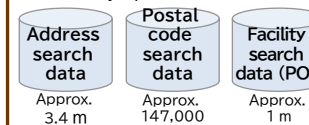
■ Image data sets

Image data sets contributing to improved guidance quality
(Guide sign/road sign image) (3D image for intersection guidance)



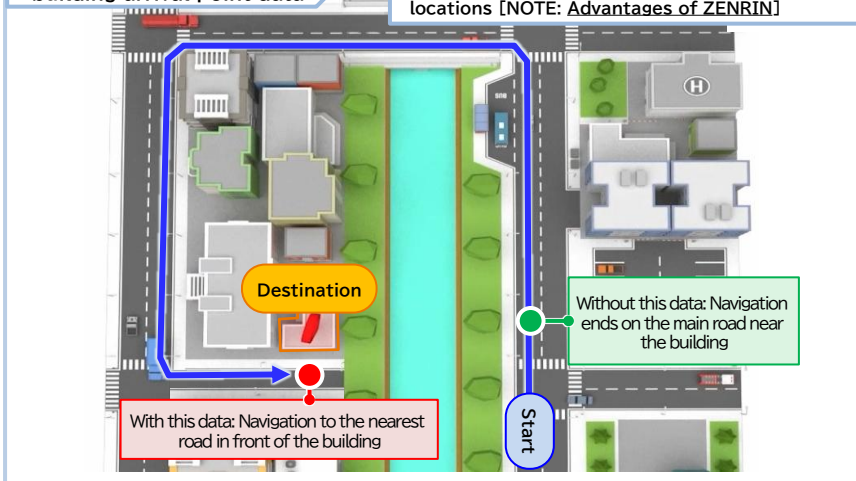
■ Search data sets

Various dictionary data linked with large-scale search data to effectively update search data



*Advantage of “building arrival point data”

Achieves more accurate destination guidance by digitizing all building and property entrance/exit locations [NOTE: Advantages of ZENRIN]



- A development tool for implementing the distribution and provision of ZENRIN's rich map information and advanced utilization functions into customers' core business systems and websites

- Growth driver for expanding solution business revenue
- Actively promoting introduction aimed at building a stable revenue base by expanding and converting to stock-type business

Customer Benefits

Ability to use the latest data and map utilization functions from ZENRIN's geospatial database

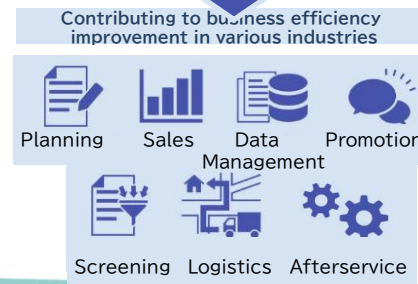
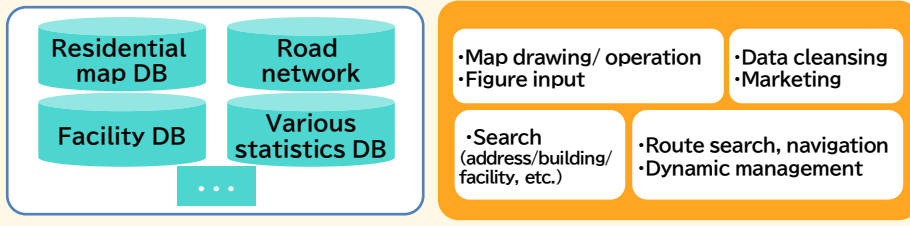
Company Benefits

- ① Building stable revenue through continuous provision of stock-type services
- ② Contributes to solution business expansion by adding standardized API and horizontal development

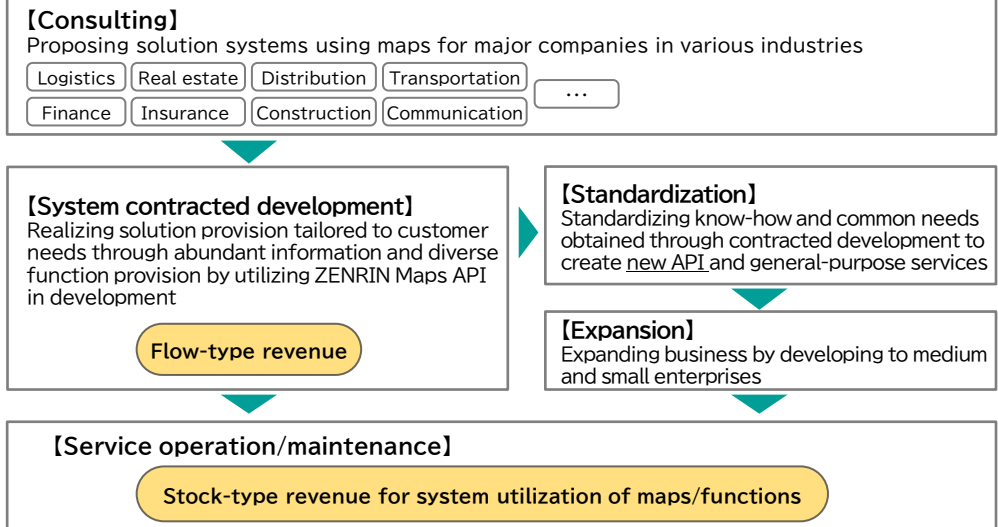
ZENRIN Maps API-provided functions

Data reference function Ability to reference various data stored in geospatial database

Data utilization function Providing advanced utilization functions



Solution Business growth model aimed at by promotion of ZENRIN Maps API



3. Business

1) Business Segments and Main Product/Service Delivery Formats

2) Main Products/Services

- ① Printed Residential Map
- ② Residential Map Data
- ③ Industry-Specific Business Support Package
- ④ Residential Map Distribution Service for Local Governments
- ⑤ Data Licensing for Car Navigation Systems
- ⑥ Data License for Autonomous Driving
- ⑦ Sales Promotion Support Package
- ⑧ IoT Solution Service

3) Trends of Quarterly Sales and Operating Income

① Printed Residential Map

Business Segment▶

PR Product Solution

PU Public Solution

▶ Product Overview

- ❑ ZENRIN's core business since foundation, covering all cities, wards, towns, and villages nationwide
- ❑ Provide residential map information to a wide range of customers

Strengths

- ❑ Detailed residential map information, comprehensive coverage
- ❑ Convenient access to required areas

▶ Business Situation

- ❑ Provided to a wide range of public and private customers
- ❑ Despite declining demand due to IT advancement, still a strong need for paper media unique uses
- ❑ **Strategically optimizing publication cycles for sustainable product development**

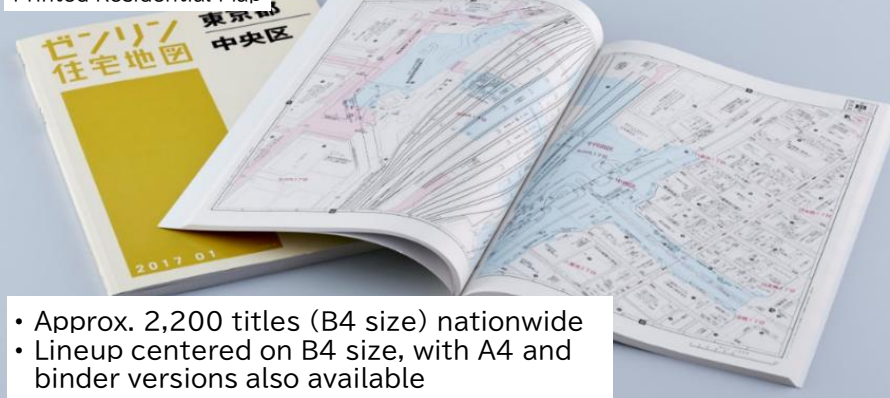
Customers

- ❑ Private: Logistics, wholesale, retail, service, construction, finance, and all other private sector businesses
- ❑ Public: Local governments, government agencies, police/fire departments

Competition

- ❑ Only ZENRIN has residential map data for all local governments nationwide

Printed Residential Map



- Approx. 2,200 titles (B4 size) nationwide
- Lineup centered on B4 size, with A4 and binder versions also available

55 図別記	3F 301 (株)ユニバーサル協会	Target map no.
	302 赤一田	Target-specific symbol no. and building/apartment name
	303 中 恵	
1 センチュリープラザ	2F 201 山崎建設	Location within Japan (coordinates)
	202 新日本産業(株)	
	203 新日本産業(株)	No. of floors
	1F 101 ワーメン天山	
	102 スナック・ドリー・6チリ	Room/unit no.
	103 ザム・パワースタイル	
7F 701 小 旗	6 東郷ハイツ	
702 三澤高法士(株)	5F 東 郷	
703 小 川	4F 折 原	
6F 601 ドン・レオ・ジナサン	3F 古田博男	
602 (有)秋山興産	2F 三上恭平	
603 木村政雄	1F 小川理恵子	
5F 501 兼 田	7 橋本ビル	
502 菅 田	5F 東 郷	
503 橋アサイン設計	4F 折 原	
4F 401 丸 尾	3F 古田博男	
402 木村政雄	2F 三上恭平	
403 川 島	1F 小川理恵子	
3F 301 高 山	701 石 澤	
302 藤 野	702 岡 本	
303 中 西	703 兼 田	
2F 201 丸 尾		
202 藤 野		
203 西村法律(中)		

[Note]

Names of residents in apartment buildings and tenants in office buildings are listed at the end.
(Note: The number of building floors and the content may vary by region.)

▶ Business Model

Flow-type Business

Revenue

Unit price*

×

Copies sold

*Prices range from 10,000 yen to 40,000 yen depending on the publication area.

Distribution

- ❑ Direct sales from nationwide offices, bookstores
- ❑ Recent focus on proprietary e-commerce platform

② Residential Map Data

Business Segment▶

PR Product Solution

PU Public Solution

▶ Product Overview

- ❑ Database product containing residential map data
- ❑ Delivery format: Media/Online distribution

Strengths

- ❑ **Detailed residential map information, comprehensive coverage**
- ❑ **Flexibility:** Customizable content, media, and update cycles based on customer needs

▶ Business Situation

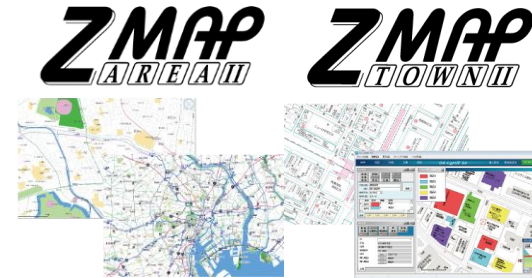
- ❑ Implemented in various public and private sector business systems
- ❑ Maintained as stable revenue business

Customers

- ❑ Private: Logistics, retail, service, construction, finance, etc.
- ❑ Local governments, government agencies, police/fire departments

Competition

- ❑ Only ZENRIN has residential map data for all municipalities nationwide



<Examples of residential map data use>

Government	Emergency response, disaster relief, urban planning, land use planning, disaster prevention, medical/welfare planning, facility management, comprehensive GIS, etc.
Telecommunications/broadcasting/CATV/electricity, gas/water	Demand forecasting, business planning, customer management, power outage simulation, etc.
Banking/Finance/Insurance	Customer management, branch support, collateral assessment, credit management, etc.
Transportation/logistic/security	Delivery planning, vehicle operation management, etc.
Sales/Distribution/Marketing	Customer management, sales analysis, market research, store planning, etc.

▶ Business Model

Flow-type Business

Stock-type Business

Revenue

Unit Price × No. of licenses

*Individual contracts based on provided content and area

- ❑ Flexible contract options proposed based on customer needs: Single (flow)/Continuous multi-year (stock)

Distribution

- ❑ Direct sales, via partner SIers, etc.

③ Industry-Specific Business Support Package “GIS Package Series”

Business Segment ▶ **PR Product Solution**

▶ Product Overview

- ❑ All-in-one package-type cloud service combining maps, functions, and content necessary for specific industries and operations
- ❑ Launched in 2013. Seven types in the series lineup developed.

Strengths	❑ High usability: Provides residential maps, various maps, and business support functions. Browser-based, no installation required.
	❑ Fee structure: Flexible pricing plans by prefecture/municipality according to needs
	❑ Information freshness: Latest data always available

▶ Business Situation

- ❑ Expanding number of contracts annually due to high usability supported by customers
- ❑ Contributing to the expansion of a stable revenue base for stock-type business

Customers	❑ Industry-specific: Real estate, construction, real estate appraisers, tax accountants.
	❑ operations-specific: Sales position (6 titles for 4 industries, 1 title for business)

Competition	❑ Only ZENRIN has residential map data for all municipalities nationwide
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ZENRIN GIS Package series

for Real Estate | for Tax Accountant | for Construction | for Real Estate Appraiser

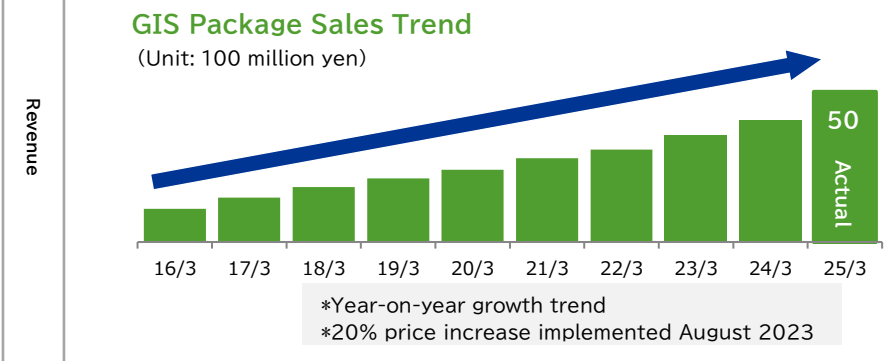
Function example (GIS Package for Real Estate)

- Residential Map
- Blue Map
- Land Zoning
- Land Value Publication
- Land Value Survey
- Inheritance Tax Route Price
- Fixed Asset Tax Route Price
- Satellite Images
- School District
- Hazard Map
- Local Govt Link

Start improving work efficiency with maps

▶ Business Model Stock-type Business

Unit Price* × **No. of IDs** *Monthly fee: 13,000 yen (1 prefecture version)



Distribution	❑ Direct sales via nationwide offices and proprietary e-commerce platform
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④ Residential Map Distribution Service for Local Governments

“ZENRIN Residential Map LGWAN” “Municipal Dedicated Residential Map for Web”

Business Segment ▶ **PU Public Solution**

▶ Product Overview

- ❑ Residential map distribution services for local government operations
 - “ZENRIN Residential Map LGWAN”:
Compatible with LGWAN* local government network
Provides residential map utilities and GIS functions for ledger management and figure drawing
 - “Municipal Dedicated Residential Map for Web”:
Compatible with general internet environment, offers basic residential map utilities

Strengths	<ul style="list-style-type: none"> ❑ Essential residential map data and continuity for administrative services ❑ Easy implementation without specialized knowledge or development ❑ Contributes to operational efficiency and interdepartmental information sharing through map digitization
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▶ Business Situation

- ❑ Momentum building with local government DX initiatives such as establishment of Digital Agency
- ❑ Expanding proposals nationwide to establish ZENRIN maps as a platform for local government operations and increase stock business

Customers	<ul style="list-style-type: none"> ❑ Local governments nationwide (general affairs, residential services, infrastructure management, etc.)
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Competition	<ul style="list-style-type: none"> ❑ No direct competition in digital residential map distribution services ❑ GIS system competitors include GIS vendors and major SIers
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*LGWAN: Local Government Wide Area Network environment with advanced security



No equipment investment required



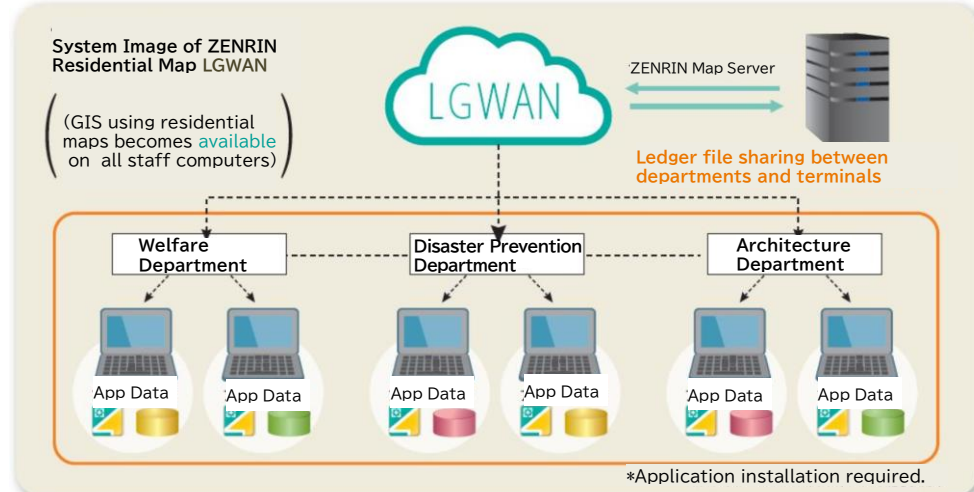
No internet connection required



High security



Various optional functions



- Search/View maps

Make notes

Share
- Route planning (visit support)

Print (unlimited copies)

▶ Business Model **Stock-type Business**

Revenue	$\text{Unit Price} \times \text{No. of licenses}$ <p>*Fixed annual fee based on usage scale *LGWAN has additional charges for function add-on options</p>
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Distribution	<ul style="list-style-type: none"> ❑ Direct sales
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⑤ Data Licensing for Car Navigation Systems

Business Segment ▶ **MB Mobility Solution**

▶ Product Overview

- Provision of licensed navigation data to automotive and navigation system OEMs

Strengths

- Established Partnerships:** Extensive history of collaboration with OEMs since navigation inception, fostering technical expertise and trust
- Customizable Solutions:** Capability to deliver diverse data formats and specifications tailored to client requirements
- Innovation-Driven:** Proactive development of content addressing emerging market needs, including EV infrastructure and ADAS integration

▶ Business Situation

- Dominant market share in domestic automotive navigation systems
- Revenue closely correlated with automotive industry trends (Approx. 70% company survey)
- Navigation systems maintain pivotal role in in-vehicle infotainment, ensuring robust unit sales and adoption rates amid smartphone navigation and display audio proliferation

Competition

- Specialized navigation map data providers
- Large IT firms expanding into smartphone-based navigation services



- Road network topology
- Attribute information sets
- Image data sets
- Search data sets, etc.

*Detailed navigation data information → [P11]

- [Premium Content Offering Examples]
- Advanced Driver-Assistance Systems (ADAS) content
 - EV-related content

Charging station POIs, Road gradient information, EV-optimized routing algorithms, etc.

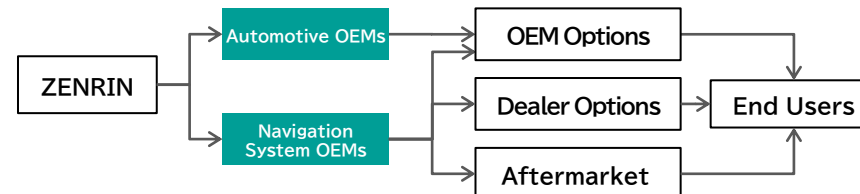
▶ Business Model **Flow-type Business**

Revenue

$$\text{Unit Price*} \times \text{Navigation Units Sold}$$

*Negotiated per vehicle/model, factoring in content scope and volume, etc.
*Typically contracted 2-3 years pre-launch

Commercial Flow



*Increasing prevalence of higher-unit-price OEM and dealer option models, driven by infotainment centralization and connected vehicle adoption.

⑥ Data License for Autonomous Driving

Business Segment ▶ **MB Mobility Solution**

▶ Product Overview

- ❑ License high-precision 3D map data for autonomous driving to automakers and others
- ❑ Participated in establishing Dynamic Map Platform Co., Ltd. (DMP). Completed productization of high-precision 3D map data for expressways and motorways based on common platform data
- ❑ Continuing R&D on general road data in coordination with OEMs

Strengths

- ❑ **Leading domestic technology development:**
 - Started independent R&D from 2000s
 - Accumulated expertise by participating in technical development from early stages, leveraging relationships with OEMs built through navigation business
- ❑ **Maintaining competitive proprietary value:**
 - Equipped with diverse value-added content
 - Optimized technology capable of adapting to each OEM's data format

▶ Business Situation

- ❑ Adoption record: Nissan Skyline/Ariya, Honda Legend, etc.
- ❑ Currently, advanced autonomous driving technology limited to high-end models. Widespread adoption still expected to take several years

Competition

- ❑ Map data companies, major IT companies
- ❑ Possibility of sensors, AI, etc. as alternative technologies emerging

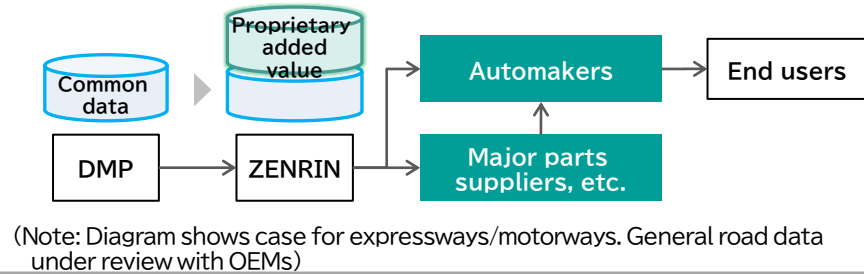
▶ Business Model **Flow-type Business**

Revenue

$$\text{Unit Price*} \times \text{No. of vehicles sold}$$

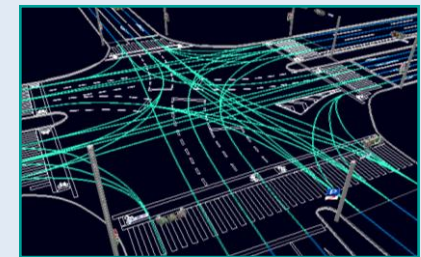
*Individual negotiations for each model/type based on provided content, volume, etc.

Commercial Flow



About : High-precision 3D map data for autonomous driving

- ❑ Records lane-level physical structures such as driving lanes, curves, vertical/horizontal slopes as **3D** map data with **cm-level precision**
- ❑ **Incorporates diverse attribute information** such as speed limits and lane changes sequentially by section



High-precision 3D map data enhances road environment recognition capabilities of onboard cameras/sensors
→Greatly improves reliability and safety of autonomous driving systems

⑦ Sales Promotion Support Package “RakuRaku Sales Promotion Map”

Business Segment ▶ **MS Marketing Solution**

▶ Product Overview

- ❑ Provides a package-type cloud service with support functions such as area analysis and flyer creation for small/medium businesses and individual stores, based on the concept of “DIY promotion”
- ❑ Visualizes commercial areas, customer information, promotion history, acquisition rates, etc. using various maps

- Strengths**
- ❑ **Map information:** Can utilize various maps, including residential maps
 - ❑ **Price competitiveness:** Fixed monthly fee, low price
 - ❑ **Easy operation:** Templated flyer creation and analysis functions

▶ Business Situation

- ❑ Demand increasing due to recovery of promotion needs after COVID-19 and DX promotion tailwinds
- ❑ The “Selection Service” option for agency services such as flyer creation and distribution, using this package as an entry point, is also performing well

- Customers**
- ❑ Expanding C-to-C business for individual stores and small to medium-scale businesses*
- (*Examples: Well-received by membership businesses like small retailers, cram schools, sports clubs, etc.)

- Competition**
- ❑ Local advertising agencies, sales promotion support companies, printing companies, etc.

[RakuRaku sales promotion map]

Area marketing function combining statistical and map information

Flyer creation support (including local insertion)

Posting/distribution map output

[Point]

Evolving from intuition-based promotion to logical promotion utilizing maps and data

Age	Gender	Family Composition	Annual Income
Distance from Store	Sales Forecast	Residence Type	Years of Residence



Making flyers easily



Flyer Creation Services



Posting Services

[RakuRaku sales promotion map]
Selection Service

▶ Business Model

Stock-type Business

Revenue	$\text{Unit Price*} \times \text{No. of IDs} + \text{Agency fees for "Selection Service" individual contracts}$ <p>(*Monthly fee 1,320 yen (incl. tax))</p>
Distribution	<ul style="list-style-type: none"> ❑ Direct sales, proprietary e-commerce platform

Explanation: Marketing Solution Business

- ❑ Mainly GIS marketing by subsidiary ZENRIN MARKETING SOLUTIONS CO., LTD., DM dispatch business, etc., and general commercial printing by ZENRIN PRINTEX CO., LTD.

In future, in addition to existing businesses, we aim to expand business through high value-added services such as providing sales promotion support consulting and solutions utilizing location information technology

⑧ Solution Service

Business Segment▶

IF Infrastructure Solution

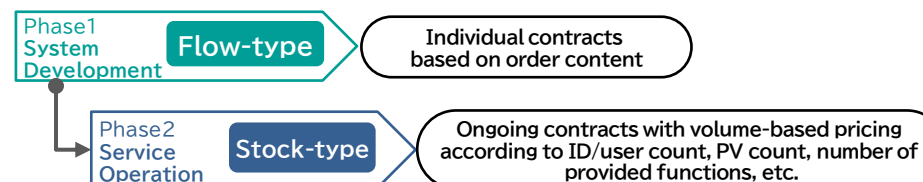
▶ Service Overview

- Contracted development of problem-solving and DX solution systems maximizing location information technology for major corporations across various industries as clients
- Provides continuous service operation after system implementation

*ZENRIN Maps API → [P12]

▶ Business Model

- Flow-type revenue in system development phase
- Stable stock-type revenue in service operation phase



Explanation: Examples of IoT Solution Service Provision

Customer operations	Data Management	Location Planning	Transportation/Delivery Operations			Destination Guidance
Logistics/Delivery Business	Data Cleansing	Area Analysis	Vehicle Allocation Planning	Route Search/Navigation	Fleet Management	Store guidance
Our Solutions	<ul style="list-style-type: none"> Visualization of company/customer locations on map plots Standardization of address information 	Optimal allocation planning for delivery bases, delivery areas, vehicles, personnel, etc.	Creation of vehicle allocation plans not dependent on individual skills or experience	<ul style="list-style-type: none"> Route search optimized for large/medium-sized delivery vehicles using detailed map information Last one mile guidance using residential map information 	<ul style="list-style-type: none"> Real-time vehicle location tracking Business improvement based on objective data 	Store guidance via website, etc.
Provided value						
Customer operations	Data Management	Sales Operations		Damage Prediction/Analysis	Loss Assessment Operations	Destination Guidance
Insurance Claims Business	Data Cleansing	Targeting	Sales Support	BCP Support	Survey Support	Store Guidance
Our Solutions	Assign unique IDs to building units	Extract potential new customers by combining geographical and statistical information	<ul style="list-style-type: none"> Visit scheduling function SFA/CRM coordination for operational efficiency 	Analyze disaster risks/affected areas on maps	Comprehensively manage spatial information extraction around disaster-affected areas and on-site survey operations during disasters	Guide to branches handling the company's insurance products via website, etc.
Provided Value						

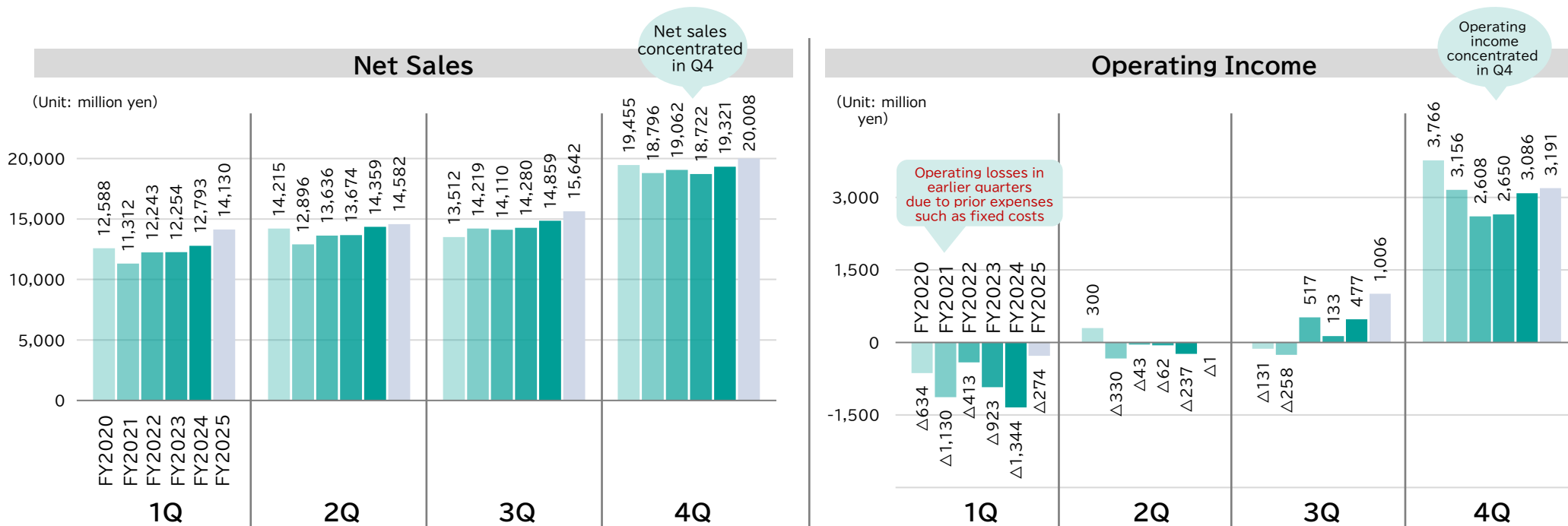
In addition to the above, proposing to major corporations in industries such as:

Retail	Information / Communications	Energy/Infrastructure
Finance	Real Estate	Construction
	Security	Transportation

Point

- ✓ In addition to the tendency for net sales to be concentrated in the fourth quarter, costs for information collection and updating/maintaining the geospatial database occur throughout the year
→ Operating income tends to be especially concentrated in the fourth quarter

Figure: Quarterly Composition Ratio of Net Sales and Operating Income (6-year trend)



4. Stock-related

- 1) Stock Data
- 2) Shareholder Returns

Number of Shares Authorized

201,000,000

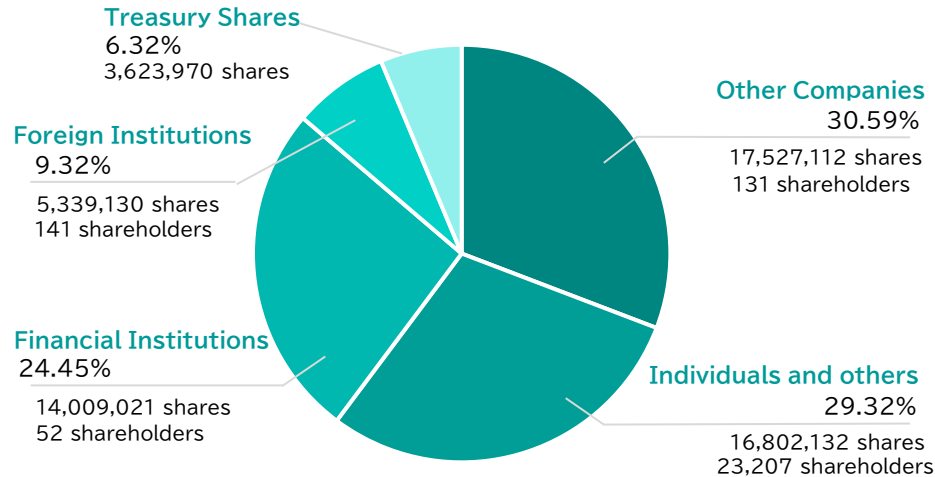
Number of Shares Issued

57,301,365

Number of Shareholders

23,532

Breakdown by Investor Type



Major Shareholders

Shareholders	Number of Shares Held (in thousands)	Percentage of Shareholding (%)
SANWA Ltd.	5,271	9.81
The Master Trust Bank of Japan ,Ltd. (trust account)	4,691	8.73
TOYOTA MOTOR CORPORATION	4,272	7.95
NTT, Inc.	4,200	7.82
ZENRIN Employee Shareholding Association	2,651	4.94
Motohiro Osako	2,377	4.42
THE NISHI-NIPPON CITY BANK, LTD.	2,295	4.27
OSAKO HOLDINGS Inc.	1,895	3.53
Custody Bank of Japan, Ltd. (trust account)	1,817	3.38
Kimiko Osako	1,351	2.51

* In addition to the above, ZENRIN holds 3,623 thousand treasury shares.
Percentage of Shareholding is calculated excluding ZENRIN' s treasury shares

5. Stock-related

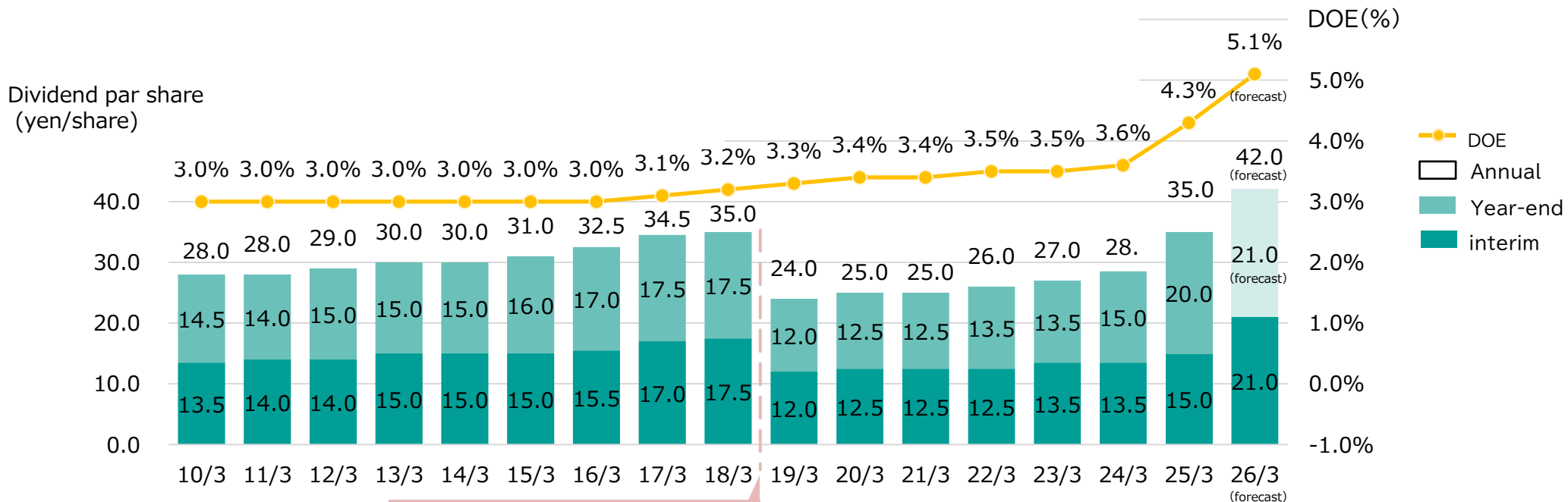
2) Shareholder Returns

Basic Policy on Shareholder Returns

Based on profit growth in the Medium- to Long-Term Management Plan, in addition to providing stable and continuous dividends, acquire treasury stock flexibly.

Dividend

- Never reduced its ordinary dividend since its stock listing in 1994.
- From the FY 2026 onwards, the DOE target will be raised from the current 3% or more to 5% or more.



2018/4/1 Stock split (1 → 1.5)
Dividend per share:
Until the FY18 = Amount before stock split
From the FY19 = Amount after stock split

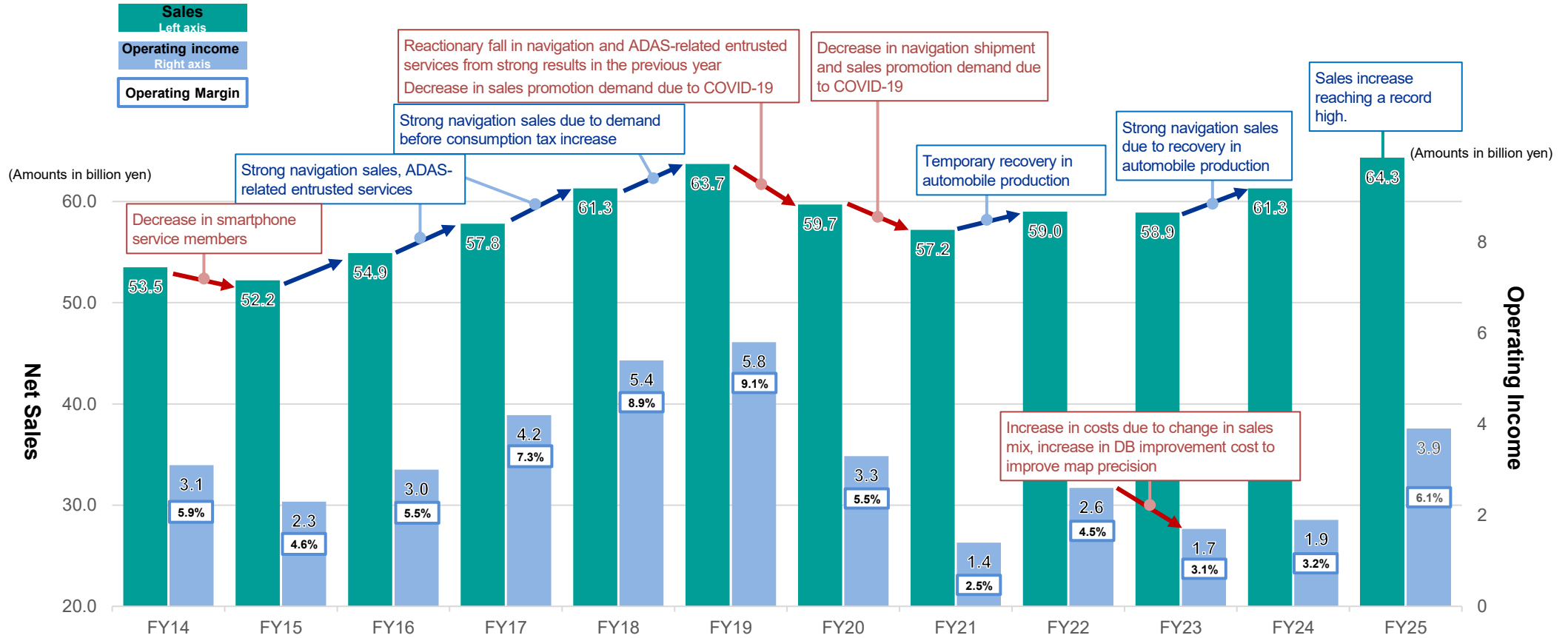
5. Appendix

- 1) Consolidated performance trends
- 2) Changes in performance trends

1) Consolidated performance trends

		FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Net Sales	million yen	52,286	54,970	57,819	61,332	63,747	59,771	57,225	59,053	58,933	61,355	64,363
Operating Income	million yen	2,389	3,038	4,234	5,441	5,824	3,300	1,436	2,670	1,799	1,981	3,923
Operating Margin	%	4.6	5.5	7.3	8.9	9.1	5.5	2.5	4.5	3.1	3.2	6.1
Ordinary Income	million yen	2,751	3,427	4,527	5,863	6,200	3,709	1,683	3,044	2,104	2,060	3,936
Profit Attributable to Owners of Parent	million yen	1,464	1,610	2,462	3,336	3,206	2,633	1,248	3,658	2,770	2,078	2,606
ROE (Return On Equity)	%	3.9	4.0	6.0	8.2	8.1	6.6	3.0	8.1	5.9	4.4	5.3

2) Changes in performance trends



ZENRIN

Maps to the Future

ZENRIN CO.,LTD.

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