Financial Highlights

A Message from
the Management

Research
and Development

Image Information

Visual Lifestyle

Opto-Devices
& Components

Advanced Sensing

Environmental
Protection

Financial Section

Board of Directors
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Green Products and Processes

The Company has addressed concerns related to environmental issues by designing its Image Information Products to receive Germany's environment-friendly product designation (Blue Angel Mark). All 21 plain paper copiers (PPCs) and 7 laser printers that are marketed in Europe bear this mark, and all the Company's Image Information Products feature reduced energy consumption in line with the international Energy Star Program. In 1999, Minolta began operating a factory line that disassembles imaging cartridges from its laser printers and prepares their components for reuse and marketing a green PPC product in which approximately 70% of the components are recovered from used PPCs.

Manufacturing and Distribution

Minolta is building a low-cost global manufacturing system amenable to rapid adjustments in response to demand trends in individual markets as well as to currency exchange rates. In Japan, measures are being taken to increase productivity by outsourcing assembly work and consolidating various operations. The Company is working to produce a greater share of items outside Japan, in locations where production costs are relatively low and in locations close to final markets. Measures are also being taken to

consolidate overseas operations, and an integrated manufacturing and distribution system began operating in June 1999. Anticipating the integration of EU markets, Minolta has endeavored to reduce international price differentials and is augmenting its use of centralized distribution and marketing systems in that region.

Through the use of supply chain management systems, Minolta is working to better coordinate order receipts as well as manufacturing, marketing, and inventory management activities. Such systems are helping reduce inventory levels and rationalize distribution operations, and measures are being taken to increase the associated use of sophisticated information processing technologies as well as information gathered from principal markets throughout the world.

Software Development

Minolta is steadily upgrading its capabilities for developing software technologies that enable the creation of user-friendly, high-value-added products. Based in facilities in Osaka and Tokyo since 1995, the Systems Development Center has focused primarily on software for laser printers, digital PPCs, and scanners. Established in the heart of the Silicon Valley, California, the United States, in 1997, Minolta

Systems Laboratory Inc. (MIL) is developing software and systems related to the digital processing of color images.

Tokyo-based Minolta Software Laboratory Co., Ltd. (MSK), which began operating in April 1999, is striving to provide system solutions for networks consisting of all types of system devices, including digital PPCs and laser printers. The subsidiary is handling software development as well as software evaluation for quality assurance.

In July 1999, Minolta acquired a majority shareholding in QMS, Inc., an Alabama, U.S.-based printer manufacturer specializing in color laser printers and network compatible printers. QMS's business management, product planning, sales, and controller development capabilities are expected to considerably accelerate the expansion of Minolta's printer business.

In its core software fields of system software applications and image processing, Minolta aims to create software that changes the business environment. The Company is giving strong emphasis to the development of superior controller software for laser printers, PPCs, scanners and other products that generate competitive advantages and is actively increasing its development collaboration with controller vendors.

A product within the CS-PRO series, the EP3000 is a highly evaluated 30ppm PPC with abundant customer satisfaction (CS) technology.

The MINOLTAFAX 3600 business-use facsimile machine uses the new Super G3 international standard to transmit at less than 3 seconds per page.

The PS7000 book scanner scans publications of up to A2 size opened in an upward-facing position.

CeBIT 1999

The Di250 is a compact, high-quality multifunctional A3-large digital copier/printer boasting network connectivity.

The Di350 is a compact, highly productive A3-large multifunctional digital copier/printer perfect for meeting business needs.

The Di620 is a highly sophisticated A3 digital copier/printer with a variety of high-level functions.

DiALTA
Digital Copier / Printer

The PagePro 25 is a powerful, high-performance 25ppm A4 laser printer with the paper-handling versatility offices need.

The PagePro 18 is a high-performance network-capable 18 ppm A4 laser printer with solid cost-efficiency.

PagePro series