

# **Konica Minolta Group Consolidated Financial Results Fiscal Year ended March 31, 2004**

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May 21, 2004

Konica Minolta Holdings, Inc.

## **Cautionary Statement**

***The forecasts mentioned in this material are the results of estimations based on currently available information, and accordingly, contain risks and uncertainties. The actual results of business performance may sometimes differ from those forecasts due to various factors.***

*IN THIS MATERIAL.....*

*Financial results for fiscal year ended March 31, 2004 include Minolta's interim term results, and those for fiscal year ended March 31, 2003 are aggregation of Konica and Minolta.*

## Section 1

# **Financial results for fiscal year ended March 2004 Forecasts for fiscal year ending March 2005**

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Masanori Hondo  
Senior Executive Officer

# Highlight



[Billions of yen]

	Mar 2004			Mar 2003	[A] -[B]	Plan as of Nov 14	[A] -[C]
	Minolta 1st half (a)	Konica Minolta Full year (b)	[A] (a) + (b)	Konica + Minolta Full year [B]		Konica Minolta Full year [C]	
Net sales	263.2	860.4	1,123.5	1,087.2	36.3	1,133.2	-9.7
Gross income	117.3	361.5	478.7	472.7	6.0	---	---
Operating income	15.7	57.5	73.2	77.2	-4.0	66.7	6.5
Ordinary income	9.4	43.1	52.5	54.4	-2.0	51.0	1.5
Income before taxes	8.2	32.4	40.5	40.0	0.5	42.0	-1.5
Net income	6.8	12.5	19.3	29.1	-9.8	23.8	-4.5
EPS [Yen]	24.27	26.48	36.39*				

\* Net income [A] / Average shares issued and outstanding at the end of Mar 2004

## Foreign exchange rates

	P/L		Change	[Yen]
	Mar 2004	Mar 2003		
US\$	113.1	122.0	-8.9	Yen appreciation
Euro	132.6	121.0	11.6	Yen depreciation

# Summary of business performance

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## Operations

- **Business Technologies (Core business)** -- Continued to grow resulting from the smooth shift to color and high-speed segments.
- **Optics (Strategic business)** – Sales of lens units for digital cameras and mobile phones with camera function increased. Special films for LCD significantly grew as well.
- **Photo Imaging and Camera** – Profitability declined. Fundamental restructuring in process.

## Integration

- Most group companies in Japan and overseas completed management integration / reorganization. The new integrated Konica Minolta brand was introduced.
- Integration costs recorded, as anticipated, 17.6 billion yen in non-operating costs and extraordinary loss, including 8.8 billion yen in SG&A .

## Adjustments of corporate tax

- Tax effects could not be posted due to the deficit in Photo Imaging and Camera companies. This severely affected the bottom line.  
(Impact to the bottom: 10.9 billion yen)

## Highlight - Business segment



	[Billions of yen]					[Billions of yen]			
	Mar 2004	Mar 2003	Change	Paln as of Nov 14		Mar 2004	Mar 2003	Change	Paln as of Nov 14
Business Technologies	618.8	594.7	24.1	624.6	62.9	52.6	10.3	52.4	
Optics	85.9	54.1	31.8	79.1	15.3	12.4	2.9	12.7	
Photo Imaging	146.9	163.1	-16.2	147.0	-0.3	8.3	-8.6	4.0	
Camera	131.3	117.6	13.7	146.2	-6.4	2.1	-8.5	0.0	
Medical & Graphic	125.6	117.4	8.2	120.0	7.9	9.3	-1.4	9.0	
Sensing	9.7	9.7	0.0	10.4	1.8	2.0	-0.2	1.9	
Holdings, others	5.4	30.6	-25.2	5.8	-7.9	-9.5	1.6	-13.3	
<b>Total</b>	<b>1,123.5</b>	<b>1,087.2</b>	<b>36.4</b>	<b>1,133.2</b>	<b>73.2</b>	<b>77.2</b>	<b>-4.0</b>	<b>66.7</b>	

Note: Classification of segment information used in this material is slightly different from that of "Kessan-Tanshin".

## Impact of foreign exchange -- Business segment

### Comparison with the previous year

[Billions of yen]

	Net sales	Operating income
Business Technologies	-3.6	8.5
Optics	-1.0	-0.8
Photo Imaging	-2.7	-1.8
Camera	-0.5	3.6
Medical & Graphic	-2.7	-0.6
Sensing	-0.1	-0.1
Holdings, others	0.0	0.0
<b>Total</b>	<b>-10.6</b>	<b>8.8</b>

### Impact to operating income if changing 1 JPY

US\$	approx. 0.7 billion yen
Euro	approx. 1.1 billion yen

*Note: Exchange rates used for calculation -- Average annual forex for FY ended March 2004*

## SG&A analysis – Mar 2004 vs. Mar 2003



			[Billions of yen]
Mar 2003	Mar 2004		increase/decrease
395.5	405.5		10.0
Sales promotion	18.4		-2.6
Advertising	25.6		5.1
Salaries and wages	166.5		3.6
Depreciation	12.2		2.3
Consolidation goodwill	2.9		2.9
Other sales promotin	116.9		-9.9
R&D	63.0		8.6

Integration cost in SG&A --- 11.2 billion yen including 2.4 billion yen for goodwill amortization and 8.8 billion yen for other expenses.



## Non-operating income / expense analysis – Mar 2004 vs. Mar 2003



			[Billions of yen]
	Mar 2003	Mar 2004	Increase/decrease
	-22.9	-20.7	2.2
Interest expenses		-6.2	3.6
Foreign exchange loss		-5.0	0.4
Disposal/valuation losses of inventories		-8.0	1.6
Other		-1.5	-3.4

Integration costs in non-operating income/ expenses --- 3.1 billion yen

## Extraordinary profit / loss analysis



	[Billions of yen] March 2004
Gain on sale of securities	0.1
Loss on disposal of assets	-3.5
Valuation loss on of securities	-0.6
Adjustment on return of entrusted portion of employee pension fund	-1.5
Integration costs	-5.8
Other	-0.7
<b>Total</b>	<b>-12.0</b>

Extraordinary profit / loss for fiscal year ended March 2003: -14.3 billion yen

# Business Technologies



## Overview

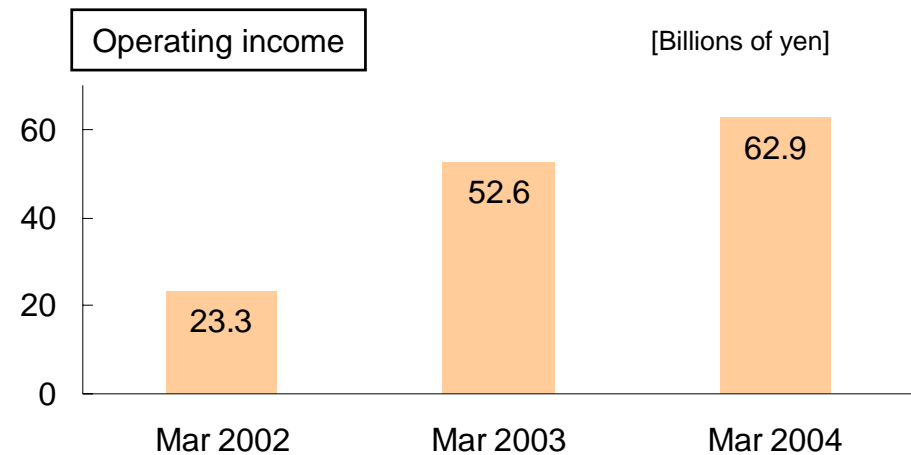
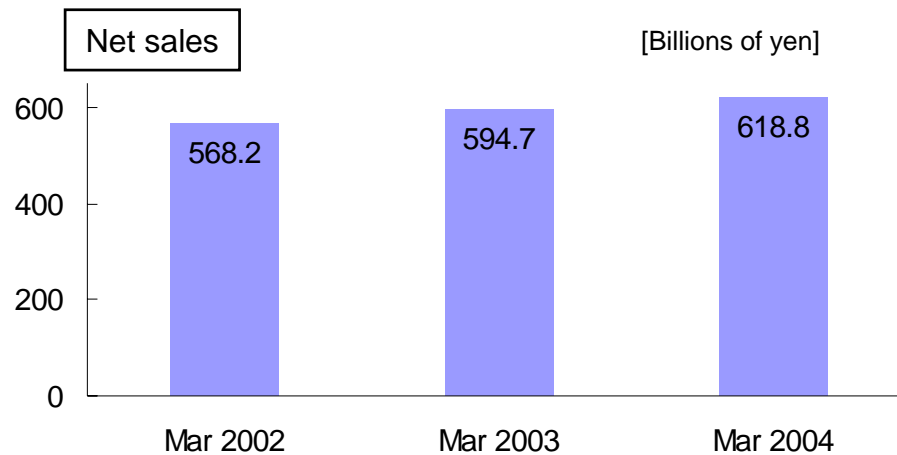
MFP and LBP businesses expanded due to the improved product-mix by adding color and high-speed models.

### MFP

- **Color MFP:** Sales increased by strengthening product lineup in mid- and high-speed segments. (Y-O-Y : approx. 80% points up, unit base)
- **B/W MFP:** Profit increased due to the accelerating shift to high-speed segments. (Y-O-Y: approx. 10% points up in Seg.4 and above, unit base)

### LBP

- **Low-speed desk-top (A4 size) color LBP:** Sales remained strong, especially OEM. (Y-O-Y: approx. 40% points up, unit base)
- **Consumables:** Began to generate profits resulting from the increasing number of machine in the field.



# Optics



## Overview

Almost all businesses showed considerably favorable performance compared with the previous year thanks to the advantages brought by the integration.

### Optical pick-up lenses

- Favorable performance, especially lenses for DVD (Y-O-Y: approx. 20% points up, unit base)

### Lens units for digital cameras

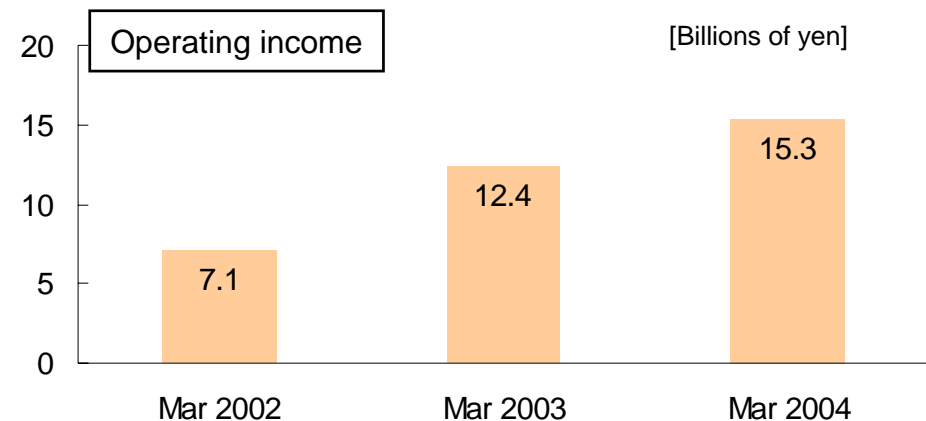
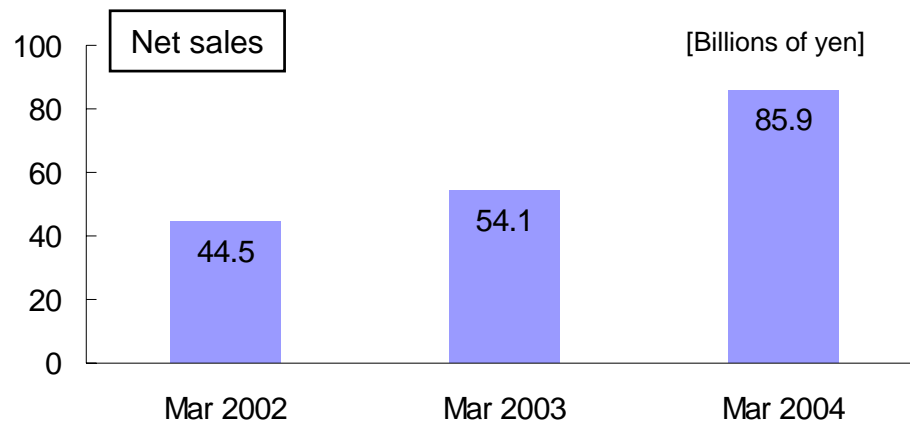
- Significant sales increase by developing new major accounts (Y-O-Y: approx. 35% points up, unit base)

### Lens units and camera units for mobile phones

- Sales of lens units for high-resolution / high-value-added models for Japanese manufactures steadily increased.

### Films for LCD

- Sales of thin films for lap-top PCs increased. (Y-O-Y: approx. 50% points up, unit base)



# Photo Imaging and Camera

## Overview

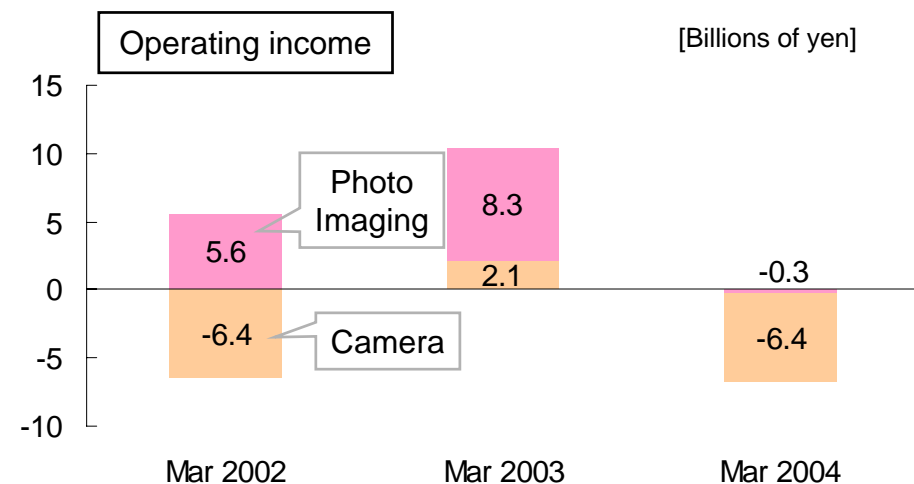
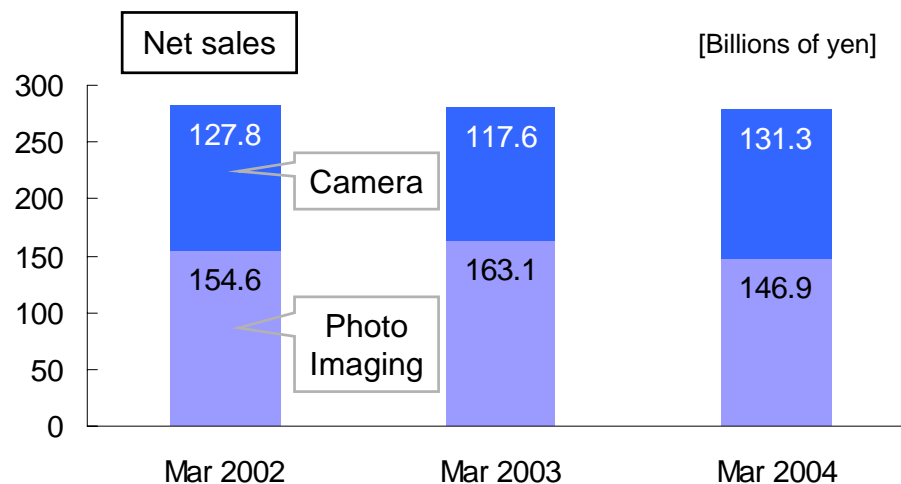
Overall business deteriorated due to the intensified price competition and the drastic change of the market. Aim for recovery by undertaking fundamental restructuring in 2004.

## Photo Imaging

- **Color films:** Sales declined by 20% points due to the falling demand in Japan, US and Europe. Overall photo imaging business performance declined.
- **Photo paper:** Sales steadily increased thanks to the expansion of digital lab sales
- **Inkjet paper:** Sales, especially in high-quality paper, increased more than the market growth rate.

## Camera

- **Digital cameras:** Sales doubled Y-O-Y on unit base, however, profitability drastically declined due to the severe price competition in the market.



# Medical & Graphic and Sensing



## Overview

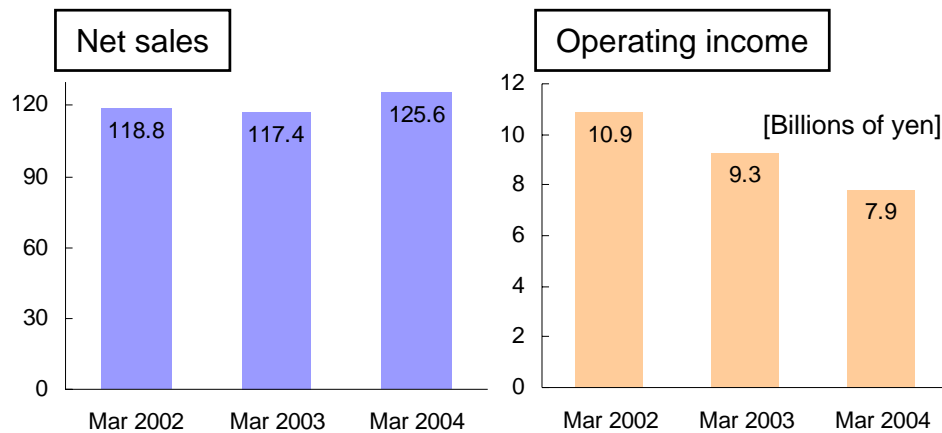
### Medical & Graphic

- **Medical:** Generated stable profit. Sales of digital X-ray imaging systems remained strong. Sales of dry-film type systems increased.
- **Graphic:** Sales as well as profit in films and paper declined due to the falling demand in the market.

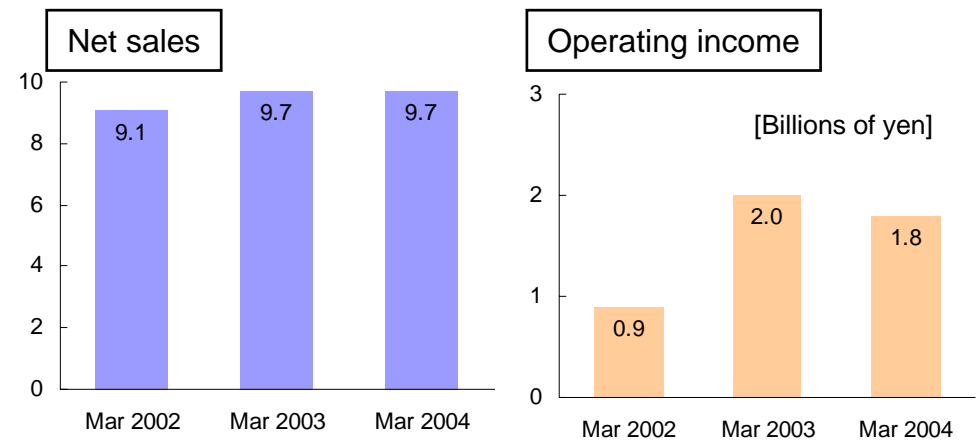
### Sensing

- **Light source color measurement systems used for lap-top PC's display:** Sales continued to show steady growth.

### Medical & Graphic



### Sensing



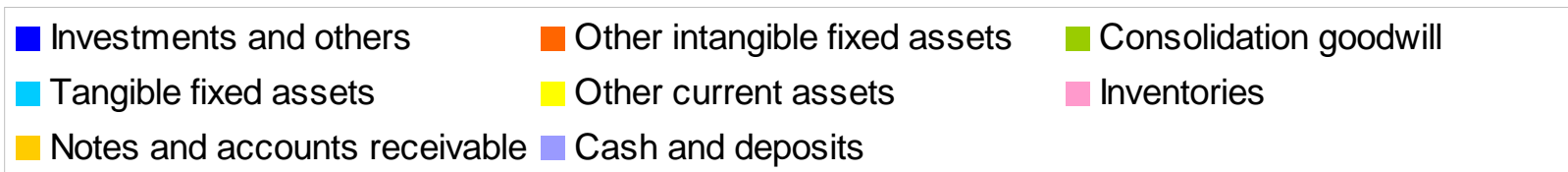
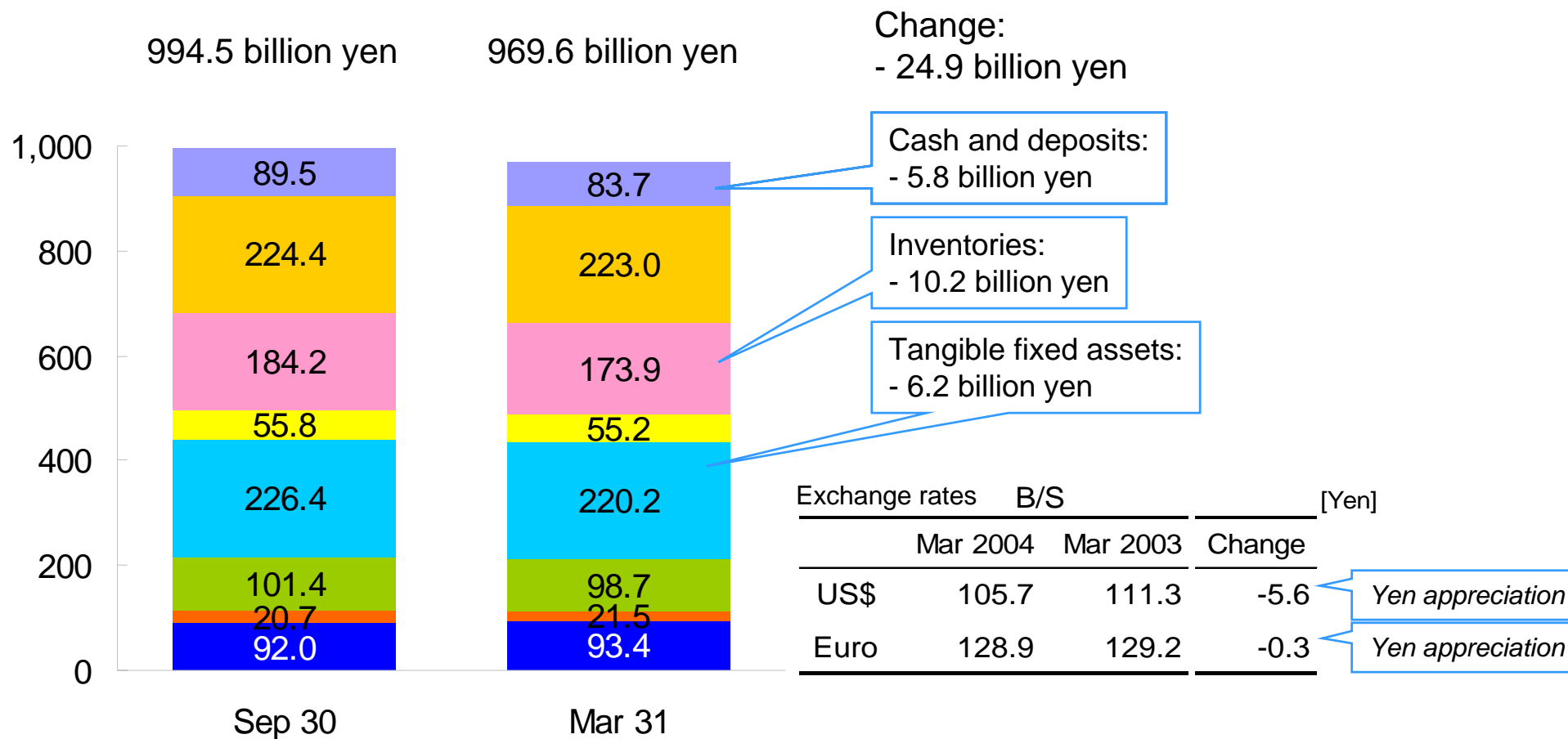
## Integration costs – March 2004

	[Billions of yen]			
	1st half	2nd half	Full year	
SG&A	1.5	7.3	8.8	Relocation of operational sites, moving subsidiaries, integration of IT, advertising, other
Non-operating expenses	2.0	1.1	3.1	Due to the change of accounting policy
Extraordinary losses	0.1	5.6	5.8	Rationalization of human resources, other
<b>Total</b>	<b>3.6</b>	<b>14.0</b>	<b>17.6</b>	

	Plan as of Mar 19
SG&A	12.6
Non-operating expenses / Extraordinary losses	5.4
<b>Total</b>	<b>18.0</b>

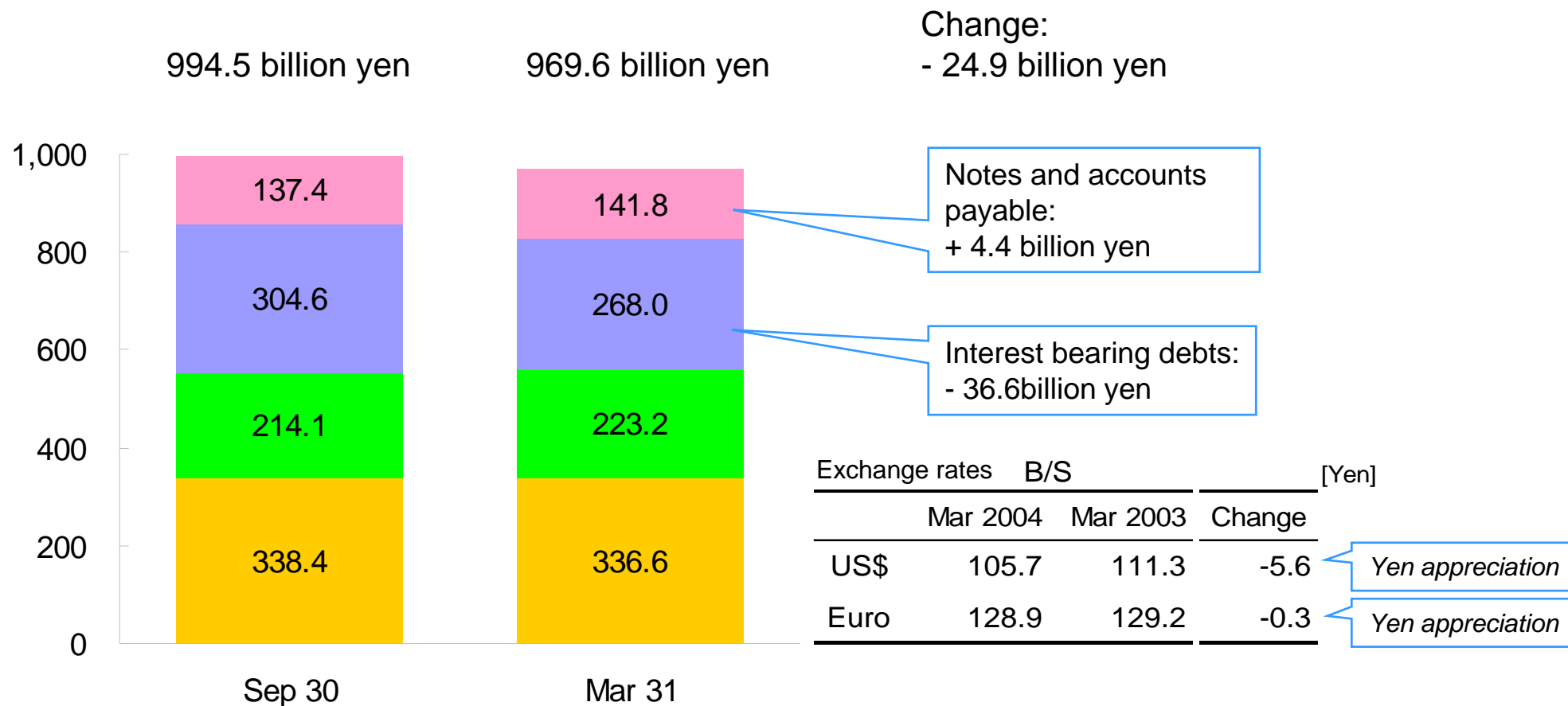
*Note: Goodwill amortization of 2.4 billion yen is not included in the above charts.*

# B/S - Assets





## B/S – Liabilities and shareholders' equity



- Minority interests and shareholders' equity
- Other current liabilities
- Interest bearing debts
- Notes and accounts payable and other current liabilities

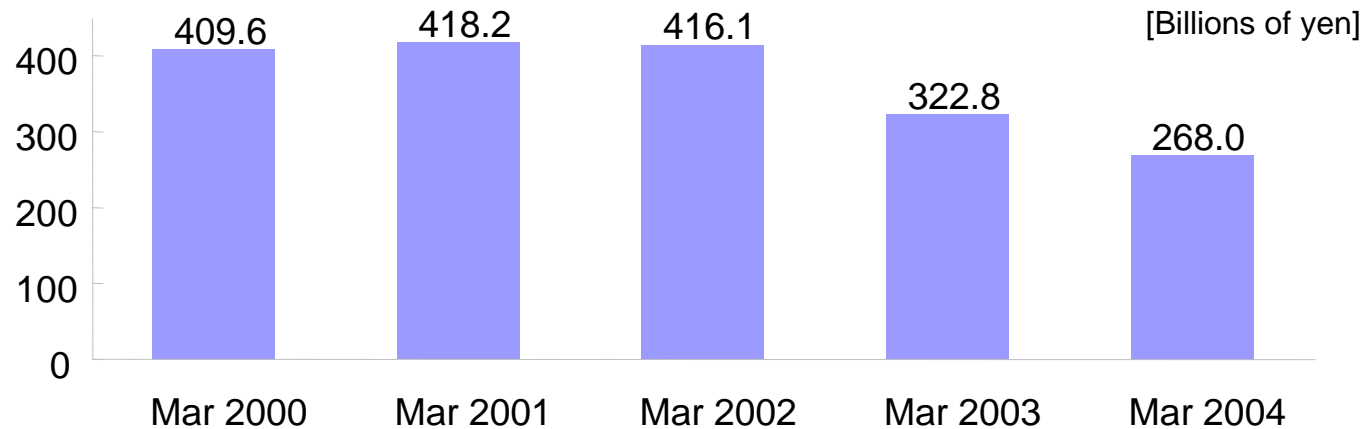
## Cash flows



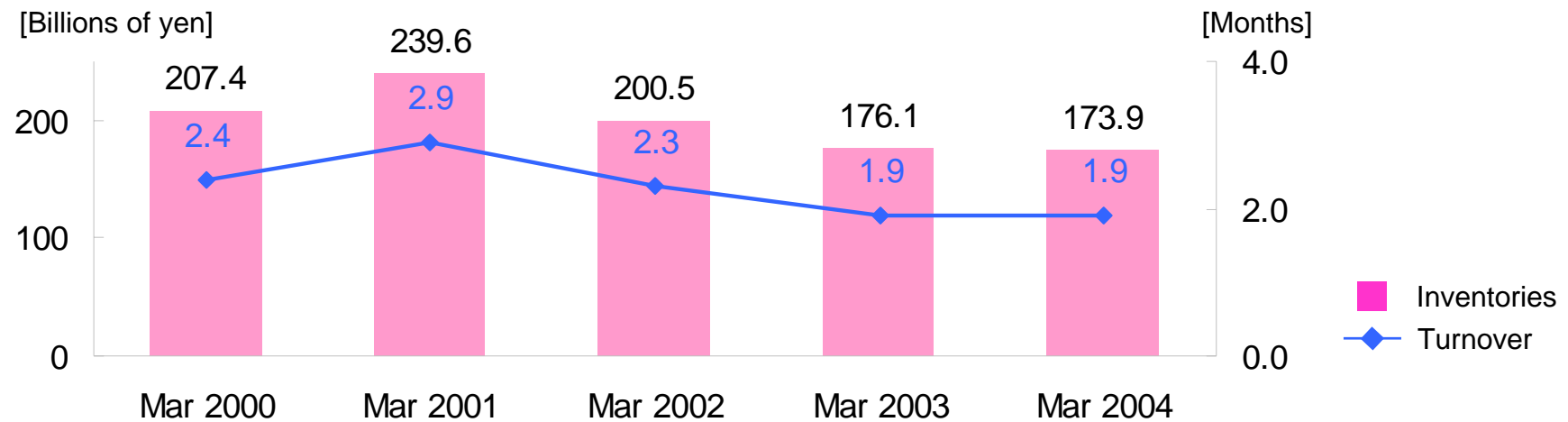
		[Billions of yen]		
		Mar 2004	Mar 2003	Change
	Income before income taxes	40.5	40.0	0.5
	Depreciation and amortization	55.6	53.8	1.8
	Increase (decrease) of working capital	-10.0	51.7	-61.7
I.	Net cash by operating activities	86.1	145.5	-59.4
II.	Net cash by investment activities	-31.9	-52.6	20.7
I.+ II.	Free cash flow	54.2	92.9	-38.7
	Increase (decrease) in debts and bonds	-48.3	-90.1	41.8
	Dividends paid	-5.3	-3.6	-1.7
	Others	-1.7	-0.4	-1.3
III.	Net cash by financing activities	-55.3	-94.1	38.8

## Interest-bearing debts and inventories

### Interest-bearing debts



### Inventories and inventory turnover



$$\text{Inventory turnover (months)} = \text{Average inventories} / (\text{Net sales} / 12)$$

*Key actions for the year*

**Fiscal Year ending March 2005**



**Consolidate Management Foundation**

1. Expand business and strengthen profitability by concentrating management resources on Business Technologies and Optics businesses
2. Undertake fundamental business restructuring in Photo Imaging and Camera businesses to restore profitability
3. Promote human resources integration and generate rationalization effects and management integration synergies.
4. Promote new Konica Minolta brand

## Forecasts March 2005



- Projected foreign exchange rates for fiscal year ending March 2005

US\$	105 yen
Euro	127 yen

	Forecasts -- Mar 2005			Results
	1st half	2nd half	Full year	Mar 2004
Net sales	550.0	600.0	1,150.0	1,123.5
Operating income	33.5	51.5	85.0	73.2
Net income	9.5	20.5	30.0	19.3
Investments (excluding lease equipment in Business Technologies)	63.0			
Depreciation and Amortization	58.0			
R&D	71.0			

# Forecasts March 2005 – Actions by business segment



## Business Technologies

- Promptly materialize management integration effects
- Strengthen marketing, especially direct sales, and launch timely new color / mid- to high-speed MFPs.

## Optics

- Solidify the top market share in pick-up lens for DVD
- Expand lens unit and micro lens unit businesses
- Expand electric material business and increase profitability by strengthen the marketing of special-function films

## Photo Imaging / Camera

- **Film / photo paper business** – Drastic cost reduction by improving production efficiency. Expand inkjet paper sales
- **Digital cameras** – Shift to high-value added products and reduce costs
- Reduce sales costs by taking advantage of the integration of Photo Imaging and Camera companies

## Medical & Graphic

- **Medical** – Promote dry film sales by expanding digital X-ray imaging systems sales
- **Graphic** – Promote digital proofing systems business and magnify overseas market share
- **Overall** – Promote overseas sales (Plant in China: Established Mar. 2004, Marketing company in Europe: Established Apr. 2004)

## Sensing

- **3D digitizers** --Expand business in the industrial measurement field
- **Color measurement:** Promote sales in the car and FDP industries

## Forecasts March 2005 – Breakdown by business segment

	Forecasts - Mar 2005			Results
	1st half	2nd half	Full year	Mar 2004
[Billions of yen]				
<b>Net Sales</b>				
Business Technologies	285.0	315.0	600.0	618.8
Optics	45.0	55.0	100.0	85.9
Photo Imaging*	150.0	154.0	304.0	278.2
Medical & Graphic	65.0	70.0	135.0	125.6
Sensing	5.0	6.0	11.0	9.7
Holdings, others	0.0	0.0	0.0	5.4
<b>Total</b>	<b>550.0</b>	<b>600.0</b>	<b>1,150.0</b>	<b>1,123.5</b>
<b>Operating income</b>				
Business Technologies	24.0	36.0	60.0	62.9
Optics	8.5	10.0	18.5	15.3
Photo Imaging*	-1.5	1.5	0.0	-6.7
Medical & Graphic	3.5	5.0	8.5	7.9
Sensing	1.0	1.0	2.0	1.8
Holdings, others	-2.0	-2.0	-4.0	-7.9
<b>Total</b>	<b>33.5</b>	<b>51.5</b>	<b>85.0</b>	<b>73.2</b>

\*"Photo Imaging" = Photo Imaging + Camera

## Forecasts March 2005 – Integration costs



	Forecasts - Mar 2005			[Billions of yen]
	1st half	2nd half	Full year	Plan As of Mar 19
SG&A	4.6	3.8	8.4	12.0
Non-operating expenses	2.5	2.5	5.0	} 8.0
Extraordinary losses	2.2	2.1	4.3	
<b>Total</b>	<b>9.3</b>	<b>8.4</b>	<b>17.7</b>	<b>20.0</b>

*Note: Goodwill amortization 4.9 billion yen will be posted separately.*



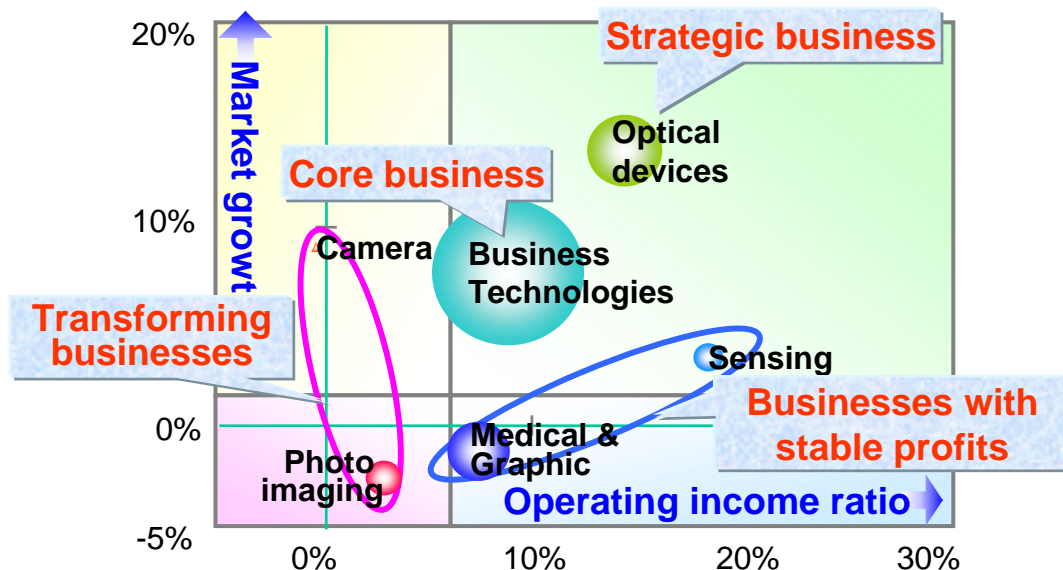
## Section 2

# Business Technologies Strategies

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Fumio Iwai  
President & CEO

# Konica Minolta's business portfolio



- **Business Technologies** will continue to grow as a core business.
- **Optics** will continue to expand, and become a secure source of profits together with Business Technologies.
- **Photo Imaging, Camera, and Medical & Graphic** will focus on securing profits rather than expanding business size while quickly developing new businesses to respond to the advancing digitization and the shrinking film market.
- **Sensing** will focus on maintaining high profitability while magnifying business

## Group's Medium Term Targets

[Billions of yen]

	Result	Plan		
	Mar 2004	Mar 2005	Mar 2006	Mar 2007
Net sales	1,123.6	1,150.0	1,230.0	1,330.0
Operating income	73.2	85.0	145.0	160.0

## Medium term business targets

### ● CORE BUSINESS

Expand operations, and generate profits and cash flows while establishing a solid position in the top group of the industry

[Billions of yen]

Targets	Result	Plan		
	Mar 2004	Mar 2005	Mar 2006	Mar 2007
Net sales	618.8	600.0	680.0	740.0
Operating income	62.9	60.0	90.0	103.0

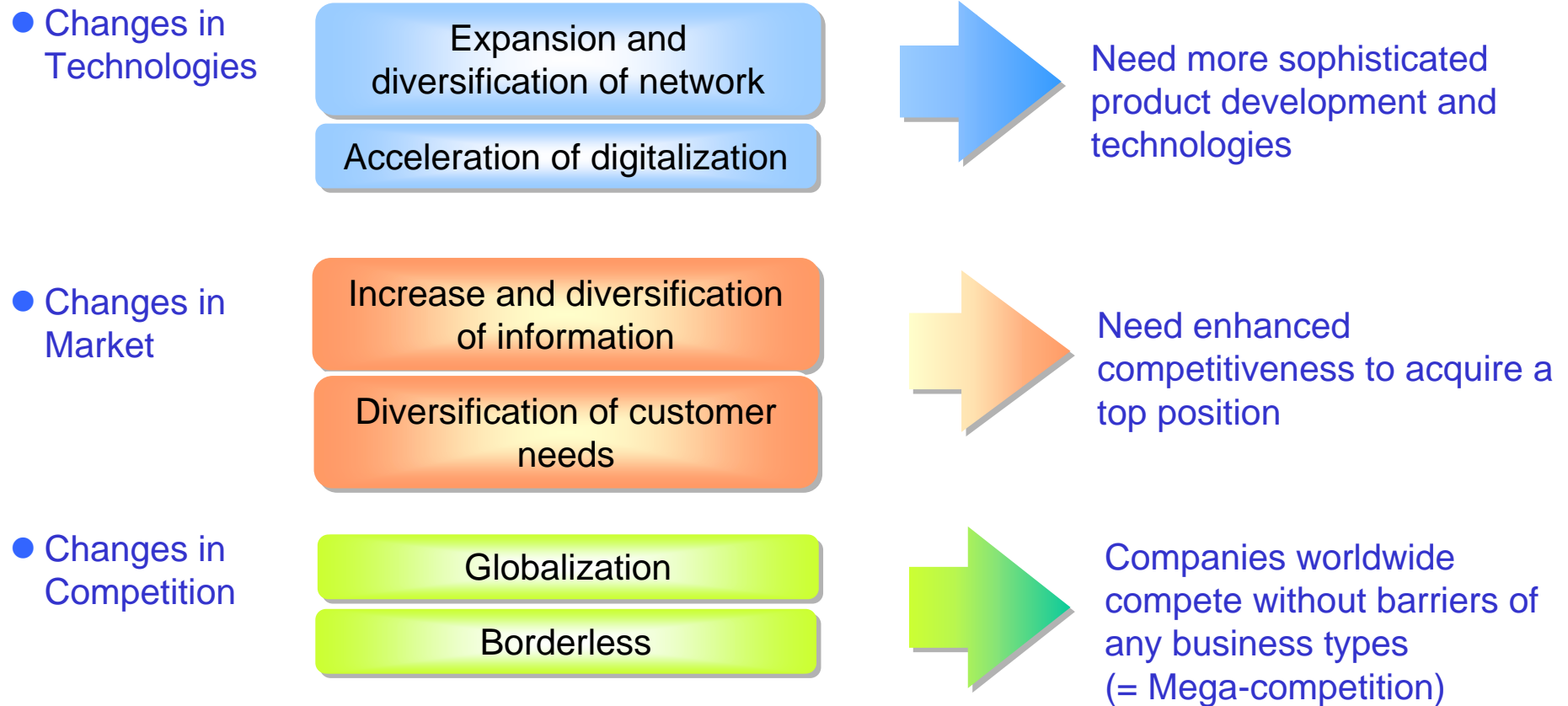
### Concentrate management resources [ 2004 – 2006 ]

Approx. 50% of Group's management resources

- **Investments** – Approx. 100 billion yen for strengthening sales channels, installing new polymerization toner facilities, and reinforcing production in China
- **IT investments** – Preferentially allocate Group's resources to Business Technologies to promptly establish the integrated manufacturing-marketing IT system
- **R&D investments** – Approx. 100 billion yen for enhancing polymerization toner development, strengthening solution development capabilities, and developing next-generation color models

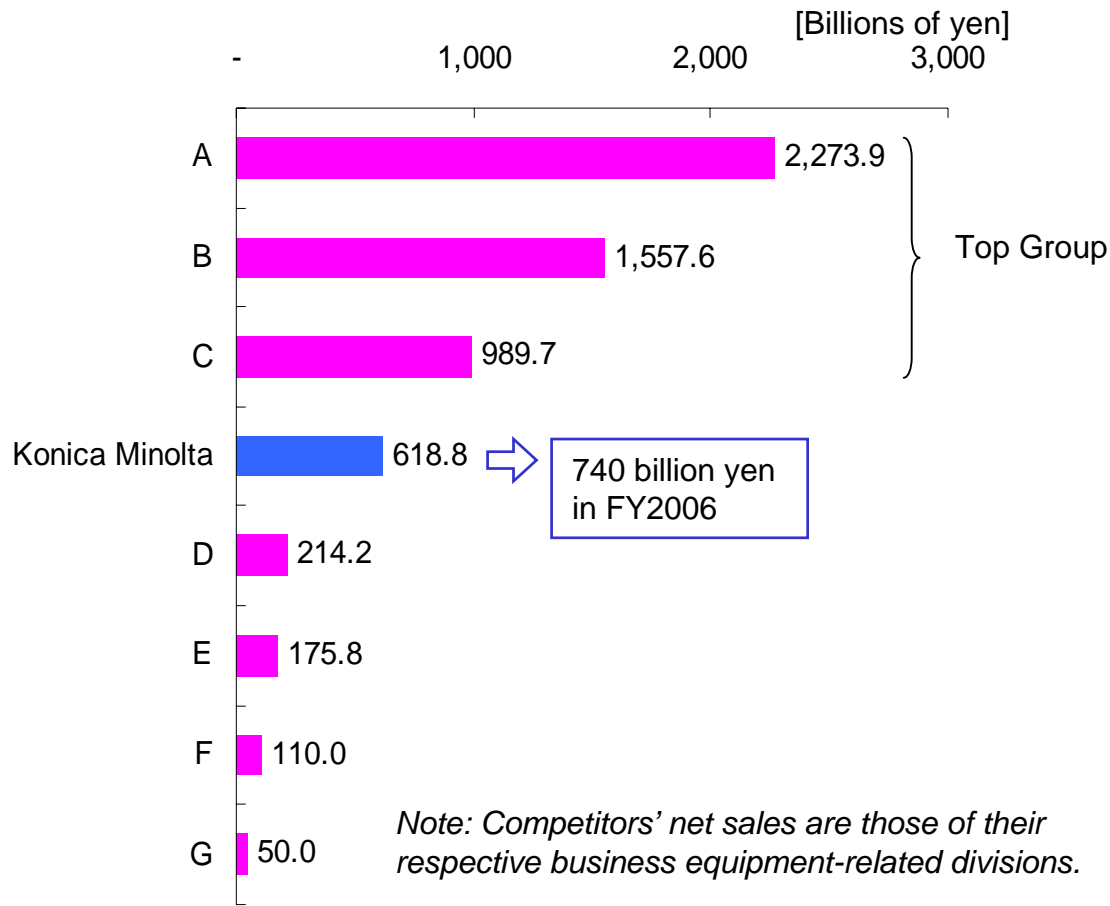
# Business environment

The competition in the business technologies field is anticipated to intensify due to the acceleration of technology innovations and the diversification of customer needs.

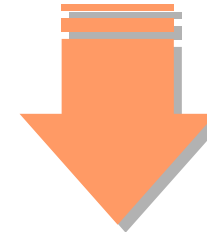


# Competitors (positioning in the industry)

Sales comparison with competitors  
Fiscal year ended March 2004



Konica Minolta broke out of the lower group, however, there remains significant gap between Konica Minolta and the top group.



- ◆ Concentrate on Konica Minolta's strength

"Genre top" categories / fields:

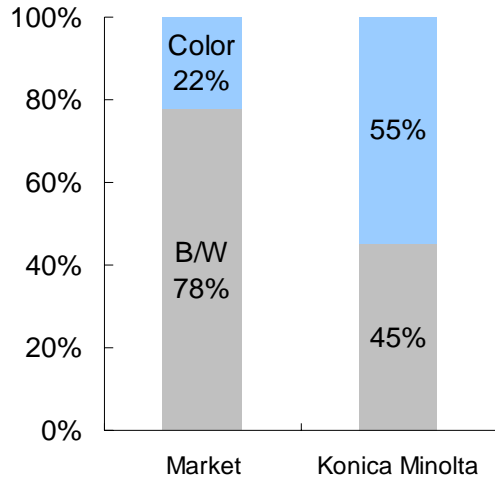
Color MFP, high-speed MFP, color LBP...

- ◆ Magnify operations by propelling strategic alliances

# Konica Minolta's profile



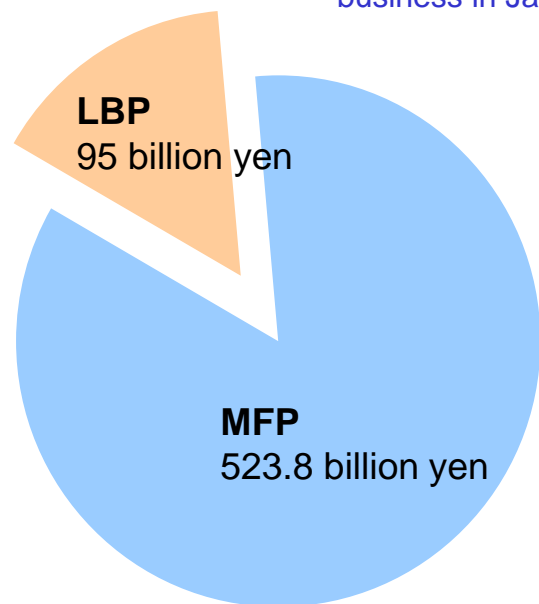
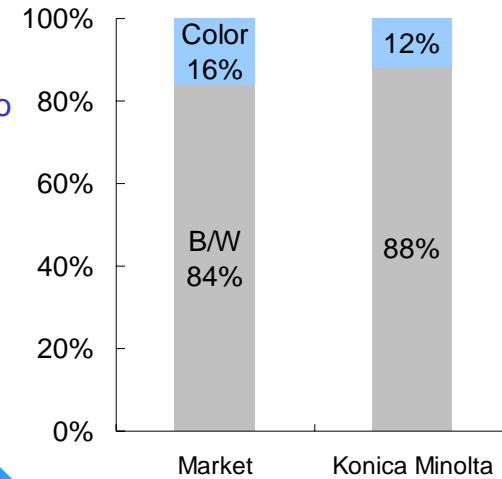
**LBP Color ratio**



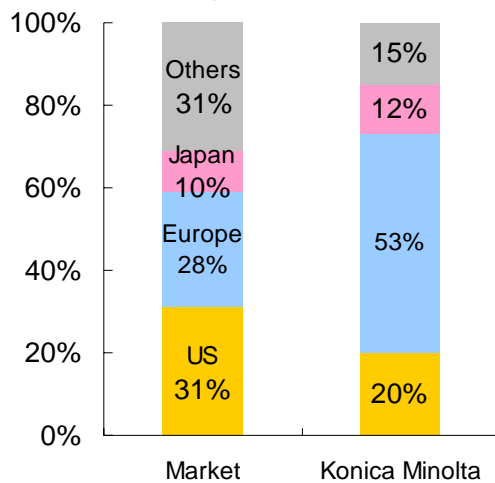
Konica Minolta is far advanced in colorization.

Below the market colorization level due to the relatively small business in Japan

**MFP Color ratio**



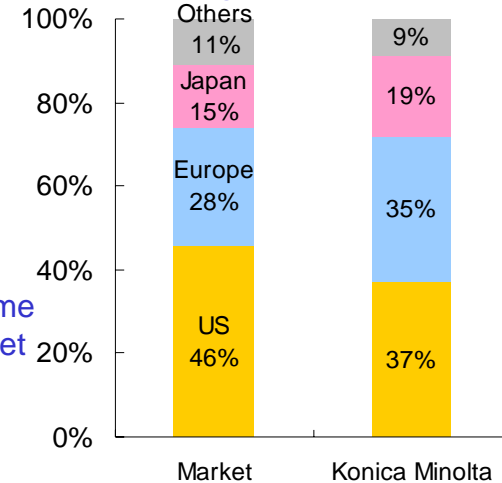
**LBP regional breakdown**



Larger sales in Europe including OEM

Exhibits almost the same proportion as the market

**MFP regional breakdown**

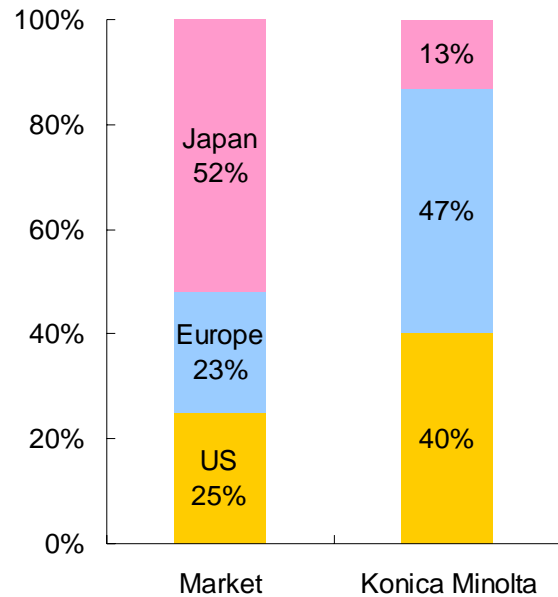


Note: Konica Minolta = Results fiscal year ended March 2004  
Market = Source by Konica Minolta

# “Genre top” strategy -- Primary business areas for growth

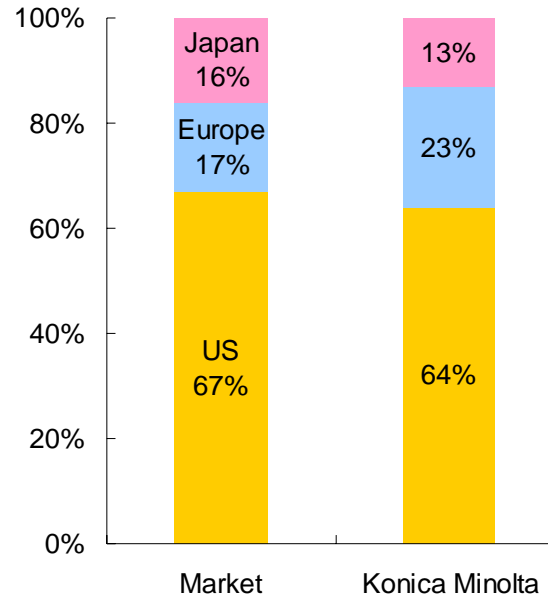


Color MFP



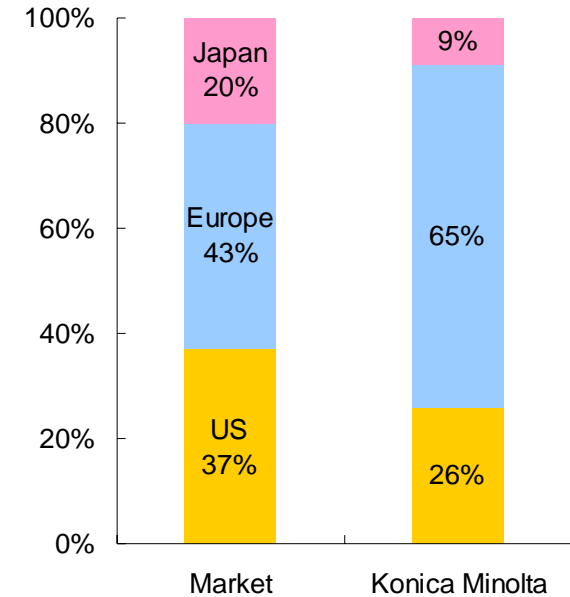
Strong sales in US and Europe

High-speed MFP  
for production printing  
B/W Seg.5 and above, Color Seg. 4



Increasing sales including OEM in US

Color LBP



Strong sales including OEM in Europe

Note: Konica Minolta = Results fiscal year ended March 2004, unit base  
Market = Source by Konica Minolta, unit base

## “Genre Top” strategies

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**Concentrate management resources on the promising areas and establish a solid position there**

### **Color MFP**

Become one of the players in the top group

- Market share target for fiscal year ending March 2007: 20%

### **High-speed MFP**

Establish a solid position in the production printing field by reinforcing high-speed MFP (color, B/W) business

- Sales target for fiscal year ending March 2007: 60 billion yen

### **Color LBP**

Solidify the leading position in the desk-top color LBP field

- Market share target for fiscal year ending March 2007: 30%



# “Genre Top” strategies – Market share development



		FY 2001		FY 2002		FY 2003		
Color MFP	Japan	3.9%	4th	2.2%	5th	2.0%	5th	✕ Large gap between Konica Minolta and the top group
	US	10.8%	3rd	12.0%	3rd	12.7%	4th	△ Aim for the top
	Germany	18.3%	2nd	29.2%	1st	23.4%	1st	◎ Further expand market share
B/W MFP Seg. 4	Japan	8.5%	4th	9.6%	4th	13.9%	4th	△ Efforts to expand market share
	US	14.7%	2nd	14.6%	2nd	15.0%	2nd	○ Further expand market share
	Germany	24.3%	1st	29.7%	1st	30.3%	1st	◎ Consolidate the #1 market share
Desk-top Color LBP	Japan	9.7%	3rd	19.7%	2nd	21.9%	2nd	◎ #1 market share in low- to mid-speed models. Expand market share by launching tandem machine
	Western Europe	22.0%	2nd	28.8%	2nd	30.8%	2nd	

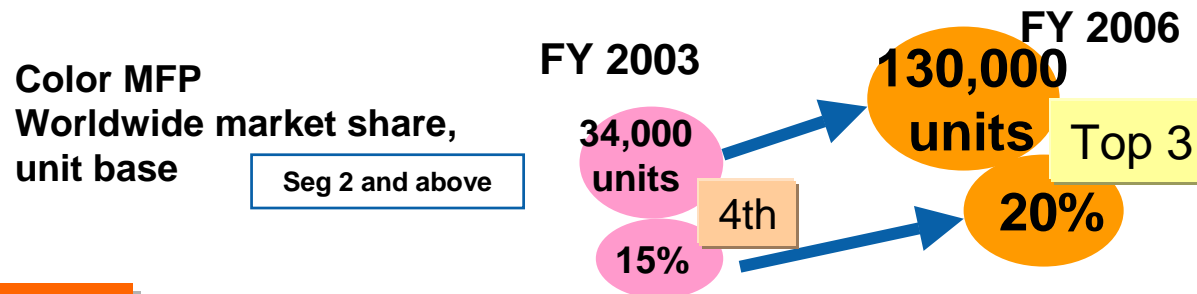
Note: Color LBP --- European markets include OEM

## Color MFP – Mission and tactics

### Mission

**Become one of the top three players in the color MFP field**

Sales target of Color MFP for fiscal year ending March 2007: More than 130,000 units



### Tactics

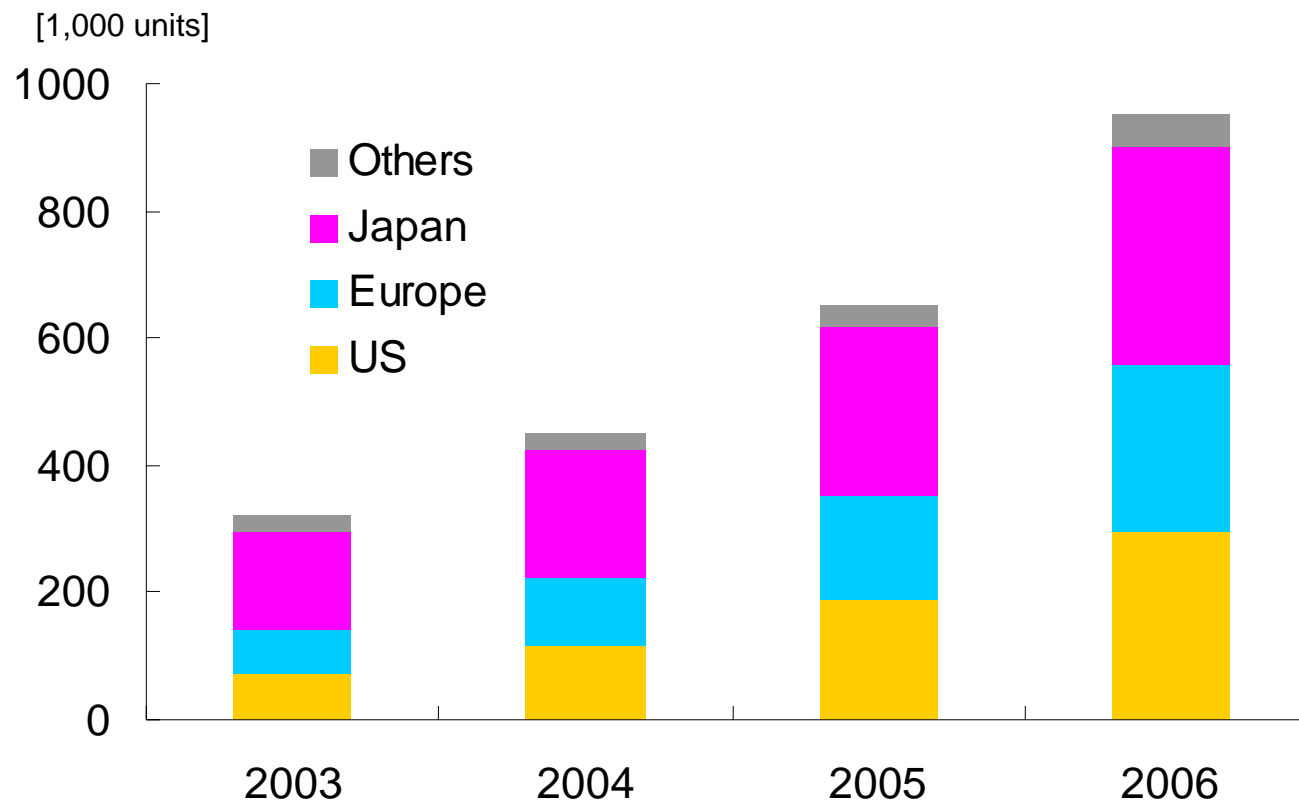
- **Promote replacement of B/W with Color and achieve “big share revolution” in the industry**
  - Enhance high image quality with polymerization toner and color image processing technologies. Expand sales by promoting TOC advantages
  - Provide the most enhanced product lineup in the industry including color products with substantial features, equivalent to B/W models
- **Provide solutions and promote services**
  - Provide document work flow tailored to the customers' individual needs by enhancing both input/output hardware and software
- **Promote comprehensive cost reduction**
  - Achieve efficiency in R&D, procurement and purchasing by taking advantages of the integration, and develop cost-effective new products

# **[Reference]** **Development of Color MFP market**



## *Projection of worldwide Color MFP market*

Colorization will rapidly advance against the slow growth of the MFP market including B/W MFPs.



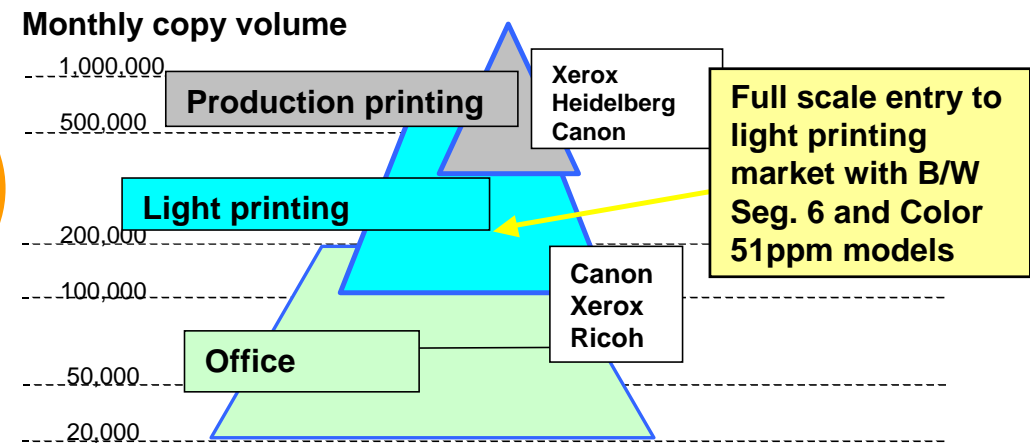
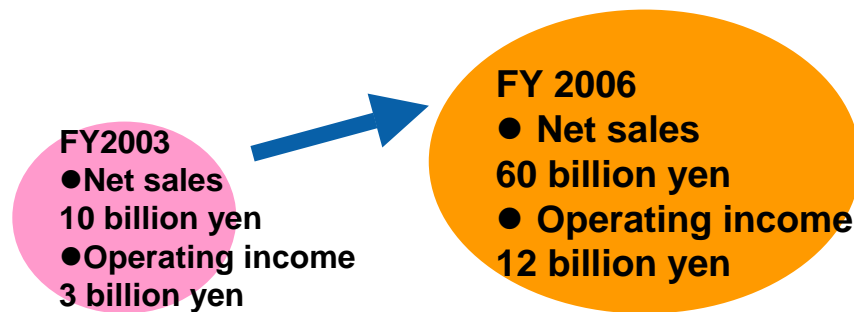
Source: Konica Minolta

# High-speed MFP – Mission and tactics

## Mission

**Establish a solid position in the light production printing field**

Sales target for fiscal year ending March 2007: More than 60 billion yen



## Tactics

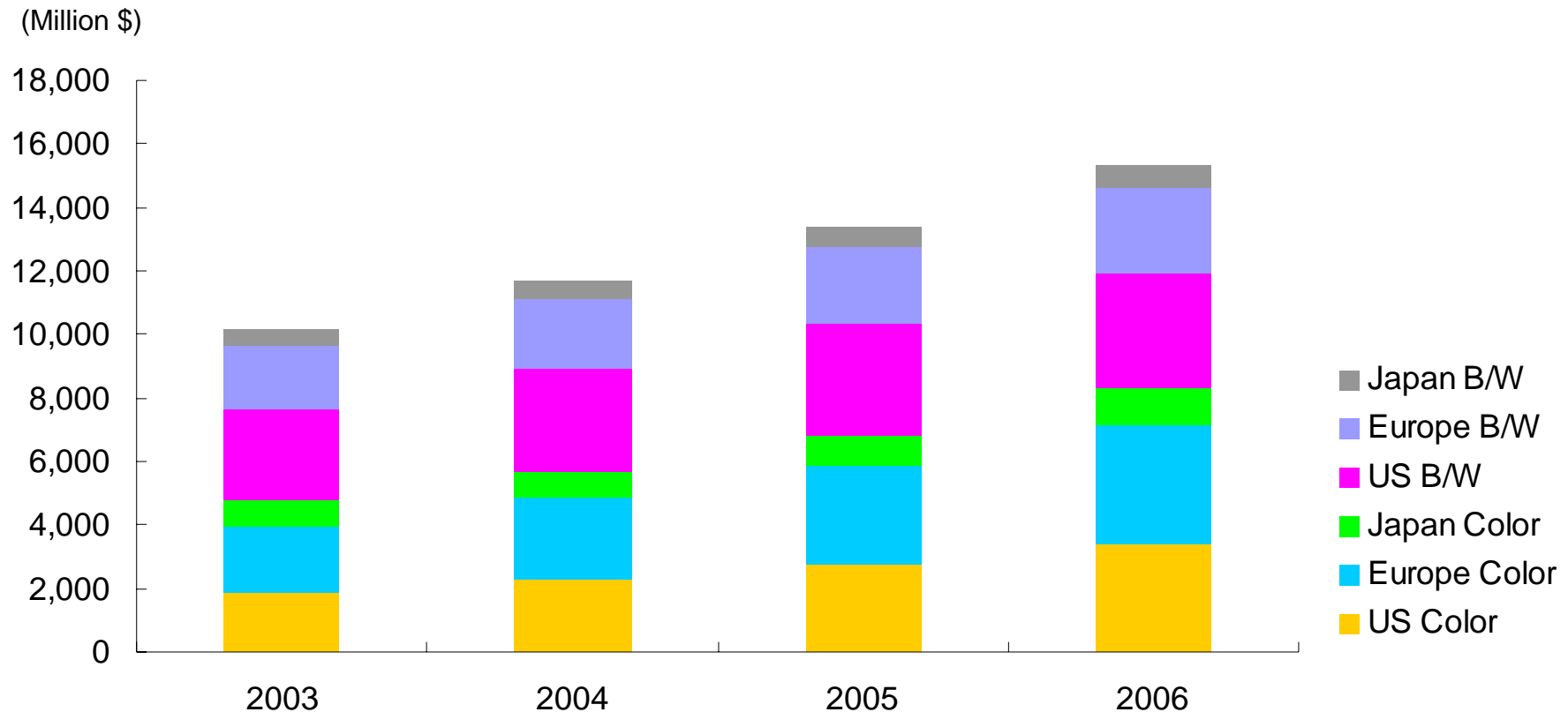
- **Full-scale entry with high-speed color models and B/W Seg.6 models**
  - Enhanced product lineup suitable for professional use
- **Expand light production printing sales in US and Europe followed by the sales expansion in Japan**
  - Establish dedicated sales force in the major overseas marketing companies to strengthen sales solutions
- **Magnify sales by utilizing Business Technologies and Medical & Graphic companies through their respective sales channels**
- **Cultivate sales channels by aggressively developing OEM business**

# [Reference] Development of light production printing (POD) market



## Projection of light production printing market, value base

Significant growth of light production printing in high-speed B/W and Color fields



Note: Values include hardware, consumables and service

# Color LBP – Mission and tactics

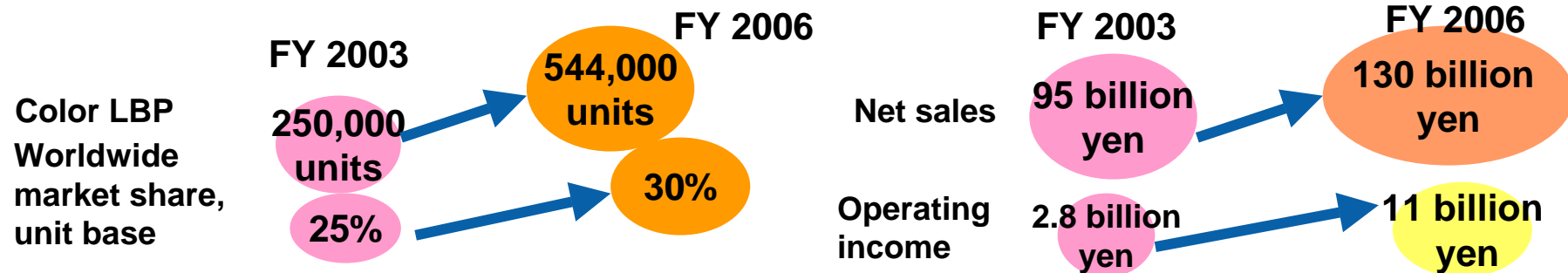


## Mission

**Increase profits on a consolidated basis by solidifying the top position in the desk-top (A4 size) color LBP filed**

Generate greater profits in consumables business by increasing the number of LBPs in the field

Operating profit target for fiscal year ending March 2007: Aim for more than 10 billion yen



## Tactics

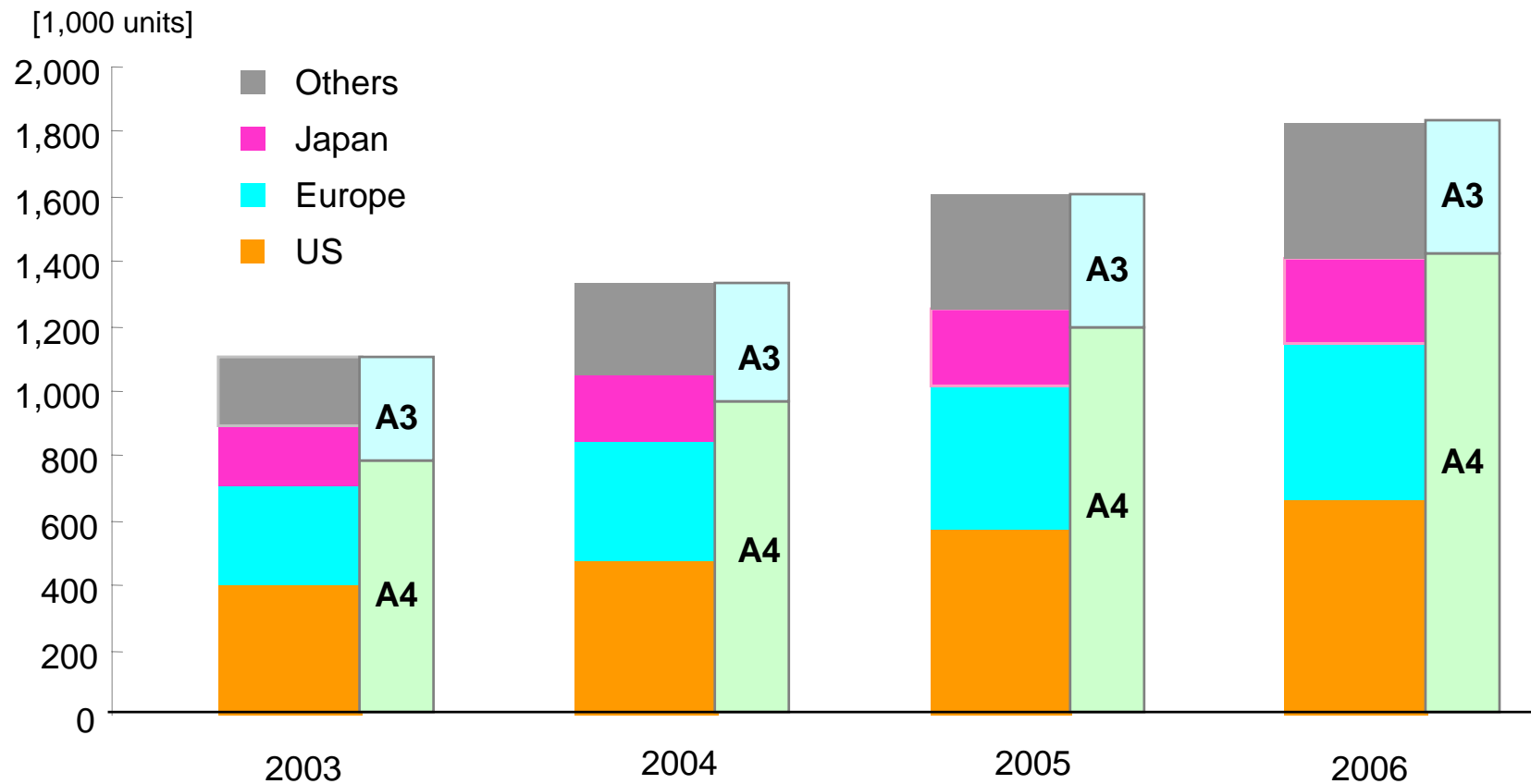
- **Strengthen and expand own brand business**
  - Strengthen retailed outlets (IT distributors, e-commerce, MFP sales channels)
  - Reinforce business in China, Japan and Eastern Europe
- **Increase profits in consumables by expanding products with polymerization toner**
  - Tactics focusing on consumables marketing
- **Introduce color products with enhanced features and increase competitiveness by continuous cost reduction**
  - (1) Low-speed color LBPs (2) LBPs with tandem engine (3) All-in-one LBPs

# [Reference] Development of color LBP market



## Color LBP market

Continuous growth is anticipated in Color LBP market, especially in desk-top (A4 size) segment



Source: Konica Minolta

# Distinctive advantages of Konica Minolta's polymerization toner

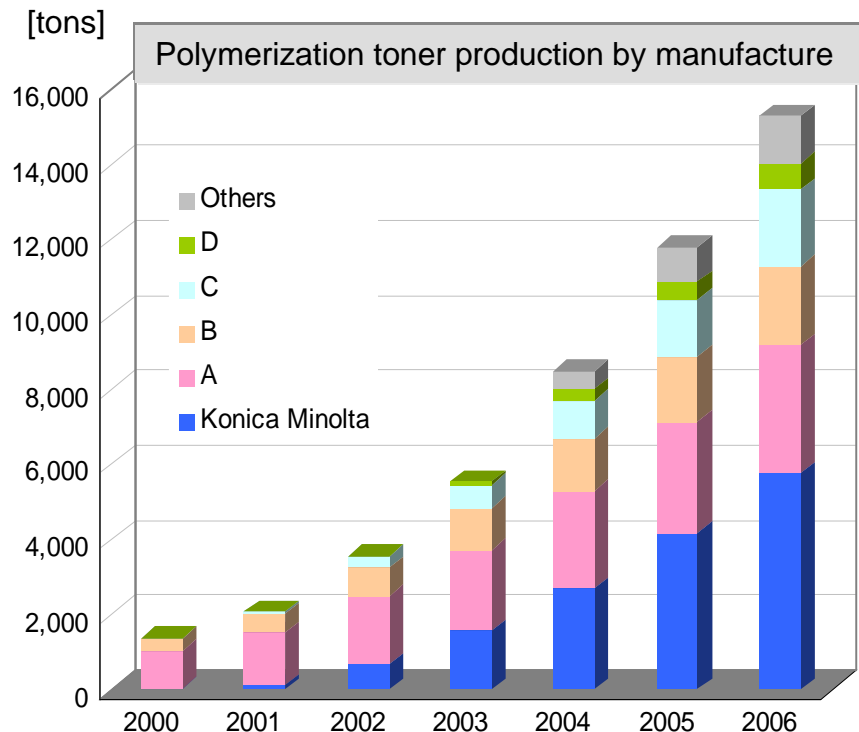


**By March 2006, achieve #1 position in the polymerization toner industry by leveraging technological advantages and loading aggressively polymerization toner into products**

- Realize high-definition and high-quality printing, especially in color
- Overwhelming number of patent (approx. 660 cases)
- Largest production in the industry reinforced by the new plant that will be established in 2005. (Anticipated production : 8,000 tons per year)
- Widest product lineups in the industry in various categories; MFP and LBP, in B/W and color, from mid-&low-speed to high-speed

Polymerization toner has a number of technological advantages. MFPs and LBPs, especially color models loaded the toner can be greatly differentiated from other products.

Advantages	Benefits
Small particles	High-definition Low cost
Highly uniform size and shape	Low volatility in image quality Easy to control
Possible to apply unique layers to particles	Low glare, easy to write on, improve machine reliability, longer product life
Low heat fixing	No curling, short start-up time, downsizing of heaters and cooling fans, low noise, energy-saving, low cost







# Enhancement of power by management integration


## -- R&D, manufacturing, and marketing --



### R&D

- Gather R&D teams at Atsugi Site in the first half of fiscal year ending March 2005 to develop software tailored to customers
-  Eliminate duplicated functions caused by the geographically dispersed labs, and improve R&D power and speed in order to promptly respond to customer needs
-  Strengthen production printing business -- Establish flexible software development system to provide individually tailored software to customers

### Manufacturing and procurement

- Increase production efficiency by commencing operation at the new polymerization toner plant in 2005
  - Generate the economy of scale by centralizing procurement and review vendors
  - Expand in-house production of key devices
  - Strengthen production in China
-  Aim to reduce costs by more than 20 billion yen in 2005 (Comparison with 2003)

### Marketing

- Establish enhanced direct sales system by completing management integration at the major marketing companies in Japan, US and Europe
- Rationalize back-office function by integrating sales offices and IT systems
- Introduce the new brand of MFP product line, "bizhub"

# Enhancement of power by management integration

## -- Comprehensive strength --



**Establishment of business foundation that realizes flexible and prompt response to the borderless customer needs between MFP and LBP**

### **Growth in both MFP and LBP**

- Marketing of all products with “OWN brand” through “OWN worldwide sales network” without relaying on OEM sales channels
- LBP and MFP controller development enhanced by the management integration
- Knowledge that realizes low-cost product development for LBPs and high reliability in high-speed MFPs
- Wide-ranging sales channels from volume retailers, business equipment dealers, IT-related products dealers to production printing

### **Market-leading polymerization toner**

- Rapidly increase profits in the consumables business by providing a wide range of products loaded polymerization toner
- Intensive investment in R&D and manufacturing of polymerization toner aiming for further improvement of production efficiency

### **OEM business in strategic areas**

- Expand business opportunities by promoting strategic alliance with major OEM customers

### Konica Minolta's new brand for MFPs

# bizhub

- ◆ New brand name: **“business + hub”**  
A compound word of “biz” from business and “hub”.  
“Hub” means a center of activity, interest or networks -- a focal point.
- ◆ Concept: **“bizhub puts you at the hub of your business”**  
The concept of “bizhub” is to put business people at the hub of their business.

## New product lineup with new brand

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- *Start launching new products with “bizhub” in Spring 2004 worldwide*
- *Introduce 20 models with “bizhub” from 2004 to 2006*



**bizhub C350** 

Color: 22 ppm

B/W: 35 ppm



**bizhub 7235**

B/W: 35 ppm