



Outline for moderator:

[Slide European Leadership Conference is shown](#)

Welcome to the Konica Minolta European Leadership Conference. And welcome to the beautiful city of Hamburg.

This international event is being held here in Hamburg because it lies in the heart of Europe and is close to our headquarters for Europe, the Middle East and Africa. We take great pleasure in welcoming participants from nearly 40 countries throughout these regions here today.

The motto of today's conference is "The Power of Change" and we want to show you what makes Konica Minolta a leader in the printing and imaging industries and demonstrate Konica Minolta's ability to transform itself from a hardware manufacturer to a solutions provider in this rapidly changing market. Today you will experience how the company can work together with you to promote the growth of your business.

During the conference we will show you why the Essentials of Imaging by Konica Minolta have the capacity to drive your business and enable you to take the lead over the competition.

Konica Minolta wants to maintain leadership when it comes to ideas and innovation, achieve leadership with its products and move towards leadership in the industry. But our way to become leaders is to make you, our dealers, leaders in our industry.

Three key speakers have joined us here today to give you insights into the ideas and strategies which are driving the development of the company's products and solutions business in a changing market environment.

Our first speaker is Mr. Atshushi Kodama, Executive Director of Konica Minolta Business Technologies in Tokyo.

[Slide introducing Mr. Kodama is shown](#)

Mr. Kodama has a global view on the businesses of the company group and will give you insights into several innovative developments in which Konica Minolta plays a key role.



Please welcome Mr. Kodama!

Mr. Kodama's speech:

Good morning, Ladies and Gentlemen,

I take great pleasure in having the opportunity to make such an honourable speech today.

As I am in charge of the sales division of Konica Minolta Business Technologies, I am well-informed on the diverse and complex business needs of those operating in Europe, the Middle East and Africa.

Our involvement in the region has a long history. In 1965, Minolta founded its European headquarters in Hamburg, Germany and in 1972 Konica founded its European headquarters also here. Since then, Konica Minolta has maintained a strong relationship with its dealers and has succeeded in promoting the growth of mutual businesses on an ongoing basis.

[Slide Group Network – Business technologies is shown](#)

Business Technologies is now becoming the core business of Konica Minolta, currently yielding 75% of the group's revenue. From this standpoint, we look back on years of change and progress.

[Slide historical products is shown](#)

In 1960 we introduced the first copier called "Copymaster", and in 1971 the first electro-photostatic plain paper copier called "U-Bix 480" arrived on the market. Twelve years later we introduced the first copier with magnification and reduction functions called "EP450Z" and, believe it or not, in 1990 we launched the first digital full colour copier called "CF 70." In the course of our history, we have always provided the "FIRST" product to our customer.

Since the integration of Konica and Minolta in 2003, we have gotten stronger and stronger from year to year and have come to be recognized as a leader of our industry, especially when it comes to colour products. As our slogan "The Essentials of Imaging" signalizes, we wish to be seen as an essential company by offering essential products, services and



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solutions to our customers in the world of imaging. We feel it is our duty to create inspiring products which constantly surprise you, our dealers, with innovations that will make your business more successful.

The rapid expansion of the network environment is bringing about changes in our industry, and the amount of information as well as the volume of data coming from networks is rising sharply. This also means that the pace of business is becoming faster and faster and that we must adapt our products and services to the needs and applications of our customers. Konica Minolta anticipated this trend early on. For this reason we not only developed hardware which is at the hub of your customers' businesses, but also software solutions which enable you to help your customers manage changing needs for document management and deal with new situations in the document workflow environment.

We want to respond to our customers' needs and we will continue to stay attuned to incisive changes in the market environment and concentrate our resources on the development of emerging business fields. We will not rely on our successes of the past, but rather cultivate and expand our technologies and enhance the expertise which we have acquired over the years. The internal merger of Printing Solutions into Business Solutions will offer you additional products and an excellent product portfolio designed to give you several advantages over your competitors. Later on you will certainly hear much more about strategies aimed towards transforming us into a true solutions provider.

In January 2006, Konica Minolta announced its withdrawal from its camera and photo-related business. This constituted an original Konica and Minolta business for more than 100 years. Making the decision to withdraw from this arena was not an easy step to take. Since then, Konica Minolta has been engaged in restructuring the enterprise and has put a clear focus on business-to-business operations. We are building a new corporate image which reflects such changes in business structures. Konica Minolta strives to be a highly trusted corporate partner capable of making a major contribution to the success of our dealers' businesses. In order to achieve this, we are working hard to remain pioneers in various fields of imaging technology, providing a wide range of business solutions by introducing revolutionary products and offering professional services.



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Konica Minolta is at the forefront of many revolutionary developments, which have resulted in components and products used by you on a daily basis well beyond the realms of business technology.

[Slide Group Network – Opto is shown](#)

One of our sister companies, Konica Minolta Opto, is a leading manufacturer of optical products. Of course the lenses are made for MFPs and printers, but the company has the number-one market share in the pick-up lenses business as well. The majority of pick-up lenses used for CD-ROM and DVD-drives and micro camera parts used for mobile phones are made by Konica Minolta Opto.

And Konica Minolta is a major manufacturer of sophisticated TAC film, which is used as a protective film for LCD polarizers in PC monitor displays, laptop displays and television sets.

Another important product is glass for hard discs on mobile equipment such as laptops and the most famous MP3 player.

[Slide Group network – Medical Graphic is shown](#)

In the field of medical imaging, one of our sister companies, Konica Minolta MG, plays an important role in computed radiology equipment. In this realm we are witnessing an accelerated trend towards digitization and networks as well, and the result is an increasing demand for equipment and systems such as X-ray digital image readers and recorded image output systems.

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Another revolutionary development which Konica Minolta plays a pioneering part in is OLED technology. OLED stands for Organic Light Emitting Diode. This is the light source of the future. Together with General Electric we are now working on the first products, to be brought to market in a few years. These new products will replace light bulbs, the background lighting of displays as well as other light sources. Imagine being able to apply a thin OLED film to your ceiling that emits a bright, but warm light, but without the power consumption needed for lighting used today.

[Slide Innovation by Konica Minolta is shown](#)

The reason I wanted to share this with you is to show you that we, Konica Minolta, including Konica Minolta business Technologies, are a



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truly innovative company which is constantly working on innovations designed to make our customers more satisfied with our products. Many of the technologies I mentioned before can be found in current-day MFPs or will be found in the MFPs of the future.

Today I wish to thank all of you for the contribution you have made. Konica Minolta is now the market leader in colour MFPs, and its volume in the office market, page printer market, production printing market and solutions business is growing as well. The motto of this European Leadership Conference is “The Power of Change”. We all have to focus on our customers’ applications. You will all see how document management and document workflow are changing and how alertly Konica Minolta is adapting to these changing conditions. I cordially invite you to see how you can boost your business with Konica Minolta today and how Konica Minolta can help you promote growth in the future as well.

Thank you very much for your attention.