

Imaging Solutions Business

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The Imaging Solutions Business provides valuable solutions to customers and society by combining our strengths in imaging technology with the latest AI in order to continue to meet our customers' desires to "see." Currently, we are refining a common fundamental technology called FORXAI and focusing on areas where our strengths can be leveraged, namely healthcare and nursing, safety and security, and manufacturing.

In fiscal 2024, although some businesses were affected by the challenging market environment, we laid the groundwork for improving profitability by business selection and concentration and reforming our profit structure. In addition, in each focus area, we promoted the development of unique solution models that combine hardware with AI, software, and related services, and built a collaborative framework for development, production, and sales to promote these solutions.

In fiscal 2025, we aim to achieve a V-shaped recovery in profits by capitalizing on the results of our efforts to date, while also laying the groundwork for future growth and high-profit businesses. We will expand our business model and structure across different businesses and regions, and continuously link the data we have accumulated to our services to achieve sustainable improvement in business value.

As a business that converts imaging, one of our core technologies, into value, we will continue to drive our business forward and lead technological development with determination and responsibility, not only within the Imaging Solutions Business but also with full awareness of our role and position within the Konica Minolta Group.

Strategy to Strengthen Imaging Solutions Business

The Imaging Solutions Business has a strength in providing unique hardware for each business unit based on core technologies cultivated over many years. Currently, in addition to this strength, we are enhancing our appeal by combining advanced imaging AI specializing in human behavior analysis and measurement, inspection, and diagnosis. Going forward, we aim to create further value by evolving into multimodal AI that integrates composite data, such as images, language, and speech, and utilizes large language models.

In fiscal 2024, we reviewed our portfolio from the perspectives of profitability, growth potential, and strategy, and proceeded with the establishment of a common business model for each area, including winning strategies. In fiscal 2025, we will bring the initiatives of the current Medium-term Business Plan to fruition and aim to be profitable. In addition, we will promote the expansion of growth areas and the horizontal development of business models to increase future profits.

Imaging technologies and focus areas



Healthcare

Strengthening

Market Environment (O Opportunities T Threats)

- O** Against the backdrop of aging populations, rising medical costs, and chronic diseases, primarily in developed countries, there is an increasing need for early detection and diagnosis in primary care and outpatient care.
- O** Due to shortages of healthcare professionals and healthcare disparities, there is growing demand for more advanced and efficient diagnostics utilizing imaging, AI, and IT technologies.
- O** In emerging countries such as those in Asia, economic development, population growth and aging, and the promotion of healthcare policies are driving increasing healthcare needs and the expansion of the digital healthcare market.
- T** Limited capital investment by medical institutions against the backdrop of soaring energy, labor costs, and interest rates.

Market growth rate (2023-2025)

General X-ray diagnostic systems (global)	+5%
Diagnostic ultrasound systems (global Point-of-Care)	+4%

Note: Konica Minolta estimates

Competitive Advantage

- High product competitiveness in the global general X-ray imaging system market and the Japanese orthopedic and obstetric transvaginal diagnostic ultrasound system market
- Composite value creation through the integration of modality and healthcare IT
- Technological differentiators such as dynamic digital radiography systems
- Customer touchpoints and trust built over more than 90 years of history

FY2025 Strategy and Actions

- Maximize added value by integrating modality and IT
- Strengthen product and technological capabilities and improve development efficiency with reorganization of R&D
- Streamline production, sales, and services with DX

Strategic KPI (YoY)

	FY2024 Results (vs. FY2023)	FY2025 Targets (vs. FY2024)
Digital X-ray revenue growth rate	+2%	+12%
Healthcare IT service revenue growth rate	+5%	+9%

Note: Excluding the effect of foreign exchange, target is as of July, 2025