

Deep dive 1: Innovation and product launches

December 19, 2024

Agenda



Innovation and product launches

Gustaf Salford, President & CEO



Innovation for personalization and productivity

Maurits Wolleswinkel, Head of Linac and Software Solutions



How our innovations will drive financial performance

Tobias Hägglov, CFO

Q&A

Important information

This presentation includes forward-looking statements including, but not limited to, statements relating to operational and financial performance, market conditions, and other similar matters. These forward-looking statements are based on current expectations about future events. Although the expectations described in these statements are assumed to be reasonable, there is no guarantee that such forward-looking statements will materialize or are accurate. Since these statements involve assumptions and estimates that are subject to risks and uncertainties, results could differ materially from those set out in the statement. Certain of these risks and uncertainties are described further in the Annual Report in section “Risks and uncertainties”. Elekta undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law or stock exchange regulations.

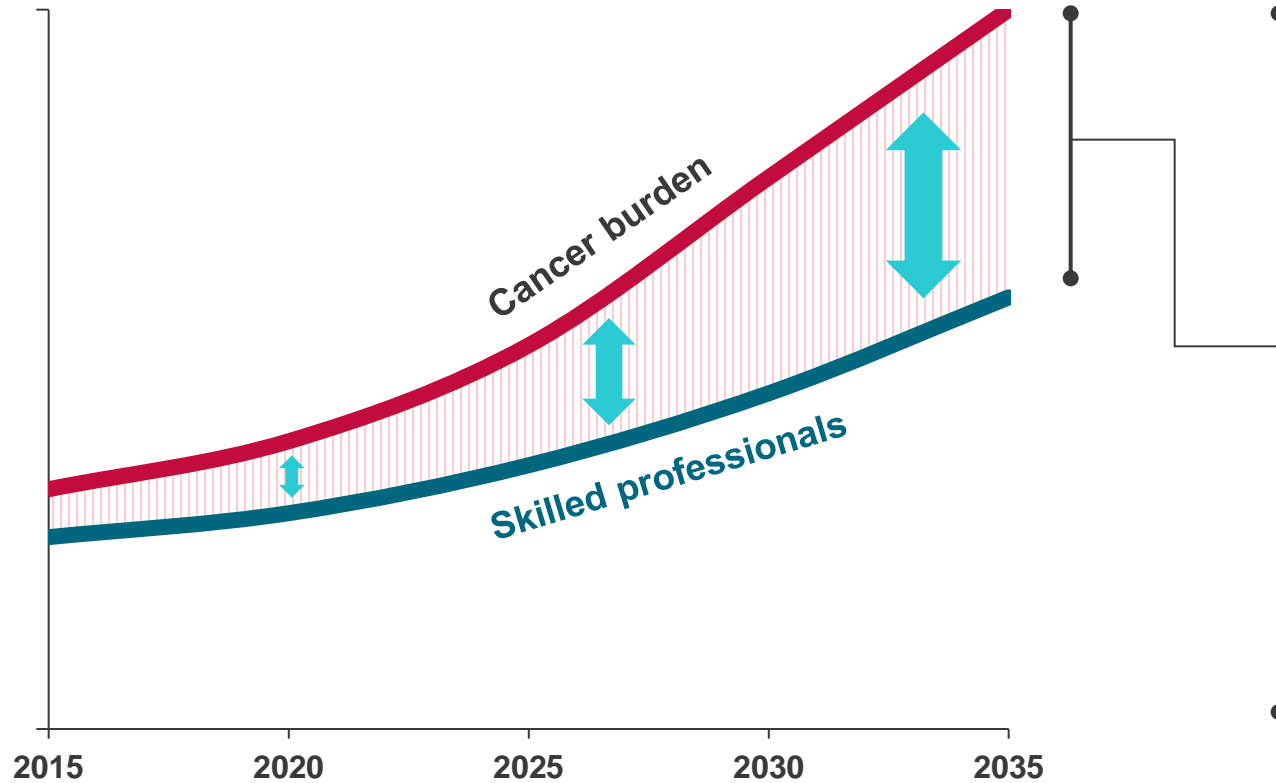
Some products are still in research and/or not cleared/approved in all markets. Cancer statistics are given to show the potential market in the respective area and does not mean that Elekta currently has products to treat these indications.

Innovation and product launches

Gustaf Salford
President and CEO

The cancer burden gap is increasing – innovation is key!

Cancer care professionals supply vs. demand
Indicative



What customers tell us:

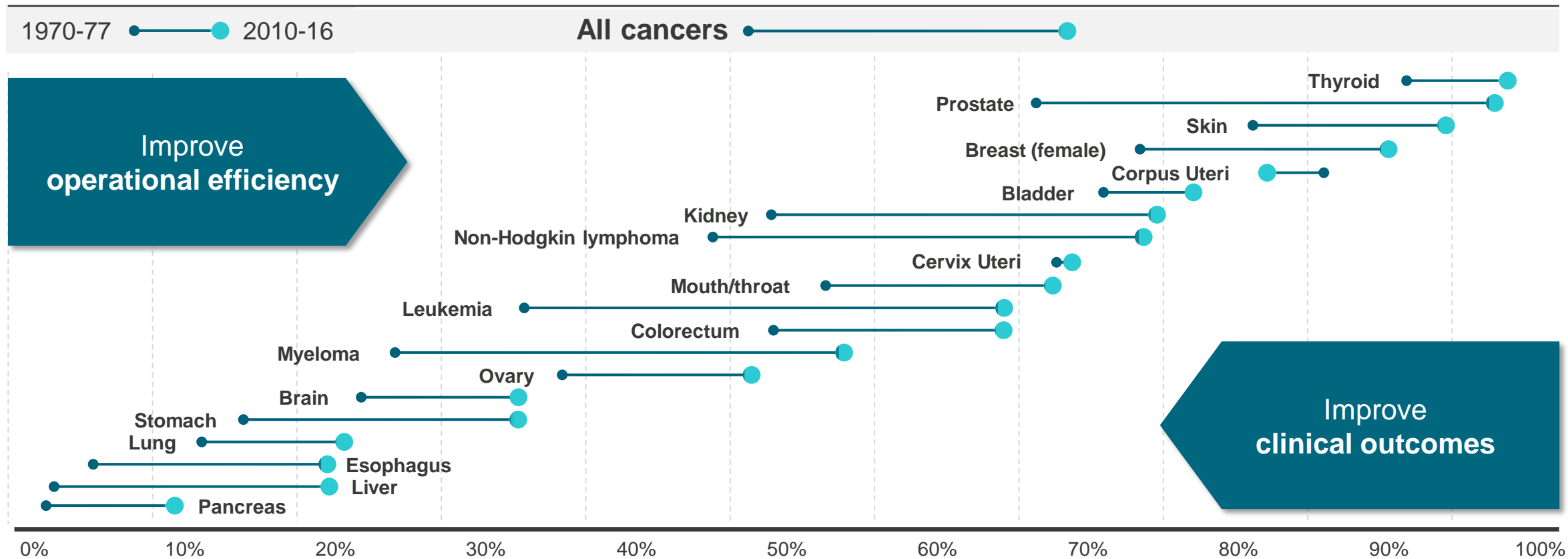
“We have doubled patient volumes with half the staff”

How we help them close the cancer gap:

We innovate to personalize precision and elevate productivity for our customers

Improvements in cancer care significantly increase survival rates – we must progress on dual fronts to tackle the rising cancer burden

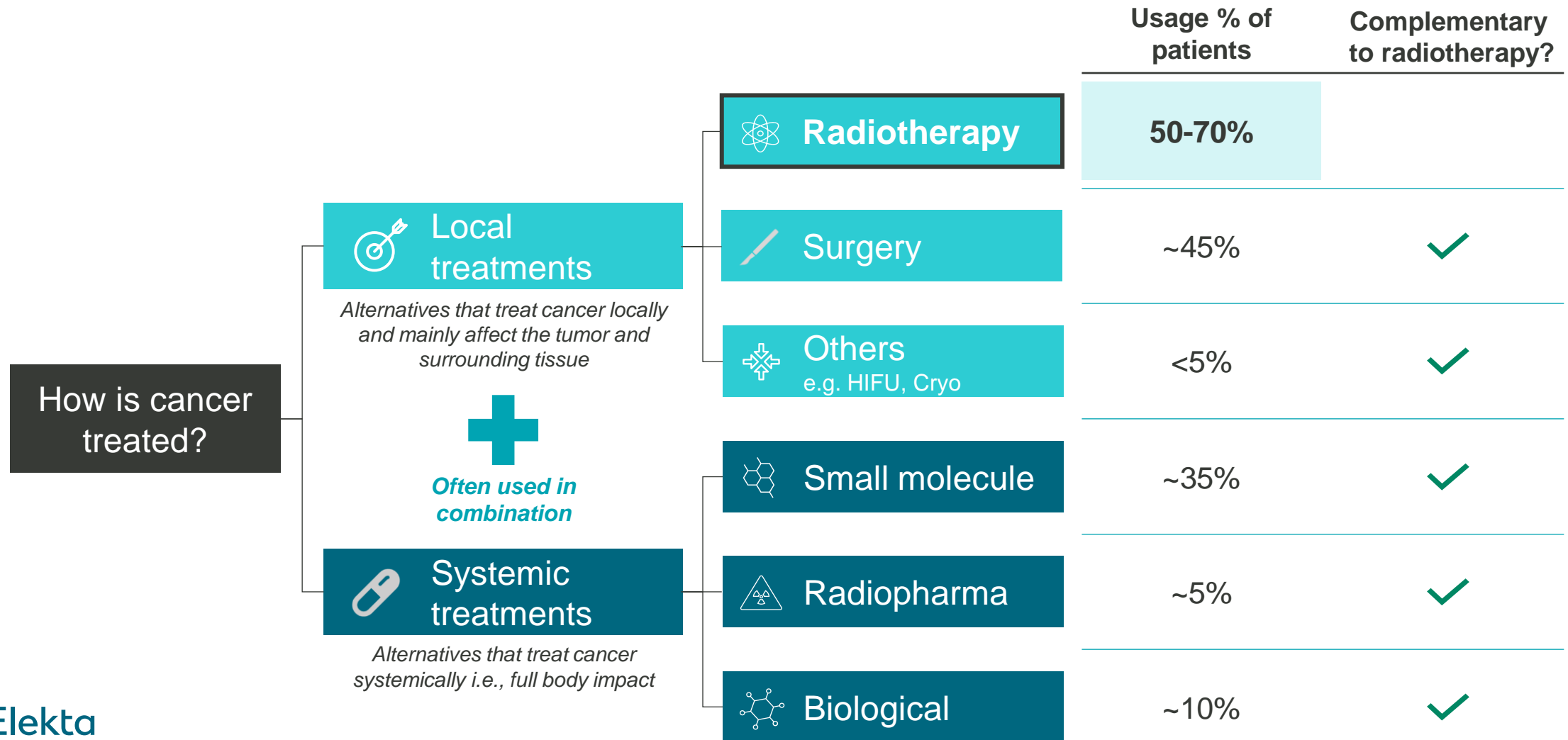
Average five-year survival rates by cancer type, United States



This five-year interval indicates the percentage of people who live longer than five years following diagnosis.

Source: Based on data by the journal of the National Cancer Institute: Surveillance, Epidemiology and End Results Program. Data visualization is available at OurWorldinData.org, where you'll find research and visualizations on this topic. Licensed under CC-BY-SA by the authors Hannah Ritchie and Max Roser.

Every other cancer patient needs radiotherapy as part of their treatment – a foundational and complementary pillar of cancer care



The most comprehensive product portfolio in the industry – image guided and adaptive across the portfolio



Neuro & Brachytherapy

Linac solutions

ONE Software suite

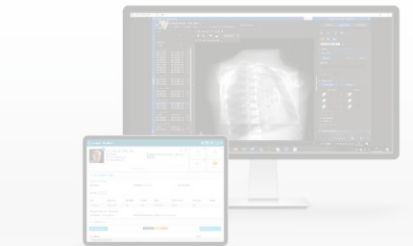
The most comprehensive product portfolio in the industry – image guided and adaptive across the portfolio



Neuro & Brachytherapy



Linac solutions



ONE Software suite

Continued leadership in Neuro and Brachy – driving global adoption from new innovations

Strong development for our most recent innovations in Neuro & Brachy

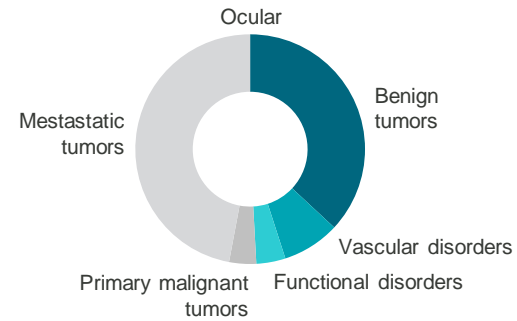
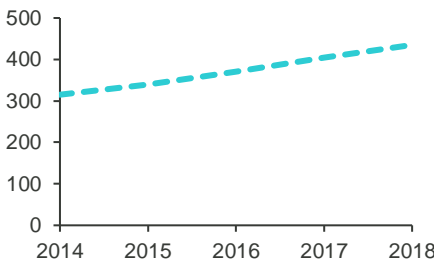
NEURO

Elekta Esprit



Increasing LGK adoption, across a broad set of indications

SRS sessions (US) per 100k Medicare enrollees



Strong rollout globally since launch

Mix of *new installs* and *upgrades* into current installed base

BRACHY

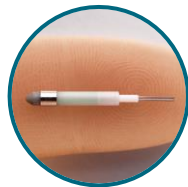
Elekta Xofter



Elekta ImagingRing



Elekta Geneva



➤ Miniaturized low energy X-ray source

- Wider application of clinical settings
- Minimal shielding required (non-radioactive)



➤ Image-guided adaptive Brachytherapy

➤ Most innovative applicator portfolio

Market leading position with increasing adoption globally

The most comprehensive product portfolio in the industry – image guided and adaptive across the portfolio



Neuro & Brachytherapy



Linac solutions



ONE Software suite

First clinical Evo treatment at DTZ in Germany – curative treatment for bladder cancer

Evo in clinical use at Diagnostisch Therapeutisches Zentrum Berlin (DTZ)

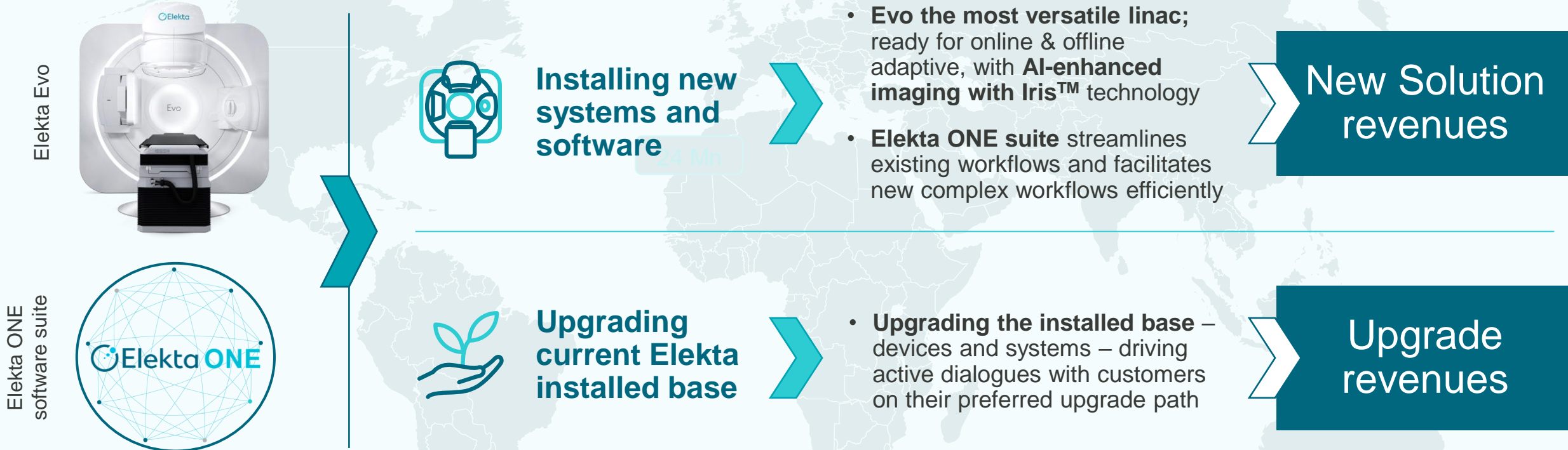


*“**With Iris**, CBCT image quality has **improved significantly** thanks to AI-enhanced image reconstruction. We now have **much clearer visibility** of targets and organs-at-risk.”*

*“**Evo** will allow us to realize **real-time treatment planning** with **online adaptive radiation therapy**”*

– Dr. Matthias Lampe,
Radiation Oncologist and Partner at DTZ

Driving value from Evo and Elekta ONE with new installs as well as upgrading current installed base



Innovation for personalization and productivity

Maurits Wolleswinkel

President Linac and Software Solutions

In 2020 we set out a clear strategy



Personalization

Productivity



Enabling Informatics

Software is a key enabler of productivity and personalization

Treatment devices incl.
'on-console' software



Elekta Harmony
Productivity



Elekta Evo with Iris
Versatility

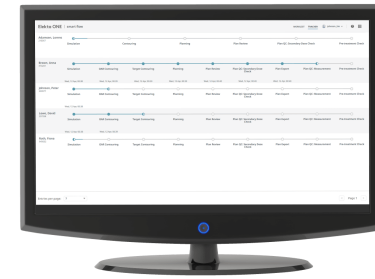


Elekta Unity with CMM
Personalization

Productivity of the **device**

Enable **adaptive** treatments

Departmental software
solutions



Elekta ONE | OIS with
Smart workflow

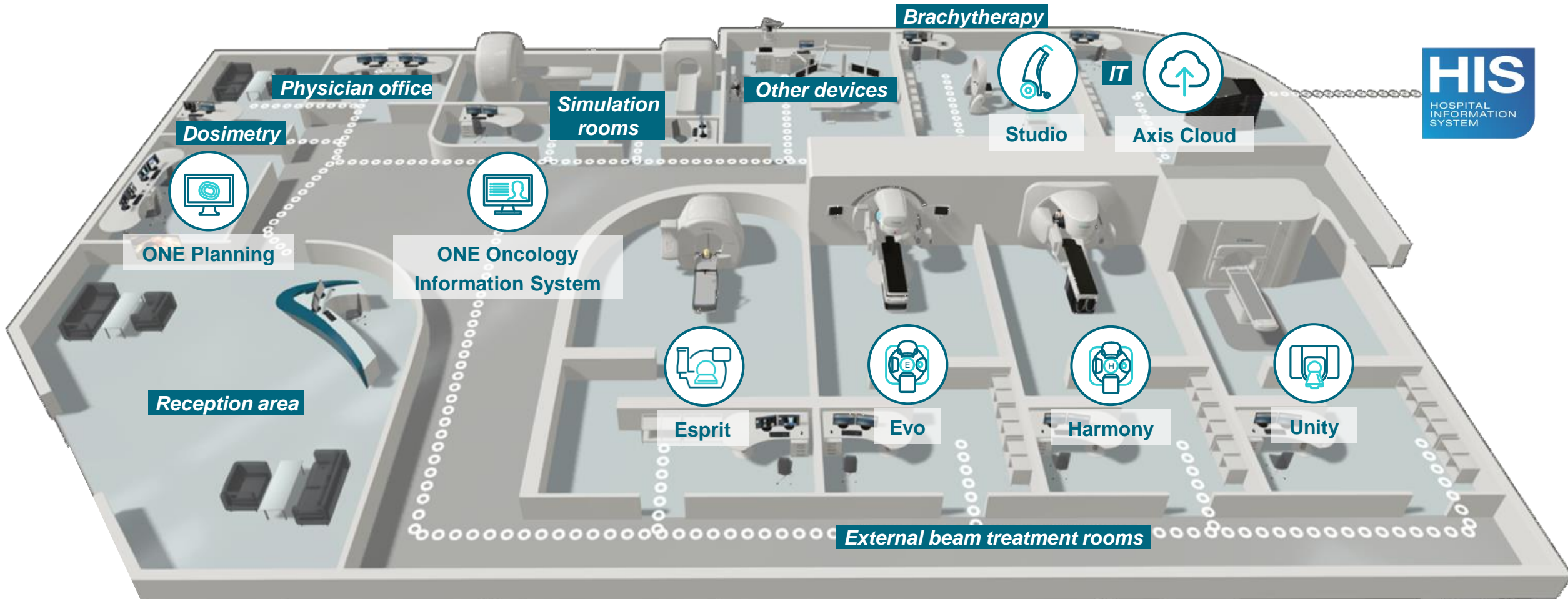


Elekta ONE | Planning
powered by MIM

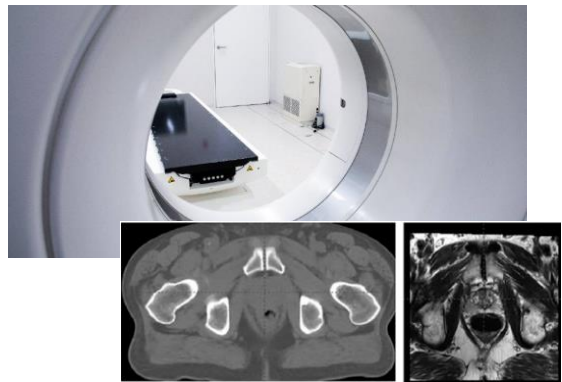
Productivity for the **department**

Ease of adopting **adaptive** workflows

Elekta offers an end-to-end solution for the radiation oncology department



The basic workflow for Image Guided Radiation Therapy (IGRT)



Simulation



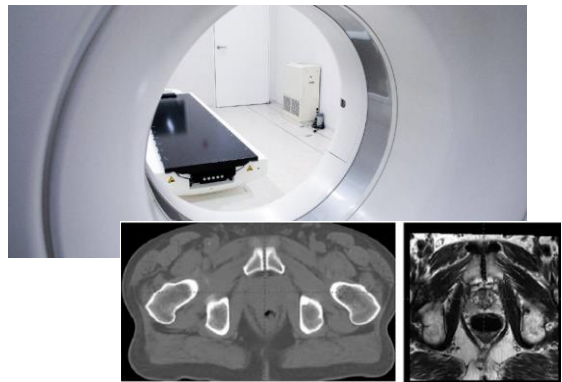
Treatment Planning



Treatment Delivery

Information System

In the future, Adaptive Radiation Therapy (ART) will ultimately deliver more personalization and productivity



Simulation



Treatment Planning



Treatment Planning & Delivery

Information System

Adaptive planning enables more personalization, hence better outcomes – 3 examples

Tumor volume change between simulation and 1st fraction



Brain tumors

Tumor volume shrinks due to response to radiation



Head & Neck tumors

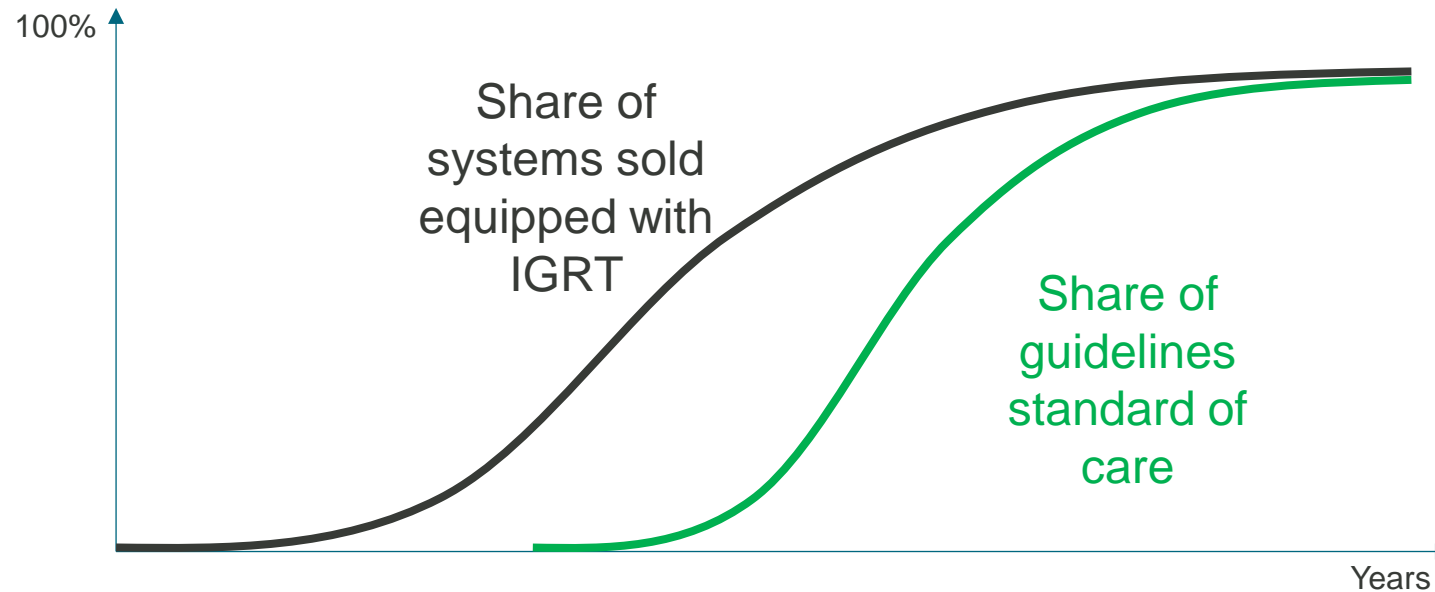
Tumor position change and motion over time



Prostate

What we learned from Image Guided Radiation Therapy (IGRT)

Illustrative



Clinics typically invest in innovation before mainstream clinical practice has changed

Elekta Evo – a flexible approach allowing users to adopt adaptive workflows ‘at their rythm’

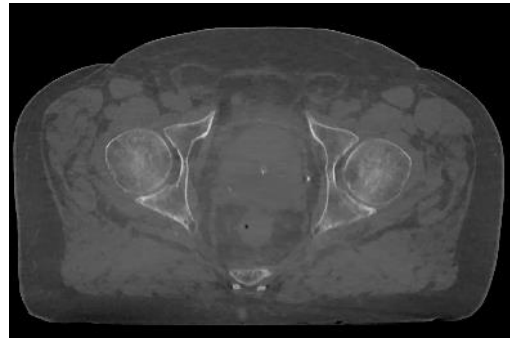
Evo



High quality and versatile delivery platform

Including

Iris



High-definition AI-enhanced imaging

&

ONE | Online



Plan adaptation on the device console

Adaptive
Radiotherapy
Treatment

AND/OR


Improved IGRT

Evo with Iris – early commercialization status

Global rollout – November 2024

Highlights

- CE cleared and 510k pending
- 10th Evo installation started
- First Iris upgrade started
- Substantial price uplift vs Versa HD



“With Iris, CBCT image quality has improved significantly thanks to AI-enhanced image reconstruction. This gives us greater confidence and saves time, and not only will it improve the quality of treatment but also patient comfort”

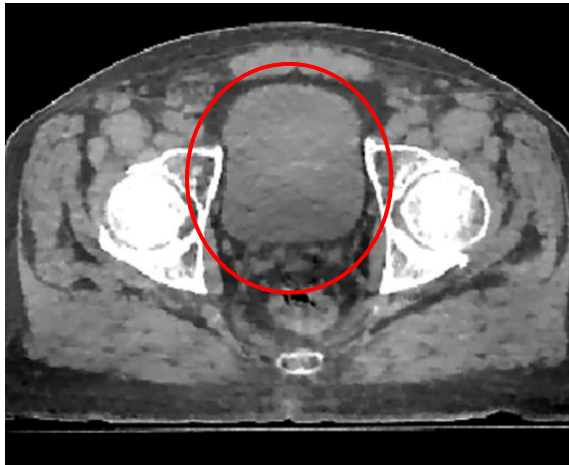
Dr. Matthias Lampe, Radiation Oncologist and partner at DTZ

The future of cancer care requires both CBCT and MRI adaptive radiation therapy

Example

Elekta Evo

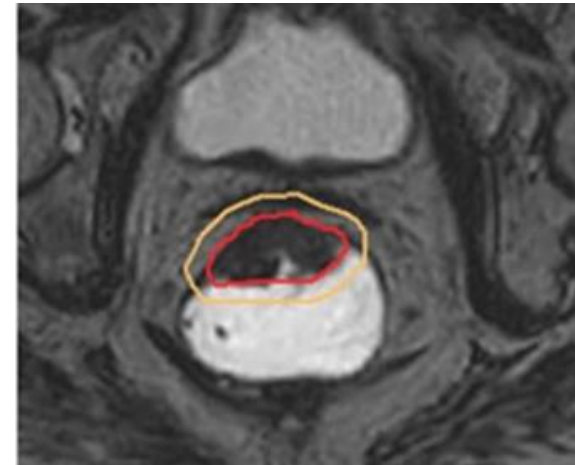
Clear density boundaries



Evo CBCT image of bladder

Elekta Unity

Superior soft tissue differentiation



Unity MR image of rectal tumor

Unity delivers even greater personalization through superior soft tissue contrast, adaptive planning and Comprehensive Motion Management (CMM)

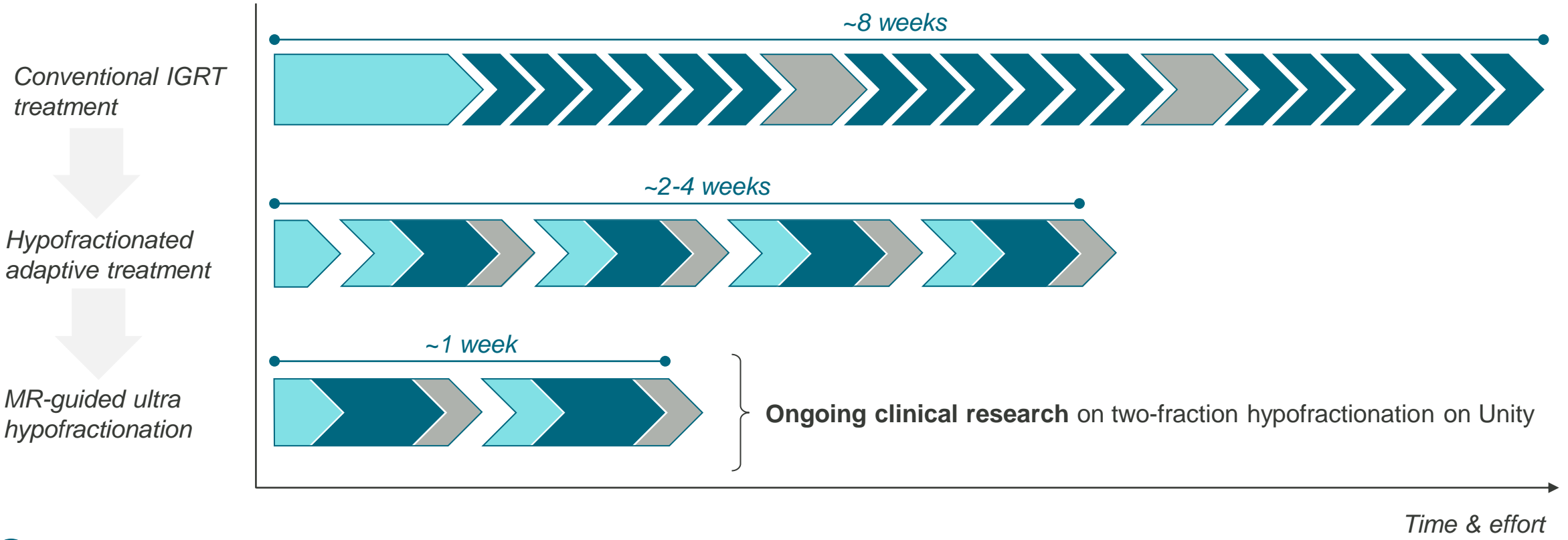
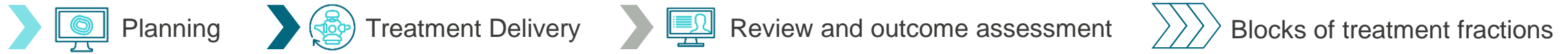
CMM – tracking tumors in real time



CMM



Unity MR-Linac elevates adaptive therapy to even higher levels of personalization and productivity



Customers are rapidly building evidence of superiority for MR-guided radiation therapy



Significant evidence of safety in place

75

Number of published clinical safety studies

Expecting significant growth in evidence of superiority

6

Number of published **superiority** studies

23

Number of open **superiority** trials

Now the only partner for the entire spectrum of radiation therapy treatment interventions

Intensity of intervention



Conventional



Offline adaptive



Stereotactic body radiation therapy (SBRT)
and
Stereotactic radiosurgery (SRS)



Online adaptive

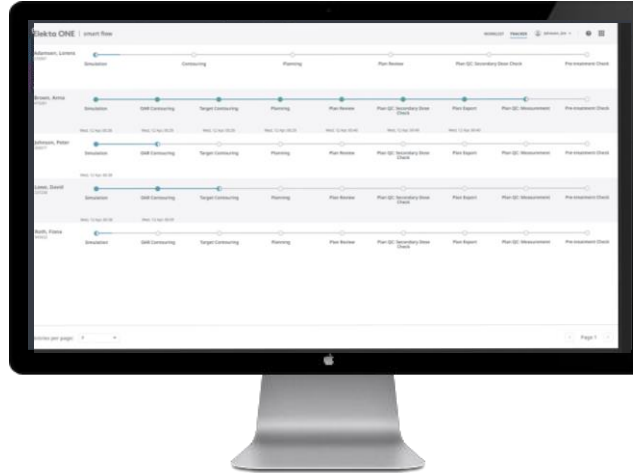


Brachytherapy

Elekta ONE designed to streamline existing workflows and facilitate more complex workflows efficiently

Elekta ONE

- Unified software environment
- Evolving ecosystem, no loss of functionality
- Strengthened commitment to open interoperability



Elekta ONE | OIS
with Smart workflows



Elekta ONE | Planning
powered by MIM



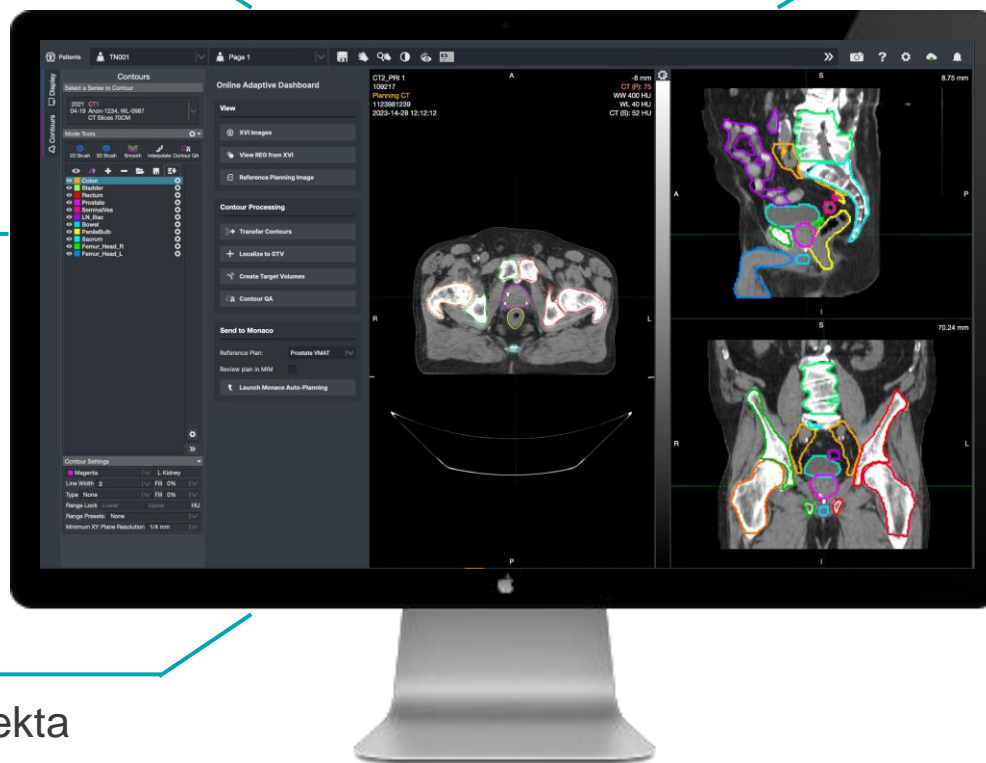
Elekta ONE | Planning, powered by MIM

Plan anywhere

- One server, multiple clients, fully cloud ready

Speed

- Ultra-fast GPU-based dose planning
- Plan automation
- AI Auto contouring



Vendor agnostic

- Supports Elekta and non-Elekta devices, incl proton therapy

Integration

- Best of MIM and Elekta
- Superior physician user experience, best plan quality

Built for adaptive

- Full set of adaptive tools (image registration, dose accumulation)
- Unique: same experience for departmental solution (Elekta ONE | Planning) and on the treatment device (Elekta ONE | Online)

Elekta ONE strengthens our position in Proton Therapy



Elekta ONE | OIS
with Smart workflows

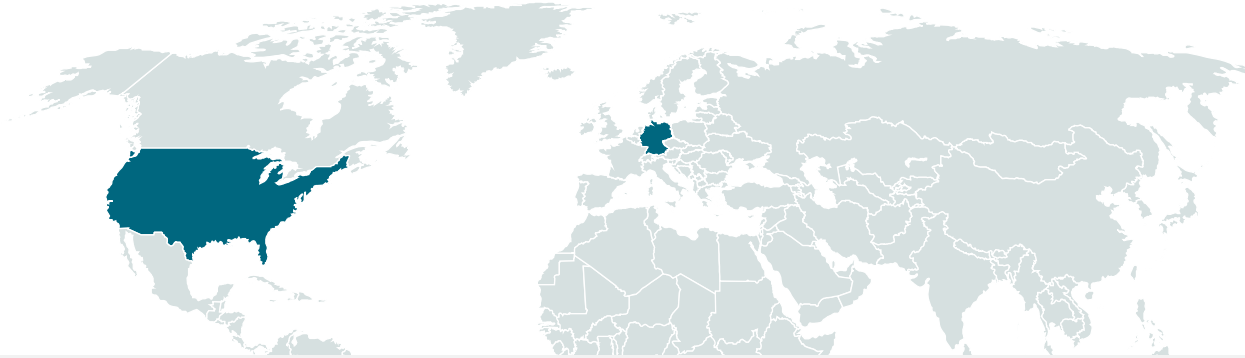


Elekta ONE | Planning
powered by MIM

**1st Elekta TPS
Proton
Treatment
kicked off
November 2024**

Elekta ONE | Planning – commercialization status

Global rollout – November 2024



“The first Elekta enterprise solution to deliver the optimal user experience combined with superior dose planning, accessible everywhere”

Christopher M. Wennerstrom, Lead Technical Medical Physicist at Kettering Health ASTRO 2024 in Washington

Highlights

- CE and 510k cleared
- First clinics live, incl non-Elekta linacs
- Substantial price uplift vs Monaco TPS sales
- Strong order development

Elekta ONE capabilities to extend across portfolio in the future

Elekta ONE | OIS *with Smart workflows*



Elekta ONE | Planning *powered by MIM*



*Elekta Evo is not available in all markets

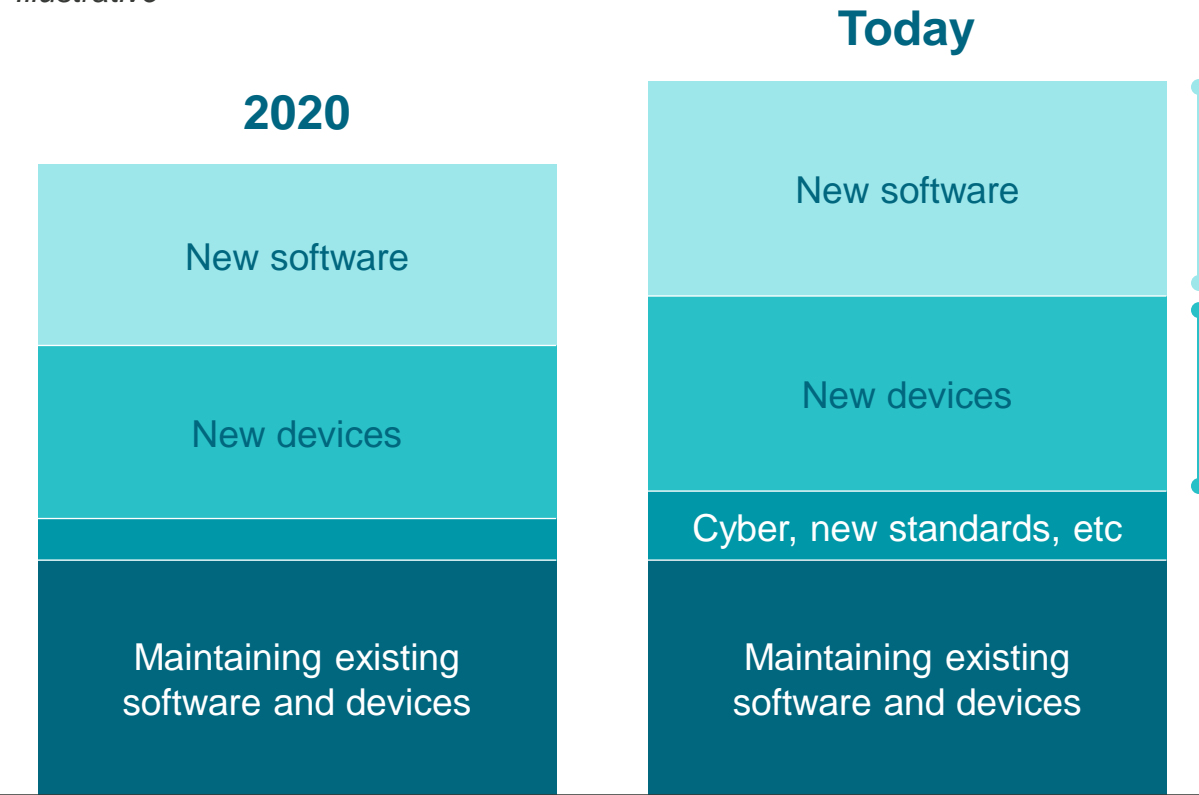
Software opens new opportunities while addressing customer needs



With elevated R&D investments we ensure that we address evolving customer needs

Indicative distribution of R&D spend

Illustrative



Addressing customer needs going forward

Innovation

Workflow, AI-automation

Imaging, motion management and adaptive tools

New 'cloud first' platform

Product integration

Next-gen platforms

Impact

Productivity

Personalization

Cost of deployment

Productivity

COGS reduction

Recent outcomes are exciting – with more to come

Wave 1



Unity



Harmony

Wave 2



Unity with CMM



Elekta ONE



Evo

Future waves

- Workflow advancements and further workflow integration
- Interoperability
- AI-automation and related QA tools
- Imaging and motion management advancements
- And more ...

Elekta already well positioned to respond



Leading in adaptive solutions



Continued commitment to open interoperability



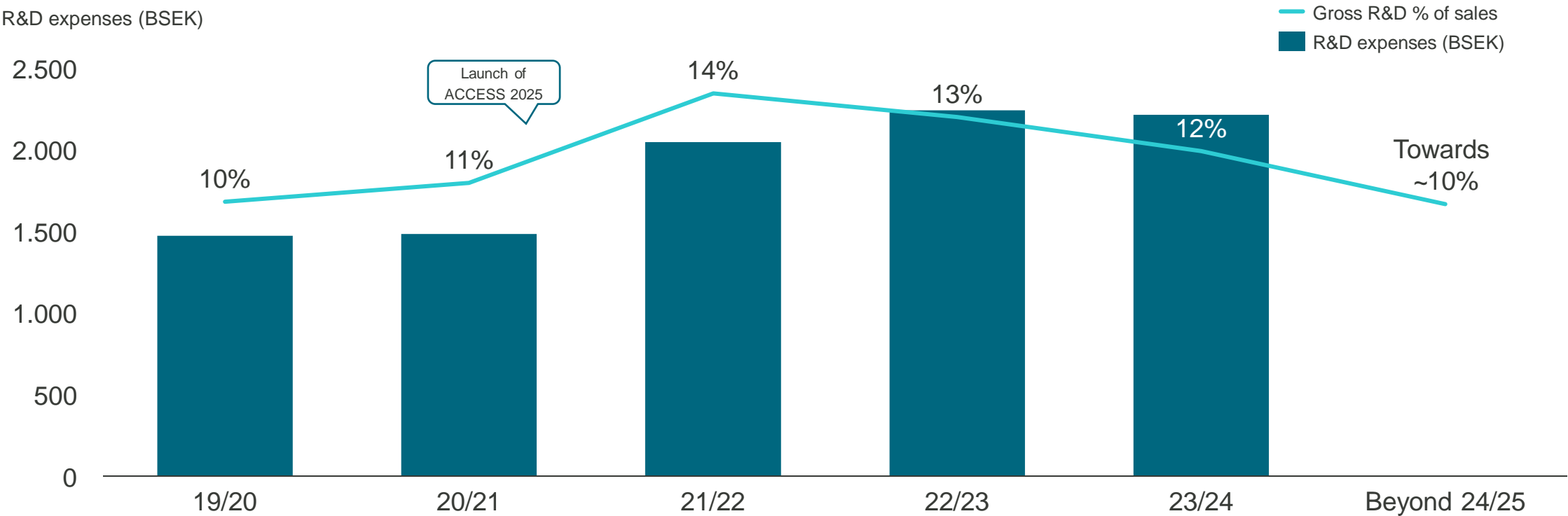
Capturing the SaaS and cloud opportunity

How our innovations will drive financial performance

Tobias Hägglöv
CFO

An investment period leading to the most comprehensive portfolio in the industry ...

R&D expenses (BSEK)



Major innovations since FY19/20



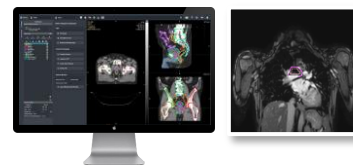
Elekta Harmony



Brachy Studio



Elekta Esprit



Elekta ONE CMM

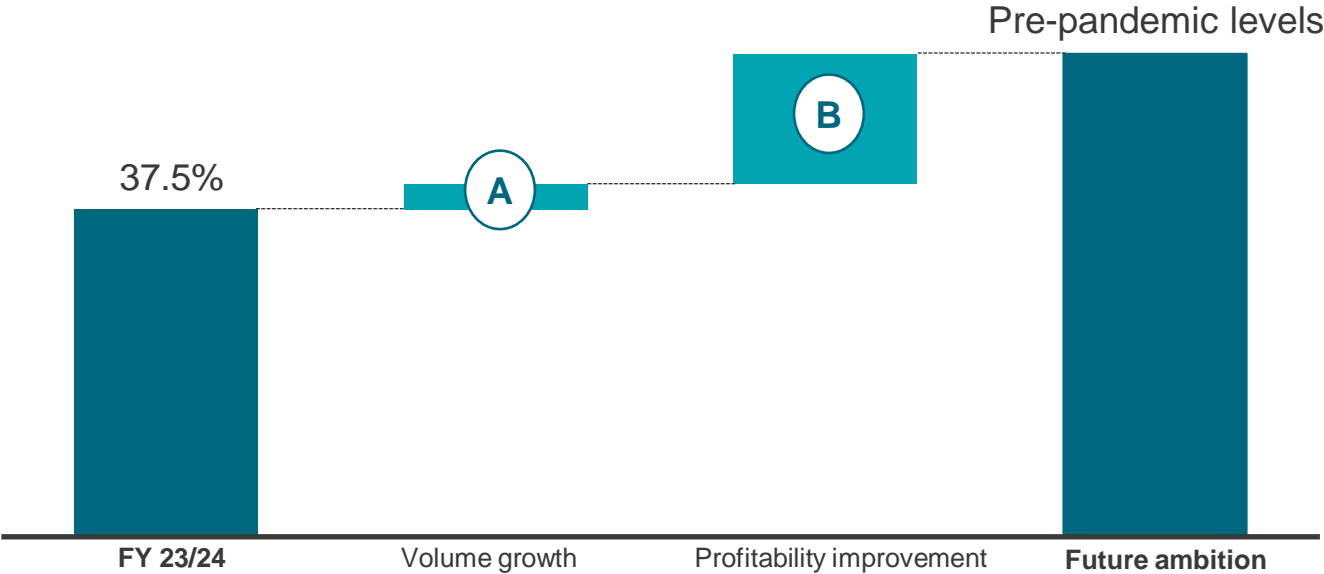


Elekta Evo & ONE Planning



... that will be a key driver to improve gross margin

Gross margin expected future development from FY23/24
Illustrative



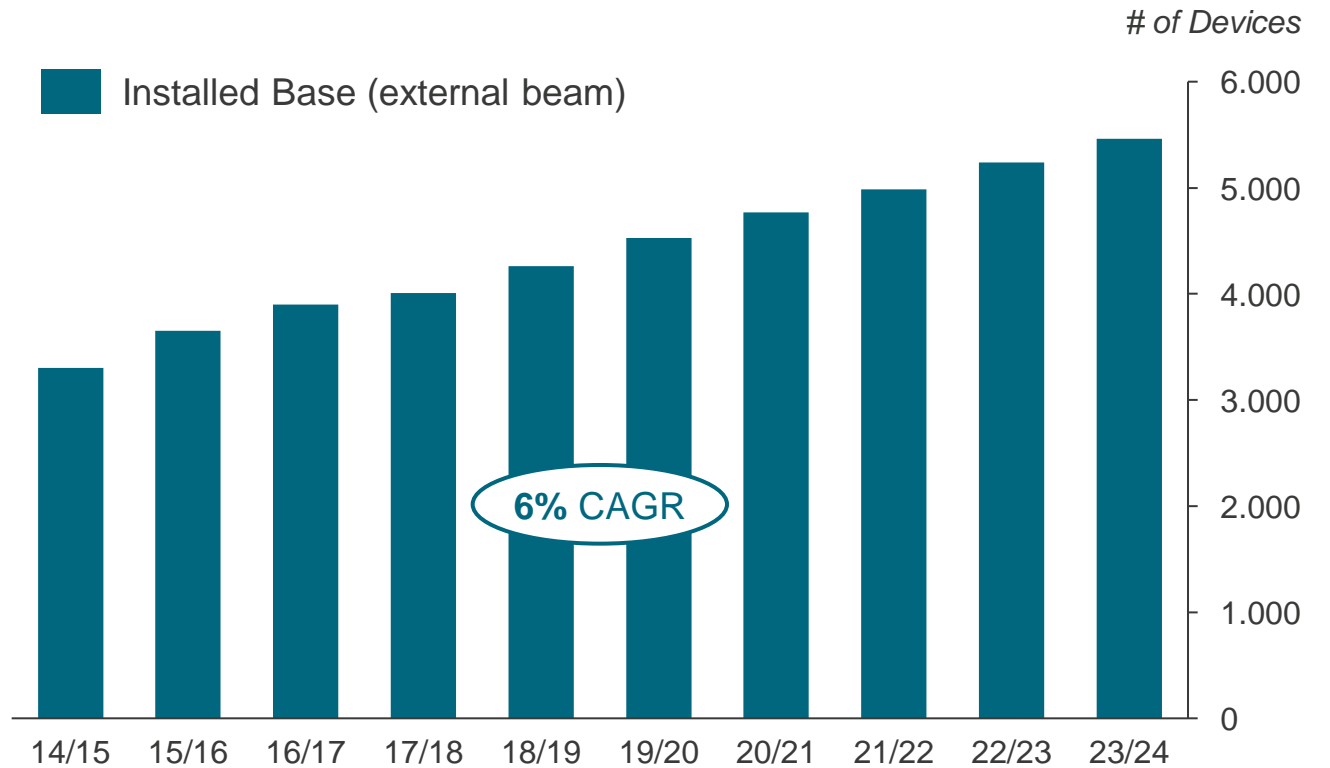
Drivers of gross margin improvement

- A** **Volume growth**
 - Contribution from all business lines
- B** **Improved price**
 - Improved price points supported by product launches
- Mix improvements**
 - Improved product mix
 - Accelerated growth in mature markets
- Cost reduction**
 - COGS reduction
 - Scale on current cost base

We will leverage our large installed base



Upgrading current Elekta installed base, enabling after-sales opportunities



Drivers to improve product mix

The most comprehensive product portfolio in the industry
– image guided and adaptive across the portfolio



Elekta

Confidential and Basic Personal Data

7



New product launches
with higher price points



Drive software growth



Continue to grow recurring revenue –
increase value and revenue per customer

Q&A

We don't just build technology,
we build hope



