



Outline for moderator:

[Slide European Leadership Conference is shown](#)

Thank you very much, Mr. Kodama!

Konica Minolta defined the Year 2007 as the year of Change and Challenge, and as you have heard in the previous speech, the motto of the conference “The Power of Change” signalizes that Konica Minolta has taken up the challenge and wants to show you what we can do to stay successful in this rapidly changing business.

Our next speaker is Mr. Hideki Okamura, President and CEO of Konica Minolta Business Solutions Europe.

In his presentation Mr. Okamura will explain how Konica Minolta’s latest range of products, including state-of-the art printers and MFPs, has contributed to the company’s success, while emphasizing, however, that yet more is needed to respond to the changing demands of the market in the future.

Please welcome Mr. Okamura!

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

Mr. Okamura’s speech:

Good morning, Ladies and Gentlemen,

It is a great pleasure for me to be here with you today!
I would like to use this opportunity to express my deeply felt gratitude for your efforts to join forces with Konica Minolta and promote the growth of our businesses. I sincerely believe that Konica Minolta is the right business partner for you and that your confidence in our business relationship will be reconfirmed by this conference.

[Slide with Kizuna symbol is shown](#)

If you attended the previous European Leadership Conference, held in Berlin, you may remember that I spoke about the word “Kizuna,” which is a Japanese expression

[Slide Kizuna and the Power of Change is shown](#)



that stands for mutual understanding, reliance, trust and respect, these being the qualities of a solid relationship among family members. I believe that “Kizuna” is essential for the business world as well if we want to succeed in maintaining a long-term relationship between Konica Minolta and its business partners.

Keeping the notion of “Kizuna” in mind, we, Konica Minolta, have made great efforts to improve the relationship with our partners these past few years. And we will do our best to keep improving our relationship in the future. Thus I would appreciate any criticism, views and suggestions you might have which could help to enhance our relationship further.

Time goes by very fast! Two years have passed since we held the European Leadership Conference in Berlin. Thanks to Kizuna and the good relationship with our business partners, we, Konica Minolta, have been very successful since the Berlin event.

[Slide Colour Market Development is shown](#)

As you can see on the slide, Konica Minolta has become the market leader for colour MFP business. Needless to say, one of the reasons why we succeeded in taking the lead in this market is because we offer very competitive products and a diverse range of products. Clearly, we could have never achieved this without our loyal channel partners, which is to say, you, along with your concerted ongoing efforts in the market. On behalf of Konica Minolta, I would like to take this opportunity to express my deeply felt gratitude for your contributions to our success.

We have a strong desire to continue offering competitive, yet high-quality products and are committed to this goal in the interests of maintaining our current position as market leader. I sincerely believe this event will convince all of you that Konica Minolta is the right partner for you in the future.

If you ask me whether “it is good enough for Konica Minolta to merely be the market leader for colour MFP” or “if Konica Minolta is satisfied with the current situation” then I am obliged to give a simple answer: “Not at all.”



KONICA MINOLTA

We must keep meeting the challenge to survive and safeguard our future. We must make ongoing efforts to satisfy our customers and grow together with our business partners.

The reason for choosing “Power of Change” as the motto for this event was to signalize that we, Konica Minolta, are committed to change in the light of the challenge so as to ensure that we remain the right partner for you in the future.

For Konica Minolta, being the top MFP vendor is not enough – not anywhere near enough. We are not satisfied with merely being a supplier of output devices. Our aim is to be a solutions company which can provide our customers with the professional services they require to optimize productivity and customer costs.

We want to meet the demands of as many business customers and professionals as possible no matter who they are or where they are, - whether in corporate offices, satellite offices, small offices or home offices – doing so by providing full-package solutions.

As you know, one of the first steps we took in this direction was the decision, which has already been implemented,

[Slide handshake is shown](#)

to integrate “Printing Solutions” companies and/or printer divisions into Konica Minolta Business Solutions companies.

Thanks to such integration we are now able to offer a

[Slide portfolio is shown](#)

complete portfolio and a wide range of products extending from production printing to personal laser printers in order to meet our customers’ demands.

This integration will also enable us to maximize Konica Minolta’s organizational acumen and brain power and become the market leader for both MFP and printer products while conveying the same overall brand message, utilizing the same marketing strategy and continuing other marketing activities as before.



KONICA MINOLTA

The purchasing behaviour of many corporate customers is changing rapidly as well. Today they are looking for full-package, integrated solutions which provide MFPs and printers from a single source with the objective of optimising their productivity as well as the total cost of ownership.

In light of such market developments, we believe that our strategy is completely in line with market demands. We are now able to serve both the MFP and the IT channel, and this allows us to maximize sales opportunities and promote business together with our partners.

In addition, market analysts predict a substantial increase in print volume through the IT channel. If we use the right channel strategy, we at Konica Minolta will no doubt expand our business through the IT channel in addition to the MFP channel, winning as much print volume from our competitors as possible and maximizing the amount of volume generated by our products.

That's the reason why we have integrated Printing Solutions into Business Solutions.

This is merely an entrance point for the solutions business, however. We are still far from being a solutions company.

As you might have predicted, market research shows that revenue from the hardware business alone will not constitute the significant proportion of growth in the future.

[Slide Revenue impact is show](#)

As you can see on the slide, annual revenue from solutions will grow and this will also be the driving force for growth in terms of hardware revenues.

As I said before, the slogan of this conference is "The Power of Change". I would like to take this opportunity to share with you Konica Minolta's new vision, showing you what direction the solutions business is headed in so we can all grow in the future as well.

Understandably, it is almost impossible, if not to say, undesirable, to provide all solutions from one supplier. In your daily business activities, you provide your customers with many types of goods from different



sources to meet their demands. Although we, Konica Minolta, have been setting our sights on the solutions business for a long time, so far our products have remained relatively closed and it has not been very easy for our business partners or any third parties to create added value with our products.

In order to be able to meet the demands of our customers as well as our partners, we hope to finally find a way to satisfy our customers by creating an open platform.

With Konica Minolta's Open API technology, which you will hear more about in the course of this event, we have opened up new opportunities for integration and the creation of added value. Now our hardware, together with products of software developers and system houses, is being incorporated into complete customer solutions.

[Slide panel integration is shown](#)

With the help of our Open API technology, our hardware can be fully integrated into external software systems which supply more benefits for our customers. These include incorporating more security features, user authentication, better accounting features and so forth.

We have already joined forces with software developers and begun to design several solutions, which you can find out about during this event.

Now that we have these open platforms, we would really like to create a new opportunity for business growth and grow together with you.

Konica Minolta's challenge does not end here, however. I believe you know very well what advantage Konica Minolta has in the production printing arena. Our objective is to go further and penetrate deeper into the professional printing industry so as to capture more print volume from our competitors.

Our new software "Printgroove" will offer comprehensive printing work flow for our customers.

We cordially invite you to listen to our guest speakers in the afternoon sessions, who will give you additional information on the background of our business and the direction our industry is moving in.



KONICA MINOLTA

Ladies and Gentlemen, I sincerely believe that we, Konica Minolta, have the right solutions and a very sophisticated portfolio of advanced technologies. Even though we have the competitive products, solutions and technologies, we cannot survive without our channel partners. As I have said repeatedly, the Japanese word “Kizuna” really expresses our aim to build up a strong relationship with you so we can help each other grow. Konica Minolta will always meet its partners on equal terms. We will do our utmost to meet your demands and satisfy our customers to maintain a long-term relationship with you which carries into the future.

I wish you all a fruitful and very exciting stay with us today!

Thank you very much for your kind attention.