Welcome

Copenhagen May 7, 2022
Agenda – Elekta at ESTRO

Gustaf Salford
President & CEO
Delivering on ACCESS 2025

Ardie Ermers
Executive Vice President, Region Europe
Future growth in European market

Maurits Wolleswinkel
Chief Product Officer
Innovations under ACCESS 2025

John Christodouleas, MD, MPH
Senior Vice President of Medical Affairs
Unity’s clinical evidence development journey

Verena Schiller
President Neuro Solutions
Yesterday’s Neuro launch – Elekta Esprit

Q&A

In Elekta booth: Esprit demo 11:00-11:30 (followed by Unity demo 11:30-12:30)
Delivering on ACCESS 2025

Gustaf Salford
President & CEO
Our strategy – ACCESS 2025

- Accelerate innovation with customer utilization in mind
- Drive partner integration across the cancer care eco-system
- Be the customer lifetime companion
- Drive adoption across the globe

A world where everyone has access to the best cancer care

Delivered in a sustainable way

Resilience & Process Excellence across the value chain

People
Strategy execution and innovation key for long term performance

**FY 20/21 ACHIEVED MILESTONES**

**Adjusting to 'new normal’**
- Harmony
- Software launches
- +100 Unity orders
- Deepened Philips partnership
- Strengthening direct sales network
- Resilience and digitalization across all processes

**FY 21/22 to FY 24/25**

**Sustainable profitable growth**
- New software platform
- Acceleration of adaptive technology
- Deepening existing and form new partnerships
- Expand services offering
- Further optimize sales network, establish direct presence in key growth markets
- Operational leverage and efficiency gains
- Deliver on science-based sustainability metrics across value chain

**LONG TERM**

**Driver of market paradigm shift**
Next generation treatment, workflows and customer engagement models to improved patient access to the best cancer care
New partnership: Elekta and GE Healthcare

- Provide hospitals comprehensive offering across imaging and treatment for cancer patients requiring radiation therapy
- Support mutual health care providers who see clear synergies and advantages with our respective, strong product portfolios
- Drive growth by jointly promote solutions for each cancer center’s needs in mature and emerging markets
Strong positions in all business lines and geographies

<table>
<thead>
<tr>
<th>Regions</th>
<th>Business lines</th>
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<tbody>
<tr>
<td>Americas</td>
<td>29%¹</td>
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<tr>
<td>EMEA</td>
<td>35%¹</td>
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<tr>
<td>Asia Pacific</td>
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<tr>
<td>Oncology</td>
<td>Informatics Solutions</td>
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<td>Linac</td>
<td>Solutions</td>
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<td>Brachy</td>
<td>Solutions</td>
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<tr>
<td>Neuro</td>
<td>Solutions</td>
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¹ Share of Elekta’s total revenue, first nine months 21/22.
Elekta’s competitiveness and customer edge

The clear difference why customers want to partner with Elekta

Versatile solutions

Culture of innovation

Committed to partnerships
Future growth in European market

Ardie Ermers
Executive Vice President, Region Europe
Outline

- Trends in Europe
- Elekta’s position in Europe
- Latest update from Ukraine
Trends in the European radiotherapy market

- Focus on hypofractionation to catch up on pent up demand after Covid
- Looking for long-term partnerships
- Patient reported outcome measures (PROM) starting to become standard of care
- More combination treatments with increased focus on immunotherapy + radiotherapy
Recovery based on EU fundings and EU/national cancer programs

Several large tenders ongoing funded by EU resilience funds

- **Italy**: "Concip" tender expected in May. 160 MEUR
- **Spain**: "Invead" tender. 210 MEUR
- **Poland**: Expected +50 MEUR
- **Eastern European**: Focus on national cancer programs
- **Croatia**: Expected 40 MEUR

Digitalization driving investments
Strong market position in Europe for Elekta

• Strong market share gain in Europe\(^1\) by complete solutions with strong service track record
• Philips and GE partnership showing impact for customers looking for end to end solutions
• Unity – an attractive solution to differentiate and drive ultra hypofractionation
• ProKnow – drive quality improvement and consistency
• Long-term customer partnerships signed with e.g.
  – Son Espaces, Spain
  – AVL-NKI, the Netherlands

\(^1\) After Q3 2021/22
Courageous cancer care work in war-torn Ukraine

- Almost all hospitals damaged by the war
- Oncologists in Dnipro treating up to 160 patients per day
- Some refugees with ongoing cancer treatment returning to Ukraine
- Poland and Romania have been treating most refugees
- Huge support from Western European and American hospitals
- Pediatric patients flown to specialty hospitals for treatment

- Now all Elekta equipment up and running
- Represented by local distributor
- Active training for local service engineers ongoing
- Shipping spare parts partly enabled via humanitarian route
- Diagnose and service remotely
Welcome to Elekta booth, Hall C

>3,000 pre-booked customers visiting ESTRO=
x2 more compared to ESTRO 2021
>100 exhibitors
Innovations under ACCESS 2025

Maurits Wolleswinkel
Chief Product Officer
Outline

- Our innovation strategy recap
- Progress to date
- Software in focus
- Latest collaboration update
Innovation agenda related to ACCESS 2025

- Accelerate innovation with customer utilization in mind
- Be the customer lifetime companion
- Drive partner integration across the cancer care eco-system
- Drive adoption across the globe

A world where everyone has access to the best cancer care

Delivered in a sustainable way

- Digital transformation
- New software platform development
- Enabling value added services offering
- Interoperability
- Co-create partnerships
- Product design to facilitate adoption

People

Resilience & Process Excellence across the value chain

Enabling value added services offering
What does access to the best cancer care mean?

1. **Availability of care**
   - 2025 MILESTONE
   - +300m people
   - to gain access to RT via 800 to 1000 additional Elekta Linacs in underserved markets

2. **Elevation of care**
   - 2x to 4x
   - double the clinical usage of short course treatment (hypofractionation) and quadruple the usage of adaptive treatments among Elekta customers

3. **Participation in care**
   - +20%
   - of Elekta customers’ patients are actively interacting with their own care journey (<1% today)
ACCESS 2025 drives our product strategy

**Comprehensive Oncology Care Solutions**
- Clinical decision support
- Patient's role in care pathway

**Radiation Therapy Treatment Solutions**
- Integration and expansion of imaging
- Adaptive treatments

**Key Features**
- Resource optimization
- Mobility of care
- Workflow efficiency and automation
- Cost-effective devices

Solutions Include:
- Device | Software | Services
Three focus areas within innovation

1. **Personalized Precision**
   - Clinical decision support
   - Patient’s role in care pathway

2. **Elevated Productivity**
   - Resource optimization
   - Mobility of care

3. **Integrated Informatics**
   - Integration and expansion of imaging
   - Adaptive treatments
   - Workflow efficiency and automation
   - Cost-effective devices

**Comprehensive Oncology Care Solutions**
- Software | Services

**Radiation Therapy Treatment Solutions**
- Device | Software | Services
Delivering on innovation program described at CMD in June 2021

Elekta is accelerating innovation investments

1. Personalized Precision
   - Embark on a comprehensive Digital Software Transformation program to future-proof our solutions and enable new capabilities and services

2. Elevated Productivity
   - Form strategic partnerships while staying agile as a focused and independent cancer care company

3. Integrated Informatics
   - Elevate our innovation capacity and capabilities, including doubling our AI efforts

Digital transformation program

1. FASTER INNOVATION
   - Central software platform team established, and centrally driven SW transformation program

2. SMOOTHER UNIFIED UX
   - Software transformation journey, started over a year ago, currently involving

3. STREAMLINED WORKFLOWS
   - 20% of our Engineering Team
   - Elekta is expanding its engineering base in next 2 years, majority is in software

Capital Markets Day 2021
Towards a single software foundation

<table>
<thead>
<tr>
<th>Linacs</th>
<th>MR/RT</th>
<th>Neuro</th>
<th>Brachy</th>
<th>Informatics</th>
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Joint software foundation to streamline workflow, drive automation and productivity
Recent product releases, and digital transformation at full speed

Gross R&D expenses as % of sales

<table>
<thead>
<tr>
<th>Year</th>
<th>20/21</th>
<th>21/22</th>
<th>22/23</th>
<th>23/24</th>
<th>24/25</th>
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<tr>
<td>5%</td>
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<td>10%</td>
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<td>15%</td>
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Expansion mainly in SW capabilities

- 35% Software
- 65% New device-related innovation

Series of innovations in the next 3 years

<table>
<thead>
<tr>
<th>Category</th>
<th>Innovation</th>
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<tbody>
<tr>
<td>Software</td>
<td>SmartClinic expansion, New METRIQ/outcomes, MOSAIQ 6 / MOSAIQ 3, MOSAIQ Plaza expansion and RWE/PRO Kaiku</td>
</tr>
<tr>
<td>Unity MR-linac</td>
<td>3D organ tracking with gating and beyond</td>
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<tr>
<td>Family of linacs</td>
<td>Elekta Harmony, Premium SRS linac + adaptive</td>
</tr>
<tr>
<td>Neuro</td>
<td>Elekta Esprit</td>
</tr>
<tr>
<td>Brachy</td>
<td>Elekta Studio</td>
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Gross R&D expenses as % of sales
Updates on various innovation tracks

New Leksell Gamma Knife
Verena Schiller

Clinical evidence development
Unity MR-Linac
John Christodoulou, MD, MPH
Unity comprehensive motion management program on track

- Optimised high field imaging
- Real-time 3D structure tracking & gating

Delivered

First install ongoing

Comprehensive motion management
Harmony well underway

Productivity validated: <10 min time slots

Clinical versatility validated; >30 indications incl SBRT

Margin expansion of >10 percentage points
Software in focus: elevate access, transition to mobility and orchestration of complex treatments

Challenge:
Increased complexity in customer workflows

Our solutions:
- SmartClinic
  Untap knowledge, access
- Future proofing MOSAIQ Plaza as informatics backbone

Stepping stone to new workflow management solutions
Case study: SmartClinic

- Mobility
- Notification
- Visualization
Case study: SmartClinic workflows are significantly more efficient

Customers at GenXRT: SmartClinic streamlines processes and with SmartBoard makes sure that things can’t get missed.

SmartClinic replaces paper processes with smart forms and this technology is for everyone.

Customers at Centro Medico ABC in Mexico using new SmartClinic have reduced treatment plan preparation workflows from 2 days to 1-2 hours.
Software in focus: winning across the globe

Installed systems
+80 installed SmartClinic systems

Orders won
+170 orders won to date

Adoption of SaaS/Cloud
Rapidly growing in orders
Integrated informatics is about clinical discovery and big data

50
NHS trust hospitals acquiring ProKnow

Quality control – powerful platform leverage in our software suite
Update on Philips partnership

**Precision**
- Elevate Unity MR-Linac capabilities
- Offer integrated pathway/MDT solutions within MOSAIQ Plaza eco-system
- Imaging for motion management
- On track to establish full interoperability of joint solution this FY

**Productivity**
- Jointly streamline automate adaptive and personalised RT-specific workflows
- On track to launch new software solution this FY

**Commercial**
- Jointly offer comprehensive oncology/radiology
- Customer case: AVL/NKI
Partnership with the Netherlands Cancer Institute (AVL/NKI)

10 years agreement

- Transition of Philips TPS, to joint new software solution
- Co-create adaptive and personalised workflows
- Treatment delivery advancements in both linac and MR-linac
- First dedicated AI-in-RT lab is live; POP-ART
Innovation agenda on track

Accelerated innovation investments and partnerships driving future growth

R&D as % of sales to stabilize

On track to realise our product strategy, to support growth and margin expansion
Unity’s clinical evidence development journey

John Christodouloueas, MD, MPH
SVP of Medical Affairs
Sixteen ongoing clinical trials testing value of Unity

- **2** brain trials (glioblastoma)
- **1** thoracic trial
- **4** pelvis trials
- **4** head & neck trials
- **5** abdominal trials
Deeper dive into some cancer types and purposes

United

Hermes

Radiopanc
Reduce radiated target volume to lower side effects

Can uncertainty margins around the tumor be safely reduced from 15mm to 5mm?
Challenge: brain tumors “migrate” during therapy

Day 0

Day 10

Day 20

Unity advantage: brain tumor migration visible — not visible on CT —
Intensify treatment to improve cure rates

Can the dose to pancreas tumor be safely escalated to 2x the current standard of care
Challenge: pancreas moves with respiratory motion

Unity advantage: respiratory motion visible
— not visible on CT —
Improve quality of life and lower healthcare costs

Can the intermediate risk prostate cancer be safely treated in 2 sessions?
Challenge: the prostate swells during therapy

Unity advantage: prostate swelling visible — not visible on CT —
First ongoing clinical trials to be completed 2023

**Brain trials**
- MR guided adapted fractioned SRT is safe in patients with brain metastases in NSCLC. Guangzhou, China
- UNITED - Margin reduction using MR adaptive RT is safe and will reduce toxicity in GBM. Sunnybrook, Canada

**Head and neck trials**
- DEHART - Evaluation of different dose escalation protocols. Wisconsin, USA
- MRL-02 – Max tolerated dose for MR-guided individualized response-adaptive dose prescription. Tubingen, Germany
- MR-ADAPTOR - MR image can be used to plan the dose delivery and will reduce the toxicity. Houston, USA
- Evaluate the feasibility of MRgRT SBRT in Head &Neck. Sunnybrook, Canada

**Thoracic trial**
- Mediastinal tumors (Thymus, NSCLC, Esophagus) can be treated with MRgRT. Guangzhou, China

**Abdominal trials**
- RadioPANC - Determine max tolerated dose using MRgRT in pancreatic cancer. Utrecht, Netherlands
- Pre-RADAR - Determine max tolerated dose based on dose limited toxicity in rectal cancer. Utrecht, Netherlands
- PRIME - Assess safety and efficacy of high-dose-high MRgRT for multiple pNET tumours Utrecht, Netherlands
- Evaluate the safety of treating primary kidney cancer with MR-Linac based SBRT. Sendai, Japan
- Determine maximum dose of RT using MRgRT in rectal cancer. Wisconsin, USA

**Pelvis trials**
- 5fx SBRT with simultaneous boost to tumor will lower need for follow up biopsies. New York City, USA
- Investigate toxicities for low fraction treatments in primary and metastatic disease. Beijing, China
- ERECT - 5fxMRgRT with additional organ at risk sparing will preserve erectile function. Utrecht, Netherlands
- HERMES - 2fx vs 5fx SBRT is tolerable for intermediate prostate cancer. London, UK mid 2028

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**Estimated year of completion**

- 2023
- 2024
- 2025
- 2026
- 2028

**Abbreviations**
- fx - fraction
- GBM – glioblastoma
- NSCLC – non small cell lung cancer
- pNET – pancreatic neuro-endocrine tumours
- SRT – stereotactic radiotherapy
- SBRT – stereotactic body radiotherapy
Evidence of all type drive adoption and differential reimbursement

Increasing levels of clinical evidence

Superiority

Clinical safety and effectiveness

- Superiority
  - >450 peer-reviewed articles

New concept exploration, treatment planning analysis and expert opinion

- >590 abstracts
- 32 peer-reviewed articles

Growing number of Unity publications reporting clinical patient treatment
Powerful infrastructure for the evidence development journey of Unity

MR-Linac CONSORTIUM

>60 consortium sites
~700 researchers

11 sites sharing data
>2,600 patients accrued
Yesterday’s Neuro launch

Verena Schiller
President Neuro Solutions
Meet Elekta Esprit

Dedication in design
Designed solely for accurate and precise intracranial stereotactic radiosurgery (SRS)

Patients at the center
Personalized treatment for improved quality of life

Proven beyond compare
Real-world evidence that is transforming treatment protocols and redefining standard of care
Feature at a glance

- New modern and premium design
- Mounted monitor
- Updated patient bed with ergonomic side protections
- <1 minute per treatment plan with Lightning
- Superior visualization of brain anatomy with Leksell Vantage
- 73% of clinical peer-reviewed evidence

New operator experience

- Minimal desktop footprint
- Easy to use function keypad
- Improved audio capabilities
High ROI potential

- 99% average uptime\(^1\)
- > 1000 throughput potential per year\(^2\)
- <10 min QA time per day
- 512 average patients per year\(^3\)
Q&A

Gustaf Salford
President & CEO

Ardie Ermers
Executive Vice President, Region Europe

Maurits Wolleswinkel
Chief Product Officer

John Christodoulou
MD, MPH, Senior Vice President of Medical Affairs

Verena Schiller
President Neuro Solutions