



Vantec 3-year Business Plan

(2010-2012)

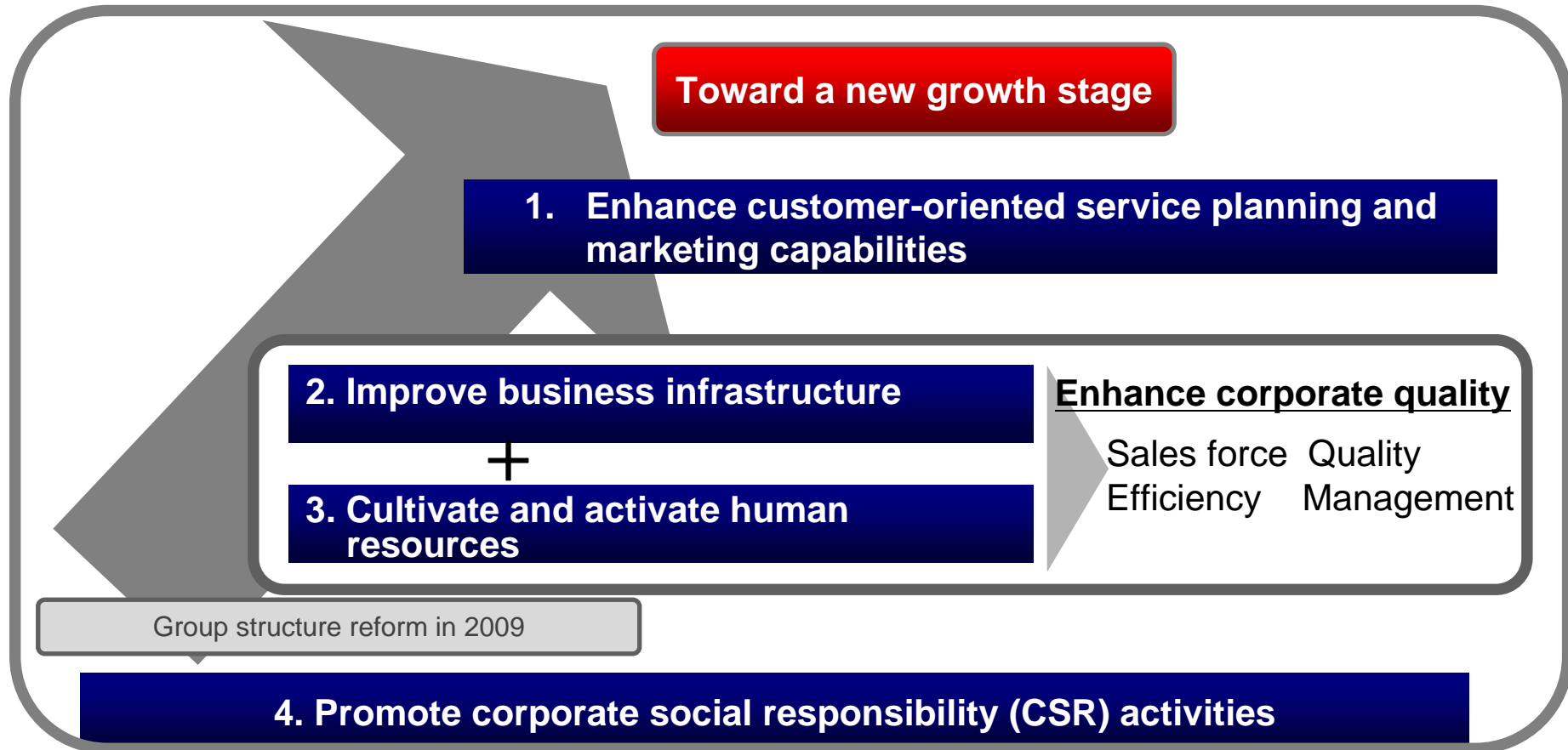
Hybrid Service, High Customer Satisfaction

May 21, 2010
Vantec Corporation

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To promote a growth strategy through the enhancement of highly customer-oriented logistics service planning and marketing capabilities as well as to promote corporate social responsibility activities as a corporate citizen

- To strengthen sales force toward a new growth stage
- To challenge changes for further evolution as a corporate group

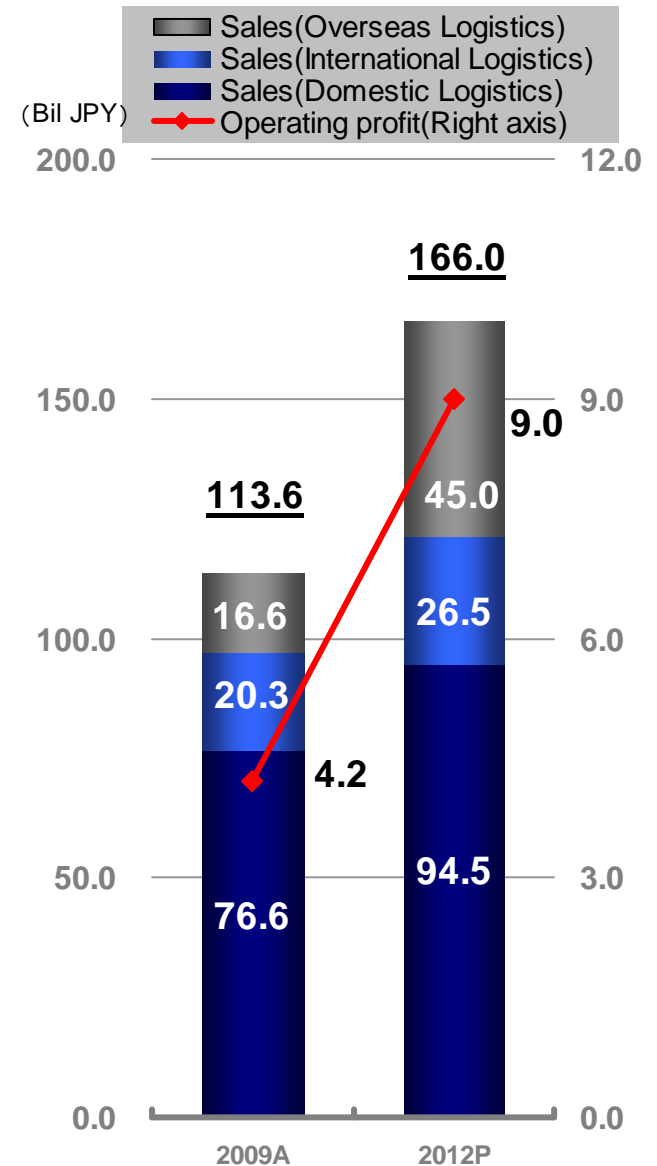


Numerical Targets



Consolidated base

(bil. JPY)	2009 (Actual)	2010 (Estimate)	2012 (Plan)	Average annual growth rate
Sales	113.6	126.0	166.0	13.5%
Operating Profit	4.2	6.0	9.0	28.9%
Ordinary Profit	4.5	6.0	8.9	25.5%
Net Profit	2.5	3.0	5.3	28.4%



*International logistics represents international forwarding from and to Japan.

Key Considerations



	Japan	Overseas
1. Enhance customer-oriented service planning and marketing capabilities	Target large-scale 3PL contracts	Accelerate networking of automotive logistics
	Deepen integration of logistics and forwarding services (hybrid service)	
2. Improve business infrastructure	Rebuild domestic business	Enhance global operation network
	Proactively invest in IT / Sophisticate corporate accounting system	
3. Cultivate and activate human resources	Cultivate highly customer-oriented sales staff	Activate global human resources
4. Promote corporate social responsibility (CSR) activities	Promote safety and environment protection measures	

1. Enhance customer-oriented service planning and marketing capabilities

- **Deepen integration of logistics and forwarding services (hybrid service)**
 - **Secure enhanced structure of Sales Division**
 - **Enlarge global end-to-end transportation services**
- **Accelerate global networking of automotive logistics**
 - **Capture emerging logistics demand mainly in Asia**
 - **Promote cross-boarder acquisitions in emerging countries for enhanced network of automotive logistics**
- **Target large-scale non-auto 3PL contracts in Japan**
 - **Proactively invest in growing industries such as refrigerated foods logistics**

2. Improve business infrastructure

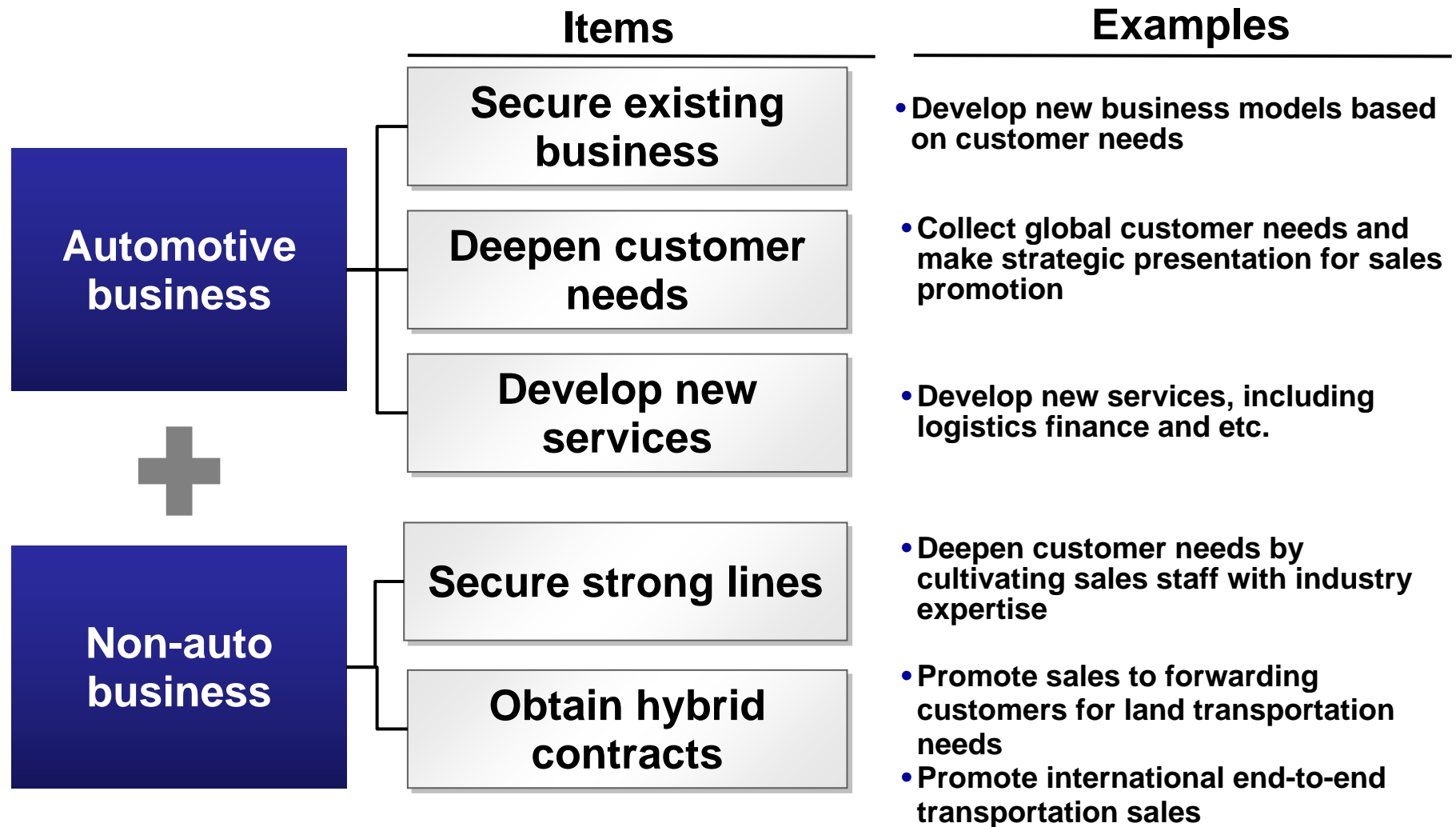
- **Reorganize domestic business structure and rebuild global logistics network**
 - Reorganize domestic business structure
 - Enhance global operation network such as in China, Vietnam, Indonesia and etc.
- **Enhance IT infrastructure and optimize business processes**
 - Enforce group management such as world-wide introduction of SAP
 - Sophisticate cost management (build cost control system)
- **Sophisticate corporate accounting system**

3. Cultivate and activate human resources

- **Cultivate highly customer-oriented sales staff**
 - Cultivate expatriates for overseas business, activate global human resources
 - Enhance employee motivation by creating a variety of employment patterns
 - Cultivate operation on-site leaders, promoting operation improvement
 - Integrate logistics and forwarding HR by actively rotating employees beyond divisions or corporate entities

4. Promote corporate social responsibility (CSR) activities

- **Promote safety and environment protection measures**
 - Issue CSR annual reports
 - Improve truck traffic control efficiency for further reduction of CO² emission
 - Improve training programs for zero car accidents



Proactively promote new business domain development

Enhance customer-oriented service planning and marketing capabilities (overseas)



China Region

- Enhance sea & air network with Asian countries
- Enlarge in-China operation bases, including in virgin areas for us such as in north or northeast China
- Develop transportation network between China and Thailand through North-South Economic Corridor

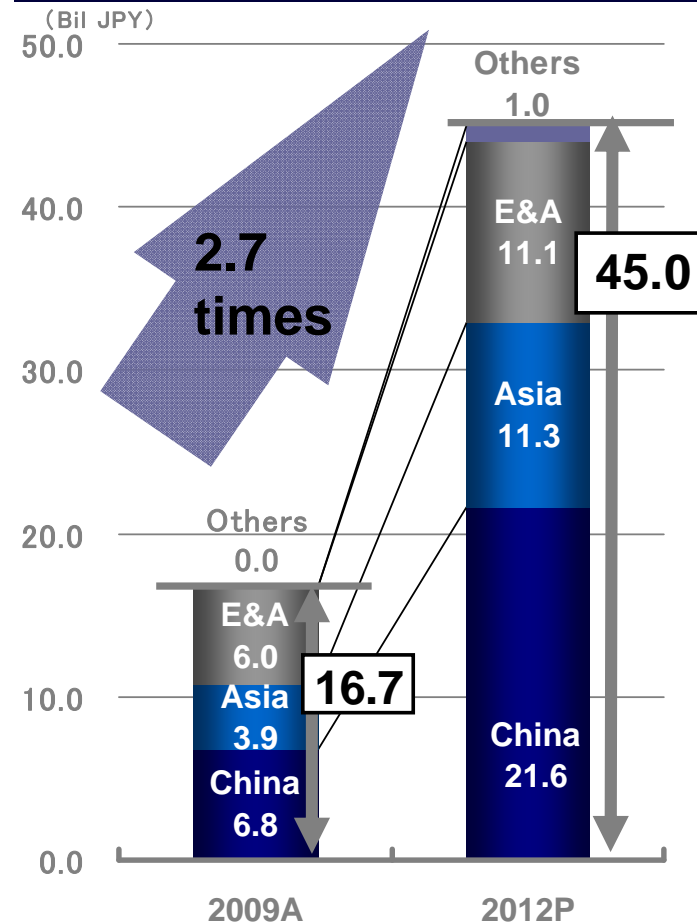
Asia

- Enlarge operation bases in India
- Enhance among ASEAN, China and India sea & air transportation network
- Explore business in Great Mekong Subregion (GMS) by developing Thailand – Vietnam transportation network through East-West Economic Corridor

Europe and America

- Enlarge existing logistics business in Mexico and start forwarding business
- Develop business in virgin regions for us such as in middle east Europe and south America

Sales growth of overseas subsidiaries



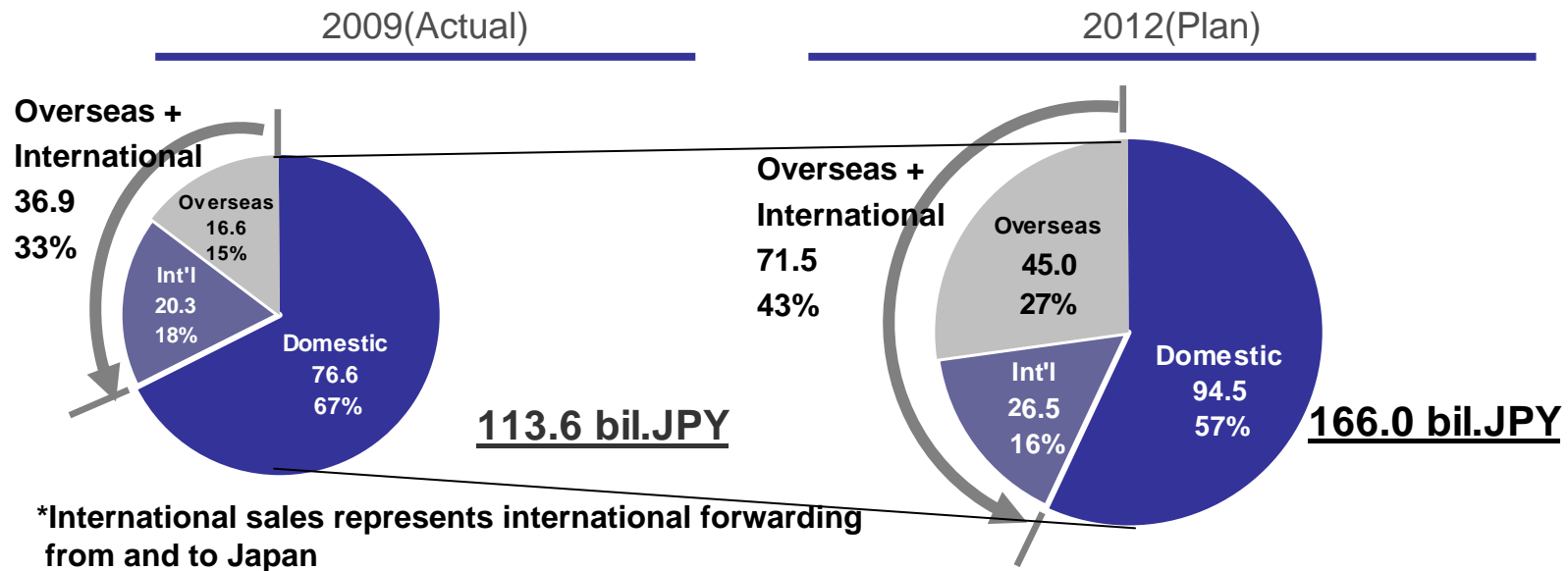
Target 45 bil. JPY overseas sales by focusing on China and Asia business

Change structure of sales composition

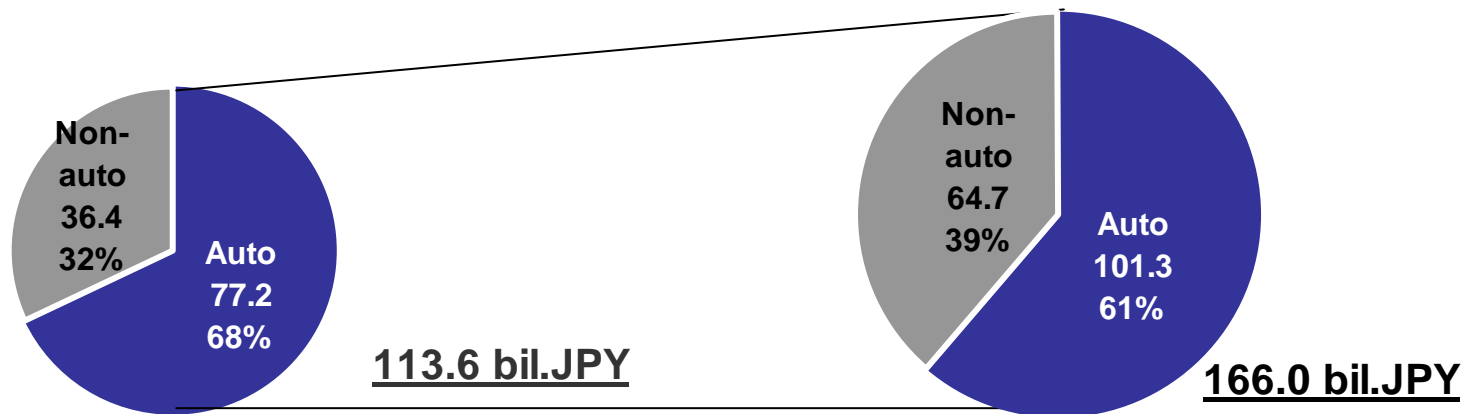


Sales Composition

Domestic Vs Overseas



Auto Vs Non-auto



Target 30% contribution of overseas sales, 6:4 of auto and non-auto

Promote business globalization by focusing on non-auto logistics business in Japan and automotive logistics business in overseas

Industry-wise basic direction

	Japan	Overseas	Basic direction
Automotive	Logistics subsidiaries of manufacturers	Logistics companies in emerging Asian countries	Automotive logistics in emerging countries mainly in Asia
Non-auto	Consumer goods logistics	Forwarders and etc.	Consumer goods logistics for future growth in Japan and overseas forwarders

Investment

◆ Capital expenditure(10 bil. JPY for 3 years)

- Logistics efficiency, distribution centers
- Strengthen business infrastructure through IT

◆ M&A

- Promote globalization (cross-boarder M&A)
 - Newly raise fund as required
- Target D/E ratio at 1.0

Return to shareholders

◆ Return to shareholders

- Sustain 30% of consolidated dividend payout ratio
- Study a variety of return to shareholders measures