

Translation of the Speech
by
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at
Sony/Tektronix 20th Anniversary Ceremony

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It is our great honor and pleasure to hold the Sony/Tek 20th Anniversary ceremony with the presence of Mr. Victor Atiyeh, Governor of Oregon, Mr. Tom Kennedy, Director, Oregon Economic Development Department, and Mr. David Lutjen, Acting Director, State of Oregon Japan Representative Office, and the presence of the top management from both Sony Corporation and Tektronix, Inc. It is also memorable to us that we are able to hold this ceremony preceding our private show titled "20th Anniversary and High Technology." I deeply appreciate your presence at this memorable event and also my appreciation to our employees who have collaboratively worked hard for the growth and the success of Sony/Tektronix.

I can still remember several things regarding the technology level of 20 years ago. The first oscilloscope we produced, the 585A and the 082, the world fastest at that time, had only 85MHz bandwidth and the price was as high as 1,07 million yen. The electronic data processing machine IBM 360, the most popular one, had only a fraction of speed for the microprocessor available today. And only every 2 to 3 homes out of 100 owned color TV sets in Japan. When we compare these with current level, we feel 20 years in the electronics world deserve more than a century.

Looking back our 20 years history, let me apply the two words, "culture" and "civilization", as heritage or what was born from the culture to the enterprise. What we have done with the joint venture between the two nations each having different culture and civilization may be characterized as follows:

We have made a great success by trying to digest diligently the civilization of Tektronix, an American company, whereby we set aside to study the Tektronix culture or American culture, in some cases we even pushed away temporarily. We were far from being in digestion of those.

This is because we thought it the best way to make success in business in a short time. This process is essentially the same to what our ancestor did diligently for thousands years when they had contact and trade with China and several western countries.

Today where the technology difference between the two countries is much closer than it was when Sony/Tek started, the behavior of this style (that is to try to digest only "civilization") will not be enough and even it may cause the new problems. We need to go deeply to the root and to study the "culture" from which the technology, the system, the procedure etc, were born.

At the same time, we ask you, our friends in Tektronix, to study our culture and axiology that govern our intellectual and artistic behavior, I think this is the most important subject for us in order to build the Sony/Tek foundation even more solid towards the future.

One of the most important factor for the progress in science and technologies is the performance for the equipment to be used. As you will recall from the article in the paper few weeks ago, it said, the new technology developed by the lab for space physics in the Ministry of Post has made it possible to measure the Japan islands position relative to other continents in a centimeter resolution. So far, they could do it only in 50 centimeters resolution. The basic technology that made the centimeter resolution happen is the time scew measurement accuracy and computation. This measurement capability would tell us more accurate energy level accumulated in the earth shell or plate, and may be more helpful in predicting earthquake.

It is obvious that as you can measure things more quickly and more accurately, it should become easier for you to discover new things and it will create a greater possibility of developing new technologies.

In the above sense, we are proud that we were able to contribute the technology and the industry development for Japan and we feel very seriously that our credibility and responsibility to the future is becoming more important. For the future, we must prepare ourselves for the difficulties that is worthwhile to challenge. We need to strengthen the Sony/Tek State-of-the-Art Spirit.

We have positioned and regarded this "20th Anniversary and High Technology" show as the new start to the next 20 years. We would like to ask your cooperation and support.

In final, we are very sorry to hear that Mr. Vollum's health is not good enough to make travel that has long been looking forward to, but we all sincerely hope of his early recovery.

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