Annual Report 2023/24

We don't just build technology. **We build hope.**

Contents

About the Annual Report
Pages 19–70 constitute the statutory annual report, which has been audited. The annual report also includes Elekta's sustainability information, corporate governance and remuneration reports. Elekta presents sustainability notes that are prepared in accordance with the GRI Standards, Core option, and a sustainability report in accordance with the Swedish Annual Accounts Act.

Link to other pages in the Annual Report

Link to the Elekta website

Elekta ONE® brings personalized care and increased productivity together.

Read more about our latest software innovation, on page 12

Elekta

For over a century, radiation therapy has been the cornerstone of cancer care.

Today, it is more precise, automated and personalized than ever before. However, access to radiation therapy is still very limited in many parts of the world.

We help bring this cost-effective, sustainable and livesaving treatment to people worldwide.

With sales in more than **120** countries

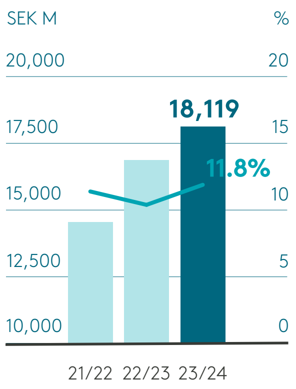
... through more than **40** local offices plus distributors...

... our global team of more than **4,700** employees serving the market

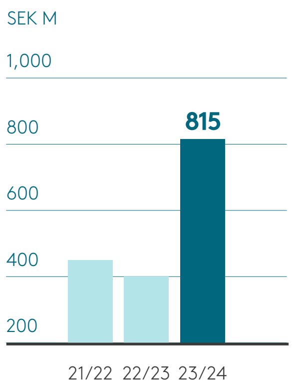
We care. At Elekta, more than 4,700 people passionately drive the change of cancer care.

KEY FIGURES

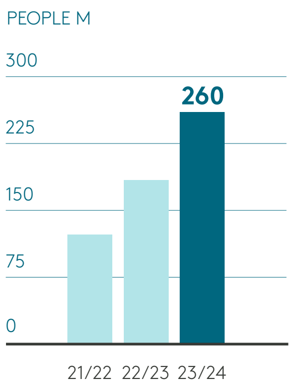
Net sales and EBIT margin[1)]



Cash flow after continous investments



Additional people with access[2)]



1) Adjusted EBIT margin = Operating income excluding items affecting comparability attributable to the Cost-reduction Initiative.
2) In underserved markets since 2019/20.

ACCESS 2025

Our strategy ACCESS 2025 and our sustainability agenda are set on improving access to healthcare globally (UNs SDG 3), enabled by environmental action, securing our ethical business standards, and ensuring the health, safety and engagement of our people.

Read more about our strategy on page 8.

Focus on driving shareholder value

Business overview

Profitable growth and accelerated innovation

During the year, Elekta delivered profitable growth and accelerated innovation by new product launches, building the most comprehensive product portfolio in the industry.

Accelerate innovation

Fiscal year 2023/24 we harvested recent years' investments in innovation with the launch of new products and solutions, receiving great customer response. We introduced our latest linear accelerator, Elekta Evo, which is an AI-powered linac that brings adaptive treatments to the wide range of CT-linacs. Elekta Evo's adaptive capabilities and superior CT imaging will also be available as upgrades in our installed base, further expanding our market and driving the shift towards adaptive treatments.

Our MR Linac, Elekta Unity's comprehensive motion management (CMM) achieved important clinical milestones pushing the boundaries of how some of the most advanced clinics in the world are treating cancer. Together with Elekta Evo, we now have full online adaptive treatment on both MR and CT, improving patient outcome across the full range of radiation therapy.

Through our collaboration with MIM Software – part of GE Healthcare – our software suite, Elekta ONE, will be powered with important additions that will be critical enablers for driving increased productivity, enhanced automation, and online adaptive workflows.

It was a strong year for our software portfolio and services. Our oncology informatics system MOSAIQ retained the award Best in KLAS for the tenth time, ranking first based on an independent analysis of feedback from thousands of customers and users.

The Best in Klas award

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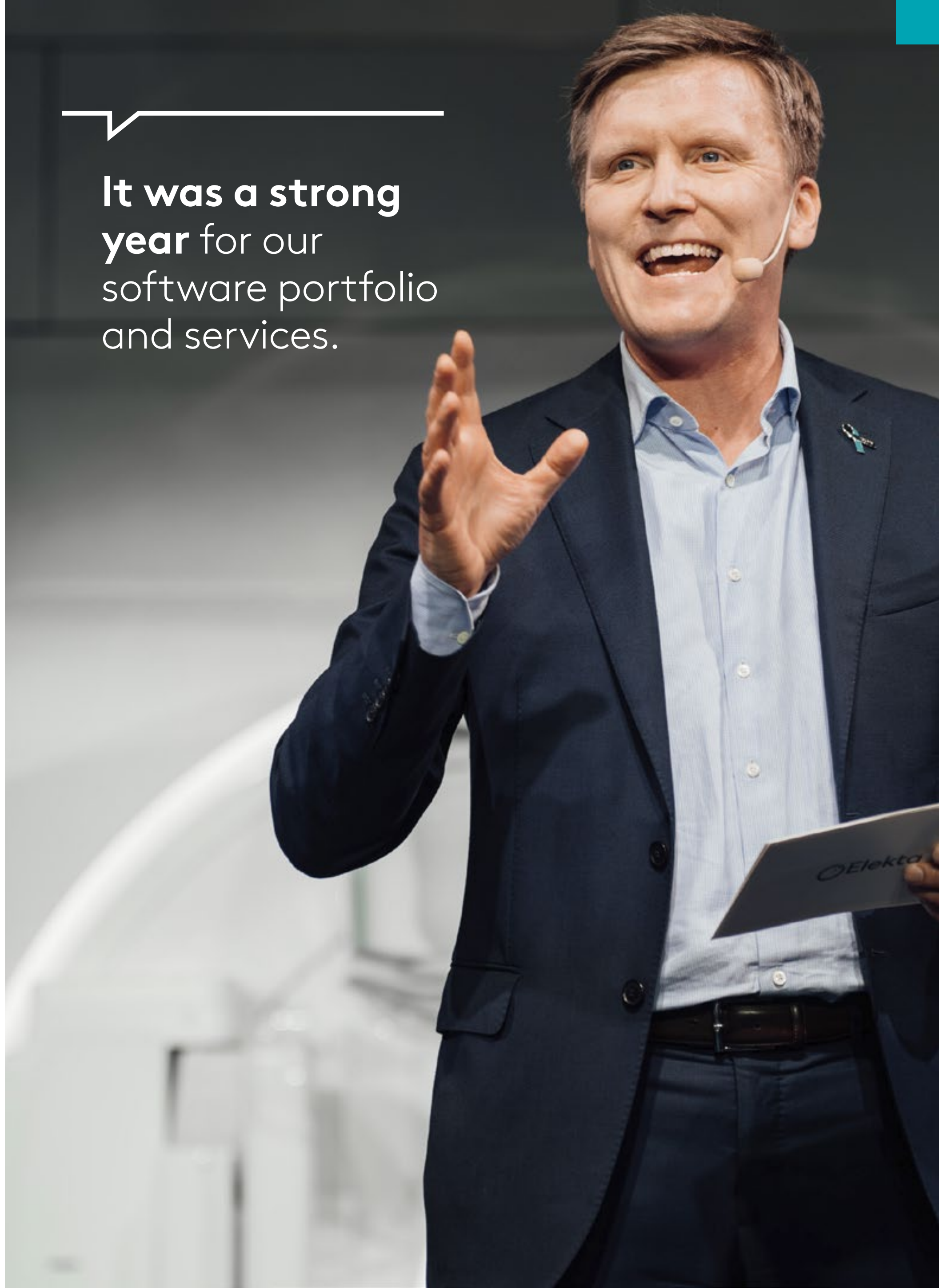
Read more on page 24

It was a strong year for our software portfolio and services.



We also acquired the company Xoft which adds important components to our brachy portfolio broadening its reach and meeting customer demand and healthcare needs.

With our new products and solutions, we will drive our margins to pre-pandemic levels through improved solutions and service mix, price increases and volumes.

Partnership across the cancer care ecosystem

During the year we have deepened our commercial and strategic partnerships as the largest stand-alone radiotherapy company. By acquiring the IP rights for the treatment planning system Pinnacle, from Philips, we strengthened the foundation for our future collaboration in innovation and gained access to Pinnacle users as this system will be phased-out and replaced by Elekta ONE. The purchase of the IP also gives us an interesting position as potential partner in software innovation.

We signed a partnership with the IAEA – the first company to do so – which will further enhance access to radiotherapy for patients around the world as well as a scientific partnership with Karolinska Institute and Karolinska Hospital.

Our digital health intervention platform Elekta Kaiku signed several exciting partnership agreements with major pharmaceutical companies, further expanding our business beyond radiotherapy.

Customer companion

For Elekta, the customer is always at the center of all our work, and it is our dedication to our customer that will drive long-term shareholder value. We were proud to celebrate several major orders during the year, such as the USD 40 million deal with India's Krishna Institute of Medical Sciences Hyderabad, and important tenders won in Croatia and Ukraine. We also enhanced our collaboration with key opinion leaders in radiation oncology, not least through our Elekta MR-Linac Consortium.

Drive adoption

One of our key milestones in the ACCESS 2025 strategy is to provide access to radiotherapy to an additional 300 million people in underserved markets by the end of fiscal year 2024/25, and we are proud to report that we have so far reached 260 million, which demonstrates that we are well on our way to attain this objective. The expansion of our installed base will also help drive profitable business, with the adoption of new technology.

Delivered in a sustainable way

We remain committed to supporting the principles of the UN Global Compact as we continue to drive towards our sustainability targets. During the year, our linacs were rated as 50 percent more energy efficient than the competition, and through innovation of our technology, making radiotherapy more and more precise, we can further reduce the environmental footprint of radiotherapy.

Looking forward

As we enter the final year of our ACCESS 2025 strategy, we are confident to drive profitable growth. We expect margin expansion from our recent product launches as we see great interest among customers. We know that our solutions match the need for increased productivity and personalized care which will be a strong underlying demand as cancer increases. At the same time, the number of clinicians won't be able to keep up and the cancer care gap must be closed by technology.

Our expectations for the coming year are mid-single digit growth and margin expansion. Beyond 2024/25, we expect EBIT margin expansion to 14% and higher.

I would like to thank our customers and partners for their unwavering trust in us, and my Elekta colleagues all over the world for their tireless work and commitment to a world where everyone has access to the best cancer care.

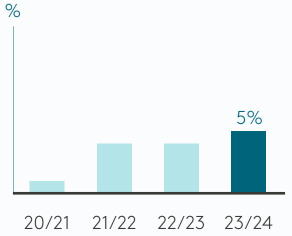
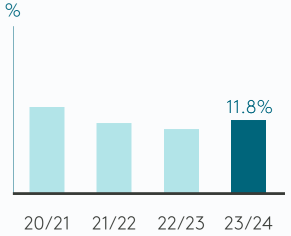
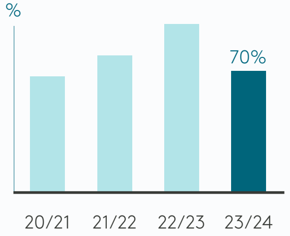
Gustaf Salford
President and CEO

Elekta Evo was introduced at ESTRO 2024 in Glasgow, Scotland.

Outlook and strategic milestones 2024/25

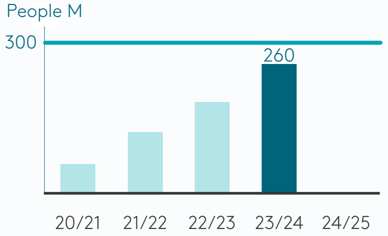
Elekta's strategy provides the framework for our pursuit of profitable growth in a sustainable way, and is quantified in the financial outlook.

Outlook and dividend

Outlook	Outcome	Comment
Net sales Mid-single digit growth from 2023/24 to 2024/25		• Elekta had a net sales growth rate of 5 percent in 2023/24 based on constant exchange rates. In SEK, net sales growth was 7 percent • From 2021/22 to 2023/24 the market grew by ~4–5 percent
EBIT margin Expansion from 2023/24 to 2024/25		• In 2023/24, Elekta's adjusted EBIT margin[1] increased to 11.8 percent. This was driven by higher sales and cost control. During 2023/24, activities of the Cost-reduction Initiative from 2022/23 have continued, although at a significantly lower level. For more information see page 23
Dividend policy ≥50% of annual net income		• The dividend proposal for 2023/24 is 2.40 SEK/share to be paid out in two installments

[1] Adjusted EBIT margin = Operating income excluding items affecting comparability attributable to the Cost-reduction Initiative.

Strategic milestones

Outlook	Outcome	Comment
Availability of care +300 M people in underserved markets to get access via Elekta's installed base.		• At end of 2023/24, 260 million people in underserved markets had gotten access via Elekta's installed linac base (baseline 2019/20) • This corresponds to an additional installed base of 720 linacs since 2019/20

Elevation of care
Empowered by the introduction of Elekta's new CT adaptive linac, Elekta Evo™, we provide adaptive treatments across our product portfolio. This translates to superior outcomes for patients, as our solutions dynamically adjust treatment plans in response to real-time changes in tumor shape and surrounding tissue anatomy. Leveraging Elekta Evo's high-definition imaging and robust AI capabilities, we enhance treatment precision, minimize side effects, and optimize patient oucomes.

Participation of care
Elekta ONE integrates Elekta's digital solutions into a software-as-a-service platform, streamlining the multimodality software workflow for a cohesive experience. Within Elekta ONE, our Kaiku app enables patient-clinician interaction. Clinicians can access patient data and symptom feedback, responding promptly to patient needs. This enhances patient experience and facilitates efficient problem-solving for clinicians.

For **sustainability targets** see Sustainability notes in Financial reporting on **page 75**.

Building upon Elekta's strong heritage of innovation

As a leader in precision radiation therapy, our strategy builds on our unique position as an agile innovator and the only independent provider of radiation therapy solutions and services at scale. We integrate the best solutions across the cancer care continuum for the benefit of our customers and their patients. We are well positioned to maintain our technology leadership and drive future financial performance.

Our strategy ACCESS 2025 (illustrated on **page 9**) responds to market trends and societal needs, including the increasing demand for cancer treatments. As more people live with cancer as a chronic condition, there's a need for increased productivity in cancer centers and hospitals. This can be achieved through digitalization, technological advances, and medical science, which can also provide more personalized treatments.

Building upon Elekta's strong heritage of innovations, we have successfully expanded our portfolio and market presence, resulting in an enhanced market share. By continuing to embrace our innovation culture with R&D investments as a key enabler, we are well positioned to maintain our technology leadership and drive future financial performance through increased sales and margin expansion.

The strategy and its enablers

The strategy is centered around four strategic pillars: accelerating innovation, being the customer companion, driving partner integration, and fostering global adoption of radiation therapy. Our goal is to create sustainable profitable growth and to accelerate advances in radiation therapy treatment, clinical workflows, and customer engagement.

Enablers

Our strategic pillars are supported by two internal enablers: People and Resilience & Process Excellence. Developing high-performing, diverse teams and fostering cross-organizational collaboration are essential for the successful execution of our strategy. Elekta's values serve as the foundation for who we are and what we represent. To maintain long-term competitiveness, we are focused on driving continuous improvement, across our processes and ways of working.

In a sustainable way

To build a more sustainable future, we prioritize our environmental, social, and governance responsibilities. Our commitment includes reducing emissions in alignment with science-based targets, providing access to healthcare, and maintaining a strong focus on ethical business practices. Additionally, we prioritize creating a safe and inclusive workplace for our employees and working responsibly with our suppliers to promote sustainable sourcing.

Purpose

To inspire hope for anyone dealing with cancer, be those patients, clinicians, or relatives.

Mission

To improve patients' lives by working together with our customers. We use our precision radiation expertise to work hand in hand with clinicians and our partners to continuously develop innovative, outcome-driven, and cost-efficient solutions that provide a lasting clinical difference in a sustainable way.

Vision

A world where everyone has access to the best cancer care.

The strategy and its enablers

Higher survival rates

Increasing population

Lack of radiotherapy

Accelerate innovation with customer utilization in mind

We continue to invest in innovation, both in hardware and software, to keep driving precision radiation therapy forward and to develop new solutions that help customers elevate standards of cancer care.

Drive partner integration across the cancer care ecosystem

We believe that cancer care is best elevated by bringing together expertise across the entire network. We also believe that there is no single solution to fit all, and customers will need tailored solutions to fit their needs.

Our vision:
A world where everyone has **access to the best cancer care**

Be the customer lifetime companion

We want to be the preferred and most trusted partner to our customers throughout the lifecycle of our solutions. We continue developing our services, offering new business models to build stronger relationships with our customers.

Drive adoption across the globe

To make sure that patients really have access to the best cancer care, we will continue to drive market adoption. In emerging markets, initiatives focus on increasing the installed based. In mature markets the initiatives focus on increasing efficiency with new technology or utilization of available technology and decision-making support.

People

Resilience & Process Excellence across the value chain

Values We do what we say | We work as one team | We keep thinking forward

Delivered in a sustainable way

Personalized precision

Increased digitalization

Higher productivity

Drivers and trends within society

Drivers and trends from customers

Business model to foster innovations

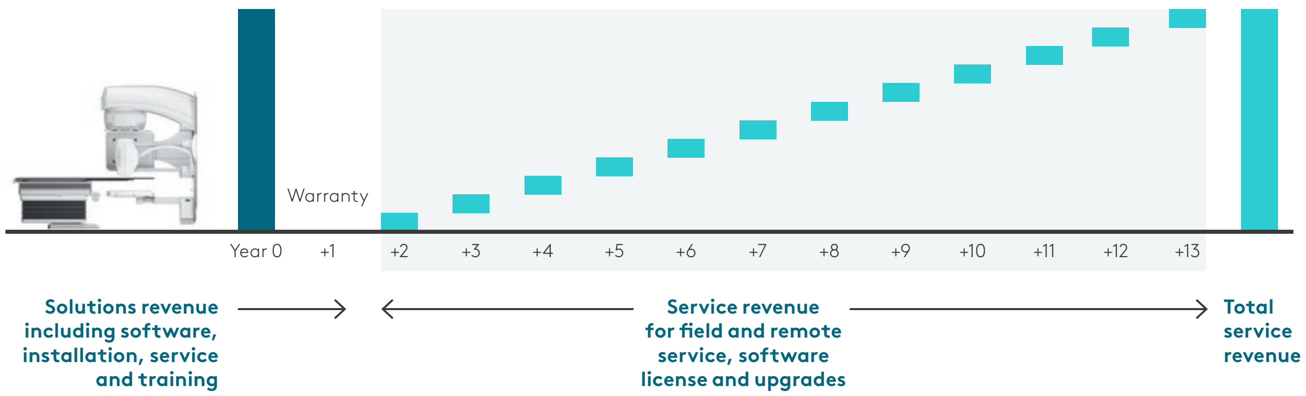
20%
of Oncology Information Systems (OIS) software orders are SaaS 2023/24

Elekta's business model is to develop, manufacture and market innovative solutions for precision radiation therapy, as well as to provide services and support for the installed base.

After the installation of our solution, a one-year warranty period follows. To ensure uninterrupted treatments for scheduled patients, having the right service for the solution is crucial. Elekta has a good attach rate of service contracts to its installed base.

The installation of solutions and the service business drive two distinct revenue streams: upfront payments and periodic fees. Currently, most devices, software or solutions are paid for upfront, while services are primarily paid periodically based on contracts, including occasional service assignments. Driven by our strong Software as a Service (SaaS) offering, we see a shift towards more regular fees instead of upfront payments, ultimately contributing to smoother revenue and cash flow over an extended period.

REVENUE STREAM



Creating value responsibly throughout the value chain

Elekta plays a crucial role in global cancer care. As a global organization, we engage with diverse stakeholders.

Collaborations address clinicians' and patients' needs, driving radiation therapy innovations sustainably. Our long-term success builds upon excellence and sustainability across our value chain. We prioritize development of high-performing teams, collaborating with our customers to address their needs, and continuous improvement to reduce our costs and environmental impact. By doing so, we ensure that Elekta focuses on developing sustainable innovations that inspire hope for anyone dealing with cancer.

Elekta is a global organization with a wide range of stakeholders across society. By providing innovative products and services, and through the provision of education and training, we aim to increase access to cancer care for patients globally. We work in partnership with our customers and governments. Through interaction with academia in different ways we foster innovation and research to maximize social and shareholder value. Elekta has a global workforce with manufacturing across Europe and Asia.

In our endeavour to provide access to healthcare, Elekta impacts the environment, economy, society and human rights in different ways. We aim to maximize our positive impact and mitigate any negative impact across our value chain. Read more about our impacts and sustainability materiality analysis on **page 75**.

R&D

Improving cancer care through innovation

Elekta's market-leading position is based on innovations, both in solutions and clinical workflows, developed in close collaboration with leading researchers and radiation oncology clinics across mature and emerging markets. Sustainability requirements are set early in the product design phase.

12%

of net sales in R&D investments

SOURCING AND MANUFACTURING

Secure stable solutions

Both sourcing and manufacturing operations have strong focus on quality, and we only use high-quality suppliers to secure stable solutions that provide the necessary requirements. We continue to develop our Sustainable Sourcing Program to drive change in partnership with suppliers.

We target to engage

45%

of our suppliers in emission reduction efforts for climate action, see **page 77**

AFTERMARKET & SERVICE

Providing excellence to customers and patients every day

Through high-quality service and aftersales, we continuously improve our customers' workflows and clinical capabilities, to maximize the lifetime and value of their investments and provide the best care possible. A global team supports customers throughout the lifecycle of the solution. Assisted by the AI-based Elekta IntelliMax® system, connected to 80 percent of the installed base, an increasing share of the support is conducted remotely.

Service

41%

of net sales

MARKETING & SALES

Bringing innovations together with clinicians

We have a robust global presence, enabling us to connect closely with our customers. Our operations vary across markets. In some, we have our own staff, while in others, we collaborate with chosen partners. We uphold ethical business practices through established training and compliance programs. Additionally, we offer financing solutions to improve accessibility in underserved markets.

More than

120

countries with an installed base

Expanding and elevating innovations

Elekta offers leading radiotherapy treatment solutions and complete oncology software solutions for all oncology departments. With innovations that both elevate and expand access to care, we contribute to easing the global cancer burden.

Solutions

Oncology Software

Brachy

Linac

Neuro

Service

Delivering high-quality aftermarket services, generating recurring revenues

Oncology Software Solutions

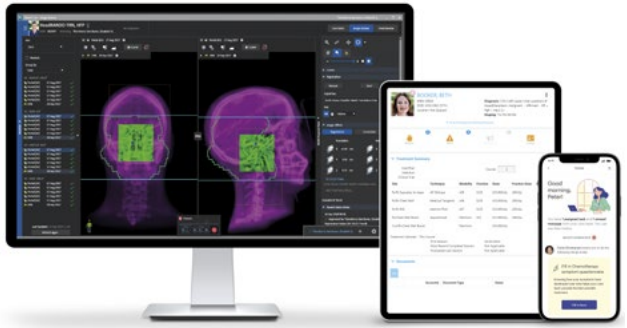
Openness with an award-winning OIS backbone

Software solutions are essential in oncology where treatments are tailored to each patient, usually using a combination of radiotherapy, surgery, chemotherapy or immunotherapy.

Elekta ONE® brings together Elekta's digital solutions on a software-as-a-service platform aiming to simplify the multimodality software workflow within a unified experience. Knowing that care providers rely on a variety of devices and software, Elekta is committed to multi-vendor hardware and software based on open standards and interoperability. The platform's SaaS offering is growing in popularity as it lowers the hurdles for clinics to adopt and customize solutions to their needs.

The data backbone of Elekta ONE is the market-leading multidisciplinary oncology information system MOSAIQ®, which touts a large global installed base and an oncology-specific data model.

Solutions are developed in four main categories. The first is Workflow management, with solutions for automation and patient care coordination on the care pathway. The second is Treatment applications with planning, contouring and quality assurance solutions. The third is Real-word outcomes, which includes analytics, patient-reported outcomes and the registry outcomes software. The fourth is Integrated Console that integrates with the device and streamlines in-room treatment delivery.



Linac Solutions

Premium solutions tailored to different needs

Linear accelerators are the versatile workhorses of radiation oncology departments where they are used to treat a wide range of tumors. Elekta's portfolio contains premium linacs that can be divided into three categories: productivity, versatility, and expansion. The hardware across the product range is supported by software that makes it possible to add functionality, such as online plan adaptation, to the installed base if prerequisites such as image quality are met.

In the productivity category, Elekta offers Harmony and Harmony Pro. These are systems that are developed to be easy to install and use without compromis-

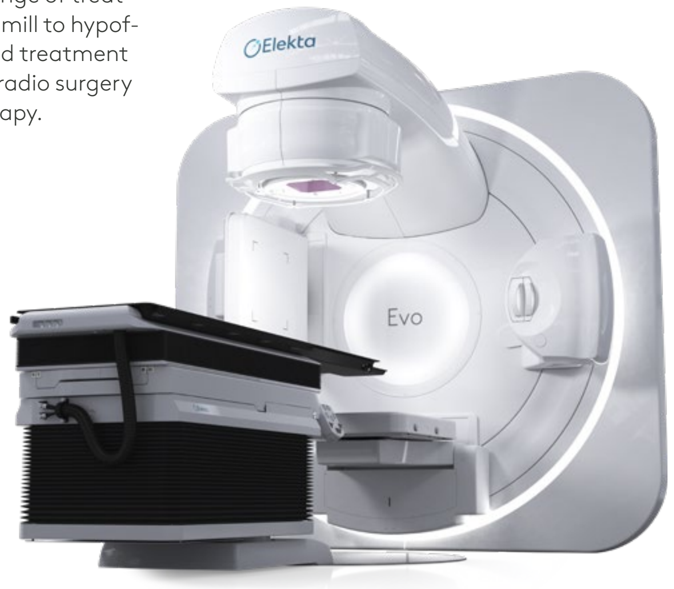
Linac Solutions, cont.

ing on treatment quality. Differentiating the Harmony series are the many features that smoothen the workflow, such as the redesign that halves the patient set up time. This enables clinics to increase the throughput of patients.

The versatility category contains Elekta Versa HD® and the newly launched Elekta Evo™. The new CBCT (Cone Beam Computed Tomography)–Linac Elekta Evo was launched at ESTRO in May and features next generation image quality and both offline and online (while the patient is on the table) adaptive treatment capabilities. Adaptive treatment, adjusting the treatment plan during the treatment to account for changes in anatomy, can reduce uncertainties and potential harm to organs at risk. This is made possible by Iris™, high-definition imaging that uses anatomy-specific algorithms powered by AI, that allows clinicians to better visualize target areas and increase automation and speed. Submillimeter accuracy and advanced cone beam CT imaging capabilities enable a wide range of treatments, from regular run-of-the-mill to hypofractionation and other advanced treatment modalities such as stereotactic radio surgery and stereotactic body radiotherapy.

In the expansion category, we find Elekta Unity, our MR-Linac. Onboard diagnostics-grade MR imaging enables the physicist to clearly see soft tissue tumors, individual lymph nodes and oligometastatic cancers. With the release of Comprehensive Motion Management, tumors can be tracked in real time in three dimensions while patients are being treated. This enables both automatic gating, i.e., stopping the beam if the target moves out of position, as well as the rapid steering of the beam to the new target position for efficient restarts of treatments.

The combination of superior image quality and real-time tracking is what enables Unity to treat existing indications more effectively and efficiently while expanding radiotherapy treatment to new indications. Clinical evidence for the superiority of treatments on Unity is now being compiled with hundreds of peer-reviewed articles having been published already.



Brachy Solutions
Xoft acquisition expands possibilities

In high-dose rate brachytherapy, a radioactive isotope, Iridium-192 or Cobalt-60, is temporarily inserted into the body through a robotized system called an afterloader. Considered the gold standard in brachy due to the high dose delivered to tumor, it is a very precise, effective and economical form of radiotherapy for a range of cancers and the standard of care for cervical cancer. It is usually combined with external beam radiotherapy.

Elekta's market-leading offering includes applicators, afterloaders, software and in-room imaging with Elekta Studio. In-room imaging reduces both applicator displacement risk and stress for the patient, while lowering costs and improving the quality of the treatment. Elekta supports the adoption and use of brachytherapy via the educational resource BrachyAcademy.

The acquisition of Xoft in October 2023 added electronic brachytherapy to the offering. Instead of a radioactive isotope, Xoft's technology uses a miniaturized low-energy X-ray source, which can be switched on and off and be used outside of the radiation bunker with minimal shielding.

The Xoft technology presents opportunities to grow the adoption of brachytherapy to more indications, settings and geographies where the use of radioactive isotopes is not possible. For example, to surgical theaters for breast intraoperative radiotherapy, or remote areas.

Neuro Solutions
Successful Elekta Esprit launch

Leksell Gamma Knife® (LGK) is the world's most proven stereotactic radiosurgery device and the core of Elekta's best-in-class neuro offering. LGK is being continuously developed and refined and the latest version, Elekta Esprit, brings several improvements to workflow and patient comfort. It has been a big success with more than 50 machines ordered and installed since launch in May 2022.

The main advantage of LGK is the very sharp dose fall-off which enables it to target the most challenging intracranial tumors while sparing the surrounding healthy tissue, protecting the mind and memory of patients. It comes with its own treatment planning tool which can be enhanced with the treatment optimizer LGK Lightning that can reduce the overall planning time by 80 percent and beam-on time by 50 percent while increasing the treatment plan quality.

There are two immobilization options: a frame and a mask. The latest frame is Leksell Vantage – a light-weight model that is more comfortable for the patient and easier to use for clinicians.

LGK is used by the world's premier neurosurgery and radiation oncology clinics and the installed base is currently around 360 machines and growing. Education, training and facilitation of information exchange is provided by Elekta through the Leksell Gamma Knife® Society.

Services
Scaling up professional services

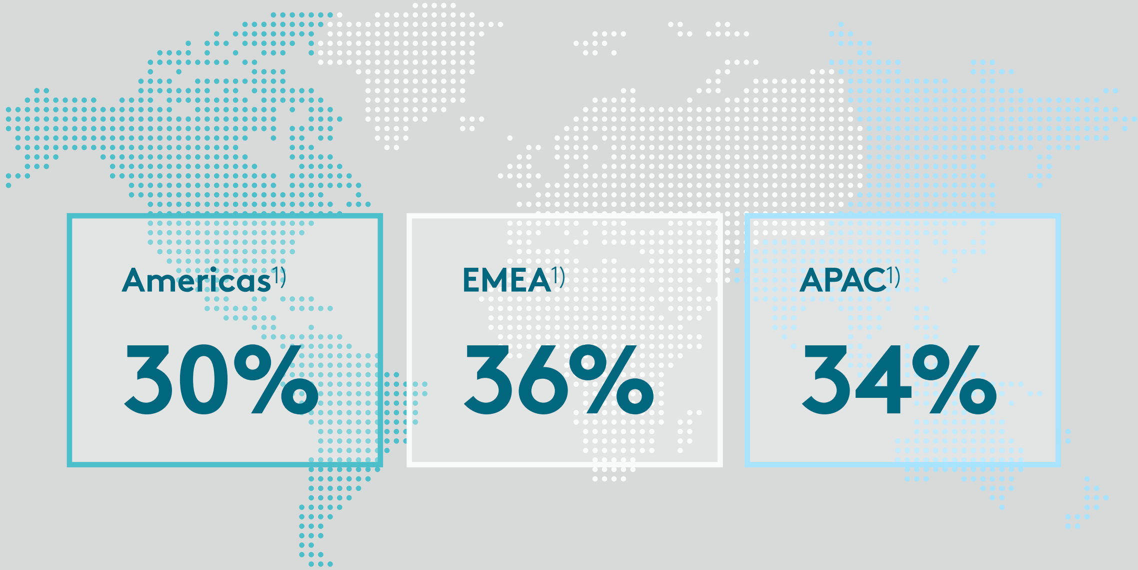
Services are an integral part of Elekta's offering. Branded Elekta Care, the traditional service offering covers everything from installation to ongoing and predictive maintenance, training and technology updates. It delivers digital and real-world solutions that evolve with customers' requirements to keep patient treatments on schedule.

The core of the traditional service offering is preventive maintenance. Using AI-based patented algorithms to analyze data from connected machines, Elekta IntelliMax® detects issues before they impact clinical availability. This data-driven support model ensures both internal efficiency and the highest levels of machine availability for our customers. For every issue detected, an average of eight hours of clinical downtime can be avoided.

Value-added professional services, Elekta Care 360, are now being scaled up. Due to shortage of staff and resources, hospitals and clinics often lack capacity to quickly adopt new technology and treatment techniques. Through partners, Elekta provides both staffing and knowledge so that clinics can become comfortable using the technology more quickly, providing benefits for patients while increasing the return on investment for clinics.

Geographical overview

The demand for cancer care is expected to grow due to the rising cancer burden worldwide. There is a willingness to invest in innovative technologies, particularly those that improve staff efficiency while maintaining high-quality patient care. AI-driven workflow software and value-added services enhance staffing capacity and boost productivity. However, in some regions, macroeconomic factors like higher interest rates, inflation, and fluctuations in foreign exchange rates negatively affected investment desire during the year.



[1)] Share of Elekta's total net sales 2023/24.

For development 2023/24 see page 22

Americas

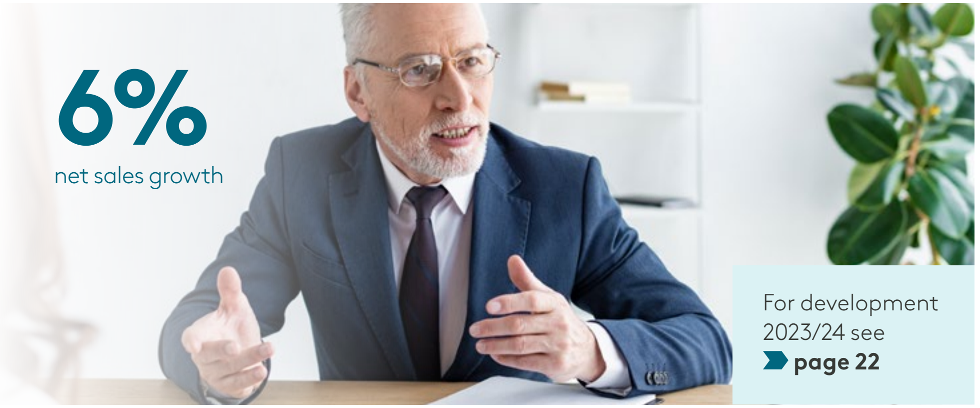
Market development 2023/24

The evolving healthcare landscape in the Americas has driven demand for Elekta's innovative cancer care solutions, which show promise in advancing treatment times and operational efficiency. Economic pressures and industry consolidation are influencing investment decisions, while advances in radiotherapy and combined therapies are setting new standards for patient care. Workforce shortages highlight the need for efficient digital solutions and Elekta continues the quest for equitable access to oncology care.

Market trends

Despite health system economic challenges, there is a willingness to invest in new technologies, especially those that enhance staff productivity without compromising patient care. AI-driven workflow software and value-added services augment staffing and boost productivity. The market is shifting towards personalized therapeutics, leveraging software and device connectivity powered by AI technologies and immunotherapies. Further solidifying Elekta's investment focuses on differentiated technologies such as adaptive radiation therapy and software-based workflow improvements. Proposed changes to the reimbursement model may accelerate the usage of hypofractionation and the integration of AI-based software, enhancing radiotherapy treatment efficiency. Latin American markets expects to show strong growth despite economic challenges, driven by new investments in oncology care infrastructure.

For market characteristics, see elekta.com



6%
net sales growth

For development 2023/24 see page 22

EMEA

Market development 2023/24

The radiation therapy market expanded in central Europe, with Croatia finalizing their European cancer funds tender for radiation therapy, acquiring new linacs and brachytherapy equipment. Additionally, Ukraine made a historic purchase of linacs and software for advanced radiation therapy capabilities. The focus has shifted to adaptive therapy, especially with reimbursement changes in Germany emphasizing stereotactic radiosurgery. Staffing shortages and increased patient volumes are driving a shift toward hypofractionation. To meet these demands, there's a push for better image quality, facilitated by automated workflows driven by AI. The market stability was impacted by the war in Ukraine and the conflicts in parts of the Middle East. In the Middle East and Africa, there is still a growing need for advanced radiation therapy driven by a rising cancer burden. The replacement market offers promising opportunities for several countries including Turkey, Lebanon and Jordan.

Market trends

The European market has been less expansive during 2023/24 as there have been few large tenders. Demand is expected to rebound as Northern Europe and Central Europe anticipate increasing their investments in advanced radiation therapy. The market for radiation therapy is growing steadily due to an increasing number of cancer patients across the region. While most markets have adopted MR-Linac technology, which has led to improved access in treating various cancer types, staff shortages continue to be a challenge. As a result, there's a push for automated workflows, distributed radiation therapy services driven by cloud adoption, and a shift toward more quality-assurance driven review tasks. In Africa, there is a substantial need for radiation therapy equipment, and the potential for long-term growth is significant. However, challenges related to healthcare infrastructure and personnel shortages hinder progress. Meanwhile, the demand for radiation therapy in the Middle East remains strong and continued long-term investments in health systems are anticipated to enhance cancer care.

8%
net sales growth

For development 2023/24 see page 22

APAC

Market development 2023/24

The Chinese market experienced significant negative impact due to the government-initiated anti-corruption campaign started in July 2023. As a result, overall market demand slowed down, and both public and private hospitals became cautious in making significant capital investments. However, China has unveiled an action plan to promote large-scale renewal of medical equipment, driving adoption of high-end products, including radiation therapy solutions. India's market expansion continued, driven by the growing adoption of radiotherapy procedures in both the public and private markets. Increased awareness and advancements in early diagnostics have positively influenced and fueled the growth of the installed base in the emerging markets of APAC.

Market trends

The Chinese market is expected to show strong growth due to the significant shortage of linacs in combination with a rising cancer burden. The Chinese government is actively working on developing high-quality public hospitals, including advanced diagnostic and radiation therapy treatment machines. Furthermore, it also promotes similar advancements in hospitals operated by enterprises. As part of the long-term national healthcare plan, there is an initiative to facilitate extensive equipment renewal, specifically aimed at enhancing cancer care supported by government-initiated subsidies. In Japan, the ongoing replacement cycle creates significant opportunities. Simultaneously, India is witnessing a rise in cancer prevalence, and the growing preference for minimally invasive treatment options is driving market growth. Additionally, medical tourism contributes to this growth, which is expected to continue across both private and public sectors. In mature markets such as Australia, Korea, and Singapore, robust governmental initiatives focused on cancer care are anticipated to further drive the market.

For market characteristics, see elekta.com

We contribute to a sustainable future

We are working to realize our vision of a world where everyone has access to the best cancer care. We aim to deliver on our strategy to drive maximum positive impact and create a more sustainable future, while also working to minimize any negative impacts on the society, environment, people, and human rights.

Our approach to sustainability is guided by the Government of Sweden Agenda 2030, and the United Nations Sustainable Development Goals (SDGs). Elekta contributes to nine of the 17 SDGs, including 3.4, aiming to reduce premature mortality from cancer and other non-communicable diseases by a third by 2030.

In 2023/24, we conducted a Double Materiality Assessment to identify key impact areas for Elekta. These assessments evaluated impacts on the economy, environment, and society, as well as financial risks and opportunities related to sustainability. For more information about the materiality assessment and sustainability governance, see page 75.

Today, there are large structural differences in cancer care. Low and middle-income countries are generally underserved in terms of treatment capacity[1] while socioeconomically weaker groups have less access to treatment and worse outcomes[2] even in more mature markets.

Improving access is at the core of our business strategy, see page 8. The strategy covers innovation that improves outcomes for patients and enables more efficient delivery of treatments, service and predictive maintenance. In addition, it covers initiatives that drive global adoption, such as working with governments to improve reimbursements, access to training and customer financing. While improving access is our most significant positive impact on society, we are mindful of our wider social and environmental impact and make efforts to ensure that we conduct our business ethically and responsibly. The aim of our sustainability agenda is to ensure that we build a sustainable business that can thrive over the long term to continue to drive positive social impact.

Our sustainability agenda is guided by:

- the UN Global Compact and its ten principles;
- the OECD Guidelines for Multinational Enterprises and its associated due diligence guidance for responsible business conduct;
- the UN Guiding Principles on Business and Human Rights;
- the Universal Declaration of Human Rights;
- the ILO Declaration on Fundamental Principles and Rights at Work; and
- the precautionary principle.

Our ethical principles are presented in our Code of Conduct, see **elekta.com** which applies to everyone working for and on behalf of Elekta.

The Code is supplemented by specific policies where needed. See page 75 for more information on our sustainability governance and policies.

THE GLOBAL GOALS
For Sustainable Development

Why is our ESG work important?

E Environment

According to the Intergovernmental Panel on Climate Change (IPCC)[3], global warming's impact on people and ecosystems is already more severe than expected and every increment of warming will further intensify hazards. The healthcare sector is responsible for approximately 5% of global greenhouse gas emissions[4].

As a global company, we are determined to do our part and transform our business for a low-carbon future.

S Social

Around 19 million people are diagnosed with cancer each year[5] and as the world population grows and ages, that number is expected to increase[6]. Expanding access to radiation therapy would save lives and bring economic benefits[7], but several factors are hindering it. These include insufficient physical and institutional infrastructure, such as underdeveloped general healthcare systems, low radiation therapy awareness, and underdeveloped or a complete lack of financing and compensation systems.

Our long-term ability to successfully improve healthcare access is contingent on us safeguarding the safety and human rights of people across our value chain: including patients, clinicians, and people in our supply chain, and to enable our employees to thrive.

G Governance

The healthcare sector is particularly vulnerable to corruption[8]. Corruption, anti-competitive behavior and other unethical business practices can be significant obstacles to sustainable development and have negative effects on innovation, customers and ultimately patients[9].

We are determined to conduct ethical business across our global operation to successfully contribute to driving access to healthcare.

[1–9] Sources, see page 92.

E How are we addressing environmental impact?

As Elekta strives to maximize the positive social impact provided through our products and services, we work to minimize our environmental impact across our value chain. Our approach is defined in our Global Environmental Policy, see **elekta.com**.

By setting ambitious targets for reducing greenhouse gas emissions and waste, and driving circular initiatives, Elekta is committed to decoupling growth from environmental impacts. By aiming to reduce emissions per cancer treatment course, we drive more environmentally efficient cancer treatments.

Elekta uses environmentally conscious design principles for the full product lifecycle and runs a take-back program of selected products. We engage across our value chain and aim to optimize packaging and logistics. At our own offices, we target zero waste to landfill and are transitioning to 100% renewable electricity.

Highlights of the year

- Our emissions reduction targets were revalidated by the Science Based Targets initiative, see **elekta.com**
- Environmental objectives have been included in the company's strategic planning process across all units

For detailed information see page 77

S How are we working with social impact?

Elekta provides access to cancer care in different ways in connection to our products and services. We foster expertise and serve as a partner to decision-makers across the world in building sustainable healthcare systems. We also innovate to improve efficiency and utilization, train clinicians and strengthen our local presence. We are proud of the Elekta Foundation that continues to improve cancer care access in underserved countries, see **elektafoundation.com**.

We care for people across our value chain. Our approach to people is defined in our Global People & Human Rights Policy, see **elekta.com**. As an employer, we work to provide an inspiring, diverse, inclusive, and safe place to work. We drive sustainable sourcing efforts and engage with suppliers to promote human rights and safe working conditions in our supply chain, and we work diligently to ensure the highest quality and safety standards of our products.

Highlights of the year

- Signed an order of a dozen linacs and four brachytherapy systems in Croatia
- Continued to support Ukrainian cancer patients with latest radiation therapy equipment
- Increased net installed base of linacs in underserved markets
- Hosted more than 34,000 clinician training sessions globally

For detailed information see page 82

G How are we addressing governance topics?

Elekta has a robust compliance program in place to detect, prevent and mitigate unlawful and unethical behavior in all our business activities. With most of our sales going through public tenders, and our regular close interactions with healthcare professionals, we have developed detailed guidelines so that our conduct can be free from even the suggestion of improper influence. Our approach is defined in our global Anti-Bribery and Corruption Policy, see **elekta.com**.

Highlights of the year

- Delivered on our updated compliance strategy for better monitoring of current risks and requirements

For detailed information see page 89

Financial reporting

Contents

Board of Director's report

The Board of Directors and the CEO of Elekta AB (publ), corporate identity number 556170-4015 and registered office in Stockholm, hereby submit the consolidated financial statements and annual report for the fiscal year 2023/24, covering the period May 1, 2023 – April 30, 2024. Amounts in parentheses indicate values for the previous fiscal year. Elekta AB (publ) is referred to as "Elekta AB" or "the Parent Company" and the Elekta Group, which includes Elekta AB and its subsidiaries, is referred to as "Elekta" or "the Group".

Elekta's operations

Elekta is a medical technology company which aims to improve, prolong and save lives through clinical solutions for treating cancer and brain disorders. The Group develops clinical treatment solutions for radiation therapy and radiosurgery, as well as workflow-enhancing software systems, across the spectrum of cancer care. Elekta is a leader in clinical solutions for image guided radiation therapy and stereotactic radiosurgery, giving oncologists and neurosurgeons an unmatched capability to treat tumors and functional targets with ultra-high precision while sparing healthy tissue. Since 2018 Elekta also offers MR-guided radiation therapy solutions, combining a linear accelerator with magnetic resonance imaging.

Elekta's treatment solutions and oncology software portfolios are designed to enhance the delivery of radiation therapy, radiosurgery and brachytherapy, and to drive cost efficiency in clinical workflows.

At the end of 2023/24 Elekta had an installed base of approximately 7,300 (7 150) devices. The Group has a high attach rate of service contracts to the installed base. Around 60 percent of net sales comes from Solutions and around 40 percent from Service.

Elekta's operations are divided into three geographical regions:

- Americas (North and South America)
- EMEA (Europe, the Middle East and Africa)
- APAC (Asia Pacific)

Market

The global market development for Elekta's solutions is driven by the need for qualitative cancer care at an affordable cost.

Cancer incidence and prevalence are increasing. More patients are surviving their cancer, which increasingly makes cancer a chronic disease with growing number of patients all over the world in need of long-term care. The cost of cancer care is increasing and the demands for cost efficiency in health systems and among care providers is an important part of the market dynamics. This benefits solutions within radiation therapy, which is one of the most cost-effective treatment solutions.

A complete radiation therapy program includes various technologies in Elekta's product portfolio. New advancements in precision, accuracy and effectiveness will increase the need for radiotherapy. Information management solutions constitute an important element in care delivery where hospital information systems and cancer informatics are other important elements of Elekta's solutions. There is a significant shortage of radiotherapy capacity, which is important in understanding the potential and market in many low-income economies.

Increasingly precise diagnosis of each tumor, and a continuously expanding range of therapy options is transforming oncology care to more integration between diagnosis and radiotherapy treatment.

Competition

The main competitor in the global market, with a comprehensive product range and overlap with Elekta, is Siemens Healthineers (Varian). Elekta is one of the largest suppliers of radiation therapy solutions, and in emerging markets, Elekta is the largest supplier. To support customer's need across the cancer care ecosystem Elekta has deepened its partnership with the imaging player Royal Philips and set up a commercial partnership with the imaging player GE Healthcare.

From a competitive perspective there are also various companies addressing specific segments within radiation therapy. Companies, such as Accuray with radiosurgery solutions, Bebig with brachytherapy products, ViewRay with MR-Linac as well as RaySearch with software solutions, are part of Elekta's competitive landscape. Hospital Information System (HIS) companies are addressing the HIS market with hospital wide solutions where cancer care is one of many different specialties. In addition, there are a number of companies with products and applications supporting different aspects of cancer care processes.

Financial guidance

Elekta's strategy is built around four main strategic pillars:

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

These pillars shall drive sustainable profitable growth and create the next generation treatments, workflows and customer engagement models. The strategy is regularly reviewed and evaluated by the Board of Directors and the strategic plan is the base for the execution of Elekta's operations.

In June 2024, Elekta published a new outlook for 2024/25. Elekta will target:

- Net sales growth of mid-single digit
- EBIT margin expansion

Fiscal year 2023/24

Order intake and order backlog

The uncertain macroeconomic and geopolitical environment together with the ongoing governmental initiated anti-corruption campaign in China had a negative impact on order intake. The full-year gross order intake continued on a high level but decreased based on constant exchange rates by 5 percent and by 2 percent in SEK. The order backlog was SEK 44,365 M on April 30, 2024, compared to SEK 43,332 M on April 30, 2023. Orders that are canceled or not expected to materialize as planned are removed from the order backlog. The positive translation effect due to the conversion to closing exchange rates amounted to SEK 1,832 M (1,876).

On June 1, 2023, GenesisCare, one of Elekta's larger customers, filed for reorganization under Chapter 11 of the United States Bankruptcy Code. In Q3 2023/24, Elekta decided to cancel all orders in the backlog amounting to SEK 1,157 M related to the U.S. part of GenesisCare. The cancellation covered agreements not yet installed, and it mirrored our perception of a potential backlog conversion for the full agreement with GenesisCare. Orders related to regions outside of the United States within GenesisCare remained unaffected. During 2023/24, Elekta has continued to receive payments from GenesisCare, and the estimated exposure is covered by existing provisions. As per April 30, 2024 less than 2 percent of the order backlog related to GenesisCare.

Geographic region: Americas

In Americas gross order intake increased by 3 percent to SEK 5,848 M (5,655), corresponding to a 1 percent increase based on constant exchange rates. Order intake in North America was softer, whereas South and Latin America showed growth.

Net sales increased by 4 percent to SEK 5,436 M (5,239), corresponding to an increase of 1 percent based on constant exchange rates. Canada and Mexico showed growth while US declined. Revenue from Solutions represented 43 percent (44) of the region's total net sales. The contribution margin in the region amounted to 38 percent (40).

For information about region Americas, see **page 15**.

Geographic region: EMEA

Gross order intake in EMEA decreased by 7 percent to SEK 7,144 M (7,652), corresponding to a decrease by 12 percent based on constant exchange rates. The decrease was mainly driven by slower market activity in Europe with few large tenders and tough comparables.

Net sales increased by 11 percent to SEK 6,550 M (5,907), corresponding to an increase of 6 percent based on constant exchange rates. All regions within EMEA contributed to the growth. Revenue from Solutions represented 59 percent (59) of the region's total net sales. The contribution margin in the region amounted to 31 percent (34).

For information about region EMEA, see **page 16**.

Geographic region: APAC

Gross order intake in APAC decreased by 2 percent to SEK 6,705 M (6,837), corresponding to a 2 percent decrease based on constant exchange rates. The decline was mainly driven by the ongoing governmental initiated anti-corruption campaign impacting order intake in China.

Net sales increased by 7 percent to SEK 6,134 M (5,724), corresponding to an increase of 8 percent based on constant exchange rates. The positive development was related to both the mature and emerging markets in the region. Revenue from Solutions represented 72 percent (73) of the region's total net sales. The contribution margin in the region amounted to 30 percent (33).

For information about region APAC, see **page 16**.

Net sales

Net sales for the full-year increased by 7 percent to SEK 18,119 M (16,869), equivalent to an increase of 5 percent based on constant exchange rates. Solutions and Service had similar growth rates of 7 and 9 percent in SEK. Based on constant exchange rates Solutions grew 4 percent and Service 6 percent. Net sales

Gross order intake

Net sales

The fiscal year 2023/24

- Gross order intake decreased by 2 percent to SEK 19,697 M (20,143), corresponding to a 5 percent decrease in constant exchange rates
- Net sales increased by 7 percent to SEK 18,119 M (16,869), an increase of 5 percent in constant exchange rates
- Operating income (EBIT) was SEK 2,039 M (1,431), corresponding to an EBIT margin of 11.3 percent (8.5). Adjusted EBIT was 2,145 (1,743), corresponding to an EBIT margin of 11.8 percent (10.3)
- Net income for the year amounted to SEK 1,302 M (944)
- Earnings per share amounted to SEK 3.41 (2.47) before/after dilution. Adjusted earnings per share amounted to SEK 3.62 (3.11) before dilution and SEK 3.62 (3.10) after dilution
- Cash flow from operating activities amounted to SEK 2,461 M (1,964), representing an operational cash conversion of 77 percent (76)
- Cash flow after continuous investments amounted to SEK 815 M (400)
- The Board of Directors proposes to the AGM a dividend of SEK 2.40 (2.40) per share for 2023/24

5%

net sales growth based on constant exchange rates increased in all three regions. For net sales in the regions see each section above.

Cost-reduction Initiative

During 2022/23, Elekta implemented a Cost-reduction Initiative to reduce structural costs and enhance productivity across the organization. During 2022/23 annual savings of approximately SEK 450 M was achieved, at one-off implementation costs of SEK 312 M. During 2023/24, activities of the Cost-reduction Initiative have continued, although at a significantly lower level. In 2023/24, additional annual savings of SEK 120 M was achieved, at an implementation cost of SEK 106 M. The implementation costs are reported as items affecting comparability, see **page 105**.

Earnings

Gross margin was 37.4 percent (37.6). Gross margin excluding items affecting comparability attributable to the Cost-reduction Initiative (see **page 105**) was 37.5 percent (38.1). The decrease in gross margin compared to last year is mainly explained by inflationary pressure on material and salary costs. Foreign exchange rate had also a negative impact. These effects were partly offset by price increases and cost reductions.

EBITDA amounted to SEK 3,189 M (2,596).

Operating income (EBIT) increased by 43 percent, corresponding to an EBIT margin of 11.3 percent (8.5). EBIT excluding items affecting comparability attributable to the Cost-reduction Initiative (adjusted EBIT, see **page 105**) increased by 23 percent and corresponded to an adjusted EBIT margin of 11.8 percent (10.3). The adjusted EBIT margin increased due to leverage on higher sales and solid cost control. Adjusted selling expenses increased by 3 percent driven by selective investments in customer activities and commercialization of product launches. Adjusted administration costs remained unchanged compared to last year.

Adjusted expenses for research and development (adjusted R&D, see **page 105**) decreased by 1 percent while continuing having a high focus on accelerated innovations. Including items affecting comparability selling expenses amounted to SEK 1,641 M (1,603), administrative expenses to SEK 1,370 M (1,398), and net R&D expenses to SEK 1,404 M (1,418). The effect from changes in exchange rates was SEK –221 M (–434), including hedges.

Net financial items amounted to SEK –371 M (–233), of which SEK –49 M (–38) consisted of interest on lease liabilities under IFRS 16. Income after financial items amounted to SEK 1,668 M (1,198) and tax amounted to SEK –365 M (–254) representing a tax rate of 22 percent (21). Net income for the year amounted to SEK 1,302 M (944).

Earnings per share amounted to SEK 3.41 (2.47) before and after dilution. Adjusted earnings per share amounted to SEK 3.62 (3.11) before dilution and 3.62 (3.10) after dilution. Return on shareholders' equity amounted to 13 percent (10) and return on capital employed amounted to 12 percent (10).

Investments and depreciation

Continuous investments amounted to SEK 1,645 M (1,564). Investments in intangible assets increased and amounted to SEK 1,392 M (1,357), mainly related to R&D investments in the linac family and software. Investments in tangible assets amounted to SEK 252 M (207). Amortization of intangible assets and depreciation of tangible fixed assets amounted to a total of SEK 1,136 M (1,062).

Research and development

Elekta conducts R&D aiming at strengthening and enhancing its position as technology leader. Costs related to the R&D function amounted to SEK 1,404 M (1,418). Capitalization of development costs and amortization of capitalized development costs amounted to net SEK 824 M (878), of which SEK 820 M (872) relates to the R&D function. Capitalization within the R&D function amounted to SEK 1,331 M (1,338) and amortization to SEK –511 M (–466). Projects in capitalization phases remained in line with last year while amortizations increased as several projects have progressed to a more mature phase.

Cash flow

Cash flow from operating activities increased by SEK 497 M to SEK 2,461 M (1,964). Operational cash conversion was 77 percent (76). The higher cash flow was mainly related to increased income after financial items. Cash flow after continuous investments increased to SEK 815 M (400). For more information on the consolidated cash flow, see **page 35**.

Financial position

Cash and cash equivalents and short-term investments amounted to SEK 2,779 M (3,278) and interest-bearing liabilities excluding lease liabilities amounted to SEK 5,929 M (5,720). Thus, net debt amounted to SEK 3,150 M (2,442). Net debt in relation to EBITDA was 0.99 (0.94). The exchange rate effect from the translation of cash and cash equivalents amounted to SEK 62 M (–18). The translation difference in interest-bearing liabilities amounted to SEK 98 M (53). Other comprehensive income was affected by exchange rate differences from translation of foreign operations amounting to SEK 584 M (628). For more information on the consolidated balance sheet, see **page 32**.

Employees

The average number of employees during the year was 4,607 (4,587). The number of employees on April 30, 2024 totaled 4,641 (4,390). Value added per average employee amounted to SEK 1,656 K (1,536).

Significant events during the year

MAY 2023 – APRIL 2024

Elekta's MOSAIQ leads the pack in 2024 Best in KLAS: Software and Services report

In February 2024, Elekta's MOSAIQ Oncology Information System, part of Elekta ONE software suite, earned the "Best in KLAS: Software and Services Report" award, which is based on feedback from thousands of clinical users, collected and evaluated by the independent research firm KLAS.

Ability to comprehensively manage motion with Elekta Unity MR-Linac highlighted at ASTRO 2023

During ASTRO 2023, Elekta Unity MR-Linac clinical users presented several abstracts highlighting how the high-field system is pushing the boundaries of radiation therapy and have changed the way patients are treated.

India's Krishna Institute of Medical Sciences Hyderabad orders radiation therapy systems for USD 40 million from Elekta

In November 2023, Elekta received an order for approximately USD 40 million from one of India's largest corporate healthcare groups, Krishna Institute of Medical Sciences (KIMS) Hyderabad. The combination of solutions includes Elekta's full suite of hardware and software, such as Elekta Unity MR-Linacs; Esprit (Elekta's latest Leksell Gamma Knife) systems; Versa HD linear accelerators; Flexitron brachytherapy afterloaders; and Elekta ONE suite of oncology software solutions.

Elekta and the International Atomic Energy Agency (IAEA) partner to improve access to cancer care in underserved countries

In August 2023, Elekta and the IAEA announced a partnership agreement to jointly pursue common interest, including making advanced cancer treatments available to more patients. The purpose of this partnership is to improve cancer treatment with the intent to close the gap in access to radiation therapy around the world.

Elekta expands market and treatment application of brachytherapy with acquisition of iCAD, Inc.'s Xoft business

In October 2023, Elekta acquired the Xoft business from iCAD Inc. Elekta, the world leader in brachytherapy solutions, will now be able to offer electronic brachytherapy technology and provide an expanded range of cancer treatment options.

Elekta and GE HealthCare's MIM Software enter significant collaboration to deliver leading cancer treatment planning solutions

In April 2024, Elekta and MIM Software Inc, a leading provider of medical imaging management and artificial intelligence solutions, announced their collaboration to combine best-of-breed solutions for advanced treatment planning in the delivery of radiation therapy. The strategic collaboration aims to accelerate innovation in software solutions that will benefit clinics with improved workflows, higher throughput, and enhanced user experience, while for patients, provide greater precision in their treatment and less time spent at the hospital.

Legal disputes

Elekta has no ongoing material legal disputes.

Significant events after year-end

During ESTRO 2024, Elekta announced the launch of its latest linac, Evo, a CT-Linac with new high-definition AI enhanced imaging, capable of delivering offline and online adaptive radiation therapy as well as improved standard image-guided radiation therapy treatments. This highly versatile CT-Linac will enable clinicians to choose the most suitable radiation therapy technique for each individual patient.

Sustainability

Elekta presents sustainability information in the section Business overview and in Sustainability notes. Elekta AB has prepared a statutory sustainability report in accordance with Chapter 6 Section 11 of the Swedish Annual Accounts Act. The statutory sustainability report are presented on **page 75**.

Quality

Elekta continues to focus on improving processes as one of the company's key strategic priorities. Elekta conducts regular audits to ensure compliance to established requirements from medical regulatory authorities. Where appropriate Elekta's development, production or sales units are certified in accordance with relevant ISO standards.

IT

Elekta continues to invest in new digital capabilities focused on programs to both further leverage existing tools as well as implement new software systems to drive new services and enhance productivity. From an operational point of view Elekta has continued to build the processes and drive benefits from the operational IT center in India focused on first level support and monitoring globally. The Elekta IT Operations are governed in accordance with industry standards, and a programs of ISO 27001 certification and re-certification are being followed.

Risks

Elekta operates in a highly competitive and regulated industry and a strong local presence leave us open to such risks as threats, uncertainties or lost opportunities relating to current or future operations or activities. To cater for the increasing regulatory requirements in the industry as well as environmental compliance, Elekta is directing resources and focus to comply with applicable international product safety standards and different regulatory requirements in applicable areas. Corruption and risk of improper payments continues to be a threat in many markets having a growing need for access to radiotherapy and Elekta continuously work to strengthen its compliance programs and business ethics preventive controls. Geopolitical tensions, including restrictions and protectionism with a growth of sanctions may impact Elekta's local partnering, manufacturing and sales in certain markets as well as further expose Elekta to potentially conflicting trade compliance sanctions. The radiotherapy industry is characterized by an increased demand for using and analyzing personal or treatment data in order to further develop the products. Elekta's solutions need to be protected against damage and undue interference whilst also adhering to various data privacy laws and regulations worldwide and an increasing threat of material cyber and information security attacks targeting healthcare data has been noted.

Elekta witnesses an increased competition due to vendor and customer consolidation as well as changing competition landscape within the medical imaging and informatics market. Elekta continues to respond with development of state-of-the-art solutions and focus on a unique value proposition.

Elekta's operational, strategic, external and financial risks including the risk management process are described more in detail on **elekta.com**. Elekta's financial risks are described more in detail in **Note 2**.

Risk governance

Sound practices for risk management are an essential element of our culture, corporate governance, strategy development, and operational and financial management.

The first level of control consists of our employees who perform the day-to-day activities within the boundaries set by the Executive Management, and ultimately, the Board of Directors. These boundaries ensure that the action of an individual will not result in disproportionate risk or missed opportunity for the entire company. The Board of Directors is ultimately responsible for the governance of risk management and control systems.

The President and CEO, assisted by the Executive Management, is responsible for ensuring there is a common and efficient risk management process in place. Support functions, such as Finance, IT, Human Resources, Legal & Compliance and Regulatory Affairs & Quality provide guidance on governance, risk management and internal control. The risk management that are linked to strategic planning are handled by Elekta's Enterprise Risk Management (ERM) framework, which is a framework for reporting and reviewing risk assessments and mitigations, as well as follow up on identified risks.

Insurance as a risk management tool

Where identified risks cannot be avoided, mitigated, or accepted, risks are being transferred through insurance where possible. Elekta's insurable risks are covered through global insurance programs tailored to transfer risks associated with property and business interruption, transportation, project execution, business travel, cyber- and liability risks.

Risk universe

Elekta's risk universe is divided into four risk areas and 28 risk categories where impact, probability and risk preparedness are tracked and trended on a yearly basis. The risk areas are:

- **Operational risks** – directly attributable to business operations that Elekta largely can manage and prevent. They have a negative impact on our financial performance and reputation
- **Strategic risks** – that Elekta voluntarily assumes to generate superior returns from the strategy
- **External risks** – arising from events outside the company and beyond our influence or control
- **Financial risks** – mainly referring to Elekta's ability to manage its financial debt and financial leverage, such as financing risks and liquidity risks as well as market risks

For more detailed information about our risk universe, risk categories, risk factors and risk approach, see **elekta.com**.

Sensitivity analysis

Elekta's operation is project based with relatively big deliveries to customers. The lead time from delivery to installation can therefore vary from period to period. Quarterly variations of installation volumes occur, which has a high impact on net sales and net income each quarter. Elekta's gross margin can also vary from period to period depending on product and geographic mix and currency movements.

As a result of its international operations and structure, Elekta has a significant exposure to exchange rate fluctuations. This pertains primarily to expenses in GBP and CNY against revenue in USD. Based on the year's income, expense and currency structure a general change of 1 percentage point in the SEK exchange rate against other currencies would affect the Group's net profit and shareholders' equity by approximately +/– SEK 29 M (17). In the short term, the effect is reduced through hedging.

Based on the balance sheet structure at year-end a general change of 1 percentage point in the interest on borrowings and investments would affect the Group's profit before tax by approximately +/– SEK 32 M (20[1]).

Parent Company

The Parent Company of the Group, Elekta AB, conducts no operating activities but provides group management, joint group functions and financial management. Net income for the year amounted to SEK 316 M (1,130) inclusive of dividends from subsidiaries of SEK 333 M (1,107). Total assets amounted to SEK 11,662 M (11,209) of which shares in subsidiaries amounted to SEK 4,829 M (2,807) and receivables from subsidiaries amounted to SEK 5,201 M (6,398). Cash and cash equivalents and short-term investments at year-end amounted to SEK 1,472 M (1,876). Shareholders' equity amounted to SEK 1,988 M (2,585). Interest-bearing liabilities amounted to SEK 9,557 M (8,514), of which SEK 3,750 M (2,808) constituted liabilities to subsidiaries. The average number of employees during the year was 58 (56). The number of employees on April 30, 2024 was 59 (56). For further information refer to the Parent Company's financial reports and the accompanying notes.

Shares

The total number of registered shares on April 30, 2024 was 383,568,409 divided between 14,980,769 A-shares and 368,587,640 B-shares. Elekta B-shares have been listed on Nasdaq Stockholm since 1994. One series A-share entitles the holder to 10 votes and series B-shares entitle the holder to one vote for each share. All shares carry equal rights to the Company's assets and profits. In accordance with Section 12 of Elekta's Articles of Association, series A-shares are subject to right of first refusal. All A-shares are owned indirectly by Laurent Leksell who is also the only shareholder representing more than 10 percent of total votes. On April 30, 2024, treasury shares amounted to 1,485,289 (1,485,289) equivalent to 0.4 percent (0.4) of the total number of outstanding shares as well as of share capital. Regarding treasury shares, par value is 0.50 SEK per share and average cost is 49.70 SEK per share.

Market capitalization on April 30, 2024, was SEK 30,379 M (33,010), a decrease of 8 percent during the fiscal year. Total trading in Elekta shares on Nasdaq Stockholm during the fiscal year 2023/24 amounted to 286.7 million shares (308.8), corresponding to 75 percent (81) of the total number of shares. For the largest known shareholders, see **page 27** or **elekta.com**.

Dividend proposal

As of May 2021, Elekta's policy is to distribute at least 50 percent of yearly net income in the form of dividends, share repurchases or comparable measures. For 2023/24, the Board of Directors will propose to the AGM 2024 a dividend of SEK 2.40 (2.40) per share, to be paid in two installments. Total proposed dividend amounts

[1] The comparable figure has been adjusted from SEK 12 M to SEK 20 M due to an updated calculation methodology.

to approximately SEK 917 M (917), which corresponds to 70 percent (97) of the Group net profit for the year. More information regarding the AGM 2024, including instructions on how to register, will be disclosed in the notice convening the AGM 2024, which will be published in a separate press release and be made available on Elekta's website, **elekta.com**.

Appropriation of profit

Amounts in SEK	April 30, 2024
Distributable shareholders' equity of the Parent Company	
Premium reserve	656,609,561
Retained earnings	667,602,948
Profit for the year	315,652,308
Total	**1,639,864,818**
The Board of Directors propose:	
to be distributed to the shareholders, a total dividend of SEK 2.40 per share[1]	916,999,488
and that the remaining amount be carried forward	722,865,330
Total	**1,639,864,818**

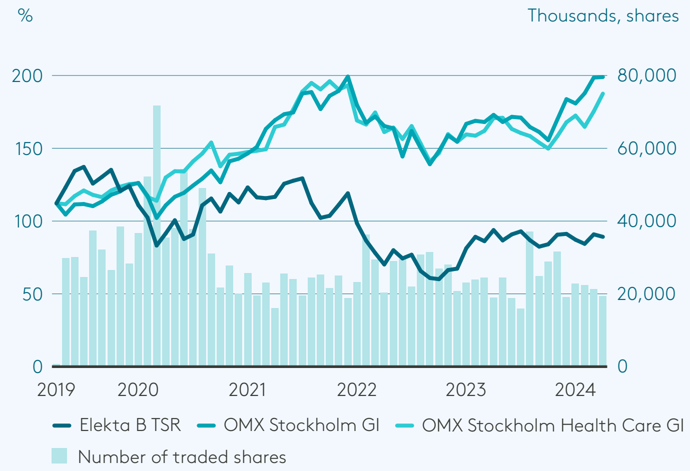
[1] The total amount distributed may change up until the record date depending on changes in the number of shares.

The board's statement on the proposed dividend

In making this proposal for dividend, the board has taken into account the Parent Company's dividend policy, equity/assets ratio as well as its general financial position, whereby the Parent Company's ability to fulfill existing and foreseeable payment obligations in a timely manner, as well as potential acquisitions and other investments has been considered. The Parent Company's equity includes SEK 35 M pertaining to assets and liabilities measured at fair value in accordance with Chapter 4 Section 14 a of the Swedish Annual Accounts Act. The equity ratio and liquidity are reassuring, under the assumption that the Parent Company and the Group continue to be profitable. The impact of the proposed dividend on the Group's reported equity/assets ratio of 34 percent (33), will be marginal. Concerning the Parent Company's and the Group's result and position in general, refer to the income statements, statements of comprehensive income, balance sheets and cash flow statements and notes.

It is the assessment of the Board of Directors that the proposed dividend neither prevents the Parent Company, and other companies within the Group, from fulfilling their obligations, nor from making the necessary investments. The proposed dividend can therefore be justified in respect of Chapter 17, section 3, paragraphs 2 and 3 of the Swedish Companies Act (the prudence rule).

The total return of the Elekta share



Ten largest shareholders on April 30, 2024[1]

Name	Num. of shares	Percentage of Capital	Percentage of Votes
Fourth Swedish National Pension Fund	34,764,910	9.06%	6.71%
Laurent Leksell with company[2]	21,937,393	5.72%	30.24%
T. Rowe Price	17,467,179	4.55%	3.37%
SEB Funds	14,382,810	3.75%	2.77%
Nordea Funds	14,161,893	3.69%	2.73%
Vanguard	12,907,737	3.37%	2.49%
Swedbank Robur Funds	11,829,969	3.08%	2.28%
Handelsbanken Funds	11,656,595	3.04%	2.25%
AMF Pension & Funds	11,239,522	2.93%	2.17%
Norway's Bank	8,540,746	2.23%	1.65%
Others	224,679,655	58.58%	43.34%
Total	**383,568,409**	**100.00%**	**100.00%**

[1] Source: Modular Finance.
[2] Including company holdings.

Guidelines for remuneration to executive management

The guidelines for remuneration to the executive management were adopted by the AGM 2020 and will apply until the AGM 2024 at the latest. The guidelines cover the President and CEO and members of the executive management of Elekta. The guidelines shall apply to employment agreements and any modifications to employment agreements executed after the AGM 2020. The guidelines do not apply to remuneration decided on or approved by the general meeting or such issues and transfers covered by Chapter 16 of the Companies Act.

The guidelines' promotion of Elekta's business strategy, long-term interests and sustainability

In order to successfully implement Elekta's business strategy and to foster Elekta's long-term interests, including its sustainability, it is of fundamental importance for Elekta and its shareholders that, from a short-term and long-term perspective, the remuneration guidelines attract, incentivise and create favorable conditions for retaining skilled employees and managers. The guidelines are aimed at creating increased transparency as regards remuneration issues and, through a carefully considered remuneration structure, creating incentives for executive management to execute strategic plans and achieve Elekta's financial targets. To achieve this, it is important to maintain fair and internally balanced terms which, at the same time, are competitive on the market in terms of remuneration structure, scope and level. For information regarding Elekta's business strategy, please see Elekta's website, **elekta.com**.

Remuneration and forms of remuneration

Employment terms for executive management shall include a well-balanced combination of fixed salary, variable remuneration, long-term incentive programs, pension benefits and other benefits, as well as terms governing termination, where applicable. This combination of remuneration strengthens and supports short-term and long-term targeting and target fulfilment. The total compensation shall be on market terms on the geographic market where the individual resides or works. Applied remuneration levels shall be reviewed annually in comparison with equivalent positions on the market, to ensure that Elekta is able to attract and retain skills critical for the business where so required. Median salaries on the market are determined through external benchmarking where such is available. As far as possible, remuneration shall be based on performance and thus the annual variable remuneration shall constitute a relatively large portion of the total remuneration. The various types of remuneration that may be paid out are described below.

Fixed salary

Fixed salary for executive management shall be individual and based on each individual's responsibilities and role in terms of individual skills and experience in the relevant position as well as regional conditions. In case of a maximum variable remuneration result, the fixed salary may amount to between 40 and 50 percent of the total annual fixed salary and variable remuneration.

Variable remuneration

In addition to fixed salary, executive management are entitled to variable remuneration, referred to as an annual bonus. The variable remuneration is structured as part of the total remuneration package and shall primarily be related to results in terms of the Group's financial targets (50–100 percent of the variable remuneration). Other non-financial targets of particular interest, such as clearly defined individual targets with respect to specific work duties within the respective business area, shall also be used (0–50 percent of the variable remuneration). Variable remuneration targets shall be established annually by the Board of Directors with the aim of ensuring that they are in line with the Group's business strategy and result targets. Targets shall be structured to promote the Group's business strategy and long-term interests, including its sustainability, by being clearly connected to the business strategy and promoting the long-term development of the executive management.

The size of the variable remuneration varies depending on position and may constitute between 30 and 70 percent of fixed annual salary at full achievement of targets. Target fulfilment is measured, and any payments made in respect thereof take place annually or quarterly. If the financial targets for variable remuneration are exceeded, there is a possibility to pay additional remuneration in consideration of overperformance. The annual bonus entails that there is potential to receive, at most, 200 percent of the variable remuneration in case of over achievement of targets. Thus, payment of variable remuneration is capped at 200 percent of the original target for the variable remuneration and may entail, at most, that 140 percent of the fixed salary can be paid out as variable remuneration. Target formulation is structured so that no variable remuneration or bonus is received in the event a minimum performance level or threshold is not achieved.

Upon conclusion of the annual measurement period, an assessment shall take place based on the extent to which targets have been fulfilled, through an overall performance assessment. The Compensation & Sustainability Committee is responsible for the assessment with respect to variable salary for the President and CEO and other executive management. Insofar as relates to financial targets, the assessment shall be based on audited financial information published by the Group.

Elekta may, at any given time, alter, discontinue, or cancel parts of the remuneration plan, or the entire plan. However, only in respect of future performance at the time in question. Elekta may also, after payment of remuneration, subsequently correct the remuneration if an error can be identified in a final audit.

Share-related long-term incentive programs

The Board of Directors uses long-term incentive programs to ensure alignment between the interests of the shareholders and the interests of executive management and other key individuals in Elekta. The Board of Directors shall each year assess whether a share-related long-term incentive program should be proposed to the annual general meeting. More information about current share programs is available in **Note 8** of the annual report and on Elekta's website, **elekta.com**.

These long-term incentive programs promote the Group's business strategy and long-term interests including its sustainability by strengthening the Group's ability to recruit and retain employees, diversifying and increasing share ownership among key individuals and ensuring a shared focus on long-term growth in value for the shareholders.

Special remuneration

Additional cash variable remuneration can be paid, with a delay in payment up to 36 months, to ensure long-term commitment and that key employees remain in connection with acquisitions of new companies, divestments of businesses, other transitional activity, or other extraordinary work endeavors. Such delayed remuneration is conditional on continued employment until a predetermined date in order for any payment to take place, and is applied only in very special cases, and thus is not included in any ordinary remuneration system. The delayed remuneration

Guidelines for remuneration to executive management, cont.

may not exceed 50 percent of the contracted annual fixed remuneration per year and thus may amount to 150 percent of annual salary in the event of delayed payment for 36 months. The delayed remuneration shall otherwise comply with the same principles as applicable to variable remuneration in the Group. Decisions regarding special remuneration for extraordinary endeavours shall be taken by the Board of Directors.

Pensions

When new pension agreements are entered into, executive management who are entitled to pension shall only have defined contribution pension agreements. With respect to executive management who are Swedish citizens, retirement normally takes place at the age of 66 and, with respect to others, in accordance with each country's pension regulations. The general rule is that pension provisions are based only on fixed salary and take place at market levels in each country; however, pension provisions shall not exceed 40 percent of fixed salary. Certain individual adjustments may occur in line with local market practice or mandatory collective agreement provisions.

Other benefits

Benefits such as company car, compensation for preventive care insurance, healthcare insurance and medical insurance, etc. shall constitute a smaller element of the total compensation package and be in accordance with what is customary on each geographic market. Premiums and other costs for such benefits may not, in total, exceed 20 percent of fixed salary. For executive management stationed in a country other than their country of domicile, additional compensation and other benefits may be paid to a reasonable extent in light of the particular circumstances associated with being stationed in a foreign country. This comprises, for example, flight costs, housing, term fees, journeys home, assistance with tax returns and tax equalization.

With respect to employment conditions governed by regulations other than Swedish ones, insofar as relates to other benefits, appropriate adjustments shall take place to comply with such mandatory regulations or established local practice, whereupon the overarching purpose of these guidelines shall be satisfied as far as possible.

Remuneration payable to Directors

Directors elected by the general meeting shall, in specific cases, be entitled to receive fees and other remuneration for work performed on behalf of Elekta, alongside board work. Fees on market terms, which must be approved by other Directors, shall be payable in respect of such services.

Termination terms and severance compensation

Termination periods within Elekta shall comply with the statutes and agreements applicable on each geographic market. Termination periods with respect to executive management shall be between 6 and 12 months and, in specific cases, executive management are entitled to severance compensation corresponding to 6–12 months' fixed salary. In case of certain radical changes in the ownership structure, the President and CEO is entitled to receive additional severance compensation corresponding to 18 months' fixed salary.

Preparation and decision-making procedure

The Compensation & Sustainability Committee shall, each year, prepare remuneration issues and submit to the Board of Directors recommendations for principles for structuring the Group's compensation system and executive management remuneration. The recommendations shall include proposals for structuring bonus systems, the breakdown between fixed and variable remuneration as well as the size of any salary increases. The Compensation & Sustainability Committee shall also propose criteria for assessment of performance by executive management. Decisions regarding remuneration are adopted by the Board of Directors as a whole. The Board of Directors shall prepare proposals for new guidelines at least every fourth year and shall present the proposals for a decision by the annual general meeting.

The Compensation & Sustainability Committee shall comprise of at least three independent directors, one of whom shall serve as chairman. The President and CEO shall attend the meetings of the committee. The elected chairman of the Compensation & Sustainability Committee shall convene its meetings. The members of the Compensation & Sustainability Committee are independent in relation to Elekta AB and the executive management. The President and CEO, and other members of executive management, may not be present at meetings at which remuneration issues are addressed and decided upon, insofar as they are affected by the issues. In conjunction with all decisions, it is ensured that conflicts of interest are avoided and that any potential conflicts of interest are addressed in accordance with Elekta's corporate governance framework, comprising of a code of conduct, policies and guidelines.

Derogation from the guidelines

The Board of Directors may decide to derogate temporarily from the guidelines, wholly or in part, where there are particular reasons for doing so in an individual case and provided such derogation is necessary to satisfy Elekta's long-term interests, including its sustainability, or to ensure Elekta's financial viability. As stated above, the duties of the Compensation & Sustainability Committee include preparing decisions by the Board of Directors on remuneration issues, which includes decisions regarding derogations from the guidelines.

Description of significant changes to the guidelines

The content of the guidelines has been reviewed and adapted to the legal requirements imposed by Directive (EU) 2017/828 of the European Parliament and of the Council amending Directive 2007/36/ EC as regards encouragement of the long-term shareholder engagement.

Previously decided remuneration that is not yet due for payment

Elekta has ongoing share-related programs that have not yet fallen due for payment. More information about current share programs is available in **Note 8** of the annual report or on Elekta's website, **elekta.com**.

Consolidated income statement

SEK M	Note	2023/24	2022/23
Net sales	7	18,119	16,869
Cost of products sold		–11,342	–10,520
Gross profit		**6,777**	**6,349**
Selling expenses		–1,641	–1,603
Administrative expenses		–1,370	–1,398
R&D expenses		–1,404	–1,418
Other operating income and expenses		–102	–65
Exchange rate differences		–221	–434
Operating result	6–11	**2,039**	**1,431**
Income from participations in associates	13	–5	1
Financial income	13	108	79
Financial expenses	13	–433	–272
Interest expenses lease liabilities	13	–49	–38
Exchange rate differences	13	8	–3
Income after financial items		**1,668**	**1,198**
Income tax	16	–365	–254
Net income		**1,302**	**944**
Net income attributable to:			
Parent company shareholders		1,302	943
Non-controlling interests		0	1
Earnings per share:			
Earnings per share before dilution, SEK	17	3.41	2.47
Earnings per share after dilution, SEK	17	3.41	2.47

Consolidated statement of comprehensive income

SEK M	Note	2023/24	2022/23
Net income		**1,302**	**944**
Other comprehensive income:			
Items that will not be reclassified to the statement of income			
Remeasurements of defined benefit pension plans	30	–8	7
Change in fair value of equity instruments	23	–	–14
Tax	16	1	–9
Total items that will not be reclassified to the statement of income		**–7**	**–16**
Items that subsequently may be reclassified to the statement of income			
Revaluation of cash flow hedges	4	81	200
Translation differences from foreign operations		583	628
Tax	16	–16	–41
Total items that subsequently may be reclassified to the statement of income		**648**	**787**
Other comprehensive income, net		**641**	**771**
Total comprehensive income		**1,943**	**1,715**
Comprehensive income attributable to:			
Parent company shareholders		1,943	1,714
Non-controlling interests		1	1

Comments on the consolidated income statement

Net sales

Net sales increased 7 percent to SEK 18,119 M (16,869), corresponding to 5 percent increase based on constant exchange rates.

	Net sales, SEK M	Change, %[1]	Operating result, SEK M
Q1	3,828	8%	412
Q2	4,732	10%	525
Q3	4,537	4%	485
Q4	5,023	–2%	617
Full year 2023/24	**18,119**	**5%**	**2,039**

[1] Compared to last fiscal year based on constant exchange rates.

Earnings

Gross margin was 37.4 percent (37.6). The decrease in gross margin compared to previous year is mainly explained by inflationary pressure on material and salary costs. EBITDA amounted to SEK 3,189 M (2,597).

Operating income increased by 43 percent and amounted to SEK 2,039 M (1,431). The operating income increased due to increased revenue but gross margin was negatively affected by increased operating expenses impacted by inflation and included impairments of 13 M (103) mainly related to patents. Selling expenses increased 2 percent driven by investments in customer activites and commercialization of product launches. Administration costs decreased 2 percent driven by the cost reduction program. Net of research and development costs decreased by 1 percent to SEK –1,404 M (–1,418) equal to 8 percent (8) of net sales. Capitalization of development costs and amortization of capitalized development costs amounted to net SEK 824 M (878), of which SEK 820 M (872) relates to the R&D function. Projects in capitalization phases remained in line with last year while amortizations increased as several projects have progressed to a more mature phase. Capitalization within the R&D function amounted to 1,331 M (1,338) and amortization to SEK –511 M (–466).

Operating income included a positive effect from changes in exchange rates compared to last year. Operating margin was 11.3 percent (8.5).

The change in unrealized exchange rate effects from effective cash flow hedges amounted to SEK 78 M (200) and is reported in other comprehensive income. According to Elekta's currency hedging policy, anticipated sales in foreign currency may be hedged up to 24 months.

Net financial items amounted to SEK –371 M (–233). Interest expenses was higher due to higher level of gross debt and average interest rate on the debt was higher.

Income after financial items amounted to SEK 1,668 M (1,198). Tax expense amounted to SEK –365 M (–254) or 22 percent (21). Net income amounted to SEK 1,302 M (944).

Result overview

	2023/24	2022/23
Operating income (EBIT)	**2,039**	**1,431**
Amortization of intangible assets:		
Capitalized development costs	519	467
Assets relating business combinations	150	143
Impairment intangible assets	13	11
EBITA	**2,721**	**2,052**
Depreciation	468	453
Impairment right-of-use assets and tangible assets	0	92
EBITDA	**3,189**	**2,596**

Consolidated balance sheet

SEK M	Note	April 30, 2024	April 30, 2023
ASSETS			
Non-current assets			
Intangible assets	18	13,336	11,722
Right-of-use assets	19	1,164	773
Tangible fixed assets	20	1,062	980
Shares in associated companies	22	34	27
Other financial assets	4, 23	1,058	1,029
Deferred tax assets	16	801	703
Total non-current assets		**17,455**	**15,233**
Current assets			
Inventories	24	3,259	3,070
Accounts receivable	25	3,877	3,990
Accrued income	31	2,050	2,119
Current tax assets	16	287	208
Derivative financial instruments	4	164	113
Other current receivables	26	1,543	1,597
Cash and cash equivalents	27	2,779	3,278
Total current assets		**13,958**	**14,375**
Total assets		**31,413**	**29,608**

SEK M	Not	April 30, 2024	April 30, 2023
EQUITY AND LIABILITIES			
Equity			
Parent company shareholders:			
Share capital	28	192	192
Contributed funds		812	812
Reserves		2,461	1,813
Retained earnings		7,310	6,912
Parent company shareholders, total		**10,774**	**9,729**
Non-controlling interests		5	4
Total equity		**10,779**	**9,734**
Non-current liabilities			
Long-term interest-bearing liabilities	29	4,807	5,706
Deferred tax liabilities	16	416	473
Long-term lease liabilities	29	1,095	712
Long-term provisions	30	236	237
Other long-term liabilities		85	41
Total non-current liabilities		**6,639**	**7,169**
Current liabilities			
Short-term interest-bearing liabilities	29	1,122	14
Short-term lease liabilities	29	224	236
Accounts payable	3, 4	1,550	1,809
Advances from customers	31	4,893	5,011
Prepaid income	31	2,945	2,565
Accrued expenses	32	2,212	1,994
Current tax liabilities	16	200	202
Short-term provisions	30	148	189
Derivative financial instruments	4	108	196
Other current liabilities	33	595	490
Total current liabilities		**13,996**	**12,706**
Total equity and liabilities		**31,413**	**29,608**

For information about assets pledged and contingent liabilities see **Note 34** and **35** respectively.

Comments on the consolidated balance sheet

The Group's consolidated balance sheet has been affected by changes in exchange rates. The balance sheets of the foreign subsidiaries are translated at the closing rate as per the closing date. The exchange rates used for translation as per April 30, 2024 and April 30, 2023 respectively are presented in the table on **page 39**.

Assets and capital employed

The Group's total assets increased by SEK 1,805 M to SEK 31,413 M (29,608). Intangible and Tangible fixed assets totaled SEK 14,398 M (12,702) of which goodwill amounted to SEK 7,849 M (6,937). Right-of-use assets amounted to SEK 1,164 M (773). The increase in Right-of-use assets is mainly due to the new Stockholm headquarters and two other new offices.

Current assets, excluding cash and cash equivalents and short-term investments, increased by SEK 83 M to SEK 11,179 M (11,096). Accounts receivable, accrued income and inventories increased by 0 percent (15). Inventory value in relation to net sales was 18 percent (18).

Cash and cash equivalents and short-term investments decreased by SEK 499 M to SEK 2,779 M (3,278) at year-end, totaling 9 percent (11) of total assets. Of total bank balances SEK 8 M (8) were pledged primarily for commercial guarantees.

The Group's capital employed increased to SEK 18,027 M (16,401).

Liabilities and shareholders' equity

Interest-free liabilities and provisions increased by SEK 179 M to SEK 13,386 M (13,207). Interest-bearing liabilities amounted to SEK 7,248 M (6,668), of which SEK 1,319 M (947) pertained to lease liabilities. Net debt amounted to SEK 3,150 M (2,442). Total equity was SEK 10,779 M (9,733). Return on shareholders' equity amounted to 13 percent (10) and return on capital employed amounted to 12 percent (10). Net debt/EBITDA ratio was 0.99 (0.94) and equity/assets ratio was 34 percent (33).

Working capital

Elekta's operations is to a large extent project based. Payment flows from projects generally occur in connection with order receipt, delivery and acceptance, which generates fluctuations in working capital. Thus, movements in working capital depend on the progress of projects and the timing of certain events in relation to terms in the contract. Invoicing and payments from the customer occur in accordance with the terms of the contract while revenue is recognized based on accounting principles. Therefore cash flow from projects does not always coincide with the recognition of revenue and may result in either an asset (accrued income) or a liability (advances from customers).

Elekta's payment terms varies significantly between regions and specific customers. For example, in China, the majority of Elekta's customers are in the public sector. Financing and payments are normally structured by a bank through a letter of credit arrangement. When Elekta has met certain performance conditions, payments are obtained from the issuing bank. The majority of the proceeds are normally due at shipment. As another example, the US is largely a private hospital market with replacement investments.

The operating cycle in the projects are typically shorter than Elekta's average. In a typical customer relationship, Elekta receives partial payments at order receipt, delivery, installation and acceptance. Lastly, customers in Europe are typically public hospitals and contracts are awarded through public procurement processes. In such cases, terms and conditions are often pre-defined by the customer. This means that Elekta get paid late in the operating cycle and payment times are generally longer than normal. There are many examples of projects where customers pay after acceptance of installation.

Accounts receivable amounted to SEK 3,877 M (3,990) as per April 30, showing a decrease of 3 percent in SEK. The majority of non-due accounts receivable are normally due within 90 days.

In a limited number of customer projects, Elekta is providing financing through extended payment terms. Such receivables amounted to SEK 980 M (931) as per April 30 and are included in "Other financial assets" in the balance sheet and specified as "Contractual receivables" in **Note 23**.

Customer advances represent projects for which invoiced amounts exceed revenue recognized. Advances from customers amounted to SEK 4,893 M (5,011) as per April 30, a decrease of SEK 118 M.

Working capital

SEK M	April 30, 2024	April 30, 2023
Working capital assets		
Inventories	3,259	3,070
Accounts receivable	3,877	3,990
Accrued income	2,050	2,119
Other operating receivables	1,411	1,542
Sum working capital assets	**10,596**	**10,721**
Working capital liabilities		
Accounts payable	1,550	1,809
Advances from customers	4,893	5,011
Prepaid income	2,945	2,565
Accrued expenses	2,212	1,994
Short-term provisions	148	189
Other operating liabilities	595	490
Sum working capital liabilities	**12,342**	**12,058**
Net working capital	**–1,746**	**–1,338**
Percent of net sales	–10%	–8%

Changes in consolidated equity

SEK M	Note	Share capital	Other contributed capital	Translation reserve	Hedge reserve	Retained earnings	Elekta AB's owners, total	Non-controlling interests	**Total equity**
Opening balance May 1, 2022		**192**	**812**	**1,227**	**–201**	**6,883**	**8,913**	**3**	**8,916**
Profit for the year		–	–	–	–	943	943	1	**944**
Remeasurements of defined benefit pension plans		–	–	–	–	7	7	–	**7**
Change in fair value of equity instruments		–	–	–	–	–14	–14	–	**–14**
Cash flow hedges		–	–	–	200[1]	–	200	–	**200**
Translation differences from foreign operations		–	–	628	–	–	628	0	**628**
Tax relating to components of other comprehensive income	16	–	–	–	–41	–9	–50	–	**–50**
Other comprehensive income		–	–	628	159	–16	771	0	**771**
Total comprehensive income		**–**	**–**	**628**	**159**	**927**	**1,714**	**1**	**1,715**
Dividend		–	–	–	–	–917	–917	–	**–917**
Incentive programs		–	–	–	–	19	19	–	**19**
Transactions with the shareholders, total		**–**	**–**	**–**	**–**	**–898**	**–898**	**–**	**–898**
Closing balance April 30, 2023		**192**	**812**	**1,855**	**–42**	**6,912**	**9,729**	**4**	**9,734**
Opening balance May 1, 2023		**192**	**812**	**1,855**	**–42**	**6,912**	**9,729**	**4**	**9,734**
Profit for the year		–	–	–	–	1,302	1,302	0	**1,302**
Remeasurements of defined benefit pension plans		–	–	–	–	–8	–8	–	**–8**
Change in fair value of equity instruments		–	–	–	–	–	–	–	**0**
Cash flow hedges		–	–	–	81[1]	–	81	–	**81**
Translation differences from foreign operations		–	–	583	–	–	583	0	**583**
Tax relating to components of other comprehensive income	16	–	–	–	–17	1	–16	0	**–16**
Other comprehensive income		–	–	583	64	–7	640	0	**641**
Total comprehensive income		**–**	**–**	**583**	**64**	**1,295**	**1,942**	**1**	**1,943**
Dividend		–	–	–	–	–917	–917	–	**–917**
Incentive programs		–	–	–	–	19	19	–	**19**
Transactions with the shareholders, total		**–**	**–**	**–**	**–**	**–898**	**–898**	**–**	**–898**
Closing balance April 30, 2024		**192**	**812**	**2,438**	**22**	**7,310**	**10,774**	**5**	**10,779**

1) Of which transferred to the income statement in 2023/24: SEK –104 M (–358).

Comments on changes in consolidated equity

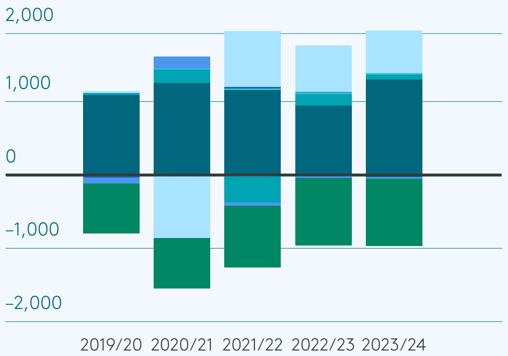
In 2023/24 Elekta paid a total dividend of SEK 917 M. The dividend payment has affected equity through a reduction of retained earnings.

The total number of shares in Elekta as of April 30, 2024, amounted to 383,568,409 of which 14,980,769 A-shares and 368,587,640 B-shares. See **Note 28** for more information on share capital.

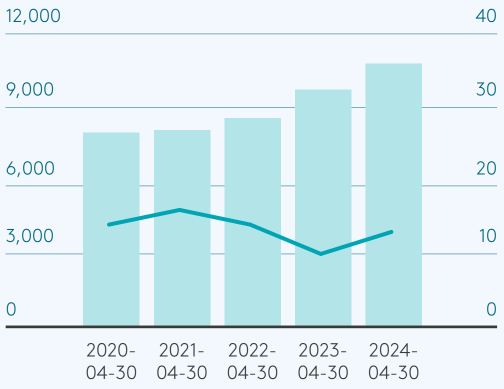
Total equity includes equity of foreign subsidiaries. Translation is performed at closing rate and the translation difference is reported in the translation reserve via other comprehensive income. The translation difference amounted to SEK 583 M (628) in 2023/24. Shareholders' equity in foreign currency is hedged when it is deemed appropriate in individual cases. The translation reserve includes all exchange rate differences arising in conjunction with the translation of foreign operations that have prepared their financial reports in a currency other than that used in the group's financial reports. In addition, the translation reserve consists of exchange rate differences arising from the translation of liabilities raised as a hedging instrument for a net investment in foreign operations and the effects from the remeasurement of the Group's subsidiary in Turkey in accordance with IAS29 Financial reporting in Hyperinflationary Economies. The translation reserve amounted to SEK 2,438 M (1,855) at year end.

Cash flow hedges are reported in the hedge reserve via other comprehensive income. Elekta hedges its currency risk in line with the policy established by the board. The scope of this hedging is determined by the Company's currency risk assessment. Currency hedging is defined on the basis of the expected sales in foreign currency over up to 24 months. Hedging is done to reduce the effects of short-term fluctuations on the currency markets. The hedge reserve includes the effective portion of the accumulated net change in the fair value of cash flow hedging instruments attributable to hedging transactions that have not yet occurred. During 2023/24 the change in the hedge reserve was SEK 64 M (159) after tax and the closing balance of the hedge reserve was SEK 22 M (–42).

Changes in consolidated equity



Consolidated equity and return



Consolidated cash flow statement

SEK M	Note	2023/24	2022/23
Operating activities			
Income after financial items		1,668	1,198
Non-cash items:			
Depreciation and amortization	9, 18, 19, 20	1,136	1,062
Impairment		13	103
Interest net	36	306	147
Other non-cash items	36	247	49
Operating cash flow before interest and tax		**3,370**	**2,560**
Interest received		108	79
Interest paid		–366	–235
Income taxes paid	16	–431	–290
Operating cash flow		**2,681**	**2,114**
Change in inventories		–93	–461
Change in operating receivables		313	–969
Change in operating liabilities		–441	1,280
Change in working capital		**–220**	**–150**
Cash flow from operating activities		**2,461**	**1,964**
Investing activities			
Investments in intangible assets	18	–1,392	–1,357
Investments in machinery and equipment	20	–252	–207
Sale of fixed assets		0	0
Continuous investments		**–1,645**	**–1,564**
Cash flow after continuous investments		**815**	**400**
Business combinations	36, 38	–267	–53
Dividends and investments associated companies	22	–11	1
Cash flow from investing activities		**–1,923**	**–1,615**
Cash flow after investments		**538**	**349**
Financing activities			
Borrowings		123	1,556
Repayment of lease liabilities		–289	–268
Repayment of debt		–16	–500
Dividend		–917	–917
Cash flow from financing activities		**–1,099**	**–129**
Cash flow for the year		**–562**	**220**
Change in cash and cash equivalents during the year			
Cash and cash equivalents at the beginning of the year		**3,278**	**3,077**
Cash flow for the year		–562	220
Exchange rate differences		62	–18
Cash and cash equivalents at the end of the year		**2,779**	**3,278**

Comments on the consolidated cash flow statement

The cash flow statement describes the ability of the operations to generate cash and cash equivalents. Elekta's cash flow is used primarily to finance market growth, strategic research projects and investments. Based on the income statement and balance sheet translated at the average exchange rate, the statement shows the Group's net flows during the year.

Elekta's project-based operations affect cash flow through movements in working capital. Payment flows from projects generally occur in connection with order receipt, delivery, and acceptance – mostly not coinciding with revenue recognition – thus generating fluctuations in working capital levels. See also comments on working capital on **page 33**.

The operating cash flow (cash flow from operating activities exclusive of change in working capital) amounted to SEK 2,681 M (2,114), an increase of SEK 567 M compared with the previous year.

Cash flow from operating activities increased to SEK 2,461 M (1,964).

Cash flow from investing activities amounted to SEK –1,923 M (–1,615) including investments in intangible assets of SEK –1,392 M (–1,357).

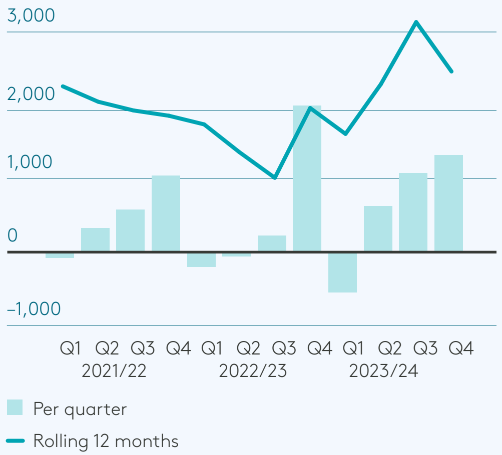
Cash flow after continuous investments increased by SEK 415 M to SEK 815 M (400).

Cash flow after investments amounted to SEK 538 M (349), including payments relating to business combinations of SEK –267 M (–53).

Cash flow from financing activities amounted to SEK –1,099 M (–129).

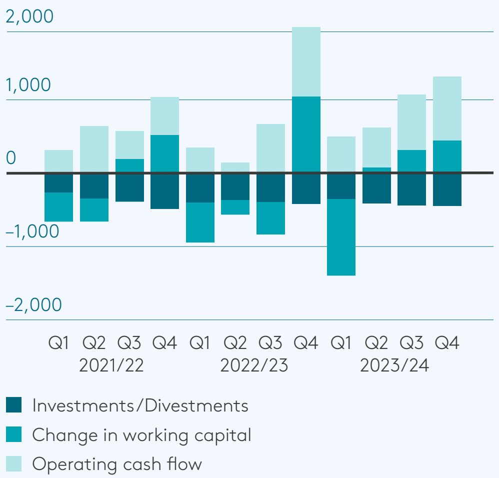
Cash flow from operating activities

SEK M



Specification of cash flow after continuous investments

SEK M



Financial statements – Parent Company

Income statement – Parent Company

SEK M	Note	2023/24	2022/23
Administrative expenses		–5	–5
Other operating income and expenses		–26	28
Operating result		**–31**	**23**
Income from participations in Group companies	12	333	1,107
Interest income and similar items	14	520	302
Interest expenses and similar items	14	–502	–262
Result from participation in other companies		–	–14
Exchange rate differences		–	–3
Profit before tax		**320**	**1,152**
Income taxes	16	–4	–22
Profit for the year		**316**	**1,130**

Statement of comprehensive income – Parent Company

SEK M	2023/24	2022/23
Profit for the year	**316**	**1,130**
Other comprehensive income:		
Other comprehensive income, net	–	–
Total comprehensive income	**316**	**1,130**

Balance sheet – Parent Company

SEK M	Note	April 30, 2024	April 30, 2023
ASSETS			
Non-current assets			
Intangible assets	18	18	33
Shares in subsidiaries	21	4,829	2,807
Shares in associated companies	22	6	6
Receivables from subsidaries		1,705	1,925
Other financial assets	23	23	23
Deferred tax assets	16	26	22
Total non-current assets		**6,608**	**4,816**
Current assets			
Receivables from subsidiaries		3,496	4,473
Other current receivables	26	86	43
Cash and cash equivalents	27	1,472	1,876
Total current assets		**5,054**	**6,392**
Total assets		**11,662**	**11,209**
EQUITY AND LIABILITIES			
Equity			
Share capital	28	192	192
Statutory reserve		156	156
Restricted equity		**348**	**348**
Premium reserve		657	657
Retained earnings		983	1,580
Unrestricted equity		**1,640**	**2,237**
Total equity		**1,988**	**2,585**
Long-term provisions	30	16	16
Long-term interest-bearing liabilities	29	4,807	5,706
Total long-term liabilities		**4,823**	**5,722**
Current liabilities			
Short-term interest-bearing liabilities	29	1,000	–
Short-term liabilities to subsidiaries	29	3,750	2,808
Short-term provisions	30	–	3
Other current liabilities	33	101	91
Total current liabilities		**4,851**	**2,902**
Total equity and liabilities		**11,662**	**11,209**

Cash flow statement – Parent Company

SEK M	Note	2023/24	2022/23
Operating activities			
Profit before tax		320	1,152
Interest net	36	–23	–51
Other non-cash items	36	17	18
Interest received		520	302
Interest paid		–497	–251
Income taxes paid	16	5	–1
Operating cash flow		**342**	**1,169**
Change in operating receivables		1,321	–1,761
Change in operating liabilities		932	351
Change in working capital		**2,253**	**–1,410**
Cash flow from operating activities		**2,595**	**–241**
Investing activities			
Shareholder's contributions paid	36	–2,022	–55
Change in long-term receivables		–72	200
Cash flow from investing activities		**–2,094**	**145**
Cash flow after investments		**501**	**–96**
Financing activities			
Borrowings		–	1,555
Repayment of debt		–	–500
Dividend		–917	–917
Cash flow from financing activities		**–917**	**138**
Cash flow for the year		**–416**	**42**
Change in cash and cash equivalents during the year			
Cash and cash equivalents at the beginning of the year		**1,876**	**1,863**
Cash flow for the year		–416	42
Exchange rate differences		12	–29
Cash and cash equivalents at the end of the year	27	**1,472**	**1,876**

Changes in equity – Parent Company

	Restricted equity		Unrestricted equity		
Parent Company, SEK M	Share capital	Statutory reserve	Premium reserve	Retained earnings	Total equity
Opening balance May 1, 2022	**192**	**156**	**657**	**1,363**	**2,368**
Profit for the year	–	–	–	1,130	1,130
Other comprehensive income	–	–	–	–	–
Total comprehensive income	**–**	**–**	**–**	**1,130**	**1,130**
Dividend	–	–	–	–917	–917
Incentive programs	–	–	–	4	4
Transactions with the shareholders, total	**–**	**–**	**–**	**–913**	**–913**
Closing balance April 30, 2023	**192**	**156**	**657**	**1,580**	**2,585**
Opening balance May 1, 2023	**192**	**156**	**657**	**1,580**	**2,585**
Profit for the year	–	–	–	316	316
Other comprehensive income	–	–	–	–	–
Total comprehensive income	**–**	**–**	**–**	**316**	**316**
Dividend	–	–	–	–917	–917
Incentive programs	–	–	–	4	4
Transactions with the shareholders, total	**–**	**–**	**–**	**–913**	**–913**
Closing balance April 30, 2024	**192**	**156**	**657**	**983**	**1,988**

Note 1 Accounting principles

Elekta AB (Parent Company), with corporate registration number 556170-4015, is a public limited company and its shares are listed on Nasdaq Stockholm, Sweden. Elekta AB is the Parent Company of the Group (Elekta) and is headquartered in Stockholm, Sweden. The address to the head office is Elekta AB, Hagaplan 4, Box 7593, SE-113 68 Stockholm. This annual report, including the consolidated financial statements, was signed and approved for publication by the Board of Directors of Elekta AB on July 4, 2024. The statements of income and the balance sheets, for the Parent Company and the Group, included in the annual report and the consolidated financial statements, are subject to adoption by the Annual General Meeting on September 5, 2024. The most important accounting principles applied in the preparation of the financial reports are set out below and, where applicable, in the following notes. Mainly, the same principles are applied for the Parent Company and the Group. The Parent Company's accounting principles deviating from those applied by the Group, or considered important to describe, are stated under a separate heading at the end of this note.

Basis for preparation

Elekta's consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as endorsed by the European Union (EU), the Swedish Annual Accounts Act and standard RFR 1 of the Swedish Corporate Reporting Board. The Parent Company's financial reports have been prepared in accordance with the Swedish Annual Accounts Act and standard RFR 2 of the Swedish Corporate Reporting Board.

Measurement basis

Financial statements have been prepared on a going concern and historical cost basis apart from financial assets and liabilities that are short-term investments, derivatives and contingent considerations, which are recognized at fair value.

New and amended accounting principles

Amended IFRS applied from May 1, 2023

Amendment to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements – Disclosure of Accounting Policies

The amendment and the practice statement provide guidance and examples to materiality judgements to accounting policy disclosures. Accounting principles presented in this report has been adjusted in accordance with the amended guidance.

Amendment to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors – Definition of Accounting Estimates

The amendments distinguish changes in accounting estimates from changes in accounting policies.

Amendment to IAS 12 Income Taxes – Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendment clarifies that the initial recognition exemption does not apply on particular transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences. For the Group, the amendment is only applicable for its leases and has affected the information disclosed in **Note 16 Taxes**.

Amendment to IAS 12 Income Taxes – International Tax Reform – Pillar Two Model Rules

The amendments include disclosure requirements of the tax exposure and a temporary exception to recognize and disclose deferred taxes related to Pillar Two Model Rules, which are disclosed in **Note 16 Taxes**.

No other new or amended accounting standards or interpretations effective from 2023 have affected the Group's financial statements.

New IFRS regulations and interpretations to be applied in 2024 or later

From January 1, 2024 amendments in IAS 1 Presentation of Financial Statements come in to force clarifying when liabilities are to be classified as short-term. Furthermore there have been minor amendments to IFRS 16 Leases for the requirements for sale and leaseback transactions and new disclosure requirements for supplier finance arrangements in IAS 7 Statement of Cash Flows and IFRS7 Financial Instruments: Disclosures.

From January 1, 2027 IFRS 18 Presentation and Disclosures in Financial Statements will be applicable. Elekta is currently evaluating the effects on the financial reporting from new and amended standards.

Consolidated accounts

The consolidated accounts include Elekta AB and its subsidiaries.

The acquisition method

The consolidated accounts have been prepared in accordance with the acquisition method.

Translation of foreign subsidiaries

The Group companies prepare their financial statements in their functional currency, i.e. the currency used in the primary economic environment in which they mainly operate. These reports provide the basis for the consolidated accounts which are prepared in Swedish kronor (SEK), which is the functional currency of the Parent Company and the presentation currency. Unless otherwise stated, the amounts presented are in millions Swedish krona and, accordingly, rounding differences can occur. All items in the income statements have been translated at the average rate for the reporting period, while assets and liabilities in the balance sheets have been translated at the closing rate.

Income statement

Elekta presents its income statement classified by function where the operating expenses are allocated to cost of products sold, selling expenses, administrative expenses and R&D expenses. Exchange rate differences are reported on a separate line within the operating income. These have been identified as important to distinguish from operating income and expenses directly related to functions in order to ease comparability over time.

Transactions and balances in foreign currency

Transactions in foreign currency are translated to the respective Group Company's functional currency by use of the currency rate prevailing on the transaction date. Monetary receivables and liabilities in foreign currency are translated by use of the closing day rate. Exchange rate differences arising upon translation, and upon payment of the transaction, are reported in the income statement with the exception of those related to qualified hedge transactions, related to cash flows or net investments, which are recognized in equity under other comprehensive income.

Note 1 Significant accounting principles, cont.

Exchange rates

		Average rate		Closing rate	
Country	Currency	**2023/24**	2022/23	**April 30, 2024**	April 30, 2023
Australia	AUD	6.979	7.097	7.157	6.816
Canada	CAD	7.876	7.862	8.007	7.571
China	CNY	1.478	1.517	1.513	1.490
Euroland	EUR	11.514	10.884	11.729	11.347
United Kingdom	GBP	13.368	12.545	13.744	12.861
Hong Kong	HKD	1.359	1.333	1.400	1.313
Japan	JPY	0.073	0.077	0.070	0.076
USA	USD	10.635	10.447	10.955	10.303

Cash flow statement

The cash flow statement is prepared according to the indirect method.

The Parent Company

The Group's Parent Company, Elekta AB, carries out group management and provides joint group functions and financial management. The Parent Company's revenues consist mainly of dividends from subsidiaries. The most material balance sheet items are shares in subsidiaries, intra-group balances and external loans.

The Parent Company's annual accounts have been prepared in accordance with the Swedish Annual Accounts Act (1995:1554) and standard RFR 2 of the Swedish Corporate Reporting Board. RFR 2 requires the Parent Company, in its annual accounts, to apply all the International Financial Reporting Standards (IFRS) as endorsed by the EU in so far as this is possible within the framework of the Annual Accounts Act and with regard to the relationship between accounting and taxation. RFR 2 states what exceptions from, and additions to, IFRS should be made.

Revenues

The Parent Company's revenues consist mainly of dividends from subsidiaries. Dividends are recognized when the right to receive payment is judged to be firm.

Shares in subsidiaries and shares in associates

Shares in subsidiaries and shares in associates are accounted for at cost less any accumulated impairment losses. Acquisition-related transaction costs are included in the cost of the shares. The recoverable amount of shares in subsidiaries or shares in associates is calculated whenever there is an indication of a reduction in value. Impairment is performed if the recoverable amount is lower than the carrying value. Impairment losses are recognized in the financial net in the income statement.

Financial instruments

Derivative financial instruments and short-term investments are accounted for at fair value. Changes in the fair values of derivative financial instruments are reported in the income statement with the exception of exchange differences related to a monetary item that forms part of a net investment in a foreign subsidiary. Such value changes are recognized in equity under other comprehensive income. Contingent considerations are reported as provisions in the Parent Company.

Group contributions

Group contributions are reported in accordance with RFR 2. Group contributions received and given are recognized as income from participations in Group companies and increase of shares in subsidiaries respectively. The tax effect of group contributions is recognized in the income statement in accordance with IAS 12.

Note 2 Financial risk management

Accounting principles

See **Note 4** for accounting principles relating to financial instruments.

Financial risk factors

As a result of its operations, the Elekta Group is exposed to a number of financial risks: market risk, credit risk and liquidity risk. The Group's overriding risk management policy focuses on the unpredictability of financial markets and seeks to reduce any potentially unfavorable effects on the Group's financial results.

Risk management is conducted by the Group's finance department, which identifies, evaluates and hedges financial risks. Work is pursued in line with the policies established by the board for overarching risk management and for specific areas such as currency risk, interest-rate risk, credit risk, utilization of derivative instruments and financial instruments that are not derivatives, and the investment of surplus liquidity.

Market risk

Market risk encompasses currency risk, interest-rate risk and price risk. The Group's exposure to and management of currency risk and interest-rate risk are described below. The Group's exposure to price risk is limited and is not described in particular.

Currency risk

Because of its international operations, the Group is exposed to currency risks in the form of transaction exposure and translation exposure. Transaction exposure arises as a result of future business transactions and translation exposure emerges as a result of recognized assets and liabilities in foreign currency as well as net investments in foreign operations. The Group's currency risk mainly arises from currency exposures in US dollars (USD), Euro (EUR), British Pounds (GBP), Japanese Yen (JPY) and Chinese Yuan (CNY).

The Group's net revenue arises primarily in USD, EUR and JPY, while the Group's net expenses largely arise in GBP, EUR and USD. Sales companies primarily have income and expenses in their functional currency while production companies are to a greater extent exposed to currency risk as sales are largely in a currency other than the functional currency. The currency risk that arises from future business transactions and recognized assets and

Note 2 Financial risk management, cont.

liabilities are managed using derivative contracts based on forecasted net flows and recognized net balances. Elekta's policy is to hedge the exchange-rate risk using forwards, the extent of which is determined by the Group's estimation of the exchange-rate risk and in accordance with the Group's established policy. Highly forecasted transaction exposure hedging is on the basis of expected net sales and hedging is conducted over a period up to 24 months. Each Group company is responsible for quantifying its transaction exposure in particular flow forecasts that then provide the basis for determination of the exposure and decisions on hedging measures. Currency hedging of recognized assets and liabilities in foreign currency is hedged, in accordance with policy, from 50 percent to 100 percent.

Hedging is carried out in order to reduce the effects of short-term fluctuations in currency markets. The Parent Company's direct and indirect holdings in foreign operations entail that net assets in the foreign operations are exposed to currency risk. Such net investments in foreign currency are hedged when viewed as appropriate on an individual basis, currently there are no outstanding net investment hedges.

Based on the year's income, expense, and currency structure (transaction exposure) a general change of one percentage point in the SEK exchange rate against other currencies would affect Group net profit and shareholders' equity by approximately –SEK 29 M (17), exclusive of hedging effects.

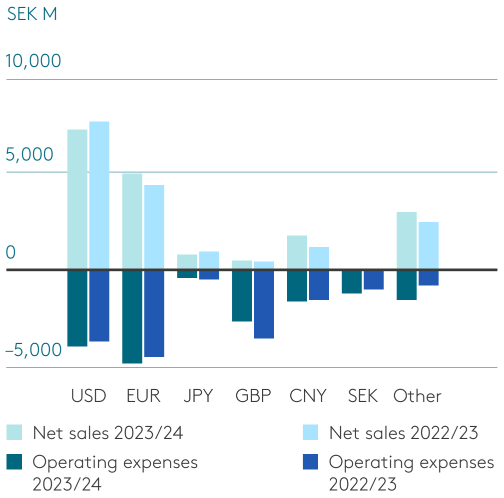
The table below shows the impact on operating income from a 1 percent weakening of the Swedish krona (SEK) in relation to the major currencies.

Impact on operating income of a 1 percent weakening of SEK, SEK M

Currency	April 30, 2024	April 30, 2023
USD	33	39
EUR	2	–1
JPY	3	4
GBP	–22	–31
CNY	1	–4
Other currencies	12	10

The Group's net sales and operating expenses by currency for 2023/24 are shown in the following diagram.

Net sales and operating expenses per currency



Interest-rate risk

Interest-rate risk refers to the risk that changes in the interest rate level negatively affect Elekta's earnings.

Elekta's policy is to reduce the interest-rate risk through the use of loans, investments and derivatives. Hedging is carried out in order to reduce impact on result from interest rate movements and is never to exceed the amount and maturity of the underlying exposure. The Group's finance department analyzes exposure to interest-rate risk, whereby refinancing, turnover of existing positions, alternative financing and hedging are taken into account. Based on this, the effect on earnings that a certain change in the interest rate would have is calculated, in which the total change in the interest rate is used for all currencies.

Elekta usually obtains long-term loans at a variable or fixed interest rate based on current market conditions. Conversion to fixed or variable interest rates is done using interest rate derivatives when this is deemed appropriate from a risk management and market perspective. An interest rate swap entails that the Group reaches agreement with another party with the indicated intervals (such as per quarter) to swap the difference between fixed and variable interest amount, estimated on the basis of the contracted nominal amount.

Based on the balance sheet structure at year-end and under the assumption that all other variables were constant, a general change in the interest rate on loans and investments by one percentage point would affect the Group's net result and shareholders' equity by –32 M (–20), excluding hedging effects. The impact on the result is mainly attributable to lower/higher interest expense for loans at variable interest rate.

On April 30, 2024, interest-bearing liabilities amounted to SEK 7,248 M (6,668), of which SEK 1,319 M (948) pertained to lease liabilities. The average fixed interest term was 0.9 years (1.1) and the weighted average interest rate, taking interest rate derivatives into account, was 4.65 percent (4.2). See **Note 29** for more information on interest-bearing loans.

Credit risk

Credit risk arises via financial credit risk related to cash and cash equivalents, short-term investments, derivative instruments and balances at banks and financial institutions as well as through credit exposure vis-à-vis customers and distributors. Credit risk is managed primarily at Group level, but, as regards credit risk in accounts receivable and accrued income, the primary responsibility lies with the individual Group companies. Maximum credit risk is deemed to correspond to the carrying values of the financial assets recognized in the balance sheet.

Financial credit risk

Elekta's finance policy includes special counterparty regulations in which the maximum credit exposure and the lowest credit rating for various counterparts are specified. Elekta's liquidity is invested in accordance with the determined policy, with the goal of maintaining high liquidity combined with a low credit risk.

Most of the subsidiary financing goes through internal loans from the Parent Company, therefore there is a credit risk originating from these. The opening balance of expected credit losses in the Parent Company amounted to SEK 21 M and the closing balance of expected credit loss reservation at the end of financial year 2023/24 was SEK 17 M.

Credit risk in accounts receivable

Credit risk in accounts receivable, including accrued income, are managed primarily by the individual group companies. The credit risk for each new customer is analyzed before the conditions for

Note 2 Financial risk management, cont.

payment and delivery are offered. A continuous follow up of the credit risk in receivables outstanding and agreed transactions are performed. A risk assessment is conducted continuously of credit worthiness through the observance of the customer's financial position and other influencing factors as well as previous experience. No single customer accounts for 10 percent or more of Elekta's net sales.

A continuous assessment is made of the credit risk in receivables outstanding and at the end of the financial year 2023/24 the provision for bad debts amounted to SEK 84 M. See **Note 25** for an analysis of credit exposure in accounts receivable and provision for bad debts.

Liquidity risk

Liquidity risk pertains to the risk of not being able to cover payment obligations due to insufficient cash and cash equivalents or difficulties in obtaining external financing. The operating Group companies draw up cash flow forecasts, which are consolidated centrally. At the Group level, rolling forecasts for the Group's liquidity reserve are observed in order to ensure that the Group has sufficient cash resources to meet the requirements of current operations, while also retaining sufficient scope of unutilized credit facilities.

Excess liquidity in operating Group companies is usually transferred centrally and is managed by the Group's financial function. Investments are made primarily in interest-bearing accounts, term-limited borrowing, money market instruments, money market funds and tradable securities, depending on which instrument is viewed as having an appropriate term or sufficient liquidity to meet the particular situation. To reduce the liquidity risk, the Group endeavors to maintain readily available funds equal to at least 10 percent of net sales. On April 30, 2024, available cash and cash equivalents and short-term investments amounted to SEK 2,771 M (3,271), or 15 percent (19) of net sales. In addition, the Group had SEK 2,930 M (2,270) in unutilized credit facilities.

The table to the right shows the Group's liquidity risk through a maturity analysis regarding financial liabilities (including interest payments as applicable) and derivatives recognized as financial liabilities. The amounts noted in the table are contractual, undiscounted cash flows classified on the basis of the term on the balance sheet date that remains to the agreed maturity date.

The Groups capital management

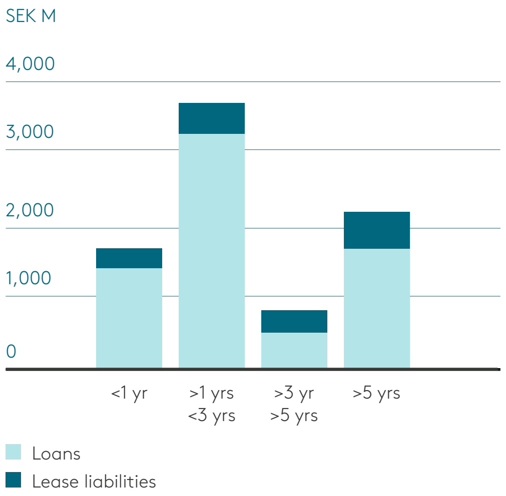
The primary objective of the Group's capital management is to secure a going concern through maintaining a high creditworthiness and a well-balanced capital structure with the aim of generating return to shareholders and benefits for other stakeholders, and to keep down the costs of capital.

In order to maintain or adjust the capital structure, the Group can propose the dividend paid to shareholders, repay capital to shareholders, issue new shares or sell assets to reduce debt.

Maturity analysis: financial liabilities

	April 30, 2024					April 30, 2023				
SEK M	< 1 yr	> 1 yr < 3 yrs	> 3 yrs < 5 yrs	> 5 yrs	Total	< 1 yr	> 1 yr < 3 yrs	> 3 yrs < 5 yrs	> 5 yrs	Total
Loans (note 28)	1,383	3,213	499	1,645	6,739	262	1,416	3,030	2,061	6,769
Lease liabilities (note 28)	267	428	312	506	1,514	258	256	179	411	1,103
Accounts payable	1,550	–	–	–	1,550	1,809	–	–	–	1,809
Derivative financial instruments – outflow, gross	6,052	1,817	–	–	8,381	8,239	1,668	–	–	9,907
Derivative financial instruments – inflow, gross	–6,066	–1,814	–	–	–8,399	–8,161	–1,699	–	–	–9,860
Other liabilities	595	62	–	–	657	490	34	–	–	523
Total	**3,781**	**3,699**	**811**	**2,151**	**10,441**	**2,897**	**1,675**	**3,209**	**2,472**	**10,252**

Maturity analysis: loans & lease liabilities



Net debt/EBITDA ratio

	Note	April 30, 2024	April 30, 2023
Interest-bearing liabilities	29	5,929	5,720
Cash and cash equivalents and short-term investments	27	–2,779	–3,278
Net debt		**3,150**	**2,442**
EBITDA		3,189	2,682
Net debt/EBITDA ratio		0.99	0.91

The net debt/EBITDA ratio was 0.99 compared to 0.94 for prior fiscal year. See **Note 29** for more information on interest-bearing liabilities and section Alternative Performance Measures on **page 103** for more information on EBITDA and Net debt.

Note 3 Climate-related disclosures

Climate-related disclosures

Impairment test of intangible assets

Potential significant environmental and climate-related risks and the group's ongoing and future mitigating activities are reflected in the approved forecasts used for impairment testing of Intangible assets, see **Note 18**. Climate-related risks are considered through, for example, the sales growth forecasts which include offerings based on products and services that enable our customers to reduce GHG (Greenhouse Gas) emissions and energy use. For more information on climate risks, goals and activities, see sustainability notes on **page 75**.

Sustainability-linked bond

In 2021, Elekta issued a sustainability-linked bond with a social responsibility KPI, see **Note 29**. Per April 30, 2024 Elekta has issued sustainability linked bonds with a carrying value of SEK 1 498 million (1 497). The funds are intended to contribute to increasing the global access of cancer care in underserved markets. One of the bonds, in the nominal amount of SEK 1,150 million, has a maturity of five years with a coupon of three months STIBOR plus 0.90 percent. The other bond, in the nominal amount of SEK 350 million, has a maturity of seven years and carries a coupon of 1.925 percent annually.

Sustainability-linked revolving credit facility

In 2023, Elekta signed a sustainability-linked revolving credit facility as part of its commitment to sustainability. The facility amounts to EUR 250 M and the fee is linked to both social and environmental KPIs. The KPIs focus on reducing absolute scope 1 and 2 emissions, increasing the proportion of suppliers that have science based targets (SBTs), and closing the access gap to linacs in underserved markets. The facility has an initial tenor of five years and includes two one-year extension options.

Scope 3 GHG emissions

Most of Elekta's GHG emissions are generated up- and downstream in its value chain, referred to as scope 3 emissions. During 2023/24 Elekta continued to engage with its suppliers in the purchased goods and services, and transportation categories, urging them to set science-based climate targets. Per April 30, 2024 10% of suppliers by emissions in these categories have signed up to a science-based target. Elekta's ambition is for 45% of suppliers by emissions to set science-based emission reduction targets by fiscal year 2026/27. See Climate change section in Sustainability notes.

Long-term incentive programs

To align the performance measures for the long-term incentive programs with the strategic sustainability priorities, Elekta has included Environmental, Social and Governance (ESG) targets in the performance share plan 2023/26. The added targets, Access to Healthcare, i.e number of installed linacs in underserved markets, as well as CO_2 equivalents reductions from operations over a three-year period, has a weighting of 7.5% each. The minimum performance requirement is that Elekta installs 502 linacs in underserved markets and reduces its' CO_2 emissions from operations by 0.1 per cent during the three-year performance period. The maximum performance level requires Elekta to install 652 linacs in underserved markets and reduces its' CO_2 emissions from operations by 13.86 per cent during the three-year performance period.

Investments in Research & Development

Elekta is setting ambitious targets for reducing GHG emissions and waste as well as driving circular initiatives. To reduce emissions per cancer treatment Elekta works towards more environmentally-efficient cancer treatments. Environmentally-conscious design principles are used for the full product lifecycle and Elekta runs a take-back program of selected products. The development of more energy efficient solutions and circular initiatives occurs gradually and the activities have not materially impacted the financial statements as of April 30,2024. See **Note 18** for R&D investments.

Note 4 Financial instruments

Accounting principles

A financial asset or a financial liability is reported in the balance sheet when the Group becomes party to the contractual terms and conditions of the financial instrument. A financial asset is derecognized from the balance sheet when the contractual rights are realized, fall due, or if the Company transfer substantially all the risks and rewards of ownership. Spot acquisitions or sales of financial assets are reported on the settlement date, which is the date on which the asset is delivered.

Financial assets are initially recognized at fair value plus transaction costs, except for those financial assets carried at fair value through the net income. Related transaction costs are expensed in the income statement.

Financial assets and liabilities are offset and reported at a net amount in the balance sheet when there is a legal right to net and when the intention is to settle the items using a net amount or simultaneously realize the assets and settle the liability.

Subsequent measurement of financial assets, after the initial recognition at fair value, is based on what business model the Group have for managing the asset and the cash flow characteristics of the asset. For debt instruments there are three measurement categories with the following characteristics:

- Amortized cost; assets held with the intention for collection of contractual cashflows and the cashflow represent solely payments of principal and interest
- Fair value through other comprehensive income; assets held with the intention for collection of contractual cashflow and for selling it, and the cashflow represent solely payments of principal and interest
- Fair value through the profit or loss; all financial assets that do not meet the criteria for amortized cost or fair value through other comprehensive income

Equity instruments which are instrument that evidence a residual interest in the asset of an entity after deduction of all its liabilities, are measured at fair value through the net income.

The financial liabilities are classified into following measurement categories:

- fair value through profit or loss; liabilities held for trading
- amortized cost; liabilities not held for trading

Financial assets measured at amortized cost

Assets are classified in this category when the intention is to hold the asset for collection of contractual cashflows and the cashflow represent solely payments of principal and interest.

In this category assets are measured at amortized cost using the effective interest method, less any provision for impairment. Interest income and gains and losses are recognized in the income statement. The category includes accounts receivables as well as cash and bank.

Accounts receivable

Accounting principles for accounts receivables are disclosed in **Note 25** Accounts receivables.

Cash and cash equivalent

Cash and cash equivalent comprise cash and bank balances with financial institutions and short-term investments with an original maturity of less than three months. Cash and bank are reported at amortized cost, while the short-term investments in money market funds are measured at fair value through the net income.

Financial assets measured at fair value through profit and loss (FVTPL)

All financial assets that do not meet the criteria for amortized cost or FVTOCI are measured as FVTPL. Assets are classified to this category when the intention is to sell in short term. Derivatives with a positive market value are classified in this category unless they are used for hedge accounting. Financial derivatives and short-term investments in tradeable securities as well as money market funds is classified in this category. Assets in this category are recognized at fair value and changes in value are recognized in the income statement.

Impairment

Financial assets carried at amortized cost and FVTOCI are assessed for impairment based on expected credit losses. The expected credit loss allowance is based on historical credit loss experience, current conditions, and forward-looking economic conditions.

The impairment methodology applied depends on whether there has been a significant increase in credit risk. For account receivables the Group applies the simplified approach to estimate the expected credit losses and uses a matrix based on country and ageing group.

Financial liabilities at fair value through profit or loss

This category includes derivatives with negative fair values that are not used for hedge accounting, financial liabilities held for trading and contingent considerations. Liabilities in this category are measured at fair value with changes in that value recognized in the income statement.

Financial liabilities measured at amortized cost

This category includes financial liabilities that are not held for trading, for example loans and accounts payable. These are recognized initially at fair value, net after transaction costs, and subsequently at amortized cost according to the effective interest method.

Loan liabilities

Loan liabilities are initially reported at fair value, net of transaction costs, and subsequently at amortized cost according to the effective interest method.

Accounts payable

The valuation principle for accounts payable is the amortized cost principle. The expected lifetime for accounts payable is short and thus the payables are reported at nominal value without discounting.

Accounting for derivatives used for hedging purposes

Elekta applies the hedge accounting requirements of IFRS 9. All derivatives are initially and continuously recognized at fair value in the Balance sheet. Gains and losses on remeasurement of derivatives used for hedging purposes are recognized as follows. Changes in value relating to cash flow hedges are reported in other comprehensive income and are taken to the income statement as the hedged cash flow affects the income statement. Any ineffective portion of the change in value is reported directly in the income statement.

The result of a revaluation of derivatives used to hedge fair value is reported in the income statement along with changes in the fair value of the receivable or liability exposed to the hedged risk. For derivatives designated and qualified as hedging instru-

Note 4 Financial instruments, cont.

ments, the method of recognizing the fair value gains or losses depends on the nature of the item being hedged.

The Company documents, at the inception of the hedge, the relationship between hedged item and financial derivative instrument, as well as its risk management objective and strategy. Also, the Company documents its assessment, both at the hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting the changes in fair values or cash flows of hedged items based on the following hedging criteria:

- There is an economic relationship between the hedged item and the hedging instrument
- The effect of credit risk does not dominate the value changes that result from that economic relationship and
- The hedge ratio of the hedging relationship is consistent with risk management strategy

The table to the right presents Elekta's financial assets and financial liabilities by measurement category with the carrying amount and fair value per item. Fair value for interest-bearing liabilities has been established by discounting future payment flows at current market interest rate and then converting to SEK at the current exchange rate. For other financial instruments the fair value is estimated to agree with the carrying amount.

Financial instruments per category

		April 30, 2024		April 30, 2023	
SEK M	Note	Carrying amount	Fair value	Carrying amount	Fair value
FINANCIAL ASSETS					
Financial assets measured at fair value through profit or loss:					
Derivative financial instruments–non-hedging		42	42	10	10
Current investments classified as cash equivalents	27	–	–	3	3
Financial assets measured at amortised cost:					
Other financial assets	23	1,031	1,031	990	990
Accounts receivable	25	3,877	3,877	3,990	3,990
Other receivables	26	667	667	718	718
Cash and bank	27	2,779	2,779	3,275	3,275
Derivatives used for hedging purposes:					
Derivative financial instruments –hedging		149	149	141	141

		April 30, 2024		April 30, 2023	
SEK M	Note	Carrying amount	Fair value	Carrying amount	Fair value
FINANCIAL LIABILITIES					
Financial liabilities at fair value through profit or loss:					
Derivative financial instruments–non-hedging		11	11	9	9
Other liabilities (contingent considerations)		76	76	21	21
Financial liabilities measured at amortized cost:					
Long-term interest-bearing liabilities	29	4,806	5,531	4,099	4,251
Short-term interest-bearing liabilities	29	1,121	1,174	510	514
Accounts payable		1,550	1,550	1,809	1,809
Other liabilities		31	31	30	30
Derivatives used for hedging purposes:					
Derivative financial instruments –hedging		120	120	194	194

Note 4 Financial instruments, cont.

Distribution by level when measured at fair value

SEK M	April 30, 2024				April 30, 2023			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
FINANCIAL ASSETS								
Financial assets measured at fair value through profit or loss:								
Derivative financial instruments – non-hedge accounting	–	42	–	42	–	10	–	10
Current investments classfied as cash equivalents	–	–	–	–	3	–	–	3
Derivatives used for hedging purposes:								
Derivative financial instruments – hedge accounting	–	149	–	149	–	141	–	141
Total financial assets	**–**	**190**	**–**	**190**	**3**	**151**	**–**	**154**
FINANCIAL LIABILITIES								
Financial liabilities at fair value through profit or loss:								
Derivative financial instruments – non-hedge accounting	–	11	–	11	–	9	–	9
Contingent considerations	–	–	76	76	–	–	21	21
Derivatives used for hedging purposes:								
Derivative financial instruments – hedge accounting	–	120	–	120	–	194	–	194
Total financial liabilities	**–**	**131**	**76**	**207**	**–**	**203**	**21**	**224**

The table above shows how Elekta's financial assets and financial liabilities, which are carried at fair value, have been categorized in the fair value hierarchy. The different levels are defined as follows. Level 1: Quoted prices on an active market for identical assets or liabilities. Level 2: Other observable data than quoted prices included in Level 1, either directly (that is, price quotations) or indirectly (that is, obtained from price quotations). Level 3: Data not based on observable market data.

Financial instruments, level 1
The fair value of tradeable securities is reported based on quoted prices on an active market.

Financial instruments, level 2
The fair value of financial instruments that are not traded on an active market is determined by means of available valuation techniques. Market information is used when available. The use of corporate-specific information is avoided whenever possible.

If all important input data required for a fair value valuation of an instrument is observable, the instrument is in level 2. Specific valuation techniques used in the valuation of financial instruments include, for example, listed market prices, fair value for interest-rate swaps, calculated as the present value of estimated future cash flows based on observable yield, fair value of currency forward contracts determined through the use of rates for currency foreign exchange contracts on the balance sheet date.

Financial instruments, level 3
The change during the year for instruments at level 3 refers to contingent considerations, valued at fair value. Input to the valuation is outcome, and estimates of the outcome relating to conditions set forth in the purchase agreement, usually revenue from the acquired business. Amounts expected to be paid in the future are discounted at a rate relevant for the respective business and market.

Movements financial instruments level 3

SEK M	2023/24	2022/23
Opening balance May 1	–21	–18
Business combinations	–68	–13
Payments	12	20
Reversals	1	4
Reclassifications	0	–
Revaluations	–1	–19
Translation differences	1	5
Closing balance April 30	**–76**	**–21**

Note 4 Financial instruments, cont.

Derivatives outstanding

	April 30, 2024				April 30, 2023			
Mkr	Nominal	Asset	Liability	Hedge reserve after tax	Nominal	Asset	Liability	Hedge reserve after tax
Currency derivatives:								
Cash flow hedges	1,599	149	120	23	1,625	141	194	–39
Non-hedging	1,369	42	11	–	1,133	10	9	–
Currency derivatives, total	**2,968**	**190**	**131**	**23**	**2,758**	**151**	**203**	**–39**

Outstanding derivative financial instruments

The Company's derivative financial instruments outstanding at April 30 are presented with nominal amounts and fair values in the table below. The total amount of fair values of assets and liabilities respectively are equivalent to the carrying values recognized in the balance sheet.

Cash flow hedges outstanding

		Q1 24/25		Q2 24/25		Q3 24/25		Q4 24/25		25/26	
Currencies	Currency	Amount	Exchange rate	Amount	Exchange rate	Amount	Exchange rate	Amount	Exchange rate	Amount	Exchange rate
GBP/SEK	GBP	21	12.439	20	12.628	16	12.838	34	13.152	52	13.178
USD/SEK	USD	–40	10.339	–43	10.516	–20	10.364	–99	10.529	–98	10.457
JPY/SEK	JPY	–500	0.084	–550	0.082	–400	0.082	–1,325	0.077	–1,200	0.075

The table to the left presents detailed information regarding Elekta's outstanding cash flow hedges. Realized results from cash flow hedges have been recognized on the line "Currency rate differences" in the operating income and amounted to SEK –104 M (–358) during the year, of which SEK 15 M (–16) was related to the ineffective portion.

Outstanding cash flow hedges' estimated effect on the income statement

	2024/25				2025/26			
SEK M	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Expected result from cash flow hedges	9	12	7	–4	2	14	–7	–6

The hedged transactions in foreign currency are estimated to take place in the coming 24 months. Results from the forward exchange agreements recognized in the hedge reserve in other comprehensive income on 30 April 2024, will be accounted for in the income statement in the periods when the hedged transactions will affect the income statement. The estimated future effects from outstanding cash flow hedges are presented in the table to the left.

Note 4 Financial instruments, cont.

Offsetting of financial assets and financial liabilities

Financial assets and financial liabilities set off only consist of derivative financial instruments.

	2023/24					2022/23				
SEK M	Gross amount	Amounts set off in the balance sheet	Net amounts in the balance sheet	Amounts covered by netting agreements but not set off	Net amount	Gross amount	Amounts set off in the balance sheet	Net amounts in the balance sheet	Amounts covered by netting agreements but not set off	Net amount
Financial assets	190	–	190	–7	183	151	–	151	–7	144
Financial liabilities	131	–	131	–9	122	203	–	203	–9	194

In the case of financial assets and liabilities that are subject to legally binding offsetting agreements, each agreement between the company and the counterparties permits net deduction of the relevant financial assets and liabilities if both parties elect to apply net deduction. If both parties are not in agreement regarding net deduction, gross deduction is applied. In the event that one party defaults, the other party is entitled to deduct on a net basis.

Note 5 Estimates and assessments

The preparation of financial statements and application of accounting standards require that management use estimates and assessments. Therefore, they make certain assumptions which are considered reasonable under the prevailing circumstances. Thus, estimates and assessments affect the financial reports, and they are frequently based on experience as well as other factors, including expectations of future events. Using other assumptions than those applied in the preparation of the financial statements, the result can be different, and the actual outcome seldom complies with the anticipated result.

The most significant estimates and assessments at Elekta relate to:

- revenue recognition, see **Note 7**
- impairment testing of goodwill, see **Note 18**

Other areas subject to estimates and assessments are:

- valuation of accounts receivable, see **Note 25**
- calculation of deferred taxes, see **Note 16**
- capitalization and amortization of intangible assets, see **Note 18**
- calculation of provisions, see **Note 30**
- valuation of leases, see **Note 19**

Estimates and assessments are continually reassessed.

Note 6 Segment reporting

Accounting principles

Operating segments are reported in accordance with management reporting as reported to the chief operating decision maker. The chief operating decision maker is the function that is responsible for allocation of resources and assessment of the operating segments' performance. In Elekta, this function has been identified as the President and CEO who is responsible for and deals with the continuous administration of the Group based on the board's guidelines and instructions. To his aid, he has the Executive Committee. Elekta's President and CEO evaluates business performance from both geographic and product based perspectives. The geographic follow-up is however the main perspective and the product based perspective constitutes a complement to the geographic monitoring and control. It is from the geographic perspective that the business activity is conducted and managed. Evaluation of financial performance is executed for three geographic regions which are Elekta's operating segments:

- Americas
- EMEA
- APAC

The same accounting principles are applied in the segment reporting as for the Group.

See **Note 18** for information on goodwill per region. For information regarding tangible assets per country see **Note 20**.

Note 6 Segment reporting, cont.

Segment reporting

SEK M	Americas 2023/24	Americas 2022/23	EMEA 2023/24	EMEA 2022/23	APAC 2023/24	APAC 2022/23	Other/Group-wide[1] 2023/24	Other/Group-wide[1] 2022/23	Group Total 2023/24	Group Total 2022/23
Net Sales[3]	5,436	5,239	6,550	5,907	6,134	5,724	–	–	18,119	16,869
Operating expences	–3,366	–3,224	–4,536	–3,926	–4,300	–3,831	–	–	–12,202	–10,981
Contribution margin	**2,070**	**2,015**	**2,014**	**1,981**	**1,834**	**1,893**	**–**	**–**	**5,918**	**5,888**
Contribution margin, %	38%	38%	31%	34%	30%	33%				
Global costs	–	–	–	–	–	–	–3,879	–4,457	–3,879	–4,457
Operating result	**2,070**	**2,015**	**2,014**	**1,981**	**1,834**	**1,893**	**–3,879**	**–4,457**	**2,039**	**1,431**
Income participations in associated companies	–	–	–	–	–	–	–5	1	–5	1
Financial income	–	–	–	–	–	–	108	79	108	79
Financial expences	–	–	–	–	–	–	–482	–310	–482	–310
Exchange rate differences	–	–	–	–	–	–	8	–3	8	–3
Income before tax	**2,070**	**2,015**	**2,014**	**1,981**	**1,834**	**1,893**	**–4,250**	**–4,690**	**1,668**	**1,198**
Income tax	–	–	–	–	–	–	–365	–254	–365	–254
Profit for the year	**2,070**	**2,015**	**2,014**	**1,981**	**1,834**	**1,893**	**–4,615**	**–4,944**	**1,302**	**944**
Net Sales per product type										
Solutions[2]	2,346	2,323	3,883	3,502	4,404	4,155	–	–	10,633	9,981
Service	3,090	2,915	2,666	2,405	1,730	1,569	–	–	7,487	6,889
Total	**5,436**	**5,239**	**6,550**	**5,907**	**6,134**	**5,724**	**–**	**–**	**18,119**	**16,869**
Depreciation/amortization	–501	–449	–534	–515	–107	–99	–	–	–1,142	–1,062
Investments	485	9	1,049	765	110	790	–	–	1,644	1,564
Impairments	–	–35	–	–1	–	–7	–13	–61	–13	–103
Non-current assets[4]	305	307	1,542	1,145	392	314	–	–	2,239	1,765

1) Within other/group-wide are costs that can not be allocated by segment such as global costs and items affecting comparability. Allocations by segment are not done for financial items and tax.

2) The product type Solutions includes hardware and software combined as it better reflects the business follow-up.

3) Net sales from internal transactions amounts to SEK 16,143 M (15,385) and has been eliminated in the table above.

4) Excluding financial assets and deferred tax assets.

Note 7 Net sales

Elekta's revenue is primarily derived from the sales of treatment solutions and oncology software including equipment used for radiation therapy, radiosurgery and brachytherapy as well as software products and related services.

Many of Elekta's products and services are sold on a stand-alone basis but are often included in bundled deals, which are arrangements where equipment, software and services may be included in the same contract. A bundled deal is treated as a project which is supported by a project team that coordinates the production, delivery and installation, which can occur at different stages. The equipment, installation, software and services are distinct performance obligations excluding the software that is integrated in the hardware.

In most contracts the transaction price consists of a fixed consideration which is clearly stated in the contract and the products are usually sold without a right of return. In rare cases contracts can include variable consideration for which the value is estimated for revenue recognition purposes.

Accounting principles

The allocation of the transaction price, including any discount, to the various goods and services (performance obligations) in a contract is performed based on the relative stand-alone selling prices for the goods and services identified as performance obligations. As many items included in a bundled deal are also sold on a stand-alone basis, the stand-alone selling prices are based on observable prices in most cases. For items not sold on a stand-alone basis the stand-alone selling prices have been estimated using the best available market and internal data relating to those items.

Costs incurred to obtain a contract consist mainly of commissions, which is recognized as contract asset and are amortized over the time when the related revenue is recognized.

The timing for revenue recognition of products and services included in a bundled deal depend on its nature and when control for each product or service has been transferred to the customer. Payment terms or conditions for projects differ between regions. In some markets, partial payments will be due upon certain events such as order receipt, delivery and acceptance. In other markets, the entire payment is due upon completion of implementation or acceptance. Amounts invoiced are reported as accounts receivable while revenue recognized amounts not yet invoiced are reported as accrued income.

Note 7 Net sales, cont.

Treatment solutions

Elekta sells treatment solutions including hardware, software and service. Main hardware products are Leksell Gamma Knife, Linear accelerators, MR-Linacs and Afterloaders. Software licenses consist mainly of Oncology informatics systems (OIS) and Treatment planning systems (TPS). Services include maintenance and support relating to equipment, software, training, installation services and warranties. Most bundled deals include at least one device, software licenses, installation, service, training and one-year standard warranty that is included in the price. There is a possibility for an extended warranty in some contracts that is considered as a service contract. Revenue recognition for these deals is linked to when control for each identified performance obligation is transferred to the customer, which for a standard contract happens at different stages over a longer period, usually up to six months depending on the geographical market.

Hardware products

In a standard contract, control is considered to be transferred when the device is delivered to the customer's site and installation is started. At this time, the customer has physical possesion of the unit and Elekta has the right to payment for the equipment delivered.

Software products

For software licenses control is considered to be transferred and revenue is recognized when the licenses are made available to the customer, which is usually at the time of acceptance of the software.

Service contracts

For service agreements, control is considered to be transferred over time and revenue is recognized on a straight-line basis over the contractual term of the arrangement or the expected period during which the specified services will be performed. Maintenance and support agreements relating to software products are generally renewed on an annual basis. Installation services and training with low values and which span over a limited time are considered non-material and revenue is recognized when the related device reaches the stage of technical acceptance.

Estimates and assessment

Changes to the goods and services included in an arrangement and the amounts allocated to each item could affect the timing and amount of revenue recognition. Revenue recognition also depends on the timing of shipment, readiness of the customer's site, availability of products and for some contracts, customer acceptance terms. If shipments or installations are not made on scheduled timelines or if the products are not accepted by the customer in a timely manner, revenues may differ from expectations.

Revenue recognition does often not coincide with invoicing to, and payments from, customers. Payment terms or conditions for projects may differ between contracts and regions, but in a standard Elekta contract partial payments will be due upon certain events, such as order receipt, shipment and acceptance. In a standard project, amounts invoiced in accordance with an invoicing plan are reported as accounts receivable and as a contract liability included in advances from customers if performance obligations are not yet satisfied and revenue cannot be recognized. Amounts that have been recognized as revenue, but for which Elekta has not yet the right to invoice according to the invoicing plan agreed, are reported as contract assets and included in accrued income. For service contracts the agreed consideration is invoiced and paid in advance in most markets. When there is a contract agreed and invoiced to the customer, Elekta usually has the right to payment even if the performance obligations are still to be satisfied. Therefore, a receivable is accounted for with a corresponding contract liability reported as deferred income.

Net sales for the year amounted to SEK 18,119 M (16,869). Accrued income amounted to SEK 2,050 M (2,119). Accounts receivable amounted to SEK 3,877 M (3,990). For more information on accounts receivable see **Note 24**.

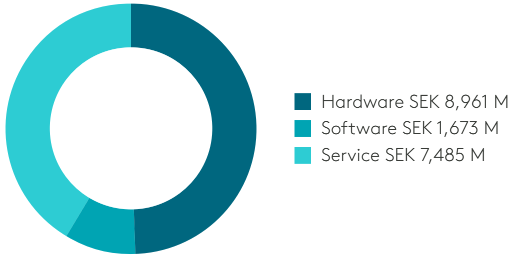
Net sales per country is based on sales to customers in the respective country. There is no individual customers representing more than 10 percent of net sales.

Net sales by country

SEK M	2023/24	%	2022/23	%
Sweden	63	0.3%	75	0.4%
USA	3,901	21.5%	3,919	23.2%
China	2,818	15.6%	2,713	16.1%
Italy	872	4.8%	766	4.5%
Japan	764	4.2%	924	5.5%
India	756	4.2%	573	3.4%
Germany	744	4.1%	739	4.4%
Spain	620	3.4%	516	3.1%
France	575	3.2%	437	2.6%
Canada	506	2.8%	423	2.5%
United Kingdom	470	2.6%	420	2.5%
Mexico	451	2.5%	386	2.3%
Poland	366	2.0%	248	1.5%
Australia	352	1.9%	325	1.9%
Other countries	4,861	26.8%	4,407	26.1%
Total	**18,119**	**100%**	**16,869**	**100%**

Net sales per product type and timing of revenue recognition

SEK M		2023/24	2022/23
Hardware	Point in time	8,961	8,311
Software	Point in time	1,673	1,670
Service (incl. software)	Over time	7,485	6,889
Total		**18,119**	**16,869**



Note 8 Personnel costs

Accounting principles

Personnel costs comprise of fixed wages and salaries, variable remuneration, pension, and other benefits. Personnel costs are recognized when incurred. Accounting principles related to pensions are reported in **Note 30**.

Share-based compensation

Ongoing share programs are reported according to IFRS 2 Share-based payments and are mainly equity-settled. The conditions of the share programs state that they may be settled in other ways than through shares. This possibility is only applied to a very limited extent and neither cost nor obligation are material amounts.

Accounting for equity-settled share-based compensation programs entails that the instrument's fair value at grant date is recognized in the income statement over the vesting period, with a corresponding adjustment to equity. This leads to an estimated cost, corresponding to the earned portion of the estimated share value at allotment, being charged to profit and loss over the vesting period. Market-based share are not revalued during the remainder of the vesting period after the fair value is established, except if the condition of continued employment during the vesting period is no longer fulfilled.

In addition, provisions are made for estimated employer contributions related to the share programs. Calculations are based on a theoretical market valuation where the market value is calculated using Monte Carlo simulation based on the share price on the closing date. For allotted shares, social security expenses are paid based on the market value on the allotment date.

Salaries, other remuneration and social security costs

	Group		Parent company	
SEK M	2023/24	2022/23	2023/24	2022/23
Salaries, other remuneration and social security costs:				
Board and Managing directors	117	135	24	28
Other employees	4,592	4,285	73	73
Total salaries and other remunerations	**4,709**	**4,420**	**97**	**101**
Pension costs	361	336	15	15
Other social security costs	576	547	35	33
Total social security costs	**937**	**883**	**50**	**49**
Total salaries, other remuneration and social security costs	**5,646**	**5,302**	**147**	**150**

Bonuses included in the above salaries and other remunerations paid to the Boards and the Managing directors of subsidiaries amounted to SEK 34 M (43), and SEK 8 M (9) in the Parent Company. Total pension costs amounted to SEK 361 M (336) of which SEK 23 M (27) concern defined benefit pension plans. Pension costs in the Parent Company amounted to a total of SEK 15 M (15) and the full amount related to defined contribution pension plans. For further information regarding the defined benefit pension plans see **Note 30**.

Remuneration to the Board of Directors

The AGM resolved the adoption of fees to the Board of Directors totaling SEK 8,041 K (7,120), of which SEK 8,041 K (7,120) were paid. The fees were distributed in accordance with the table below.

Fees for the Board of Directors

	April 30, 2024			April 30, 2023		
SEK Thousands	Regular Remuneration	Remuneration Compensation Committee	Remuneration Audit Committee	Regular Remuneration	Remuneration Compensation Committee	Remuneration Audit Committee
Chairman:						
Laurent Leksell	1,550	145	–	1,500	140	–
Members:						
Cecilia Wikstrom	670	100	–	645	95	–
Wolfgang Reim	670	100	–	645	95	–
Jan Secher	670	–	185	645	–	170
Birgitta Stymne Göransson	670	–	290	645	–	265
Caroline Leksell Cooke[1]	670	–	185	645	–	170
Kelly Londy (ended in March)[2]	670	92	–	645	–	–
Johan Malmqvist (ended in August)	280	–	77	645	–	170
Tomas Eliasson (started in September)	447	–	123	–	–	–
Volker Wetekam (started in September)	447	–	–	–	–	–
Total	**6,744**	**437**	**860**	**6,015**	**330**	**775**

1) Remuneration for consultancy services provided during the year amounted to SEK 2,293 K (2,310), see **Note 37**.

2) Remuneration for consultancy services provided during the year amounted to SEK 1,492 K (–), see **Note 37**.

Note 8 Salaries, other remuneration and social security costs, cont.

Remuneration to Executive Committee

The guidelines for remuneration to the executive management, adopted by the AGM in 2020, are presented on page 28. The Executive Committee for 2023/24 comprised of a total of 7 people, of whom 4 are located in Sweden and the other 3 in the Netherlands and France. The tables below display remunerations and other benefits to the Executive Committee in 2023/24 and the Executive Management in 2022/23.

Remuneration and other benefits to Executive Committee during the year 2023/24

SEK thousands	Fixed remuneration	Variable remuneration	Share-based compensation	Other benefits	Pension costs	Total
President and CEO	7,335	3,281	4,593	110	2,141	**17,459**
Other senior executives resident in Sweden (3)	8,540	3,667	3,600	277	2,139	**18,706**
Other senior executives resident abroad (3)	14,610	6,591	7,060	1,309	3,278	**33,216**
Total senior executives	**30,485**	**13,538**	**15,253**	**1,696**	**7,558**	**68,529**

Remuneration and other benefits to Executive Management during the year 2022/23

SEK thousands	Fixed remuneration	Variable remuneration	Share-based compensation	Other benefits	Pension costs	Total
President and CEO	7,403	4,995	3,727	94	2,129	**18,348**
Other senior executives resident in Sweden (5)	12,490	5,128	889	351	3,081	**21,940**
Other senior executives resident abroad (10)	34,798	12,840	13,704	3,040	4,124	**68,506**
Total senior executives	**54,691**	**22,963**	**18,320**	**3,486**	**9,334**	**108,794**

Variable remuneration pertains to the bonus for the 2023/24 and 2022/23 fiscal years respectively, partly paid quarterly during each fiscal year and partly paid in the year after.

Share based compensation

As per April 30, 2024, Elekta has three outstanding share programs. The program performance share plan LTI 2020/23, which was outstanding as per April 30, 2023, has expired during the year.

The total number of shares that may be allotted under the share programs is 1,764,886 (1,144,160) B-shares. The share programs are secured by delivery of shares already held or repurchased by Elekta and, consequently, no new shares will be issued under the share programs. Share programs awarded to employees have a potential dilution effect.

The recognized costs related to the share programs amounted to SEK 19 M (20) and social security amounted to SEK 3 M (5). For more information see page 28.

The long-term incentive (LTI) programs called Performance share plans are approved by the AGM. Performance share plan LTI 2020/23, resolved by the AGM in 2019, expired during the year. Outstanding share programs as per April 30 2023 were performance share plan, LTI 2021/24, LTI 2022/25 and LTI 2023/26. The performance share plans cover 25 (LTI 2021/24), 19 (LTI 2022/25) and 22 (LTI 2023/26) key employees of the Group respectively. The performance share plans entitle the participants to obtain, free of charge, B-shares in Elekta upon fulfillment of certain performance requirements.

The main terms of the performance share programs are:

- A performance share award shall entitle a participant to receive, subject to the terms and conditions set forth in the performance share plans and applicable award agreements, a number of B-shares based upon the attainment of performance targets over a three-year performance period
- Each performance share award shall be subject to forfeiture in the event of termination of employment due to a reason other than death, disability or retirement or failure to attain performance targets over the applicable performance period.
- Performance share awards shall be settled through the delivery of shares unless otherwise decided by the board
- The number of shares to be allotted will depend on the degree of fulfillment of financial and ESG targets

The financial targets for performance share plans are defined as Total Shareholder Return (TSR) relative to the OMXS30 index over a three-year period. The minimum performance requirement is that Elekta TSR outperform the OMXS30 index with at least +0,1 percent. The maximum performance level requires that Elekta TSR outperform the OMXS30 Index at or above +15 percent. If the minimum performance level is reached, the allocation will amount up to (and will not exceed) 25 percent of annual base salary at the beginning of the fiscal year 2020/21 for performance share plan LTI 2021/23, at the beginning of fiscal year 2021/22 for performance plan LTI 2021/24 and at the beginning of fiscal year 2022/23 for performance plan LTI 2022/25 and at the beginning of fiscal year 2023/24 for the performance plan LTI 2023/26. The actual minimum value for each participant will be subject to an individual performance evaluation for the past fiscal year. If the maximum performance level is reached or exceeded, the allocation will amount to (and will not exceed) the maximum number of performance shares. If performance is below the maximum level but above the minimum level, a proportionate allocation of shares will be made. No allocation will be made if performance is below the minimum level.

The performance share plan of 2023/26 will in addition to the TSR relative to OMX30 also include two ESG targets; Access to Healthcare, i.e number of installed linacs in underserved markets, as well as CO_2 equivalents reductions from operations over a three-year period. The weighting between the three targets is as follows; Relative TSR with a weighting of 85%, access to

Note 8 Salaries, other remuneration and social security costs, cont.

Healthcare and CO_2 equivalents reduction with a weighting of 7.5% each. Regarding the ESG targets, the minimum performance requirement is that Elekta installs 502 linacs in underserved markets and reduces its' CO_2 emissions from operations by 0.1 per cent during the three-year performance period. The maximum performance level requires Elekta to install 652 linacs in underserved markets and reduces its' CO_2 emissions from operations by 13.86 per cent during the three-year performance period.

The terms of the performance share plan further state that:

- The performance targets may be adjusted should an event occur that affects the operations of the Company or the number of outstanding Elekta shares or otherwise affecting the performance targets and deemed relevant by the board.
- The performance targets will be finally evaluated at the end of the applicable performance period and each participant will receive the number of shares he/she is entitled to according to the participant's award agreement depending on the attainment of the applicable performance targets over the performance period
- The value that a participant can receive in settlement of the performance share award is maximized at 400 percent of the value of the shares at the date of grant of the performance share award
- Potential allotments of shares will take place September 16, 2024 (LTI 2021/24), September 16, 2025 (LTI 2022/25), and September 16, 2026 (LTI 2023/26) respectively.

Participants shall at allotment of shares receive compensation for any cash dividends paid during the respective three-year performance period. The participants shall at allotment of shares of series B not receive any cash compensation for any cash dividend under the Performance Period September 2023 to September 2026.

Before the number of shares to be allotted is finally determined, the board shall examine whether the allotment is reasonable, taking into consideration the Company's financial results and position, conditions on the stock market and other circumstances, and if not, as determined by the board, reduce the number of shares to be allotted to the lower number of shares deemed appropriate by the board. Delivery of shares and dividend compensation in settlement of the performance share award shall be made as soon as practicable following the lapse of the performance period.

The conditions of the share programs state that the right to performance share awards may be settled in other ways than through the delivery of shares. As per April 30, 2024, there were no material obligations to settle in any other way than through shares.

Share program

SEK M	2020/23[1]	2021/24[1]	2022/25[1]	2023/26[1]
Originally designated number of shares	510,622	483,189	721,034	732,213
Share price used for calculation of theoretical value	65	53	32	75
Theoretical value at time of issue, SEK	33,190,430	25,609,017	23,073,088	54,915,975
Allotment of shares	16/09/2023	16/09/2024	16/09/2025	16/09/2026
Number of shares as of April 30, 2023	346,879	395,931	701,350	–
Granted during the year	–	–	–	732,213
Cancelled/Expired during the year	–346,879	–64,608	–	–
Released during the year	–	–	–	–
Number of share as of April 30, 2024	**–**	**331,323**	**701,350**	**732,213**

1) For the market-based perfomance conditions, a Monte Carlo approach has been used to determine the fair value of granted performance shares.

Note 9 Depreciation/amortization/write-down

	Group	
SEK M	2023/24	2022/23
Cost of products sold	111	105
Selling expenses	188	185
Administrative expenses	273	259
R&D expenses	564	513
Total	**1,136**	**1,062**

Write-down of tangible assets amounted to SEK – M (115). Intangible assets no longer in use were impaired with SEK 13 M (11).

Note 10 Remunerations to auditors

	Group		Parent company	
SEK M	2023/24	2022/23	2023/24	2022/23
Group auditor (EY)				
Audit engagements	19	17	8	7
Audit-related services	1	2	0	3
Other services	0	–	–	–
Total group auditor	**20**	**19**	**8**	**10**
Other auditors				
Audit engagements	1	1	–	–
Audit-related services	1	0	–	–
Tax consultancy	11	8	2	2
Other services	2	1	0	0
Total other auditors	**14**	**10**	**2**	**2**
Total	**34**	**28**	**11**	**12**

Audit engagements refers to remuneration to auditors for work related to the statutory audit, including audit of the annual report and the accounting records, the administration of the board of directors and the managing director as well as audit consultancy work directly linked to the audit assignment. Audit-related services comprises quality assurance services, including consultancy work driven by observations made in the audit engagement.

Other services refers to other services/consultancy work which are not covered by any of the other categories above, e g consultancy work related to internal control and acquisitions.

Note 11 Expenses by nature

In the income statement costs are broken down by function. Operating expenses amounts to SEK 16,080 M (15,438). Below, operating expenses are broken down by nature:

	Group	
SEK M	**2023/24**	2022/23
Products, materials and consumables	7,720	7,079
Personnel costs	5,832	5,522
Depreciation and amortization (Notes 18, 19 and 20)	1,136	1,062
Impairment	13	102
Other expenses	1,378	1,673
Total	**16,080**	**15,438**

Note 12 Income from participations in Group companies

	Parent Company	
SEK M	**2023/24**	2022/23
Dividends from subsidiaries	332	1107
Group Contribution	–	–
Other	–	–
Total	**332**	**1107**

Note 13 Net financial items

	Group	
SEK M	**2023/24**	2022/23
Income from participations in associates	**–5**	**1**
Interest income, external		
Financial assets at amortized costs	71	46
Financial assets at fair value	3	4
Finance lease	2	3
Derivatives at fair value through income statement	30	24
Other	1	3
Other financial income	1	1
Financial income	**108**	**79**
Interest expenses, other external loans		
Borrowings and other liabilities at amortized cost	–302	–140
Derivatives identified as hedging instruments	–54	–42
Derivatives at fair value through income statement	–1	0
Lease liabilities	–49	–38
Other	–8	–5
Other financial expenses[1]	–68	–84
Financial expenses	**–481**	**–310**
Exchange rate differences on financial instruments	8	–3
Net financial items	**–371**	**–233**

[1] Other financial expenses mainly consist of bank charges.

Note 14 Interest income, interest expense and similar items

	Parent Company	
SEK M	**2023/24**	2022/23
Interest income from subsidiaries	449	268
Interest income, external	71	34
Interest income and similar items	**520**	**302**
Interest expenses to subsidiaries	–143	–69
Interest expenses, other external loans	–354	–182
Other financial expenses	–5	–11
Interest expenses and similar items	**–502**	**–262**

Note 15 Remeasurement for hyperinflation

Elektas' operations in Turkey is accounted for according to IAS 29, Financial reporting in Hyperinflationary economies. The index used by Elekta for the remeasurement of the financial statements is the consumer price index with base period January 2003. The impact on the consolidated statement of income from IAS 29 is illustrated below.

	Group	
Exchange rate and index	**2023/24**	2022/23
Exchange rate, SEK/TRY	0.34	0.53
Index	2,208	1,300

	Group	
Net monetary gain or loss recognized in the consolidated statement of income, SEK M	**2023/24**	2022/23
Net monetary loss, Turkey	27	–17

	Group	
Remeasurement impact recognized in Other comprehensive income, SEK M	**2023/24**	2022/23
Remeasurement	–1	41

Note 16 Taxes

Accounting principles

The tax expense in the income statement includes all income tax that is to be paid or received for the current year, adjustments relating to previous years' current tax, and changes in deferred tax. Deferred tax is calculated on the basis of the temporary differences between the tax bases and the carrying amounts of assets and liabilities. Deferred tax assets relating to loss carry-forwards and other future tax credits are recognized to the extent it is probable that deductions can be made against future profits. Valuation is based on nominal amounts based on the tax rules prevailing in each country and the anticipated tax rate for the following year in each country. Deferred taxes relating to temporary differences attributable to investments in subsidiaries are not recognized in the consolidated financial statements since Elekta AB, in all cases, can control the time of reversal of the temporary differences and it is not considered probable that such a reversal will occur in the foreseeable future. Deferred tax assets and deferred tax liabilities are offset when there is a legally enforceable right to offset tax assets against tax liabilities and when the deferred tax amounts refer to the same tax authority. For items recognized in the net income, the related tax effects are also recognized in the net income.

Elekta is within the scope of the OECD Pillar Two model rules, an international tax reform which aims to ensure that large multinational groups pay a minimum tax on income arising in each jurisdiction in which they operate. Thus, Elekta becomes liable to pay top-up taxes on profits in each jurisdiction where the effective tax rate calculated according to the GloBE rules is below the minimum tax rate of 15%. The Pillar Two legislation has been enacted in Sweden and applies from January 1, 2024. Elekta applies the exception to recognizing and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, provided in the amendments to IAS 12. Potential exposure arising from the new legislation is not expected to have any material impact on the results in any of the main jurisdictions in which Elekta currently operates.

The Group is continuing to assess the impact of Pillar Two income taxes legislation on its future financial performance, however, based on the analysis performed it is not expected that the legislation effective in 2024 will have a material impact on the results, cash flows or financial position.

Estimates and assessments

Deferred tax assets and deferred tax liabilities are balance sheet items which are subject to estimates and assessments. Deferred tax is calculated on temporary differences between the carrying amounts and the tax values of assets and liabilities. Estimates and assessments affect the recognized deferred tax amounts in the determination of the carrying amounts of the different assets and liabilities, and also through forecasts regarding future taxable profits in those cases where a future utilization of deferred tax ssets depends on future taxable profits.

Income taxes

Deferred taxes amounted to a net receivable of SEK 385 M (230), whereof assets SEK 801 M (703) and liabilities SEK 416 M (473).

	Group		Parent Company	
SEK M	**2023/24**	2022/23	**2023/24**	2022/23
Current taxes	–513	–475	–8	–
Deferred taxes	147	221	4	–22
Total	**–365**	**–254**	**–4**	**–22**

	Group			
	2023/24		2022/23	
	SEK M	%	SEK M	%
Profit before tax	1,668	–	1,198	–
Swedish corporate income tax rate	–343	–20.6%	–247	–20.6%
Difference between corporate tax rate in Sweden and other countries	–77	–4.6%	–56	–4.9%
Taxes related to prior years	–2	–0.1%	11	0.9%
Non-taxable income	74	4.4%	66	5.7%
Non-deductible expenses	–27	–1.6%	–8	–0.7%
Effect of tax rate changes	–3	–0.2%	8	0.6%
Tax losses carried forward without corresponding increase in deferred taxes	–3	–0.2%	–34	–2.9%
Utilization of previously unrecognized tax losses	25	1.5%	5	0.4%
Other	–8	–0.5%	2	0.2%
Effective tax rate	**–365**	**–21.9%**	**–254**	**–21.2%**

Deferred tax assets (+)/liabilities (–), net

SEK M	Group, net	Parent Company, net
Opening balance May 1, 2022	67	44
Business combinations	–5	–
Reclassifications	15	–
Adjustment for prior years	–18	–9
Change in tax legislations	8	–
Deferred taxes for the year	232	–13
Deferred taxes charged in other comprehensive income	–50	–
Translation differences	–20	–
Closing balance April 30, 2023	**230**	**22**
Business combinations	5	–
Reclassifications	15	–
Adjustment for prior years	14	8
Change in tax legislations	–3	–
Deferred taxes for the year	136	–4
Deferred taxes charged in other comprehensive income	–16	–
Translation differences	4	–
Closing balance April 30, 2024	**385**	**26**

The Group has tax loss carry forwards of approximately SEK 432 M (611) for which deferred tax assets have not been recognized. These tax loss carry forwards have long or indefinite periods of utilization and are subject to regular assessment of whether it is probable that deductions can be made against future profits. The majority of tax loss carry forwards pertain to UK, Finland and Canada.

Note 16 Taxess, cont.

Deferred tax assets and deferred tax liabilities

Deferred tax assets/liabilities in the balance sheet are attributable to the following:

	Assets (+)		Liabilities (–)		Net	
Group	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023
Loss carry-forwards	487	401	–	–	487	401
Untaxed reserves	–	0	0	0	0	0
Intangible assets	1	1	–973	–870	–972	–869
Tangible fixed assets	33	37	–71	–68	–38	–31
Right of use assets	–	–	–280	–193	–280	–193
Financial assets/liabilities	16	39	–6	0	10	39
Lease liabilities	315	232	–	–	315	232
Provisions	69	71	–30	–19	39	52
Accrued expenses	64	68	–12	–2	52	66
Intercompany profits in inventory	162	142	–	–	162	142
Other assets	512	343	–5	–23	507	320
Other liabilities	127	77	–23	–6	104	71
Deferred tax assets/tax liabilities	**1,786**	**1,412**	**–1,400**	**–1,181**	**385**	**230**
Offsetting	–985	–708	985	708	–	–
Reported deferred tax assets/tax liabilities	**801**	**703**	**–415**	**–473**	**385**	**230**

Current tax, net (liability –/receivable +)

	Group		Parent Company	
SEK M	**2023/24**	2022/23	**2023/24**	2022/23
Opening balance, May 1	6	104	19	17
Business combination	–	–	–	–
Reclassifications	155	79	1	–
Adjustment for prior years	3	36	–	0
Current tax for the year	–516	–511	–	–
Paid taxes	431	290	–5	1
Divestments	–	–	–	–
Translation differences	8	7	–	–
Closing balance, April 30	**87**	**6**	**14**	**19**

Tax relating to components of other comprehensive income

	Group		Parent Company	
SEK M	**2023/24**	2022/23	**2023/24**	2022/23
Revaluation of defined benefit pension plans	1	0	–	–
Revaluation of cash-flow hedges	–17	–41	–	–
Net gain/loss on equity instruments designated at fair value	–	–9	–	–
Total	**–16**	**–50**	**–**	**–**

Note 17 Earnings per share

Before dilution

The calculation of earnings per share before dilution is based on the net income attributable to Parent Company shareholders divided by the weighted average numbers of shares outstanding during the year excluding treasury shares.

	2023/24	2022/23
Profit attributable to Parent Company shareholders (SEK M)	1,302	943
Weighted average number of shares (thousands)		
Total number of ordinary shares	383,568	383,568
Effect of holding of treasury shares	–1,485	–1,485
Weighted average number before dilution (thousands)	**382,083**	**382,083**
Earnings per share before dilution (SEK)	3.41	2.47

After dilution

Diluted earnings per share is calculated by adjusting the weighted average numbers of shares outstanding to assume conversion of all dilutive potential ordinary shares. The Group's long term incentive programs have a dilutive potential.

	2023/24	2022/23
Profit attributable to Parent Company shareholders (SEK M)	1,302	943
Weighted average number of shares (thousands)		
Total number of ordinary shares	383,568	383,568
Effect of holding of treasury shares	–1,485	–1,485
Adjusted for long-term incentive programs	3	284
Weighted average number after dilution (thousands)	**382,086**	**382,367**
Earnings per share after dilution (SEK)	3.41	2.47

Note 18 Intangible assets

Accounting principles

Intangible assets contain goodwill, capitalized development costs, customer contracts, customer relationships, technology, patents, and licenses. Amortization of intangible assets is reported in the income statement and allocated to functions as applicable.

Goodwill

Goodwill is carried at cost less accumulated impairment losses. Goodwill is tested for impairment annually, or more frequently if impairment indicators are identified.

Research and development

Research costs are expensed as they are incurred. In those instances, in which it is difficult to distinguish between the research phase and the development phase in a project, the entire project is considered as research and is expensed as incurred. Identifiable costs for the development of new products are capitalized to the extent that these are considered to provide future economic benefits. In other instances, development expenditures are expensed as they are incurred. Costs for development once reported in the income statement are never capitalized in future periods. Capitalized expenditures are amortized on a straight-line basis from the time when the asset is available for use, which normally occurs when it is produced commercially, and during the estimated useful life of the asset.

Customer relations and other intangible assets

Intangible assets also include customer relationships, customer contracts and technology acquired through business combinations, patents, and licenses. These assets are recognized when acquired at the amount of their purchase cost including any directly attributable cost and are amortized on a straight-line basis over their estimated useful life.

Amortization periods:

Capitalized development cost	3–5 years
Technology	5–20 years
Customer relationships and contracts	5–20 years
Patents	3–10 years

Impairment

The carrying amount of an intangible asset is tested for impairment whenever there are indications that the carrying amount might not be recoverable. If there are indications of impairment, the asset's recoverable amount is calculated. The recoverable amount is the higher of the value in use of the asset and the value that would be received if the asset was sold to a third party less selling costs. Value in use consists of all incoming and outgoing payments attributable to the asset during the period it is expected to be used in operations, plus the net realizable value at the end of the useful life. If the calculated recoverable amount is less than the carrying amount, impairment is made to the asset's recoverable amount. An impairment loss recognized in previous periods is reversed if the reasons for the impairment no longer exist. However, a reversal will not be higher than the carrying amount would have been if an impairment loss had not been recognized in previous periods.

Goodwill is tested for impairment annually, and when there are indicators which suggest that the carrying amount may not be recoverable. The impairment test is performed at the level of cash-generating units (CGUs) which represent the Group's operating segments. For the impairment test, the carrying amount of the goodwill is allocated to the CGUs and is compared to their recoverable amount. The recoverable amount is the higher of the CGU fair value less costs to sell and its value in use. An impairment loss is recognized when the carrying amount exceeds the recoverable amount. Impairment losses on goodwill are not reversed.

All impairment losses, and any reversals of the same, are recognized in the income statement.

Estimates and assessment

For the Group, the most significant estimates and assumptions are those relating to impairment testing of goodwill. This means that the effect on the financial reports may be considerable if the estimates and assessments made would prove to deviate significantly from the actual outcome. In connection with impairment testing of goodwill the carrying amount is compared with the recoverable amount. The recoverable amount is determined by the higher of an asset's net realizable value and its value in use. Normally, it is not possible to determine the net realizable value. Therefore, the value in use is normally the value being compared with the carrying amount. Thus, each cash generating unit's value in use is calculated in assessing any impairment of goodwill. Calculations are performed through discounting future estimated cash flows. In order to perform the calculations a number of assumptions concerning future circumstances and estimates of parameters are made. Any adjustments of the assumptions made could have an effect on the carrying amount of the goodwill. Assuming a lower growth rate would lead to a lower recoverable amount. A higher discount rate would also lead to a lower recoverable amount.

Capitalized development costs comprise capitalized expenditure for research and development as well as other capitalized development costs such as software. Total capitalized development costs amounted to SEK 1,343 M (1,345) for the year whereof capitalization of development costs within R&D represented SEK 1,331 M (1,338).

Goodwill

The allocation of the carrying amount of goodwill to CGUs is shown in the following table.

Goodwill by segment

SEK M	30/04/2024	30/04/2023
North and South America	2,697	2,184
Europe, Middle East and Africa	2,727	2,394
Asia Pacific	2,065	2,359
Total	**7,489**	**6,937**

Note 18 Intangible assets, cont.

	Group						Parent Company	
SEK M	Goodwill	Capitalized development costs	Customer relationships	Tecnology	Patents, Licenses	Total group	Other intangible assets	Total Parent Company
Accumulated acquisition value May 1, 2023	6,937	9,412	1,929	753	421	19,452	91	91
Business combinations	243	2	56	8	–	309	–	–
Purchases/capitalization	–	1,343	–	–	49	1,392	–	–
Sold/Scrapped	–	–2,603	–	–	–37	–2,640	–	–
Translation differences	309	488	78	39	19	933	–	–
Accumulated acquisition value April 30, 2024	**7,489**	**8,642**	**2,063**	**800**	**452**	**19,446**	**91**	**91**
Accumulated amortization and impairment May 1, 2023	–	–5,579	–1,209	–594	–348	–7,730	–58	–58
Sold/Scrapped	–	2,598			36	2,634	–	–
Amortization for the year	–	–514	–120	–20	–14	–668	–9	–9
Impairment for the year	–	–4			–9	–13	–6	–6
Translation differences	–	–230	–56	–33	–14	–333	–	–
Accumulated amortization and impairment April 30, 2024	**–**	**–3,729**	**–1,385**	**–647**	**–349**	**–6,110**	**–73**	**–73**
Carrying amount April 30, 2024	**7,489**	**4,913**	**678**	**153**	**103**	**13,336**	**18**	**18**
Accumulated acquisition value May 1, 2022	6,499	7,716	1,721	706	393	17,035	91	91
Business combinations	2	7	29	–	–	38	–	–
Purchases/capitalization	–	1,345	–	–	12	1,357	–	–
Sold/Scrapped	–	–1	–	–	–	–1	–	–
Translation differences	436	345	179	47	16	1,023	–	–
Accumulated acquisition value April 30, 2023	**6,937**	**9,412**	**1,929**	**753**	**421**	**19,452**	**91**	**91**
Accumulated amortization and impairment May 1, 2022	–	–4,899	–1,008	–542	–324	–6,773	–52	–52
Sold/Scrapped	–	1	–	–	–	1	–	–
Amortization for the year	–	–467	–114	–19	–11	–610	–6	–6
Impairment for the year	–	–11	–	–	–	–11	–	–
Translation differences	–	–203	–88	–33	–14	–337	–	–
Accumulated amortization and impairment April 30, 2023	**–**	**–5,579**	**–1,209**	**–594**	**–348**	**–7,730**	**–58**	**–58**
Carrying amount April 30, 2023	**6,937**	**3,833**	**720**	**159**	**73**	**11,722**	**33**	**33**

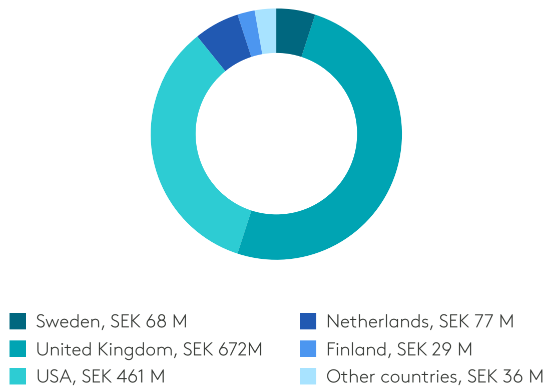
The value in use for each unit is derived from discounted cash flows, based on estimated future cash flows. The estimates are based on the financial budget for the next fiscal year as determined by the Executive Committee, and expected future development up to five years. Assumptions regarding sales volume, sales prices, operating expenses and product mix form the basis for estimated future growth and margin development.

Volume assumptions are based on historical outcome, the Executive Committee's expectations on market development, and expected global market growth. Price assumptions are based on current market trends and inflation forecasts. Margin development is based on current margin levels and product mix adjusted for expected price changes and possible changes in the product mix. For periods after five years, the extrapolation of expected cash flows has been assumed to be a prudent 2 percent (2), which is considerably lower than the anticipated industry growth. The pre-tax discount rates were within a range of 9.1–10.3%. The discount rates correspond to the GCUs current weighted cost of capital and are based on current market assessments.

The group performed its annual impairment test using data as of January 2024. The 2024 (2023) test showed that there is no need for impairment.

Sensitivity analysis have been carried out based on an increase of the discount rates by 2 percentage points and reduction of the long-term growth of 1 percentage point. The sensitivity analyses did not lead to any impairment indicators.

Purchases/capitalization per country



Note 19 Leases

Accounting principles

Elekta's lease contracts mainly consist of contracts for premises, vehicles and equipment. For premises and equipment, theGroup accounts for the lease and non-lease components of a contract separately. Leases are recognized as a liability and a corresponding right-of-use asset at the date at which the leased asset is available for use by the Group.

The lease payments are discounted using the Group's incremental borrowing rate. To determine the incremental borrowing rate the Group uses a risk-free interest rate and adjusts for credit risk as well as specific adjustments for different durations and currencies.

As of April 30, 2024 the balance sheet shows the following amounts related to leases:

Right-of-use assets

SEK M	Premises	Vehicles	Equipment	Total
Opening accumulated acquisition value May 1, 2023	1,438	205	–	1,643
Additions[1)]	512	97	13	621
Terminations	–222	–75	–	–297
Translation differences	75	8	0	83
Accumulated acquisition value April 30, 2024	**1,801**	**235**	**13**	**2,049**
Opening balance accumulated depreciation May 1, 2023	–770	–98	–	–868
Depreciation for the year	–201	–58	–2	–261
Impairments for the year	–	–	–	–
Terminations	222	64	–	285
Translation differences	–38	–3	0	–41
Accumulated depreciation April 30, 2024	**–788**	**–96**	**–2**	**–885**
Carrying amount April 30, 2024	**1,013**	**139**	**11**	**1,164**

1) Additions includes new lease contracts, index-adjustments and remeasurements.

SEK M	Premises	Vehicles	Equipment	Total
Opening accumulated acquisition value May 1, 2022	1,384	176	–	1,560
Additions[1)]	17	63	–	81
Terminations	–17	–47	–	–64
Translation differences	53	12	–	66
Accumulated acquisition value April 30, 2023	**1,438**	**205**	**–**	**1,643**
Opening balance accumulated depreciation May 1, 2022	–503	–82	–	–585
Depreciation for the year	–193	–50	–	–242
Impairments for the year	–84	–	–	–84
Terminations	20	40	–	59
Translation differences	–10	–6	–	–16
Accumulated depreciation April 30, 2023	**–770**	**–98**	**–**	**–868**
Carrying amount April 30, 2023	**667**	**106**	**–**	**773**

1) Additions includes new lease contracts, index-adjustments and remeasurements.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the asset's useful life and the lease term. If the group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

The Group's lease contracts for premises typically range between fixed periods of 1 to 20 years, the vehicle leases usually have a lease term of 3–5 years, and equipment leases usually have a lease term of 3–5 years. Elekta has a number of contracts where the contractual terms include extension and termination options that are included when it is determined as reasonably certain that they will be exercised. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs. The Group applies the short-term lease recognition exemption to its short-term leases and the lease of low-value assets recognition exemption to leases of assets that are considered to be of low value.

Payments associated with short-term leases and low-value assets are recognized as expenses on a straight-line basis over the lease term. Short-term leases are leases with a lease term of less than 12 months. The Group does not apply IFRS 16 to intangible assets.

Amounts recognized in the income statement

SEK M	2023/24	2022/23
Depreciation for the year	261	242
Interest expense (included in finance cost)	48	38
Expense relating to short-term leases (included in cost of goods sold and administrative expenses)	2	1
Expense relating to leases of low-value assets that are not shown above as short-term leases (included in administrative expenses)	1	2
Total	**312**	**282**

No material variable lease payments not included in the lease liability has been identified. Low-value assets comprise small items such as printers and coffee machines.

Total cash outflow for leases during fiscal year 2023/24 was SEK 338 M (291).

Leasing fees paid by the Parent Company during the year amounted to SEK 324 K (304). Future leasing fees due for payment within one year amount to SEK 292 K, after 1 year but within 5 years to SEK 85 K.

During the year impairments have been made of 0 M (84) relating to termination of office leases. Impairments are recorded as Administration and R&D expenses in the consolidated income statement.

For maturity analysis of lease liabilities see **Note 2.**

Note 20 Tangible assets

Accounting principles

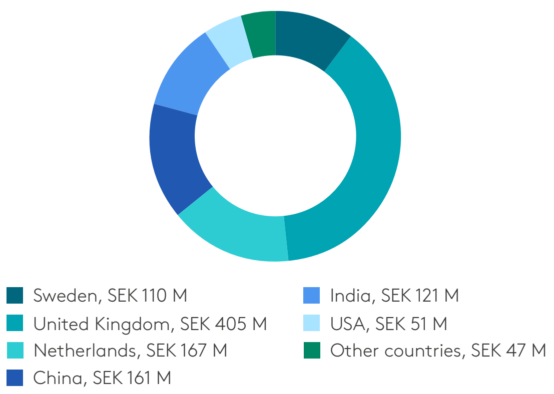
Tangible assets acquired by Group companies are reported at cost, less accumulated depreciation and any write-downs. Tangible assets in acquired companies are recognized at fair value on the acquisition date. Buildings are depreciated on a straight-line basis over 50 years. Machinery and equipment are depreciated on a straight-line basis during its economic life of between 3 and 10 years. The residual value of assets and their useful economic lives are reviewed annually and adjusted prospectively, if required.

Tangible assets

SEK M	Machinery etc for production	Equipment, tools and installations	Buildings	Total
Accumulated acquisition value May 1, 2023	478	2,115	272	2,866
Purchases	30	194	29	252
Sale/disposals	–47	–199	–13	–259
Reclassifications	18	–26	3	–5
Translation differences	11	102	6	119
Accumulated acquisition value April 30, 2024	**490**	**2,186**	**297**	**2,973**
Accumulated depreciation and impairment May 1, 2023	–339	–1,411	–135	–1,886
Reclassifications	–2	1	–	–2
Sale/disposals	47	198	13	258
Depreciation for the year	–44	–151	–12	–207
Translation differences	–8	–64	–3	–75
Accumulated depreciation and impairment April 30, 2024	**–346**	**–1,427**	**–137**	**–1,911**
Carrying amount April 30, 2024	**143**	**759**	**160**	**1,062**
Accumulated acquisition value May 1, 2022	423	1,987	250	2,660
Purchases	42	161	4	207
Sale/disposals	–1	–104	–2	–107
Reclassifications	5	–15	9	–1
Translation differences	9	86	11	107
Accumulated acquisition value April 30, 2023	**478**	**2,115**	**272**	**2,866**
Accumulated depreciation and impairment May 1, 2022	–294	–1,292	–119	–1,706
Sale/disposals	2	103	–	105
Impairment	–	–8	–	–8
Depreciation for the year	–41	–157	–12	–210
Translation differences	–6	–58	–4	–68
Accumulated depreciation and impairment April 30, 2023	**–339**	**–1,411**	**–135**	**–1,886**
Carrying amount April 30, 2023	**139**	**704**	**137**	**980**

Tangible assets by country

SEK M	2023/24	2022/23
Sweden	110	73
United kingdom	405	399
Netherlands	167	154
China	161	137
India	121	117
USA	51	51
Other countries	47	49
Total	**1,062**	**980**



Note 21 Shares in subsidiaries

	Parent Company	
SEK M	**2023/24**	2022/23
Opening balance May 1	2,807	2,752
Shareholder contributions	2,022	55
Closing balance April 30	**4,829**	**2,807**

				April 30, 2024		April 30, 2023	
Company	Corp. Id. No.	Domicile	No. of shares	Interest, %	Carrying amount SEK M	Interest, %	Carrying amount SEK M
Elekta Instrument AB	556492-0949	Stockholm, Sweden	1,000,000	100.0	50	100.0	50
Leksell Institute AB	556942-6314	Stockholm, Sweden	50,000	100.0	–	100.0	–
Elekta Solutions AB	559157-5286	Stockholm, Sweden	50,000	100.0	200	100.0	200
Global Medical Investments GMI AB	556786-4375	Stockholm, Sweden	32,100,000	100.0	7	100.0	7
Elekta KK	65,820	Tokyo, Japan	2,000	100.0	36	100.0	36
Elekta Holding Limited	2699176	Crawley, England	22,810,695	100.0	494	100.0	494
Elekta, Inc.	58-1524221	Atlanta, USA	6,020	100.0	432	100.0	432
Elekta Ltd.	R889657862	Montreal, Canada	1	100.0	229	100.0	229
Elekta Asia Ltd	502,493	Hong Kong, S.A.R.	81,022,160	100.0	13	100.0	13
Elekta Instrument (Shanghai) Ltd	310115764250077	Shanghai, China	1	100.0	50	100.0	50
Elekta BMEI (Beijing) Medical Equipment Co., Ltd.	91110114400615135X	Beijing, China	1	100.0	295	100.0	230
Elekta China Investment CO LTD	91310115MA1K47TB2R	Shanghai, China	1	100.0	230	100.0	135
Elekta Pty Limited	ACN 109 006 966	Sydney, Australia	1	100.0	1	100.0	1
Elekta Medical System India Private Limited	U33112DL2005PTC139794	New Delhi, India	10,000	99.0	31	99.0	31
Elekta SA	B 414 404 913	Paris, France	2,493	100.0	4	100.0	4
Elekta Medical SA	A-818 867 31	Madrid, Spain	10,000	100.0	3	100.0	3
Elekta GmbH	HRB 63500	Hamburg, Germany	1	100.0	–	100.0	–
Elekta GmbH	FN 166018w	Innsbruck, Austria	1	100.0	3	100.0	3
Elekta Hellas EPE	998,569,196	Atens, Greece	600	100.0	–	100.0	–
Elekta S.A./N.V.	HRB 613 484	Zaventem, Belgium	250	100.0	1	100.0	1
Elekta BV	17,097,384	Best, The Netherlands	40	100.0	–	100.0	–
Elekta S.p.A.	02723670960	Agrate Brianza (MI), Italy	500,000	100.0	66	100.0	66
Elekta Medical Systems Comercio e Prestacao de Servicos para Radiologia, Radiocirurgia e Radioterapia Ltda	CNPJ 09.528.196/0001-66	Sao Paolo, Brazil	1	100.0	73	100.0	73
Elekta (Pty) Ltd	2000/018814/07	Pretoria, South Africa	1	100.0	–	100.0	–
Elekta Pte Ltd	20090927AZ	Singapore, Singapore	10,000	100.0	12	100.0	12
Elekta Limited, Korea	1311111-0259	Seongnam-si, South Korea	473,879	100.0	16	100.0	16
Elekta Services S.R.O	292 80 095	Brno, Chech Republic	1	100.0	–	100.0	–
Elekta Medikal Sistemler Ticaret A.S.	196757	Istanbul, Turkey	87,900,000	100.0	87	100.0	87
Elekta Medical SA de CV	EME140919G49	Mexiko City, Mexico	50	100.0	57	100.0	57
Elekta sp.Z.O.O	KRS 0000538192	Warszaw, Poland	2,000	100.0	104	100.0	104
Elekta Company Limited	106810452	Hanoi, Vietnam	1	100.0	2	100.0	2
Elekta Business Services sp.Z.O.O	KRS 000567549	Warszaw, Poland	1	100.0	1	100.0	1
Elekta (GMP) Algeria	16236978051	Dely Ibrahim, Algeria	1	100.0	0	100.0	0
Elekta Russia	1167746799637	Moscow, Russian federation	1	100.0	11	100.0	11
RRTS Unipessoal LDA	514185155	Lisbon, Portugal	1	100.0	13	100.0	13
Elekta General Trading LLC (Egypt)	158410	Cairo, Egypt	310,000	50.0	14	50.0	14
Kaiku Health Oy	2505458-2	Helsinki, Finland	716,944	100.0	414	100.0	414
Elekta Medical Systems SRL	J40/9054/2021	Bucharest, Romania	20	100.0	1	100.0	1
Elekta Philippines Inc	2021110032534-01	Makati City, Philippines	250,000	100.0	5	100.0	5
PT Elekta Medical Solutions	1281002451394	Jakarta, Indonesia	2500	49.0	12	49.0	12
Elekta Limited	105566065341	Bangkok, Thailand	99,470	49.0	65	–	–
Elekta Limited	3244454	Crawley, England	140,000	86.0	1799	–	–
Elekta s.r.o.	54527538	Bratislava, Slovakien	1	100.0	0	100.0	0
Total					**4,829**		**2,807**

Note 22 Shares in associated companies

Accounting principles

Associated companies are reported by use of the equity method. The revaluation of shares is reported in the financial net.

Shares in associated companies

	Group		Parent company	
SEK M	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023
Opening balance, May 1	27	25	6	6
Investments	12	–	–	–
Participations in income of associates (note 13)	–6	2	–	–
Dividends	–1	–1	–	–
Adjustment for prior years	1	–1	–	–
Translation differences	2	1	–	–
Closing balance, April 30	**34**	**27**	**6**	**6**

Note 23 Other financial assets

	Group		Parent company	
SEK M	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023
Derivative financial instruments	27	38	–	–
Loan receivables	–	12	–	–
Contractual receivables	980	931	–	–
Other non-current receivables	51	47	23	23
Total	**1,058**	**1,028**	**23**	**23**

Participations in other companies

	Group		Parent company	
SEK M	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023
Opening balance May 1	–	15	–	14
Divestments/Impairment	–	–15	–	–14
Closing balance April 30	**–**	**–**	**–**	**–**

The table above presents detailed information regarding the Group's participations in other companies.

Note 24 Inventories

Accounting principles

Inventories are valued in accordance with the 'first in, first out' principle at the lower of cost and net realizable value. The cost is based on a standard cost method. Net realizable value is calculated as the selling price less costs attributable to the sale. Internal profits arising from deliveries between Group companies are eliminated upon consolidation.

Inventories

	Group	
SEK M	**April 30, 2024**	April 30, 2023
Components	430	379
Work in progress	111	84
Finished goods	2,717	2,607
Total	**3,259**	**3,070**

Write-down of inventories during the year amounted to SEK 44 M (103). In the income statement this is reported as cost of product sold. No material inventory is carried at net realisable value.

Note 25 Accounts receivable and contract assets

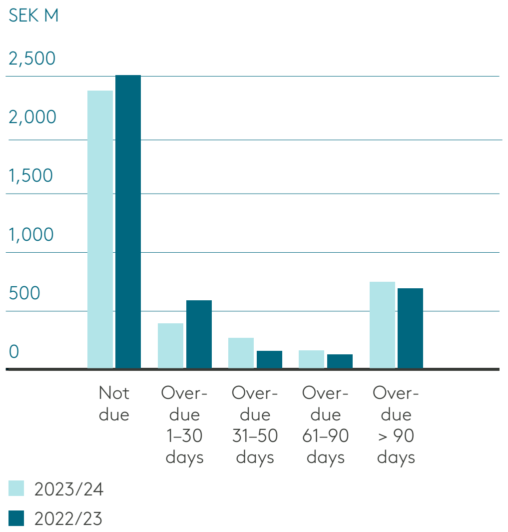
Accounting principles

Accounts receivable are initially recognized at their nominal value and subsequently measured at nominal value less provisions for expected credit losses. Due to the short-term nature of the accounts receivables, the Group expects that the effect of discounting of account receivables would be immaterial. Impairment loss on accounts receivable is recognized in operating income. Elekta applies the simpli¬fied approach for measuring expected credit losses for accounts receivable in accordance with IFRS 9. A general provision is calculated using a provision matrix comprising of provision rates by country and ageing group. The provision rates are based on historical loss experience, current market conditions and forward-looking economic conditions. Specific provisions are recorded for exposures to customers with high risk of default. Accounts receivable are written off when the probability of collection is deemed to be unlikely and no further collection efforts are made.

Note 25 Accounts receivable and contract assets, cont.

As of April 30, 2024, accounts receivable amounted to SEK 3,877 M (3,990) including expected credit losses of SEK 84 M (93). The general provision is SEK 48 M and the specific provision amounted to SEK 36 M.

Contract assets relate to unbilled work in progress and are considered to have the same risk characteristics as non-due accounts receivable. Contract assets amounted to SEK 2,050 M (2,119) including expected credit losses of SEK 6 M (16).



Credit risk analysis of accounts receivable

	April 30, 2024			April 30, 2023		
SEK M	Gross	Reserv	Total	Gross	Reserv	Total
Not due	2,376	–6	2,370	2,508	–2	2,506
Overdue 1–30 days	397	–2	395	592	–1	591
Overdue 31–60 days	273	–3	270	162	–1	161
Overdue 61–90 days	165	–2	163	130	–3	127
Overdue > 90 days	750	–71	679	692	–87	605
Total accounts receivables, net	**3,961**	**–84**	**3,877**	**4,084**	**–93**	**3,990**

Provision for bad debt accounts receivable

SEK M	2023/24	2022/23
Opening balance, May 1	–94	–98
Provisions	–21	–83
Reversals	3	50
Realized loss	30	41
Translation differences	–2	–4
Closing balance, April 30	**–86**	**–94**

Provision for bad debt contract assets

SEK M	2023/24	2022/23
Opening balance, May 1	–16	–16
Provisions	–19	–1
Reversals	30	1
Closing balance, April 30	**–6**	**–16**

Note 26 Other current receivables

	Group	
SEK M	April 30, 2024	April 30, 2023
Prepayments to suppliers	156	147
Other receivables[1)]	742	718
Prepaid expenses	645	732
Total	**1,543**	**1,597**

[1)] Mainly value added tax.

	Parent Company	
SEK M	April 30, 2024	April 30, 2023
Derivative financial instruments (Note 2)	42	7
Current tax assets	14	19
Other receivables	29	8
Prepaid expenses	–	9
Total	**85**	**43**

Note 27 Cash and cash equivalents and short-term investments

Cash and cash equivalents and short term investments only contains investments that readily can be converted to a known amount of cash and are subject to an insignificant risk of changes in value. All the investments presented as cash equivalents are only held for a short maturity of maximum three months.

	Group		Parent company	
SEK M	April 30, 2024	April 30, 2023	April 30, 2024	April 30, 2023
Current investments classified as cash equivalent[1)]	602	914	602	914
Cash and bank	2,177	2,364	870	962
Total	**2,779**	**3,278**	**1,472**	**1,876**

[1)] Refers to short-term interest-bearing funds with a high credit rating.

Available cash and cash equivalents and short-term investments amounted to SEK 2,771 M (3,270) which is cash and cash equivalents and short-term investments reduced by bank balances included in assets pledged. See **Note 34**.

Note 28 Equity

Number of shares in Elekta AB (publ)	Series A	Series B	Total	Share capital
Number of shares May 1, 2022	14,980,769	368,587,640	383,568,409	191,784,205
Number of shares April 30, 2023	**14,980,769**	**368,587,640**	**383,568,409**	**191,784,205**
of which treasury shares	–	1,485,289	1,485,289	–
Number of shares May 1, 2023	14,980,769	368,587,640	383,568,409	191,784,205
Number of shares April 30, 2024	**14,980,769**	**368,587,640**	**383,568,409**	**191,784,205**
of which treasury shares	–	1,485,289	1,485,289	–

Appropriation of profit

	Sek
Amount to be paid to the shareholders	916,999,488
Amount to be carried forward by the Parent Company	722,865,330
Total non-restricted equity of the Parent Company	**1,639,864,818**

All shares have a par value of SEK 0.50 and provide the holders with equal rights to the Company's assets and earnings. All shares are entitled to dividends subsequently issued. One series A-share entitles the holder to 10 votes and one series B-share to one vote. In accordance with section 12 of the articles of association, series A-shares are subject to right of first refusal. All series A-shares are currently owned by Laurent Leksell via company. The dividend paid out during the financial year amounted to a total sum of SEK 917 M, corresponding to SEK 2.40 per share. At the AGM on September 5, 2024, a dividend of SEK 2.40 per share for the year 2023/24 – a total sum of approximately SEK 917 M will be proposed. The average number of shares during the year, rounded to the nearest thousand, before dilution was 382,083 thousand (382,083) and 382,086 thousand (382,367) after dilution. The dilution effect relates to the share programs awarded to employees and occurs when certain performance targets are met. The number of repurchased shares on April 30, 2024, totaled 1,485,289 B-shares (1,485,289).

For more information on the Elekta share, see **page 26**.

Note 29 Interest-bearing liabilities

	Group		Parent Company	
SEK M	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023
Bond loan	2,498	2,496	2,498	2,496
Liabilities to credit institutions	3,432	3,225	3,309	3,210
Liabilities to Group companies	–	–	3,750	2,808
Lease liabilities	1,319	947	–	–
Total	**7,248**	**6,668**	**9,557**	**8,514**
Maturity term structure, external loans				
< 1 year	1,122	15	999	–
> 1 year < 3 years	2,883	999	2,883	999
> 3 years < 5 years	350	2,803	350	2,803
> 5 years	1,575	1,904	1,575	1,904
Total	**5,929**	**5,721**	**5,806**	**5,706**

Specification by currency

	Amount		SEK M	
Currency	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023
Swedish kronor, SEK M	3,989	3,985	3,989	3,985
British pound, GBP M	90	90	1,233	1,155
EU Euro, EUR M	50	50	585	566
Thai Baht, THB M	415	0	123	0
US dollars, USD M	0	1	0	15
Total			**5,929**	**5,721**

Note 30 Provisions

Accounting principles

Provisions are reported when the Group has an obligation resulting from a past event for which it is probable that payments will be required to settle the obligation and it is possible to make a reliable estimate of the amount of the obligation.

Pensions

Most of the Group's pension commitments are met through payments to authorities or other independent organizations that administer the pension plans. For these defined contribution pension plans, a pension cost is reported on a continu¬ous basis as the benefits are earned, which normally coincides with the date on which the fees are paid.

The Group has defined benefit pension plans for certain employees in a few countries. Under these defined benefit plans, the Group has an obligation to provide agreed benefits to current and former employees. The related actuarial and investment risks fall on the Group. The obligation for defined benefit plans is remeasured at each balance sheet date using actuarial assumptions and the so-called projected unit credit method that distributes the costs over the employee's working life. These obligations are measured at the present value of the expected future payments.

Restructuring provision

Restructuring provisions are recognized only when the Group has an obligation, which is when: (i) there is a detailed formal plan that identifies the business or part of the business concerned, the location and number of employees affected, the detailed estimate of the associated costs, and the timeline; and (ii) the employees affected have been notified of the plan's main features.

Warranty provisions

Estimated costs for product guarantees are charged against operating costs in conjunction with the income recognition of the products. The estimated costs are established using historic statistics, with known changes taken into account regarding product quality, repair costs etc.

Estimates and assessment

Provisions include uncertainties and entails various judgments. Provisions for guarantees are based on historic statistics, while others, such as provisions for legal disputes and restructuring are based on management's best estimate of the expected outcome. Provisions for defined benefit plans are based on actuarial valuations which rely on key assumptions including discount rate, future salary increase and inflation. Total provisions amounted to SEK 383 M (426).

Provisions

	Group		Parent company	
SEK M	**April 30, 2024**	April 30, 2023	**April 30, 2024**	April 30, 2023
Restructuring reserve	18	23	0	3
Warranty provisions	107	107	–	–
Other provisions	23	59	–	–
Short-term provisions	**148**	**189**	**0**	**3**
Provision for pensions	149	137	–	–
Other provisions	87	100	16	16
Long-term provisions	**236**	**237**	**16**	**16**

Pension plans

The majority of Elekta's pension plans are defined contribution plans but there are also defined benefit pension plans for certain employees in a few countries; mainly Japan, Netherlands, Italy and Germany. Total pension costs for the Group amounted to SEK 361 M (336) of which SEK 25 M (30) relate to defined benefit pension plans, see **Note 8**.

Pension costs, defined benefit pension plans

	Group	
	April 30, 2024	April 30, 2023
Current service cost	–23	–26
Interest on obligation	–10	–7
Interest income	5	4
Past service costs and gains/losses on settlements	3	–
Actuarial loss/gain	–8	7
Total cost of defined benefit pension plans before tax	**–33**	**–22**
whereof reported in:		
the income statement	–25	–29
other comprehensive income	–8	7

Defined benefit pension plans

	Group	
SEK M	**April 30, 2024**	April 30, 2023
Defined benefit obligation, funded plans	186	162
Fair value of plan assets	–145	–128
Provision for pensions, funded plans	**41**	**34**
Defined benefit obligation, unfunded plans	107	103
Provision for pensions, unfunded plans	**107**	**103**
Pension provision for defined benefit plans, net	**149**	**137**

Note 30 Provisions, cont.

Movement in provision for pensions

	April 30, 2024			April 30, 2023		
Mkr	Present value of obligation	Fair value of plan assets	Net	Present value of obligation	Fair value of plan assets	Net
Opening balance	**265**	**–128**	**137**	**272**	**–141**	**131**
Adjustment for previous years	–1	–2	–3	–	–	–
Current service cost	21	2	23	25	1	26
Interest expenses/income	10	–5	5	7	–4	3
	295	**–133**	**162**	**304**	**–144**	**160**
Actuarial gains/losses attributable to:						
Return on plan assets	–	6	6	–	38	38
Changes in financial assumptions	2	–	2	–54	–	–54
Changes in demographic assumptions	–	–	–	2	–	2
Experience assumptions	–	–	–	7	–	7
Contributions by employers	–	–14	–14	–	–13	–13
Contributions by employees	2	–2	–	2	–2	–
Benefit payments	–10	3	–7	–14	5	–9
Exchange rate differences	4	–5	–1	18	–12	6
Closing balance	**293**	**–145**	**149**	**265**	**–128**	**137**

Plan assets in %

	Group	
SEK M	**April 30, 2024**	April 30, 2023
Assets held by insurance company	95%	95%
Other	5%	5%
	100%	**100%**

Discount rate

The discount rate reflects the estimated timing of benefit payments and is used for measuring the present value of the obligation. A fluctuation in the discount rate will have material effect on the pension obligation but will also impact the interest income and expense reported in the finance net. To determine the discount rate, Elekta considers AA-rated corporate bonds indexes consistent with the currencies of the plans and matching the duration of the pension obligations.

Key assumptions used in the valuation of the pension liability (weighted average)

	Group	
	April 30, 2024	April 30, 2023
Discount rate used (%)	3.2	3.5
Future salary increase, % (weighted average)	2.9	2.7
Inflation, %	2.9	2.4

Sensitivity analysis of the most important assumptions affecting the recognized pension liability

	Group	
	April 30, 2024	April 30, 2023
Discount rate +0.5%	–6.7	–6.6
Discount rate –0.5%	9.4	9.1
Salary increase rate +0.5%	3.1	3.2
Salary increase rate –0.5%	–1.5	–1.5
Inflation, +0,5%	1.9	3.1
Inflation, –0,5%	–2.2	–1.4

The sensitivity analyses are based on estimated reasonable changes in a significant assumption, keeping all other assumptions constant. The sensitivity analyses may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another.

Note 30 Provisions, cont.

Movement in provisions

	Group			Parent Company	
SEK M	Restructuring provisions	Warranty provisions	Other provisions	Restructuring provisions	Other provisions
Opening balance May 1, 2022	4	105	132	–	13
Provisions	80	142	87	14	3
Reversals	–14	–93	–37	–	–
Provisions utilized during the year	–48	–51	–24	–11	–
Exchange rate differences	1	4	1	–	–
Closing balance April 30, 2023	**23**	**107**	**159**	**3**	**16**
Opening balance May 1, 2023	23	107	159	3	16
Provisions	54	156	35	19	3
Reversals	–15	–91	–25	–	0
Provisions utilized during the year	–45	–71	–58	–22	–2
Exchange rate differences	1	5	–1	–	–
Closing balance April 30, 2024	**18**	**106**	**110**	**0**	**16**

Note 31 Customer contract related balances and order backlog

	Group	
SEK M	**April 30, 2024**	April 30, 2023
Contract assets		
Income not invoiced	2,056	2,135
Doubtful income not invoiced	–6	–16
Total	**2,050**	**2,119**
Contract liabilities		
Advances from customer	4,893	5,011
Prepaid service income	2,562	2,286
Other prepaid income	383	278
Total	**7,838**	**7,576**

Revenue recognized in the period

	Group	
SEK M	**April 30, 2024**	April 30, 2023
Revenue recognized in the year relating to the opening balance of the contract liability balance	5,141	4,553

Order backlog was SEK 44,365 M, compared to SEK 43,332 M on April 30, 2023. Order backlog is converted at closing exchange rates which resulted in a positive translation difference of SEK 1,832 M. According to current delivery plans, current order backlog is expected to be recognized as follows: approximately 35 percent in 2024/25, 30 percent in 2025/26 and 35 percent thereafter.

Note 32 Accrued expenses

	Group	
	April 30, 2024	April 30, 2023
Reserve for additional project costs	778	651
Accrued commission costs	37	42
Accrued vacation pay	277	265
Accrued social costs	85	71
Accrued interest expenses	49	0
Accrued bonus costs	472	387
Accrued expenses GRNI[1]	131	114
Other items	383	464
Total	**2,212**	**1,994**

[1] Includes liabilities for goods received where the related invoice has not yet been received.

Note 33 Other current liabilities

	Group	
SEK M	**April 30, 2024**	April 30, 2023
Value added tax	419	369
Personnel taxes	67	44
Other personnel related liabilities	11	10
Contingent consideration	45	16
Other items	54	51
Total	**595**	**490**

Note 33 Other current liabilities, cont.

SEK M	Parent company April 30, 2024	Parent company April 30, 2023
Accounts payable	5	17
Accrued expenses (see below)	86	61
Derivative financial instruments	6	9
Other liabilities	3	4
Total	**101**	**91**
Accrued expenses		
Accrued vacation pay liability	7	10
Accrued social costs	3	4
Accrued interest expenses	46	0
Other items	30	47
Total	**86**	**61**

Note 34 Assets pledged

SEK M	Group April 30, 2024	Group April 30, 2023
Bank balances	8	8
Total	**8**	**8**

Collateral pledged for contingent liabilities.

Note 35 Contingent liabilities

SEK M	Group April 30, 2024	Group April 30, 2023	Parent Company April 30, 2024	Parent Company April 30, 2023
Guarantees	1,954	1,667	1,097	676
Total	**1,954**	**1,667**	**1,097**	**676**

For the group the guarantees consist of mainly performance guarantees and advance payment guarantees. For the Parent the guarantees consist of advance payments guarantees.

Note 36 Cash flow statement

SEK M	Group 2023/24	Group 2022/23	Parent Company 2023/24	Parent Company 2022/23
Interest net				
Interest income	–108	–79	–520	–302
Interest expenses	414	226	497	251
Interest net	**306**	**147**	**–23**	**–51**
Other non-cash items				
Participations in net inocme of associated companies, after tax	5	–1	–	–
Revaluation of participations in other companies	–	–	–	15
Cost of incentive programs	19	20	4	7
Unrealized exchange rate effects	107	2	–	9
Other items	102	28	13	–13
Total	**234**	**49**	**17**	**18**
Business combinations				
Purchase price	–255	–33	–	–
Contingent considerations	–12	–20	–	–
Total	**–267**	**–53**	**–**	**–**
Other investing activities				
Shareholders' contributions paid	–	–	–2,022	–55
Investments in associated companies	–12	–	–	–
Dividends from associated companies	1	1	–	–
Total	**–11**	**1**	**–2,022**	**–55**

More information on business combinations is presented in **Note 38**.

Changes in net liabilities related to financing activities 2023/24

SEK M	Opening balance	Cash flow	Non cash changes: Other	Non cash changes: Foreign exchange movements	Closing balance
Bond loans	2,496	–	2	–	2,498
Financial lease liabilities	947	–289	615	46	1,319
Liabilities to credit institutions	3,208	107	–	117	3,432
Other	14	4	–	–	18
Total	**6,665**	**–273**	**606**	**270**	**7,267**

Note 36 Cash flow statement, cont.

Changes in net liabilities related to financing activities 2022/23

SEK M	Opening balance	Cash flow	Non cash changes: Other	Non cash changes: Foreign exchange movements	Closing balance
Bond loans	2,993	–500	3	–	2,496
Financial lease liabilities	1,086	–268	84	46	947
Liabilities to credit institutions	1,603	1,552	–	53	3,208
Other	9	4	–	–	14
Total	**5,692**	**788**	**87**	**99**	**6,666**

Note 37 Related party transactions

Elekta engages in transactions with some of its related parties. The transactions are normally entered in the ordinary course of business on an arm's length basis and are subject to terms and conditions that are standard in the industry.

SEK M	Sales of goods, services and other income: April 30, 2024	Sales of goods, services and other income: April 30, 2023	Purchases of goods, services and other expense: April 30, 2024	Purchases of goods, services and other expense: April 30, 2023
Associated companies	73	15	–	1
Other related parties	4	6	14	2
Total	**77**	**21**	**14**	**3**

SEK M	Receivables: April 30, 2024	Receivables: April 30, 2023	Payables: April 30, 2024	Payables: April 30, 2023
Associated companies	23	27	–	1
Other related parties	1	2	0	–
Total	**24**	**29**	**0**	**1**

Associated companies, see also **Note 22**.

Elekta Foundation

At the Annual General Meeting in August 2023 Elekta's shareholders approved the Board of Directors' proposal of a contribution of maximum SEK 10 M to the philanthropic Elekta Foundation, which was paid in 2023/24. In addition to the contribution, Elekta provides administrative services to the Foundation.

Board members and key management personnel

Elekta has entered into consultancy agreements, at an arm's length basis, with two of its board members, Caroline Leksell Cooke and Kelly Londy (left the Board of Directors on March 1, 2024), and their respective companies. Remunerations and benefits to key personnel in management positions are presented in **Note 8**.

Subsidiaries

Transactions between Elekta AB and its subsidiaries are presented in **Notes 12, 13, 14** and **29**. These transactions are eliminated upon consolidation. The acquisitions contain of two assets acquisitions.

Note 38 Business combinations

2023/24

During 2023/24 Elekta has made two acquisitions to a total preliminary fixed acquisition price of approximately SEK 328 M with a maximum variable amount of approximately SEK 70 M.

On June 30 Elekta acquired the solution and service business from Premier Business Inter company Limited which was Elekta's distributor in Thailand. The consideration amounted to approximately SEK 261 M of which SEK 191 M was paid in cash and SEK 70 M is a contingent consideration. The acquisition is expected to increase the commitment to Elekta's Thai customers while strengthening the position in a strong market with further potential. Goodwill of SEK 197 M was recognized.

On October 23 2023 Elekta acquired the Xoft Axxent Electronic Brachytherapy (eBx) System from iCAD, inc.

The consideration amounted to approximately SEK 64 M and was paid in cash. With the acquisition Elekta expects to be able to offer electronic brachytherapy technology and provide an expanded range of cancer treatment options. Goodwill of SEK 45 M was recognized.

The goodwill that was recognized in both acquisitions relates to synergies from experienced personnel and management.

2022/23

During 2022/23 Elekta has made some minor acquisitions to a total preliminary fixed acquisition price of approximately SEK 33 M.

Note 39 Average number of employees

	Men		Women		Total	
	2023/24	2022/23	**2023/24**	2022/23	**2023/24**	2022/23
Parent company	27	26	31	30	58	56
Subsidiaries:						
Sweden	155	164	100	109	255	273
USA	548	559	292	299	839	858
Great Britain	584	583	229	220	813	802
China	510	505	217	216	727	721
Poland	98	96	136	140	234	236
The Netherlands	182	177	58	59	240	236
Japan	116	121	24	22	140	143
India	132	121	10	10	142	131
Germany	87	94	16	18	103	111
Finland	70	74	28	31	98	105
Italy	74	72	20	19	95	91
Canada	58	64	25	27	83	91
France	60	61	13	16	73	77
Australia	55	53	20	20	75	73
Brazil	52	56	15	15	67	71
Turkey	55	55	21	16	76	71
Spain	47	44	15	18	62	62
Hong Kong	35	34	10	12	45	46
Thailand	26	–	19	–	44	–
Mexico	34	34	8	9	42	43
Singapore	20	21	13	13	33	34
South Korea	27	24	4	4	31	28
Egypt	22	22	2	2	25	24
South Afrika	13	15	6	6	19	21
Austria	8	14	12	5	20	19
Belgium	14	15	2	2	16	17
Indonesia	17	15	3	2	20	17
Russia	4	9	4	7	8	16
Portugal	14	12	4	3	18	15
Czech Republic	6	10	4	5	10	15
Vietnam	13	13	1	2	14	15
Greece	14	12	2	2	16	14
Romania	12	8	4	4	16	12
Philipines	14	10	3	–	17	10
Algeria	8	8	1	1	9	9
New Zealand (branch)	7	7	1	2	8	9
Switzerland (branch)	5	7	2	2	7	9
Slovakia	4	–	–	–	4	–
Serbia	4	3	2	2	6	5
Total average number of employees	**3,231**	**3,216**	**1,377**	**1,370**	**4,607**	**4,587**

Specification men/women among Board of Directors and executive committee

During the financial year, the Board of Directors of Elekta AB consisted of 50 percent (57) men. The Executive Committee consisted of 92 percent (86) men.

Note 40 Significant events after the reporting period

During ESTRO 2024, Elekta announced the launch of its latest linac, Evo, a CT-Linac with new high-definition AI enhanced imaging, capable of delivering offline and online adaptive radiation therapy as well as improved standard image-guided radiation therapy treatments. This highly versatile CT-Linac will enable clinicians to choose the most suitable radiation therapy technique for each individual patient.

Signatures of the Board

The Board of Directors and the President and CEO certify that the annual financial report has been prepared in accordance with generally accepted accounting principles and that the consolidated accounts have been prepared in accordance with the international set of accounting standards referred to in Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards, and give a true and fair view of the position and profit or loss of the Parent Company and the Group, and that the management report gives a fair review of the development and performance of the business, position and profit or loss of the Parent Company and the Group, and describes the principal risks and uncertainties that the Parent Company and the companies in the Group face.

The annual report also contains the sustainability report in accordance with the Swedish Annual Accounts Act, Chapter 6, Section 11, see **page 75**, reporting on EU taxonomy for sustainable activities in accordance with the EU Taxonomy Regulation (EU 2020/852), see **page 81**, and the Sustainability report in accordance with the Global reporting Initiative, GRI, see the GRI Index on **page 93**.

Stockholm July 4, 2024

Laurent Leksell
Chairman of the board

Caroline Leksell Cooke
Member of the board

Tomas Eliasson
Member of the board

Wolfgang Reim
Member of the board

Jan Secher
Member of the board

Birgitta Stymne Göransson
Member of the board

Volker Wetekam
Member of the board

Cecilia Wikström
Member of the board

Gustaf Salford
President and CEO

Our audit report was submitted on July 5, 2024
Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

Auditor's report

To the general meeting of the shareholders of Elekta AB (publ), corporate identity number 556170-4015.
This is a translation of the original auditors' report in Swedish.

Report on the annual accounts and consolidated accounts

Opinions

We have audited the annual accounts and consolidated accounts of Elekta AB (publ) for the financial year 2023-05-01 – 2024-04-30. The annual accounts and consolidated accounts of the company are included on **pages 19–70** in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 30 April 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 30 April 2024 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS Accounting Standards), as adopted by the EU, and the Annual Accounts Act. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Key Audit Matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

REVENUE RECOGNITION

Description

Elekta's revenue comes from the sale of machinery, software, and services. Many of Elekta's products and services are sold independently, while others are part of so-called compound contracts, where equipment, software and services are covered by a single customer agreement. Revenue for each component in the contract (performance obligation) is recognized when the control is transferred to the customer.

Revenue recognition depends on management's assessments of the contract terms that govern when the control for each component passes to the buyer. Machines are installed in accordance with the installation date agreed with the customer and it is usually at this time that the revenue for the machine is reported. After technical approval has been received from the customer, the remaining part of the revenue is reported attributable to software and installation.

The transaction price, taking discounts into account, is allocated among the various performance commitments in the contract based on estimated stand-alone sales prices for the goods and services in the contract identified as performance commitments.

Due to the inherent complexity of revenue recognition and the nature of estimates and assessments from management, we have assessed revenue recognition as a particular important area of the audit.

For accounting policies and disclosures, please refer to **Note 7**.

How our audit addressed this key audit matter

In our audit, we have mapped and evaluated Elekta's processes and controls on revenue recognition to gain an understanding of how they work and where any errors could occur.

Our mapping is focused on the approval of new customer agreement, the model for allocating revenue to different components of the agreements and the company's controls to ensure that revenue is recognized in the correct period. Following our review, we performed the following audit procedures, among others:

The Following review measures:

- Performed trend and correlation tests using computerized analytical methods in order to identify fluctuations and to check that payment has been received for reported revenue
- Randomly tested that revenue is accounted for in the correct period and at the right amount
- Reviewed a selection of projects against the terms of the contract and Elekta's guidelines for assessing revenue recognition

We have also examined the accounting policies and notes provided in the annual report.

GOODWILL

Description	How our audit addressed this key audit matter
Goodwill amounts to SEK 7 849 million as of April 30, 2024 and represents a significant proportion of Elekta's total assets. Goodwill amounts are allocated to the Group's cash-generating units (CGUs). Impairment testing of goodwill with an indefinite useful life is carried out annually, or more frequently if there are indications of a decline in value. When the book value exceeds the estimated recoverable amount, the asset is impaired to the recoverable amount. The recoverable amount is the highest of a CGU's net realizable value and value in use, which corresponds to the discounted present value of future cash flows. Future cash flows are based on the forecast approved by management. The estimates are based on the financial budget for the next fiscal year as determined by the Executive Management, and expected future development up to five years. As described in **Note 18**, the calculations of utilization values assume that important assumptions are made regarding, among other things, growth rates, gross margin and discount rates. **Note 18** describes significant assumptions used in the calculation of the value in use. As the value in use is dependent upon these assumptions, we have assessed valuation of goodwill as a key audit matter.	Our review has included, among other things, the following review measures; • Mapping and evaluation of the company's process for establishing and conducting impairment tests • Review of the Company's identification of cash-generating units (CGU) • Evaluation using own valuation experts regarding used valuation methods and calculation models • Assessment of the plausibility of assumptions made • Conducted a sensitivity analysis of the company's impairment test • Analysis of the reliability of the current year's forecast by comparing it against historical performance • Examination of additional information provided in the annual report

Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on **pages 1–18** and **75–124**. The other information also includes the remuneration report on **pages 126–127** and were obtained before the date of this auditor's report. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

The Audit Committee shall, without prejudice to the Board of Director's responsibilities and tasks in general, among other things oversee the company's financial reporting process

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtain an understanding of the company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease to continue as a going concern
- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation
- Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated accounts. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our opinions

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

We must also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or related safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the annual accounts and consolidated accounts, including the most important assessed risks for material misstatement, and are therefore the key audit matters. We describe these matters in the auditor's report unless law or regulation precludes disclosure about the matter.

Report on other legal and regulatory requirements

Report on the audit of the administration and the proposed appropriations of the company's profit or loss

Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Elekta AB (publ) for the year 2023-05-01 – 2024-04-30 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

Basis for opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined the Board of Directors' reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

The auditor's examination of the ESEF report

Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Elekta AB (publ) for the financial year 2023-05-01 – 2024-04-30.

Our examination and our opinion relate only to the statutory requirements.

In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

Basis for opinion

We have performed the examination in accordance with FAR's recommendation RevR 18 *Examination of the ESEF report*. Our responsibility under this recommendation is described in more detail in the *Auditors' responsibility* section. We are independent of Elekta AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The audit firm applies ISQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or other Assurance or Related Services Engagements* which requires the firm to design, implement and operate a system of quality management, including policies and procedures regarding compliance with professional ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual and consolidated accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

Ernst & Young AB was appointed auditor of Elekta AB (publ) by the general meeting of the shareholders on the 24 August 2023 and has been the company's auditor since the 22 August 2019.

Stockholm, July 5, 2024
Ernst & Young AB

Rickard Andersson
Authorized Public Accountant

Signature on original auditors' report in Swedish[1)]

[1)] This is a translation of the original auditors' report in Swedish. In the event of any differences between the translation and the original statement in Swedish, the Swedish version shall prevail.

Sustainability governance and materiality

Sustainability is a key component of Elekta's ACCESS 2025 strategy. By integrating our sustainability program into our operations, we secure effective alignment to our strategic objectives and key results.

Elekta recognizes the importance of our environmental, social, and governance responsibilities. Our primary goal is to broaden healthcare access and maximize our positive societal impact. We are committed to reducing our emissions in line with our science-based targets, and aligning our operations with the Paris Agreement. We have programs in place to drive sustainable sourcing, to create a safe and inclusive workplace, and to maintain a strong focus on ethical business practices.

Our collaborations help secure both clinicians' and patients' needs and drive innovations within radiotherapy, based on sustainable operations with high-quality suppliers. The foundation for our long-term success is excellence and sustainability in all our processes throughout the value chain. We achieve this by developing our people, being mindful of our stakeholders' needs and continuously refining our processes to reduce both our costs and environmental footprint. Our focus on continuous improvement ensures that we continue to have the resources to inspire hope for everyone dealing with cancer.

Sustainability organization and responsibility

Elekta's Board of Directors governs our sustainability program. The Board's Compensation and Sustainability Committee oversees the setting and execution of Elekta's Sustainability strategy through quarterly meetings and reports from the CEO and the Sustainability function. Elekta's Audit Committee oversees matters related to sustainability reporting. For more information, see **page 115**.

The Group Sustainability Director, who reports to the VP of Strategy, Sustainability and Transformation, develops and coordinates the corporate sustainability program. A cross-functional steering committee, comprising selected members of the Executive Management, regularly meets to review corporate sustainability matters. The committee includes functions such as Legal, Finance, Compliance, People, and Strategy.

During 2023/24, Elekta established cross-functional teams to drive the development or implementation of various legislations, including the Corporate Sustainability Reporting Directive (CSRD) and the Carbon Border Adjustment Mechanism (CBAM).

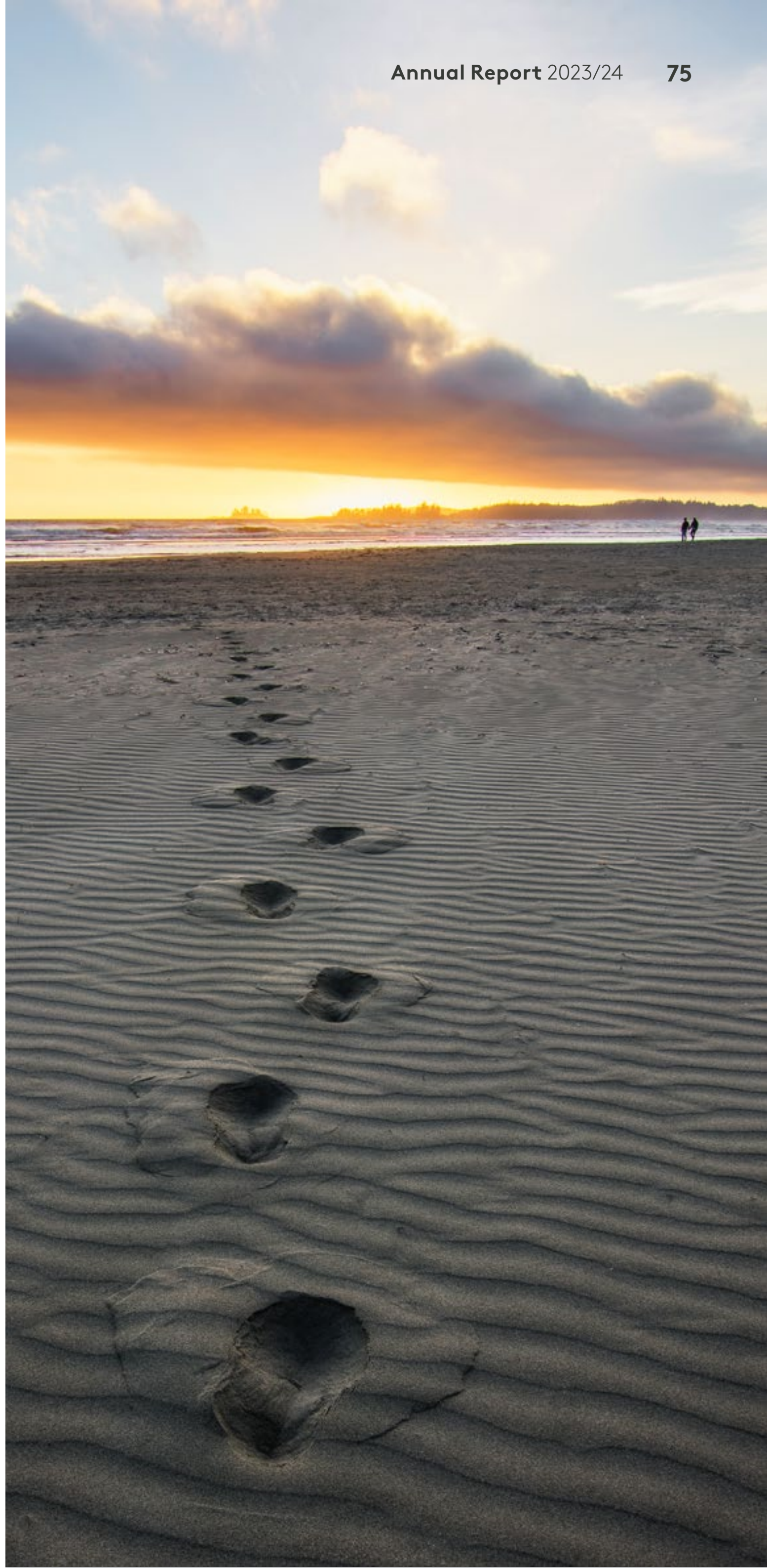
Policies and guiding documents

Elekta operates under a management system guided by our Code of Conduct and global policies. The Code of Conduct outlines the standards and professional conduct we uphold at Elekta in our daily interactions with each other, our customers, and our business partners. We also have a separate Code of Conduct for suppliers. The Code of Conduct, available in 12 languages, is further supported by several global policies from the Board of Directors and the President and CEO, such as the Global Environment Policy, Corporate Compliance Policy, and People & Human Rights Policy. We review and update the global policy framework annually.

Forums for sustainable development

Elekta is an active member in networks and industry associations working on sustainability and human rights to ensure that we contribute to, and are up to date with, the global sustainability agenda. We are actively participating and collaborating in networks and organizations such as:

- UN Global Compact and its Swedish network
- Responsible Minerals Initiative (RMI)
- ICC Sweden's Sustainability Committee
- COCIR (e.g. the EHS steering committee)



Sustainability governance and materiality, cont.

Materiality

Elekta's sustainability agenda is guided by the 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs). To prepare for upcoming regulations, we conducted a Double Materiality Assessment in the 2023/24 fiscal year. This assessment helped us identify material topics through two methods: an Impact Materiality Assessment and a Financial Materiality Assessment. These assessments evaluated both current and potential impacts on the economy, environment, and society, as well as financial risks and opportunities related to sustainability.

Double Materiality Assessment process and stakeholder engagement

The Double Materiality Assessment consists of two separate assessments:

- Impact Materiality
- Financial Materiality

Both assessments were conducted in accordance with current European Financial Reporting Advisory Group (EFRAG) guidance.

We have identified seven material sustainability topics, which are expanded upon in the subsequent sections. The process has been reviewed and approved by the Board's Audit Committee.

Alignment to Global Reporting Initiative (GRI 2021) reporting standards can be found on **page 93**.

Impact Materiality Assessment

We conducted the Impact Materiality Assessment following the Global Reporting Initiative's process (GRI 2021). This was supplemented by a value chain analysis that considered sustainability matters as per the European Sustainability Reporting Standards (ESRS).

During the assessment, Elekta examined its business activities, relationships, sustainability context, and key stakeholders across the value chain. We analyzed various sources to identify actual and potential impacts. These sources included Elekta's previous materiality assessments, the UN SDGs, relevant laws, reporting standards (GRI and ESRS), ESG rating questionnaires, surveys shared with investors, analysts, employees, and customers, supplier ESG engagement materials, industry association information, customer interaction records, and peer reviews of sustainability reporting. The Sustainability function also participated in internal discussions, projects, and external stakeholder meetings, including those with investors, analysts, and a human rights expert, to assess impacts across our value chain.

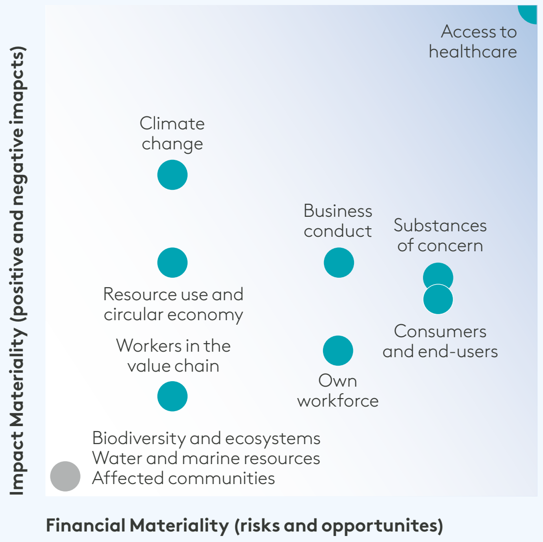
For each identified impact, Elekta used the EFRAG guidelines to assess scale, scope, remediability, and severity over different time horizons. We used the same grading system as Elekta's risk management system to assess likelihood. A cross-functional steering committee oversaw the impact assessment and determined the materiality thresholds.

Financial Materiality Assessment

We performed the Financial Materiality Assessment by gathering risks identified by stakeholders across Elekta during our annual Risk Review. We also included impacts from the Impact Materiality Assessment. Any risks and impacts that suggested a sustainability-related financial risk for Elekta, whether short-, medium-, or long-term, were identified. These were added to a longlist for Financial Materiality, along with any related financial opportunities.

Each item on the longlist was then mapped to the Disclosure Requirements of the ESRS. A cross-functional group of stakeholders evaluated each item individually, assessing its potential financial impact and likelihood. Based on the thresholds for materiality selected by this group, we refined the list of financial risks and opportunities. This process helped us identify the material topics.

Elekta's material topics



Material issues
Access to healthcare
Consumers and end-users
Substances of concern
Climate change
Business conduct
Resource use and circular economy
Own workforce
Workers in the value chain

Not material issues
Biodiversity and ecosystems
Water and marine resources
Affected communities

Note E

Environment

Highlights 2023/24

Change in greenhouse gas emissions from scope 1, 2 and 3

-13%

Proportion of electricity from renewable sources

59%

Elekta is committed to reducing its environmental footprint through organized efforts and specific actions. With well-defined goals and policies, we're consistently making progress.

Elekta's guiding document for working with environmental impact is the Global Environment Policy, which outlines Elekta's commitment to managing the environmental impact of its operations. The policy affirms adherence to all relevant environmental laws, regulations, and standards such as ISO 14001, which provides a framework that guides organizations to create an efficient Environmental Management System to enhance their environmental performance.

A team with representatives from all business lines and selected business functions leads the environmental agenda based on the environment policy and group-wide environmental targets. Where appropriate, business units establish environmental objectives and key results through the annual strategic planning process, which are reviewed and discussed quarterly by the executive management team.

Climate change

Management of material topics

Climate change has extensive impacts on the environment, society and individuals. Elekta contributes to these impacts through greenhouse gas emissions across our value chain. We are committed to minimizing our impact by reducing emissions in line with the Paris Agreement. The Science Based Targets initiative (SBTi) has validated our targets across scopes 1, 2, and 3.

Elekta's operations represent 2 percent of total emissions. The majority of our emissions come from the use of our products, our supply chain, and logistics. For more details, refer to the Calculation methodology (Climate change).

In 2023/24, we made continuous efforts to improve the quality of our emissions data, particularly on power consumption in product use. This update to our methodology led to a realignment of our emissions baseline, which the SBTi has validated.

Our scope 1 and 2 emissions grew by 3 percent due to a lower proportion of renewable electricity consumption and improvements in data quality (SBT 1). For scope 1, we improved our data tracking of SF6 use in manufacturing[1]. We have improved the quality of data collected on employee leased vehicles. We have also updated local car fleet policies by setting a maximum emission target threshold for any new leases to lower the emission impact of our car fleet. For scope 2, we had a decrease in renewable electricity use in 2023/24. We remain confident in our ability to transition towards 100 percent renewable electricity (SBT 2).

Our scope 3 emissions decreased by 13 percent. This is where most of Elekta's emissions occur. We have set two science-based targets (SBTs); the first target (SBT 3) covers the use and end-of-life processing of our products, measured by emissions per radiotherapy cancer treatment course. This approach promotes more environmentally efficient solutions for cancer treatment. The second target (SBT 4) focuses on our efforts to drive change throughout the value chain by engaging our suppliers to establish science-based targets.

The revalidation of Elekta's emissions baseline for our SBTs led to an update of our supplier engagement target to ensure we meet the required threshold of scope 3 coverage. Due to a decrease in emissions from product power usage, SBT 3 now accounts for a smaller percentage of our total scope 3 emissions. Consequently, we have raised our SBT 4 engagement goal to encompass 45 percent of our suppliers based on emissions, a significant increase from the previous target of 27.5 percent.

In 2023, we established our sustainability-linked revolving credit facility. The facility is based on both social and environmental KPIs and follows on Elekta's sustainability-linked bond, issued in 2021. This credit facility further reflects our commitment to reduce greenhouse gas emissions. The KPIs focus on reducing absolute scope 1 and 2 emissions, increasing the proportion of suppliers that have SBTs, and closing the access gap to linacs in underserved markets.

Within logistics, we continue to enhance the granularity of emissions data, leading to improved logistics insights and optimized processes. Improvements include better shipping container utilization, reducing the number of sea shipments per year, and continuing to shift from airfreight to sea freight transport mode.

[1] 1,534 tCO_2e is associated with SF6 use in 2023/24.

Environment, cont.

Substances of concern

Management of material topics

Certain minerals such as cobalt and tungsten, used in select products, are often sourced from high-risk or conflict-ridden areas where extraction may be linked to modern slavery-like conditions. As a member of the Responsible Minerals Initiative (RMI), we actively work with RMI to trace our product minerals' origins to ensure they are mined under verified conditions. In the 2023/24 period, all our tungsten suppliers used smelters approved by the Responsible Minerals Initiative. All our cobalt suppliers have signed Elekta's Suppliers Code of Conduct or its equivalent. Additionally, Elekta products includes small amounts of tantalum, tin, and gold.

Resource use and circular economy

Management of material topics

Elekta procures materials and components for its manufacturing process. We prioritize sustainable consumption and production, aligning with the global Sustainable Development Goal (SDG) 12. We are dedicated to managing materials sustainably throughout our value chain, from sourcing to end-of-life product handling, to minimize environmental impact.

Our goal is to produce eco-designed products, considering the entire product lifecycle footprint. We make design decisions based on significant requirements related to energy use, material selection and quantity, modularity for upgradability, and repairability and serviceability. Software upgrades also contribute to extending the product life.

In 2023/24, we initiated a project to update Elekta's eco-design procedures in accordance with the latest global best practices. This project aids in harmonizing and simplifying eco-design activities across our business lines. These efforts ensure our ongoing compliance with eco-design standards like IEC 60601-1-9 and help us respond to the growing demand for information and data driven by green public procurement policies.

We have focused on product circularity opportunities within our Linac Solutions area. In 2023/24, our ongoing parts refurbishment program identified more components suitable for refurbishment at the end of life of our products' life. We have started replacing non-recyclable composite materials in our linac cover parts with recyclable standard polymers (ABS).

Elekta remains committed to reducing packaging waste. We have collaborated with our suppliers to incorporate resource efficiency and circularity into our packaging development process. We use lifecycle carbon footprint, resource use, and recyclability data to guide packaging design decisions.

In the Brachy Solutions area, we achieved more than 50 percent reduction of pouching materials, while still ensuring all quality standards are maintained. This reduction of packaging delivered knock-on benefits in terms of logistics and sterilization efficiency as boxes containing the pouches could be reduced in volume. Furthermore, major steps were made in moving towards a sterilization process that uses significantly less ethylene oxide.

Eliminating landfill is a priority for Elekta, as is responsible management of hazardous and non hazardous waste. Our largest manufacturing site, which is in the UK, and our major office in the Netherlands send zero waste to landfill. Elekta has reported waste according to GRI 306 Waste 2020 since 2021/22.

Environmental compliance

Elekta is committed to conforming with environmental laws, regulations and standards that govern the environmental impact of products, by adhering to site permits and operating within guidelines that protect the environment. Elekta's products comply with hazardous substances restrictions and global chemical policies.

Furthermore, Elekta has an environmental management system in place for assessing, monitoring and controlling environmental pollution produced by the business. Two manufacturing sites have local environmental management systems that are certified with ISO 14001.

During 2023/24, Elekta has not been subject to any significant fines or non-monetary sanctions for noncompliance with environmental laws.

Key environmental compliance risks are found in the supply chain and involve suppliers specializing in complex manufacturing processes. Suppliers are required to operate in accordance with applicable environmental legislation and employ suitable management systems. Our Supplier Code of Conduct requests suppliers to take the same level of responsibility for their environmental impact as Elekta.

Elekta has, in 2023/24, focused on supplier engagement and assessment to deeper understand environmental impacts of the Elekta supply chain as part of the development of our Sustainable Sourcing Program. Further information on page 85.

Environment, cont.

Targets and progress

	Targets	Progress 2023/24	Next steps / Target update
Emissions and energy	SBT[1] 1: Reduce scope 1 and 2 emissions by 46.2% by end of 2031/32 (base year 2021/22).	Not on track. Emissions in scope 1 and 2 increased by 3% during the year. This is due to a lower proportion of renewable electricity consumption and improvements in data quality. Identified target actitivites to drive scope 1 and 2 reduction and improve sustainability data reporting processes.	Target retained.
	SBT 2: Transition to 100% renewable electricity by end of calendar year 2030.	Not on track. Consumption of renewable electricity decreased to 59% during the year (from 67% in 2022/23). Identified target actions to increase renewable energy consumption.	Target retained.
	SBT 3: Reduce emissions from use of sold products and end-of-life (EoL) treatment of sold products by 55% by end of 2031/32 (base year 2021/22).	On track. Emissions intensity of sold products remains at 96kgCO_2e/treatment course.	Target retained.
	SBT 4: Engage selected suppliers to have science-based targets by fiscal year 2026/27. The targeted selection corresponds to 45% of supply chain emissions.	On track. 10% of suppliers by emissions have set science-based targets. This figure is flat compared to last year.	Target updated in 2024.
Materials efficiency and waste	Increase number of components in the components take-back program.	Achieved. Net increase from 37 to 42 components.	Continue to review opportunities for circularity.
	Circularity strategy and initiatives to be expanded in 2022/23.	Achieved. Expanded refurbishment of parts with key suppliers in China and Germany. Developed recycling and refurbishing ability into our future product offerings.	Continue to review opportunities for circularity.
	Send zero waste to landfill by 2024/25 from our four main sites (UK, Netherlands, Sweden, China) and improve data quality at remaining sites.	On track. Three out of four completed. Collection of waste data from 11 sites.	Target retained.
	Minimize waste from use of sold products by increasing re-use or recycling of materials; first step is to refine customer disposal guidelines by 2022/23.	On track. Disposal guidelines refined for key product areas.	Continue to develop customer disposal guidelines to promote value chain climate action.

1) Science-based targets; Elekta has four targets referred to as SBT 1–4.

Environment, cont.

Results 2023/24

Energy consumption within the organization

	2023/24
Energy consumed (kWh)	38,464,574
Energy intensity: Energy consumed (kWh)/net sales (SEK M)	2,123

Greenhouse gas emissions (across value chain)

tCO_2e	2023/24	2022/23[1]	2021/22
Scope 1: Direct emissions	**6,141**	**6,247**	**5,722**[2]
Scope 2: Indirect emissions, market-based	**3,760**	**3,347**	**2,859**
Scope 2: Indirect emissions, location-based	*5,016*	*4,744*	*6,206*
Scope 3: Other indirect emissions	**531,640**	**612,119**	**569,097**
Purchased goods and services (cat. 1)	226,483	261,793	291,584
Fuel- and energy-related activities (cat. 3)	2,737	2,108	2,212
Upstream transportation and distribution (cat. 4)	16,615	17,485	17,422
Waste generated in operations (cat. 5)	586	320	0
Business travel (cat. 6)	17,071	14,852	9,810
Employee commuting (cat. 7)	6,738	5,419	4,648
Use of sold products (cat. 11)	261,244	309,943	243,221
EoL treatment of sold products (cat. 12)	167	198	200
Total emissions, scope 1–3	**541,542**	**621,713**	**577,678**
Emission intensity:			
Total emissions (tCO_2e)/net sales (SEK M)	30	37	40
Total emissions (tCO_2e)/employees	115	137	120

1) Emissions for 2022/23 have been revised due to improvements in data collection and processing methodologies. They are restated to ensure comparability year-on-year.
2) For our baseline FY21/22, mobile combustion emissions were quantified utilizing the preceding methodology.

Take back of components for refurbishment

	2023/24	2022/23	2021/22
No of components for take-back	42	37	22

Materials

(weight in tons)	2023/24	2022/23
Non-renewable materials	3,742	4,309
Renewable materials	936	1,100
Total	**4,677**	**5,409**

Waste generated 2023/24

(weight in tons)	Total, generated waste	Diverted from disposal	Directed to disposal
Hazardous	14	6	8
Non-hazardous	597	512	85
Total	**612**	**518**	**94**

Waste diverted from disposal 2023/24

(weight in tons)	Onsite	Offsite	Total
Hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	6	6
Other recovery operations	0	0	0
Total, hazardous waste	**0**	**6**	**6**
Non-hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	512	512
Other recovery operations	0	0	0
Total, non-hazardous waste	**0**	**512**	**512**
Total waste diverted from disposal	**0**	**518**	**518**

Waste directed to disposal 2023/24

(weight in tons)	Onsite	Offsite	Total
Hazardous waste			
Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	7	7
Landfilling	0	1	1
Other disposal operations	0	0	0
Total, hazardous waste	**0**	**8**	**8**
Non-hazardous waste			
Incineration (with energy recovery)	0	21	21
Incineration (without energy recovery)	0	14	14
Landfilling	0	50	50
Other disposal operations	0	0	0
Total, non-hazardous waste	**0**	**85**	**85**
Total waste directed to disposal	**0**	**94**	**94**

Fines for environmental non-compliance

	2023/24	2022/23	2021/22
Number of fines	0	0	0

Calculation methodology

Climate change
Elekta follows the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and reports greenhouse gas as carbon dioxide equivalents (CO_2e). Elekta's CO_2e base year is 2021/22. Elekta uses an operational control approach to define organizational boundary and a market-based approach for scope 2 emissions. Elekta has collected 11 months of activity data and estimated the 12th month for scope 1 and 2, if data is provided by an external vendor. Energy data is estimated for sites where there is no reported data. Product-related calculations are estimated based on the number of ordered units in the period. Elekta does not offset emissions. Calculations were carried out with support from a third-party provider. For detailed information, see **elekta.com**.

Resource use and circular economy
Non-renewable materials include metals, composites and ceramics, electronics and other materials used in the manufacturing of Elekta's products. Renewable materials include materials used in transport and packaging such as wood and cardboard.

Waste data includes data from 11 Elekta sites in CN, GB, JP, NL, SE, TR, and US.

For detailed information, see **elekta.com**.

EU Taxonomy reporting 2023/24

The EU Taxonomy Regulation (the Taxonomy) is a classification system for sustainable economic activities, with the purpose of facilitating investors' assessments of companies' performance in relation to climate and the environment, with the aim of redirecting capital flows to sustainable businesses.

The analysis of economic activities is done in relation to the European Union's six environment objectives:

1. Climate change mitigation
2. Climate change adaptation
3. Sustainable use and protection of water and marine resources
4. Transition to a circular economy
5. Pollution prevention and control
6. Protection and restoration of biodiversity and ecosystems

Activities covered by the Taxonomy are called taxonomy-eligible activities. For these activities, the delegated acts complementing the Taxonomy define performance criteria for the environmental objectives, as well as minimum safeguards for the protection of human rights and labor law. An activity is considered taxonomy-aligned if it contributes substantially to one or several of the objectives, without causing significant harm to the other objectives, and meets the defined minimum safeguards.

Taxonomy eligibility

To enhance the Group's taxonomy reporting, Elekta closely follows the developments relating to the Taxonomy, its delegated acts, and guidance issued. For fiscal year 2023/24, an updated analysis has been done to determine Elekta's alignment to the criteria of the taxonomy-eligible activities.

A cross-functional working group at Elekta has analyzed the Group's activities, based on NACE codes (Nomenclature of Economic Activities) and in-depth knowledge of the Group, to identify activities and financial transactions which relate to the share of taxonomy-eligible turnover, capital expenditure and operational expenditure. The group reviewed activities eligible for climate change mitigation by reference to the three criteria of (i) substantial contribution, (ii) do no significant harm (DNSH), and (iii) minimum safeguards.

Turnover

Elekta's turnover (also called net sales) amounted to SEK 18,119 million in 2023/24 (see **Note 7**). No portion of the turnover is attributable to activities covered by the delegated acts. Elekta's main activity, the manufacturing of medical technology, is not currently taxonomy-eligible under the first two environmental objectives. Under objective four, Transition to a circular economy, an activity comprising manufacturing of electrical equipment is included. However, Elekta has not deemed the definition to be clear enough to consider this activity in this year's reporting.

Capital expenditure (CapEx)

In 2023/24 Elekta's capital expenditure, included property, plant and equipment, corresponded to SEK 2,457 million, of which 3.5 percent has been considered taxonomy eligible. Taxonomy-eligible capital expenditure relates to facility upgrades (CCM 7.3), and long-term leasing of hybrid and electric cars (CCM 6.5). Elekta does not have a CapEx plan in place.

Operating expenditure (OpEx)

Elekta's operating expenditure of SEK 610 million in 2023/24, covers direct capitalized costs that relate to research and development, building renovation measures, short-term lease of vehicles, maintenance and repair and other direct expenditures relating to the day-to-day servicing of property, plant and equipment. 5.6 percent of this operating expenditure is considered taxonomy-eligible and primarily includes facility maintenance and upgrades (CCM 7.4) and short-term leasing of hybrid and electric cars (CCM 6.5).

Taxonomy alignment

In an analysis of its small share of taxonomy-eligible activities, Elekta identifies a small proportion as taxonomy-aligned. The taxonomy-aligned activities refer to lease of electric and hybrid cars, energy efficient lighting and temperature solutions for our offices (CCM 6.5 and CCM 7.3).

The minimum safeguard criteria focus on human rights, corruption, fair competition and tax, and stipulates that a company should have robust processes and compliance controls in place, and that there are no breaches or violations. Elekta is aligned with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, and therefore assesses that, for the taxonomy-aligned activities, the company complies with the minimum safeguards of the Taxonomy. Elekta has relevant policies in place, see **page 75** and the Governance section **page 89** and **91**, and also has supply chain processes including Supplier Code of Conduct, see **page 85**.

For the complete taxonomy tables, see **pages 96–98**.

Nuclear energy related activities	Yes/No
The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No

Fossil gas related activities	Yes/No
The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No
The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

[1] The Taxonomy Regulation's definition of operating expenditure does not correspond to that of IFRS and Elekta's financial statements.

Note S

Social

Highlights 2023/24

Access to cancer care in underserved markets:

Reached over 260 million people globally

Elekta is a global organization with a wide range of stakeholders across society. Through the provision of innovative products and services, as well as education and training, we aim to drive access to cancer care for patients globally.

We work in partnership with customers, governments and other stakeholders. Through interaction with academia in different ways we foster innovation and research to maximize social value.

Access to healthcare

Management of material topics

Access to healthcare, in particular radiotherapy, lies at the heart of our ACCESS 2025 business strategy and purpose. Elekta makes a positive impact on people and society by improving cancer care access globally. By expanding our reach in underserved low- and middle-income countries (LMICs), we contribute to closing the treatment access gap. Ensuring more individuals have access to cancer care constitutes a significant contribution to society, local economies and human rights.

To support this effort, we issued a sustainability linked bond in 2021 with a KPI linked to closing the access gap through installations of linacs in underserved markets. In 2023/24, Elekta has delivered on a major milestone by making cancer care available to more than 260 million people in underserved markets and remain on track to realize our ACCESS 2025 goal: reaching 300 million people by the end next fiscal year.

Innovation and R&D

Elekta invests in R&D to develop cutting edge radiotherapy solutions and software that enable hospitals and clinics to both increase throughput and treat more indications. Our offering includes preventive maintenance that avoids unnecessary clinical downtime. Read about our innovation efforts on **page 12**.

Policy and partnerships

Elekta's Global Policy and Patient Access department provides expertise and serves as a partner to policy makers in different countries in building sustainable healthcare systems with a focus on cancer and radiotherapy. The department manages partnerships with organizations such as the International Atomic Energy Agency (IAEA), Global Health Catalyst, Global Coalition for Radiotherapy, and ESTRO Cancer Foundation. Elekta supports organizations that raise awareness around radiotherapy with in-kind resources, funds and clinical experts.

In 2023/24, Elekta has directly or via partners engaged with governments in Africa, the Middle East and Eastern Europe and supported them in shaping cancer treatment policies to enable increased access to radiotherapy. A country of special focus is Ukraine, and Elekta signed a Memorandum of Understanding with the Ukrainian Ministry of Health supporting the efforts to rebuild and strengthen their radiotherapy capabilities, for example the education and training of the healthcare workforce.

During the year, Elekta also signed the first private sector partnership agreement with the IAEA to collaborate under their Rays of Hope program in expanding access to radiotherapy in LMICs. The Swedish government provides impactful support in facilitating dialogues around healthcare and cancer across the world. Some examples are the visits of the Swedish Royal family and delegations to several countries this year (for example, Mexico and Indonesia) with cancer care as one of the topics on the agenda, but also regular support from Swedish embassies in numerous countries. In addition, the creation of the Elekta Foundation has served to reinforce our commitment to raising awareness about cancer and the importance of early detection.

Local presence

By expanding our direct presence and increasing the number of local technical experts (service engineers), we drive access by avoiding clinical downtime. One geographical focus area for 2023/24 has been Thailand.

Elekta has also focused on keeping cancer care running while the war rages in Ukraine. Our service organization has given our customers its full support and highest priority and we have managed to carry out the planned installations during the year. We have also engaged with the Radiotherapy Crisis Task Force set up by the Global Coalition for Radiotherapy. Examples of measures taken include enabling the transfer of treatment plans to machines in other countries so that patients who have fled the war could receive treatment. We are also supporting the WHO regularly with data on the radiotherapy treatment situation on the ground in Ukraine.

Social, cont.

Customer financing

By partnering with third-party financiers, such as leasing companies or export credit agencies, we enable financing solutions and other payment models that make modern radiotherapy technology more affordable for clinics. We are also continuing to develop our interactions with international development banks and other sources of funding from both public and private parties to support the realization of radiotherapy treatment.

Own workforce

Managementof material topics

Our employees are instrumental to the success of Elekta in executing our business strategy and purpose, and form a central part of our strategy, see **page 9**. With a team of around 4,700 employees globally, Elekta impacts people and societies around the world. Identified employee risks include occupational health and safety (OHS) as well as discrimination.

Elekta's People & Human Rights policy is based on international standards for human and labor rights and aims to promote a culture of diversity, inclusion, equity and belonging, to ensure the highest OHS standards. In addition, Elekta's global People Agenda aims to enable our employees to successfully execute our business strategy. The agenda is based on:

- Driving capability development to ensure delivery of ACCESS 2025, with systematic talent management that ensures a future talent pool and culture of development
- Strengthening our culture to secure a sustainable delivery of our strategy
- Continued improvement of the Diversity, Equity, Inclusion and Belonging agenda
- Proactively driving organizational effectiveness and efficiency

Elekta's employees

Elekta has a global workforce of 4,718 (4,540) people. We occasionally use contractors for specific projects. Our number of employees is not impacted by seasonal variations. The human resources data has been collected from Elekta's HR system and refers to end-of-year employee data.

Employee engagement and development

Passionate and engaged employees enable Elekta to successfully drive our strategy of access to healthcare, and employee development is core to Elekta's strategy. Individual performance is reviewed throughout the year with a formal annual review against company targets and values (as well as Leadership Cornerstones for managers), and against individual annual plans. Our policy is that all employees receive performance and career development reviews during the year.

Continuous competence and leadership development are priorities for Elekta. We have development training for all employees and global leadership development programs for both managers and project leaders. The content and delivery methods are reviewed regularly to ensure alignment with our strategy and the demands of employees and leaders, and specifically in relation to well-being, diversity, equity and inclusion.

Comprehensive employee engagement surveys are conducted yearly. The last annual survey was conducted in March 2024 and the result show overall high scores compared to industry benchmarks. The annual survey is complemented with monthly pulse surveys across the organization.

Diversity and inclusion

As a global employer, Elekta acknowledges the importance of building a culture of diversity, equity, inclusion and belonging in order to attract and retain engaged employees to drive our business purpose.

Diversity and inclusion (D&I) are identified among the UN SDGs as fundaments for the global community in creating a sustainable future, as it has far-reaching effects on innovation, risk management and creativity in society and the economy. From a human rights perspective, it is central to allow each individual equal opportunities and to not tolerate any form of discrimination.

For Elekta, a culture of diversity, equity, inclusion and belonging is instrumental to growing our business. Everyone at Elekta should be given equal opportunities, regardless of gender, age, sexual orientation, ethnicity, nationality, religion or any other potential basis for discrimination, as outlined in Elekta's People & Human Rights policy. Elekta drives a broad diversity and inclusion agenda to create a workplace where all employees can thrive and work to their full potential.

In 2023 the diversity and inclusion strategy was set as an integrated part of the people strategy led by the Global People Leadership Team. Each functional unit has a dedicated diversity and inclusion lead supporting the respective management teams in adapting the strategy to suit their unique needs and executing initiatives to drive the diversity and inclusion agenda throughout the business.

Gender diversity is a focus area for Elekta. We assess gender pay gaps for comparable roles internally. The assessments are conducted locally and are based on local regulations and legal requirements. Our target for gender diversity was to increase the underrepresented gender (female) in senior leadership to more than 23 percent, business-critical positions to 30 percent, and women in the company to 32 percent by 2023/24. We have exceeded the target regarding women in senior leadership, currently standing at 26 percent. For women in the whole company, we are at 30 percent and for business-critical positions we set a goal for 30 percent women and are currently at 25 percent. This is not satisfactory, and we continue to strive for a more diverse and inclusive workplace for all.

We believe in creating an inclusive workplace where our people can be their authentic selves and feel like they belong and work to their full potential. We are convinced that this helps fuel a culture of innovation and high performance, where employees are empowered to work towards a world where everyone has access to the best cancer care. Part of the D&I strategy entails strengthening our employee resource groups and the Diversity, Equity, Inclusion and Belonging committees.

This year, we have seen the growth of employee resource groups and plans are in place to continue supporting and growing them. Examples include the Diversity, Equity, Inclusion and Belonging Committee with a Women's Initiative and Next Generation affinity group in the region Americas and the Diversity, Inclusion and Belonging group in the UK with a Next Generation group, a Neurodiversity Network and a LGBTQ+ Network. The groups aim to improve Elekta as a workplace, for example by creating a sense of belonging through networks and social activities, as well as learning opportunities for their members.

Social, cont.

Occupational health and safety (OHS) and non-discrimination

Elekta works to ensure the physical and psychological health, and safety of our employees. Discrimination, harassment or bullying poses health risks for employees and contractor partners, and are not tolerated in any form. During the year, there have been three incidents of discrimination, of which all have been investigated and resolved without further actions. Reported incidents are reviewed by the local HR Operations function and by an independent party. HR Operations work with external occupational health providers and utilize these services on occasions where independent and professional advice is sought in relation to employee's health and wellbeing matters.

Our manufacturing sites have local OHS management systems that have been developed to comply with local legal requirements. All procedures cover both employees and contractors working on behalf of Elekta. Local OHS committees, or onsite working groups, identify hazards, assess risks and investigate workplace incidents.

They meet quarterly and are comprised of representatives from local management teams, health and safety specialists and employees. Workplace accidents are followed up by collecting data from production sites involving manual manufacturing work. In 2023/24, Elekta recorded zero incidents of lost-time cases. Elekta's UK site has continued the reporting of all "near misses" , which expedites corrective actions to avoid future accidents and lost time incidents.

OHS risks linked to our business include radiation and off-site installations. Safety measures related to radiation include purpose-built shelters for testing, personal dosimetry for workers exposed to radiation and regular occupational health physical exams. Risk assessments are in place for all workplace activities. Specially trained OHS managers also complete walk-around audits to identify hazards and investigate reported incidents. External advisors are consulted in these activities. When hazards are identified or incidents occur, the internal processes are reviewed, and risk assessments updated.

Work-related hazards and hazardous situations are reported, either to the closest manager or directly to the health and safety manager. Specific instructions and routines have been established for workers engaged in off-site installations, for example with installations or service at hospitals. These employees are always required to evaluate their working conditions and may discontinue their work until any identified health and safety issues have been resolved.

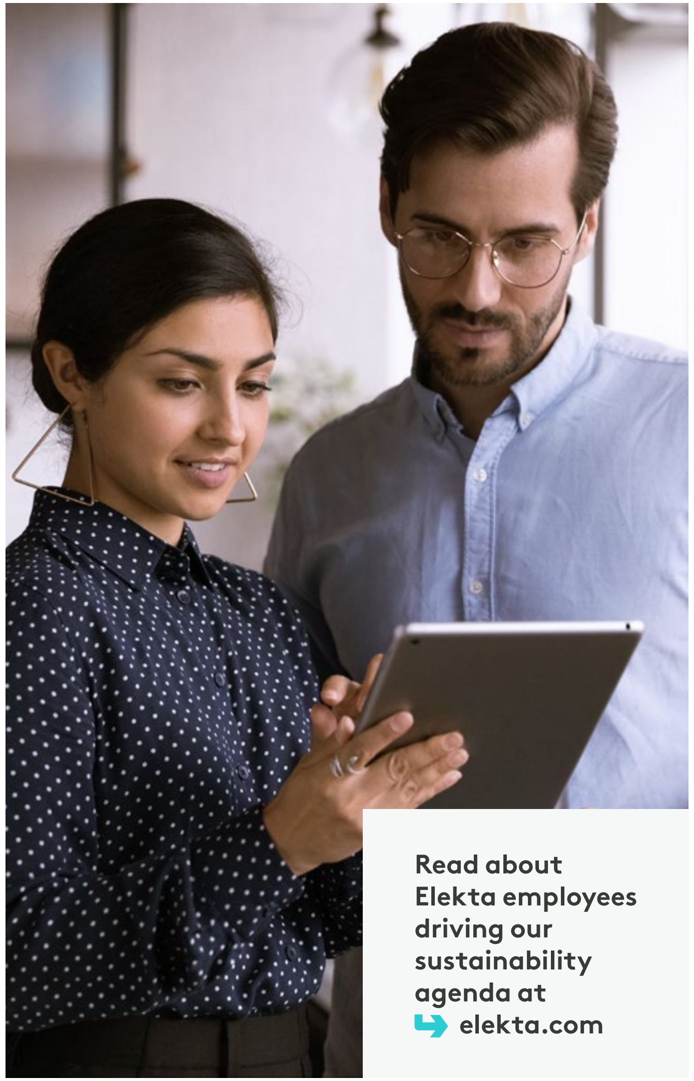
Training in health and safety is provided to workers according to role-specific needs and responsibilities. As stipulated in both our Code of Conduct and in our People & Human Rights policy, roles that require specific safety instructions and protection are to receive all necessary training and to be equipped with the right personal protective equipment and tools before starting work.

Health and safety training covers general work practices as well as specific work-related hazards including the use of chemicals and radiation. Health and safety information is communicated through the line organization and through work safety 'Tool Box Talk' meetings where workers are required to participate. Employees are also consulted in the development, implementation, and evaluation of the safety management systems.

Elekta partners with non-occupational healthcare providers as part of the compensation system at many sites. Other sites offer annual medical exams. We also encourage employee well-being and health through webinars and sponsor company sports associations, team well-being events and health awareness campaigns.

Collective bargaining agreements

All employees have the right to join a trade union and to bargain collectively in accordance with local laws and applicable conventions. Everyone who works for Elekta should have the right to fair terms and conditions according to local rules and regulations, including contractual working time, time to rest, overtime and holidays. Employees, whether they are covered by collective bargaining agreements or not, are competitively and fairly compensated for their work.



Read about Elekta employees driving our sustainability agenda at elekta.com

Social, cont.

Consumers and end-users

Management of material topics

Quality and safety in all products and offerings are a top priority for Elekta to ensure patient safety at all times. The aim is to meet the highest possible safety standards for all products, for customers and patients, as well as for the company's own installation and service employees. Our products are developed, manufactured, marketed, sold, and serviced in accordance with quality-controlled processes.

As a medical device manufacturer, Elekta must comply with strict and comprehensive international legal requirements and product safety standards. The function Product Quality & Service is specialized to improve and monitor product quality. Elekta is certified according to ISO 13485. Requirements in national regulations are implemented as applicable in concerned procedures, such as the requirement of reporting incidents and recalls. Quality management systems are reviewed by both internal and third-party auditors and certified by external regulatory bodies and authorities that conduct regular inspections.

Data privacy is managed by Elekta's Global Data Privacy organization. The organization uses a GDPR+ methodology whereby the default approach is GDPR compliance and adjustments are made to this approach based on specific country-by-country requirements.

Workers in the value Chain

Management of material topics

Elekta sources materials and components from suppliers across the world. Through its interactions, Elekta contributes to job creation locally but acknowledges that it may also have impacts on people and human rights in the supply chain, and actively works to mitigate any negative impact.

Elekta is committed to respecting human rights as outlined in our People & Human Rights Policy and our Code of Conduct. Elekta also applies a Supplier Code of Conduct, which puts detailed human and labor rights requirements on our suppliers. The Supplier Code is based on internationally established human rights enshrined in the International Bill of Human Rights, as well as fundamental rights at work and international labor standards enshrined in the Core Conventions of the International Labour Organization (ILO). It also covers sourcing of conflict minerals, business ethics, and environmental protection and requires our suppliers to demand the same of their suppliers.

Most of our suppliers of direct materials do not operate in countries with known human rights issues. Such impacts may be located further upstream in our supply chain, where there may be risks regarding excessive overtime, lack of freedom of association, forced labor or wages below the living wage.

Some of our products contain minerals such as cobalt and tungsten, which are often mined in high-risk or conflict-affected areas where there might be modern slavery-like working conditions connected to their extraction. We are members of the Responsible Minerals Initiative and are working with them to trace the sources of minerals in our products, ensuring the minerals are extracted under verified working conditions. In 2023/24, all suppliers of products with tungsten that used smelters were validated by the Responsible Minerals Initiative. All suppliers of cobalt have signed Elekta's Suppliers Code of Conduct or equivalent. Elekta is using minor quantities of tantalum, tin and gold.

Elekta's Sustainable Sourcing Program (SSP), covering both direct and indirect suppliers and all business lines, is an ESG due diligence and assessment program. The program covers a range of sustainability requirements and aims to identify and mitigate any nonconformances with Elekta's Supplier Code of Conduct, and to expand Elekta's understanding of supply chain ESG impacts. SSP is managed by the Sustainable Sourcing Forum which includes procurement directors and Compliance representatives.

Elekta categorizes procurement activities into either direct or indirect sourcing. In 2023/24, direct procurement performed 29 supplier ESG assessments in the SSP. The assessment process does not constitute a full audit. During the assessments, 33 observations were made. Elekta has reported the findings to the suppliers and requested corrective actions, where required. None of the findings were classified as high risk. No supplier commercial contracts have been terminated, and we continue to engage with the suppliers to collaborate across the supply chain. (In Elekta's traditional supplier audit process, ESG questions are occasionally covered and not accounted for in this reporting.)

Elekta acknowledges increasing requirements on due diligence and reducing negative impacts across the value chain and is aiming to further develop its processes across its supply chain. During 2023/24, Elekta has purchased a third-party tool to enable us to assess the ESG performance of our key suppliers. The SSP has also developed a plan to meet Elekta's target of having 45 percent of our suppliers by emissions signed up to science based targets. 47 of our suppliers that are responsible for a high level of emissions participated in webinars with the SSP team and Elekta's Group Sustainability Director.

The supplier engagement process is one of continuous improvement and Elekta acknowledges that all suppliers are at different maturity levels. Elekta's approach is to establish an environment of openness, collaboration and transparency.

Social, cont.

Targets and progress

	Targets	Progress 2023/24	Next steps / Target update
Access to health-care	Increase the installed base by 825 linacs in underserved markets by April 30, 2025, compared to April 30, 2020.	On track. **215** linacs installed in underserved markets during 2023/24. Total accumulated number of linacs added from baseline: 720 linacs. Further information on **page 7**.	Target retained.
Own workforce	Increase eNPS (employer net promoter score) to 34 by 2024/25. The eNPS measures employees' willingness to recommend the organization as an employer to others, with a scoring range from a low of -100 to a high of +100.	Not on track. eNPS 10.	Target retained.
	Reduce voluntary attrition rate to 7.5% by 2023/24.	Target achieved. Voluntary attrition currently at 5.29%.	Updated target: 7–8% voluntary attrition.
	Improve overall employee experience based on results from individual employee and team discussions, comprehensive or pulse surveys and other dialogue forums.	Overall high scores in annual employee survey compared to benchmark although with a slight decline compared to previous year.	Quarterly Pulse Surveys are being implemented to replace the Annual Employee Surveys. This change aims to allow for more frequent and timely follow-ups on employee satisfaction.
	Increase the female/underrepresented gender representation in critical business positions to 30% by 2023/24.	Not achieved. 25.53% in business critical positions.	New D&I targets to be defined and approved during 2024.
	Implement, assess and review gender pay gap reviews in our larger sites globally in a meaningful way.	Target achieved. Gender pay gap reviewed for China, Netherlands, Sweden, UK and U.S. Gender pay gap currently at 1%.	Gender pay gap to be regularly reviewed.
	Diversity & Inclusion strategy, including ambition to be included in annual report 2023/24.	Target achieved.	D&I Strategy as part of People Strategy approved by BoD in November 2023. New D&I targets to be defined and approved during 2024.
Supply chain	The Sustainable Sourcing Program (SSP) plans to engage 45% of our suppliers by emissions to also sign up to Science Based Targets (SBTs).	Webinars were held with 47 of our highest emitting suppliers in which we presented the expectation and benefits of signing up to SBTs. We now have 10% of our suppliers by emissions signed up to SBTs.	Continue to engage with our suppliers to drive further increases in those signing up to SBTs.
	Establish improved methodology to assess and manage the ESG performance of our key suppliers.	Following a selection process, the SSP has contracted with a provider on the basis of robustness of methodology and supply base coverage. Work is ongoing to build this tool into our procedures to enable ESG assessment are carried out for our critical suppliers.	Finalize the new processes and implement, including training for procurement personnel.
	All suppliers of products with tungsten-used smelters should be validated by the Responsible Minerals Initiative. All suppliers of cobalt have signed Elekta's Suppliers Code of Conduct or equivalent. Elekta is using minor quantities of tantalum, tin and gold.	Achieved.	Maintain level of conformance and improve data quality on supplier processes.

Social, cont.

Results 2023/24

Total number of employees by employment contract (permanent and temporary), by region

	2023/24		
	Permanent contract	Temporary contract	Total
Europe	2,211	20	2231
North America	913	1	914
China	344	394	738
Middle East, Africa and India	324		324
Asia Pacific	249		249
Japan	136	7	143
South America	116	3	119
Total	**4,293**	**425**	**4,718**

	2022/23		
	Permanent contract	Temporary contract	Total
Europe	2,124	51	2,175
North America	894	9	903
China	315	401	716
Middle East, Africa and India	291	2	293
Asia Pacific	191	2	193
Japan	129	7	136
South America	116	8	124
Total	**4,060**	**480**	**4,540**

Total number of employees by employment contract (permanent and temporary), by gender

	2023/24		
	Permanent contract	Temporary contract	Total
Women	1,265	142	1,407
Men	2,959	278	3,237
Non binary	2		2
Non-categorized	67	5	72
Total	**4,293**	**425**	**4,718**

	2022/23		
	Permanent contract	Temporary contract	Total
Women	1,181	160	1,341
Men	2,752	307	3,059
Non binary	1	0	1
Non-categorized	126	13	139
Total	**4,060**	**480**	**4,540**

Total number of employees by employment type (full-time and part-time), by gender

	2023/24		
	Full-time	Part-time	Total
Women	1,340	67	1,407
Men	3,171	66	3,237
Non binary	2		2
Non-categorized	71	1	72
Total	**4,584**	**134**	**4,718**

	2022/23		
	Full-time	Part-time	Total
Women	1,275	66	1,341
Men	2,986	73	3,059
Non binary	1	0	1
Non-categorized	132	7	139
Total	**4,394**	**146**	**4,540**

Diversity of governance bodies and employees in regards to gender, %

	2023/24		2022/23	
	Men	Women	Men	Women
Board of Directors	50.0	50.0	50.0	50.0
Executive Management	85.7	14.3	90.9	9.1
All employees[1)]	68.6	29.9	67.4	29.5

[1)] <2% of employees are not categorized.

Social, cont.

Diversity of governance bodies and employees in regards to age, %

	2023/24			
	<31 years	31–50 years	>50	No age recorded
Board of Directors	0	12.5	87.5	0
Executive Management	0	57.1	42.9	0
All employees	9.7	62.6	26.2	1.5
	2022/23			
	<31 years	31–50 years	>50	No age recorded
Board of Directors	0	12.5	87.5	0
Executive Management	0	36.4	63.6	0
All employees	10.2	61.6	25.2	3.0

Gender pay gaps 2023/24

Location	Gender Pay Gap
The Netherlands	13%
Sweden	6%
United Kingdom	2%
United States	1%
China	0%

eNPS (Employee Net Promoter Score)

	2023/24	2022/23	2021/22
eNPS	10	12	28

Incidents of discrimination

	2023/24	2022/23	2021/22
Discrimination incidents	3, all resolved	3, all resolved	9, all resolved

Workplace incidents of lost time

	2023/24	2022/23	2021/22
Workplace incidents of lost time[1]	0	0	4

[1] Manufacturing sites in UK and China .

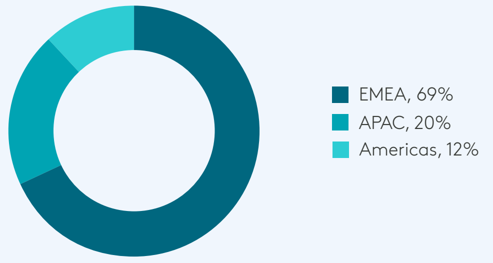
Customers and end-users

- Investigation of potential privacy-related issues, none of which arose as a result of complaints.
- Elekta has not been subject to any significant fines or non-monetary sanctions for noncompliance with data privacy laws and no privacy-related cases were reported through the Elekta Integrity Line during 2023/24. For more information about the Elekta Integrity Line, see **page 91**.

Supplier assessments

- 29 supplier ESG assessments completed.
- Webinars held with 47 of our suppliers that are responsible for a high level of emissions to persuade them to sign up to Science Based Targets initiative.
- The proportion of our suppliers signed up to Science Based Targets initiative has reached 10 percent.
- Procured an assessment tool to automate the ESG assessment of a large proportion of our existing supply base.

Supply chain expenditure, 2023/24



Calculation methodology

Gender pay gap
Gender pay gap is calculated by dividing the average salary of men by the average salary of women and subtracting one. The gender pay gap reflects the pay gap across the organization and is not adjusted for differences such as managerial levels and years of work experience.

Note G

Governance

Highlights 2023/24

Updated annual compliance training to all employees, with completion rate of

87%

Risk assessment strategy executed according to plan and further assessment completed to identify topical and regional risks.

Business conduct

Management of material topics

In Elekta's ambition to drive access to healthcare worldwide, we are committed to making it a top priority to combat corruption and other unethical business behavior, which can be detrimental to sustainable development of societies, the economy and human rights.

In all transactions dealing with the sale of our solutions and services, Elekta employees are dedicated to ensuring compliance with laws and regulations and strive to work closely with regulating bodies. Our fundamental responsibility is to provide safe and effective products for customers and patients. Everyone working for or on behalf of Elekta must follow all applicable laws and regulations pertaining to interactions with government officials and healthcare professionals.

We implement effective compliance and integrity programs with emphasis on values and behavior, and our work is anchored in our Corporate Compliance Policy. We are building a culture of ethical business conduct by establishing expectations for individual behavior across the organization and by embedding compliance into our business processes. The work is guided by our eight-point compliance program, focusing on high-risk legal areas in anti-bribery and corruption, competition law and trade compliance. The program is based on best practices defined by leading enforcement agencies that have been tailored to suit Elekta's needs, risks and challenges. The compliance strategy and compliance program are continuously developed to ensure most relevant risks and requirements are adequately addressed.

Elekta's approach to taxes

Our sustainability agenda is committed to fostering a business that thrives in the long-term, which in turn, amplifies our positive social impact. Central to this commitment is our role as a conscious taxpayer, a cornerstone of corporate sustainability. Elekta's approach to taxes and its tax governance model is determined by our tax strategy, which is reviewed and approved annually by Elekta's Board of Directors. In light of the fact that one of the key contributions a company makes to a sustainable society consists of the taxes it pays, Elekta believes in being transparent relating to its tax affairs. In an effort to increase its transparency on its approach to taxes and its tax governance model, Elekta has, as of 2023, elected to apply the GRI 207 tax standard for sustainability reporting purposes. Even though Elekta has included tax-related information in its previous sustainability reporting, additional information was needed in order for Elekta to be GRI 207 aligned. This means that Elekta will disclose the information required under the GRI 207 tax standard.

Our approach to taxes

The tax strategy is summarized in this annual report and its purpose is to ensure the connection between our tax strategy and our business strategies is well-articulated, demonstrating how our tax objectives are aligned with Elekta's overall business objectives. This alignment is achieved by analyzing the business objectives from a tax perspective. The result of this analysis is what determines our key tax objectives: managing tax compliance, managing and optimizing the effective tax rate, managing tax risk through good tax governance, and engaging with tax authorities in an open and transparent way. Elekta's tax affairs are managed to consider our stakeholders' demands, wider corporate responsibility, reputation, and to retain high standards of governance, ethics, and values.

Furthermore, the alignment of our tax strategy with our sustainability goals is also described, showcasing our commitment to responsible business practices: compliance with our legal obligation to pay the correct amount of tax due in relation to our business activities and model, not engaging in any tax planning that may harm Elekta's business operations, reputation, or stakeholders, and operating within the letter as well as the spirit of the law.

Our tax governance model

In order to ensure that the tax objectives are achieved, we have implemented a tax governance model which is centered around our Group Tax Policy. The Group Tax Policy applies to all Group companies, and focuses on management of corporation tax, which includes all taxes due based on a transactional basis, as well as on the company's taxable result, considering both Transfer Pricing aspects and indirect taxes such as VAT/Sales Tax/GST.

Governance, cont.

For the Head of Tax to have oversight of other tax-related issues, separate policies exist to identify and address these issues. Moreover, external tax advisors are consulted on a recurring basis in order for the Head of Tax to be apprised of regulatory developments relating to taxes. When appropriate, or if necessary, Elekta collaborates with various tax administrations in order to get a better understanding of their view on a specific tax issue. Moreover, we also engage in lobbying activities for the purpose of achieving greater certainty regarding complicated tax issues that might directly or indirectly affect our business operations.

The tax risk management procedures outlined in our Group Tax Policy are based on a tax risk evaluation process, which includes engaging with Elekta's internal and external stakeholders to analyze their demands and the effect these have on our tax objectives. This enables Elekta to define and apply a tax control framework that identifies our key tax risks, what triggers them, the risk-mitigating activities, and the roles and responsibilities of the individuals affected. We adhere to a robust tax governance framework, which ensures centralized storage of tax returns, with optional reviews performed by external auditors and reported to the Head of Tax. Additionally, all Elekta companies conduct annual compliance reporting, affirming adherence to local reporting standards and punctual submission of tax returns and information. Elekta's Group tax function is also responsible for initiating the monitoring and validation processes through which all Group companies' adherence to the Group Tax Policy is ensured and evaluated. All material issues and key regulatory or operational updates relating to the Group Tax Policy are reported to the Tax Committee and where appropriate the Audit Committee and/or Board of Directors on a continuous and recurring basis. The Head of Tax also provides the Tax Committee with quarterly updates on the Group's tax position.

Our tax-related data

In line with our commitment to transparency, we openly disclose operating results, assets, and tax costs in the countries where we operate. In addition, and in line with the requirement of GRI 207-4, the table on **page 99** contains financial, economic, and tax-related information for each jurisdiction in which the Elekta operates.

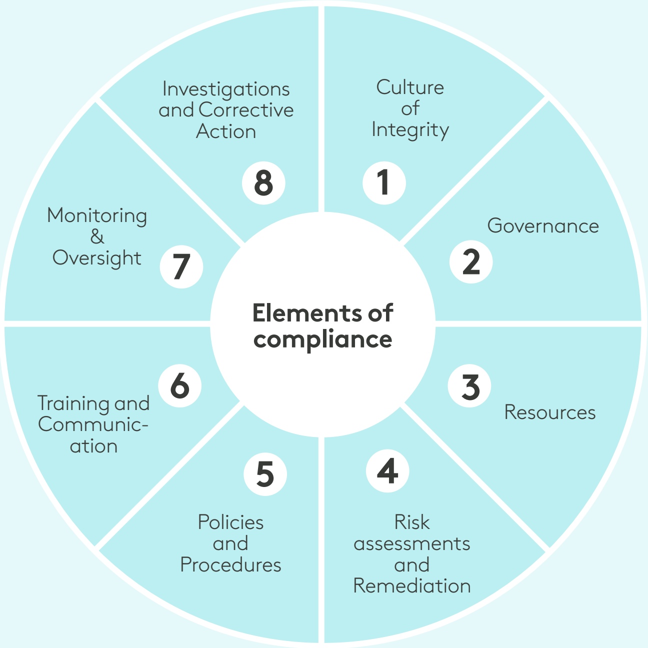
As is depicted in the table on **page 99**, for all jurisdictions there is a difference between the actual Effective Tax Rate and the standard CIT rate for that jurisdiction. For the absolute majority of jurisdictions, the main reason behind this difference is that it is the requirement to treat certain items of income or expenditure on a different timing basis for tax purposes compared to accounting, in these situations, deferred tax has been recognized in the annual report in accordance with IAS12. Other similar reasons include, that a jurisdiction is allowed to decrease the taxable result by using historical losses incurred. This type of off-setting is implemented in most countries' tax legislation and is commonly applied by all taxpayers.

Moreover, in approximately 65% of the countries the difference between Elekta's Effective Tax Rate and the standard CIT rate is positive, i.e. the Effective Tax Rate exceeds the standard CIT rate. In most cases, this is caused by Elekta treating certain costs as non-deductible for tax purposes.

Read about Elekta employees driving our sustainability agenda at elekta.com

Governance, cont.

Elekta's compliance program



1. Culture of Integrity

The responsibility for implementing an effective compliance program ultimately rests with the Board of Directors. At least four times a year, the Global Head of Compliance reports to the Board's Audit Committee on risks, programs, and ongoing issues and investigations. For more information on the Compliance function and its interaction with the Board, see the Corporate Governance report on **page 116**.

Since the building of a compliance culture starts at the top, the CEO and the entire senior management team are leading by example, and demonstrating through behavior and communication that all employees are expected to act according to the highest ethical standards.

2 and 3. Governance and Resources

The Board of Directors has given the EVP & General Counsel, as the head of the compliance function, autonomy and resources for the day-to-day management of the compliance program that oversees the high-risk legal areas: anti-bribery and corruption; competition law; and trade compliance. These resources include one VP Global Head of Compliance, regional Compliance Officers and two dedicated Global Trade Compliance Officers.

4. Risk assessments and Remediation

Our Compliance program is continuously developed and improved based on findings from systematic risk assessments where high-risk geographies with strategic importance to Elekta are prioritized. The aim of the assessments is to identify any gaps our compliance program might have in a specific region and to implement mitigation measures where needed. The assessments are conducted through interviews with the relevant regional management and include a comprehensive risk identification process that covers the typical risk categories of country-, sector-, transaction-, business opportunity- and business partner risks as well as research into external sources and findings from internal audits.

5. Policies and Procedures

Our Code of Conduct and the Corporate Compliance Policy are cornerstone documents for building and maintaining a culture of compliance. The Code of Conduct is available in 12 languages and is further supported by several policies from the Board of Directors and the President and CEO. The global policy framework is annually reviewed and updated.

The Corporate Compliance Policy provides guidance to employees and business partners, primarily in various interactions with healthcare providers and professionals. Where needed due to a higher identified risk, the policy is supplemented by more detailed local guidelines.

6. Training and Communication

Compliance training is essential in ensuring that our Code of Conduct and other policies are used and adhered to, and we strive to provide continuous training for both employees and business partners. The training is designed to be engaging and uses real-life scenarios that are relevant for day-to-day decision-making.

To provide easily available hands-on guidance on the main corporate policies, training videos on different topics are included in the mandatory Code of Conduct training. New employees are introduced to the Code of Conduct and Compliance requirements during their orientation program.

7. Monitoring & Oversight

The effectiveness of the Compliance program is ensured through continuous monitoring and risk assessments that make sure our policies and procedures are adequate to mitigate potential compliance risks and globally adhered to. Findings from monitoring and risk assessments are used to improve both local and global programs. Internal adherence is ensured through the inclusion of relevant compliance-specific questions in the Internal Controls Framework and systematic monitoring of compliance processes.

8. Investigations and Corrective Action

We aim to create a culture where everyone feels free and safe to raise compliance-related issues. To facilitate anonymous reporting for all stakeholders, internal and external, we have an established global whistleblower process and a reporting tool, the "Elekta Integrity Line", which is available in all applicable languages. All reported cases are checked internally by the Compliance function, the EVP & General Counsel, and regularly reported to the Audit Committee of the Board of Directors. Each case is followed up to the extent feasible, and appropriate remediation measures are taken. Root cause assessments are part of the case management process. The aim is to detect and prevent similar misconduct and to test whether the existing controls were adequately designed to mitigate the risk.

Targets and progress

Targets	Progress 2023/24	Next steps/Target update
Results from risk assessment will be used during 2023/24 to prioritize risk areas.	Risk assessment strategy executed according to plan and further assessment completed to identify topical and regional risks.	Execute on Risk Assessment mitigation plan and adjust Compliance Program where needed to respond to heightened risks areas.
Rollout of new hire on-boarding training, annual refresher training and "customer facing training" (comprehensive compliance training to the commercial organization) planned in 2023/24.	Mandatory compliance training included in new hire on-boarding material and physical trainings provided in Regions with Compliance presence. Updated annual compliance training deployed to all employees (with more than 87 percent completion rate) and customized comprehensive compliance training launched the commercial organization.	Continue to update and deploy annual compliance training to all employees. Deploy a customized compliance training to all external Elekta representatives.
Next steps of the monitoring program to be established in 2023/2024.	Compliance monitoring embedded in third party management through continuous automatic monitoring of Elekta distributors.	Include compliance controls and monitoring in other business processes on a transactional level, including supplier engagement and marketing activities.
Continue to promote a culture of business ethics during 2023/24 by developing the Compliance Ambassador program. The goal is to have ambassadors in all regions.	Compliance Ambassador program launched with Ambassadors in all regions and most countries with Elekta offices. Quarterly meetings held to increase awareness and engage Ambassadors in Compliance activities.	Continue to promote a culture of business ethics through compliance communications by Executive Management on a global and regional level.

Results 2023/24

Elekta has not had any significant instances of noncompliance with laws and regulations during 2023/24. There were no confirmed incidents of corruption, and no legal actions for anti-competitive behavior, anti-trust, and/or monopoly practices. In 2023/24, 21 cases were reported, either through the Integrity Line or a special e-mail address directly to Compliance.

Sustainability report source references

1) Yap et al 2016; Journal of Global Oncology; Global access to radiotherapy: Have we made progress during the past decade?; https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5497622/
2) For example Redondo-Sánchez et al 2022; Cancers; Socio-economic inequalities in lung cancer outcomes: an overview of systematic reviews; https://www.mdpi.com/2072-6694/14/2/398, and Karanth et al 2019; JNCI Cancer Spectrum; Race, socioeconomic status, and health-care access disparities in ovarian cancer treatment and mortality: systematic review and meta-analysis; https://academic.oup.com/jncics/article/3/4/pkz084/5584201?login=false
3) Intergovernmental Panel on Climate Change 2023; https://www.ipcc.ch/report/sixth-assessment-report-cycle/
4) Watts et al 2021; The Lancet; The 2020 report of The Lancet Countdown on health and climate change: responding to converging crises; https://www.thelancet.com/article/S0140-6736(20)32290-X/fulltext
5) GLOBOCAN 2020, https://gco.iarc.fr/today/home
6) Sung et al 2021; CA: A cancer journal for clinicians; Global cancer statistics 2020: GLOBOSCAN estimates of incidence and mortality worldwide for 36 cancers in 185 countries; https://acsjournals.onlinelibrary.wiley.com/doi/full/10.3322/caac.21660
7) Atun et al 2015; Lancet Oncology; Expanding global access to radiotherapy; https://pubmed.ncbi.nlm.nih.gov/26419354/
8) U4 Anti-Corruption Resource Centre 2020; https://www.u4.no/publications/health-sector-corruption
9) For example, Hanf et al 2011; PLOS ONE; Corruption Kills: Estimating the Global Impact of Corruption on Children Deaths; https://www.researchgate.net/publication/51786695_Corruption_Kills_Estimating_the_Global_Impact_of_Corruption_on_Children_Deaths; or Glynn 2022; Front Public Health; Corruption in the health sector: A problem in need of a systems-thinking approach; https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9449116/

GRI content index

Statement of use

Elekta has reported in accordance with the GRI Standards for the period May 1, 2023 – April 30, 2024.

GRI Standard/Other source	Disclosure	Location	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
GRI 1: FOUNDATION 2021					
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-1 Organizational details	21			
	2-2 Entities included in the organization's sustainability reporting	101			
	2-3 Reporting period, frequency and contact point	101			
	2-4 Restatements of information	101			
	2-5 External assurance	101			
	2-6 Activities, value chain and other business relationships	10–11			
	2-7 Employees	87	Non-guaranteed hours employees	Not applicable	The share of these employees is negligible in relation to total employees.
	2-8 Workers who are not employees		Workers who are not employees	Information unavailable/ incomplete	Elekta does not have information on other workers than the ones employed by the Group.
	2-9 Governance structure and composition	110–117, 121–124			
	2-10 Nomination and selection of the highest governance body	112			
	2-11 Chair of the highest governance body	121			
	2-12 Role of the highest governance body in overseeing the management of impacts	75, 113–114			
	2-13 Delegation of responsibility for managing impacts	75			
	2-14 Role of the highest governance body in sustainability reporting	75, 113–114			
	2-15 Conflicts of interest	113			
	2-16 Communication of critical concerns	91			
	2-17 Collective knowledge of the highest governance body	75			
	2-18 Evaluation of the performance of the highest governance body	112–113, 117			
	2-19 Remuneration policies	28–29, 115, 126–127			
	2-20 Process to determine remuneration	115, 126–127			
	2-21 Annual total compensation ratio	50–52, 127			
	2-22 Statement on sustainable development strategy	6			
	2-23 Policy commitments	17, 77, 82, 89, 91			
	2-24 Embedding policy commitments	75, 91			
	2-25 Processes to remediate negative impacts	75, 91			
	2-26 Mechanisms for seeking advice and raising concerns	91			
	2-27 Compliance with laws and regulations	91			
	2-28 Membership associations	75			
	2-29 Approach to stakeholder engagement	76			
	2-30 Collective bargaining agreements	85			

GRI content index, cont.

			Omission		
GRI Standard/Other source	Disclosure	Location	Requirement(s) omitted	Reason	Explanation
MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	76			
	3-2 List of material topics	76			
Anti-corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 89, 91			
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	92			
Anti-competitive behavior					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 89, 91			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	92			
Trade compliance					
GRI 3: Material Topics 2021	3-3 Management of material topics	89, 91			
Materials					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 78			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	80			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	77–80			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	80			
	302-3 Energy intensity	80			
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 77			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	80			
	305-2 Energy indirect (Scope 2) GHG emissions	80			
	305-3 Other indirect (Scope 3) GHG emissions	80			
	305-4 GHG emissions intensity	80			
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 78			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	80			
	306-2 Management of significant waste-related impacts	80			
	306-3 Waste generated	80			
	306-4 Waste diverted from disposal	80			
	306-5 Waste directed to disposal	80			
Supplier environmental assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 78, 88			
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	85–86			
Access to health care					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 82			
Innovation and R&D					
GRI 3: Material Topics 2021	3-3 Management of material topics	12–14, 75, 82			

GRI content index, cont.

GRI Standard/Other source	Disclosure	Location	Omission: Requirement(s) omitted	Omission: Reason	Omission: Explanation
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	15, 75, 83–84			
Company specific disclosure	Employee engagement and eNPS	88			
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	15, 75, 83–84			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	84			
	403-2 Hazard identification, risk assessment, and incident investigation	84			
	403-3 Occupational health services	84			
	403-4 Worker participation, consultation, and communication on occupational health and safety	84			
	403-5 Worker training on occupational health and safety	84			
	403-6 Promotion of worker health	84			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	84			
Company specific disclosure	Number of recorded incidents	88			
Company specific disclosure	Number of lost time cases	88			
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 83–84			
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	83			
	404-3 Percentage of employees receiving regular performance and career development reviews	83			
Diversity and inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 83			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	88			
	405-2 Ratio of basic salary and remuneration of women to men	88			
Non-discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 84			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	88			
Supplier social assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 85			
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	85–86			
Customer health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	85			
GRI 416: Customer health and safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and service	88			
Customer privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	18, 75, 85			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	88			

EU Taxonomy tables

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2023/24

				Substantial contribution criteria						Criteria regarding DNSH									
Economic activities (1)	Code(s) (2)	Turnover (3)	Proportion of turnover, 2023/24 (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity and eco-systems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity and eco-systems (16)	Minimum safeguards (17)	Taxonomy aligned proportion of turnover, year 2022/23 (18)	Category enabling activity(19)	Category transition activity(20)
		SEK M	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%		
Of which enabling		0	0%	0%	0%	0%	0%	0%	0%								0%	E	
Of which transitional		0	0%														0%		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	0%	0%	0%	0%	0%	0%								0%		
Turnover of Taxonomy eligible activities (A.1 + A.2 = A)		**0**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**	**0%**										
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities (B)		**18,119**	**100%**																
Total (A+B)		**18,119**	**100%**																

	Proportion of turnover/Total turnover	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

EU Taxonomy tables, cont.

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2023/24

Economic activities (1)	Code(s) (2)	CapEx (3)	Proportion of CapEx, 2023/24 (4)	Substantial contribution criteria: Climate change mitigation (5)	Climate change adaption (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity and eco-systems (10)	Criteria regarding DNSH: Climate change mitigation (11)	Climate change adaption (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity and eco-systems (16)	Minimum safeguards (17)	Taxonomy aligned proportion of CapEx, year 2022/23 (18)	Category enabling activity(19)	Category transition activity(20)
		SEK M	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	8.6	0.4%	Y	N	N	N	N	N	Y	Y	Y	Y	Y	Y	Y	0.0%	E	
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.1	0.0%	Y	N	N	N	N	N	Y	Y	Y	Y	Y	Y	Y	0.0%	E	
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**8.7**	**0.4%**	**0.4%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**								**0.0%**		
Of which enabling		8.7	0.4%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%								0.0%	E	
Of which transitional		0.0	0.0%														0.0%		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	25.8	1.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.9%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	52.2	2.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.6%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**78.0**	**3.2%**	**3.2%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**								**1.4%**		
Total (A.1 + A.2 = A)		**86.6**	**3.5%**	**3.5%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**										

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES			
CapEx of Taxonomy-non-eligible activities (B)		**2,370.4**	**96.5%**
Total (A+B)		**2,457**	**100%**

	Proportion of CapEx/Total CapEx: Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.4%	3.5%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

EU Taxonomy tables, cont.

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2023/24

				Substantial contribution criteria						Criteria regarding DNSH									
Economic activities (1)	Code(s) (2)	OpEx (3)	Proportion of OpEx, 2023/24 (4)	Climate change mitigation (5)	Climate change adaption (6)	Water and marine resources (7)	Pollution (8)	Circular economy (9)	Biodiversity and eco-systems (10)	Climate change mitigation (11)	Climate change adaption (12)	Water and marine resources (13)	Pollution (14)	Circular economy (15)	Biodiversity and eco-systems (16)	Minimum safeguards (17)	Taxonomyaligned proportion of OpEx, year 2022/23 (18)	Category enabling activity(19)	Category transition activity(20)
		SEK M	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0.0	0.0%	Y	N	N	N	N	N	Y	Y	Y	Y	Y	Y	Y	0.0%	E	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	8.6	1.4%	Y	N	N	N	N	N	Y	Y	Y	Y	Y	Y	Y	0.0%	E	
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**8.6**	**1.4%**	**1.4%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**0.0%**		
Of which enabling		**8.6**	**1.4%**	**1.4%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**								**0.0%**	E	
Of which transitional		**0.0**	**0.0%**	**0.0%**													**0.0%**		T
A.2 Taxonomy-Eligible but not environmentally sustainable activities																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	25.8	4.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7.4	0.0	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**25.81**	**4.23%**	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%								**0.1%**		
OpEx of Taxonomy eligible activities (A.1 + A.2 = A)		**34.41**	**5.64%**	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%								**0.1%**		

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES			
OpEx of Taxonomy-non-eligible activities (B)		**575.6**	**94.4%**
Total (A+B)		**610**	**100.0%**

	Proportion of OpEx /Total OpEx	
	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	1.4%	5.6%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Tax

FY2023 (MSEK)[1] Jurisdiction	Names of the resident entities	Primary activities	Number of employees	Revenue from 3rd party sales	Revenues from intra-group transactions with other tax jurisdictions	Profit/loss before tax	Tangible assets other than cash and cash equivalents	Corporate income tax paid on cash basis	Corporate income tax accrued on profit/loss	Reasons for differences between income tax accrued and statutory tax rate
AT	Elekta GmbH	Sales, Marketing or Distribution	19	139	8	10	6	6	3	Other
AU	Elekta Pty Limited, Nucletron PTY Ltd.	Sales, Marketing or Distribution	73	328	51	30	37	11	12	Deferred taxes
BE	Elekta S.A./N.V.	Sales, Marketing or Distribution	17	145	21	13	16	5	3	Other
BR	Elekta Medical Systems Comércio e Serviços para Radioterapia Ltda.	Sales, Marketing or Distribution	71	97	14	–56	15	12	16	Deferred taxes
CA	Elekta Ltd.	Product Supply Center	91	420	120	–20	51	0	0	Deferred taxes
CH	Elekta GmbH – Tax jurisdiction DE PE	Sales, Marketing or Distribution	9	39	13	4	0.50	0.47	0.49	Other
CN	Elekta Instrument (Shanghai) Ltd, Elekta Beijing Medical Systems Co., Ltd (EBMS), Shanghai Elekta Oncology Systems Co., Ltd, Elekta (China) investment Co.,Ltd., Elekta (Shanghai) Technology Co., Ltd	Sales, Marketing or Distribution and Product Supply Center	718	1,050	1,724	250	475	21	51	Other
CZ	Elekta Services s.r.o	Sales, Marketing or Distribution	10	99	2	20	1	1	–1	Deferred taxes
DE	Elekta GmbH, CMS GmbH	Sales, Marketing or Distribution and Dormant	111	737	44	45	17	16	24	Deferred taxes
DZ	Elekta SARL	Sales, Marketing or Distribution	9	1	11	3	3	0	1	Non-deductible expenses
EG	Elekta Egypt LLC., ELEKTA TRADE LLC, ELEKTA GENERAL TRADING LLC	Sales, Marketing or Distribution and Holding companies	24	34	5	1	1	0	0.19	Other
ES	Elekta Medical SA	Sales, Marketing or Distribution	62	518	25	47	5	15	11	Other
FI	Kaiku Health Oy	Product Supply Center	105	26	89	–32	3	0	0	Deferred taxes
FR	Elekta S.A.S	Sales, Marketing or Distribution	77	438	71	34	23	–4	7	Other
GB	Elekta Limited, Elekta Holdings Limited, New Nucletron UK Ltd.	Product Supply Center, Holding company and Dormant	802	1,230	4,679	–203	890	–55	0.43	Deferred taxes
GR	Elekta Hellas EPE	Sales, Marketing or Distribution	15	73	7	7	3	1	0	Deferred income/expense
HK	Elekta Asia Ltd., Elekta Limited	Sales, Marketing or Distribution and Holding company	46	710	25	24	23	–7	4	Other
HU	Elekta Services s.r.o. – Tax jurisdiction CZ PE	Sales, Marketing or Distribution	4	48	0	1	0	0.09	0.42	Deferred income/expense
ID	PT Elekta Medical Solutions	Sales, Marketing or Distribution	17	0.27	13	1	0.03	0.25	0.32	Non-deductible expenses
IN	Elekta Medical Systems India Private Limited	Sales, Marketing or Distribution	131	145	101	34	153	5	7	Other
IT	Elekta SpA	Sales, Marketing or Distribution	91	769	21	40	68	–4	12	Other
JP	Elekta KK	Sales, Marketing or Distribution	143	898	0.01	34	91	9	15	Deferred taxes
KR	Elekta Limited	Sales, Marketing or Distribution	28	216	53	9	16	–3	2	Other
MX	Elekta Medical S.A. de C.V.	Sales, Marketing or Distribution	43	388	0.22	6	19	15	15	Non-deductible expenses

[1] The table contains country-by-country reporting ("CbCr") financial data for FY2023 for all countries where Elekta was active during the year.

Tax, cont.

FY2023 (MSEK)[1] Jurisdiction	Names of the resident entities	Primary activities	Number of employees	Revenue from 3rd party sales	Revenues from intra-group transactions with other tax jurisdictions	Profit/loss before tax	Tangible assets other than cash and cash equivalents	Corporate income tax paid on cash basis	Corporate income tax accrued on profit/loss	Reasons for differences between income tax accrued and statutory tax rate
NL	Elekta BV, CMS BV, Nucletron BV, Nucletron Operations BV	Sales, Marketing or Distribution and Product Supply Centers	237	342	1,062	247	392	27	34	Incentives and deferred taxes
NZ	Elekta Pty Limited – Tax jurisdiction AU PE	Sales, Marketing or Distribution	9	129	8	11	13	4	5	Deferred taxes
PH	Elekta Philippines, Inc.	Sales, Marketing or Distribution	10	5	5	4	5	0.19	1	Other
PL	Elekta sp. z o.o., Elekta Business Services Sp. z o. o., Nucletron Poland Sp. z o. o.	Sales, Marketing or Distribution, and Administrative services and dormant company	236	242	119	44	9	11	7	Other
PT	RRTS Unipessoal LDA	Sales, Marketing or Distribution	15	38	12	–1	0.18	1	1	Deferred taxes
RO	Elekta Solutions AB – Tax jurisdiction SE PE, ELEKTA MEDICAL SYSTEMS S.R.L.	Sales, Marketing or Distribution	12	52	20	5	5	1	1	Other
RS	Elekta Solutions doo	Sales, Marketing or Distribution	5	7	1	0.35	1	0.03	0.05	Other
RU	Elekta LLC	Sales, Marketing or Distribution	16	13	15	–2	4	0.01	0	Non-deductible expenses
SE	Elekta Instrument AB, Elekta AB, Leksell Institute AB, Global Medical Investments GMI AB, Elekta Solutions AB	Product Supply Center, Management services, Intra-group financing function, holding companies and dormant company	329	2,570	8,137	49	1,965	28	15	Other
SG	Elekta Pte. Ltd	Sales, Marketing or Distribution	34	59	44	4	6	0	0	Deferred taxes
SK	Elekta Services s.r.o. – Tax jurisdiction CZ PE, Elekta s.r.o.	Sales, Marketing or Distribution	1	36	0.03	1	0	0.08	0.03	Other
TR	Elekta Medikal Sistemler Tic. A.S.	Sales, Marketing or Distribution	74	378	32	96	24	5	7	Deferred taxes
US	Elekta Inc., Elekta Holdings US Inc., Precision Therapy International, Inc., Gamma Knife Ventures Inc., GKV San Diego Inc., GKV Investments Inc., GKV Manila, IMPAC Medical Systems, Inc., IMPAC Global Systems, Inc.	Product Supply Center and Holding companies	858	3,930	1,763	831	349	164	246	Other
VN	Elekta Company Limited	Sales, Marketing or Distribution	15	–0.46	8	0.37	0.31	0.20	0.12	Deferred taxes
ZA	Elekta (Pty) Ltd	Sales, Marketing or Distribution	21	125	2	23	9	4	6	Other
Total			**4,588**	**16,474**	**18,324**[2]	**1,613**[3]	**4,699**[3]	**289**	**511**	–

[1] The table contains country-by-country reporting ("CbCr") financial data for FY2023 for all countries where Elekta was active during the year.

[2] The CbCr data presents a deviation from the data included in the annual report for FY23, the reason being that the CbCr data also includes interest payments and foreign exchange effects.

[3] The CbCr data presents a deviation from the data included in the annual report for FY23, the reason being that the CbCr data does not include any top side adjustments.

Auditor's report on the statutory sustainability statement

To the general meeting of the shareholders of Elekta AB (publ), corporate identity number 556170-4015.

Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability statement for the year 2023-05-01 – 2024-04-30 on **pages 17–18 and 75–100** and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 *The auditor's opinion regarding the statutory sustainability statement*. This means that our examination of the statutory sustainability report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

We believe that the examination has provided us with sufficient basis for our opinions.

Opinion

A statutory sustainability statement has been prepared.

Stockholm, July 5, 2024
Ernst & Young AB

Signature on original auditors' report in Swedish[1]

Rickard Andersson
Authorized Public Accountant

[1] This is a translation of the original auditor's report in Swedish. In the event of any differences between the translation and the original statement in Swedish, the Swedish version shall prevail.

About the sustainability report

This sustainability report covers the fiscal year 2023/24 (May 1, 2023 – April 30, 2024). Elekta publishes a sustainability report annually. Last year's report was published on July 7, 2023. Restatements on emissions have been conducted.

The report covers all Elekta's fully-owned subsidiaries. See **Note 21** for details about Elekta's subsidiaries.

This report has been prepared in accordance with GRI Standards 2021.

Questions or comments?

We would like to hear from you.
Please email us at Sustainability@elekta.com

Statutory Sustainability Report

This report has been prepared in accordance with the Swedish Annual Accounts Act. Please refer to the table below for page references.

	Pages
Business model	10–11
Environmental matters	17–18, 77–80
Social matters and employees	17–18, 82–88
Human rights	17–18, 85–86
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Definitions

Average number of employees
Total annual number of paid working hours in relation to number of standard working hours per year.

Compound annual growth rate (CAGR)
The mean annual growth rate over a specified period of time longer than a year.

Capital employed
Total assets less interest-free liabilities.

Capital turnover ratio
Net sales in relation to average total assets.[1)]

Cash flow per share
Cash flow after investments in relation to the weighted average number of shares.

Contribution margin per region
Net sales less cost of products sold and expenses directly attributable to the respective region.

Days sales outstanding (DSO)
The total of accounts receivables and accrued income less advances from customers and prepaid income in relation to twelve months rolling net sales divided by 365.

Earnings per share (EPS)
Net income attributable to Parent Company shareholders in relation to the weighted average number of shares (excluding treasury shares).

EBIT
Earnings before interest and taxes. Also called operating income.

EBITDA
Operating income plus depreciation and amortization.

Equity/assets ratio
Total equity in relation to total assets.

Gross order intake
Order intake during a period.

Interest cover ratio
EBITDA in relation to interest expenses (excl. interest expenses lease liabilities).

Items affecting comparability
Events or transactions with significant financial effect, which are relevant for understanding the financial performance when comparing income for the current period with previous period, including restructuring programs, expenses relating to major legal disputes, impairments and gains and losses for acquisitions or disposals of subsidiaries.

Net debt
Interest-bearing liabilities (excl. lease liabilities) less cash and cash equivalents.

Net Debt/EBITDA ratio
Net debt in relation to EBITDA.

Net order intake
Order intake during a period adjusted for cancellations, removals of orders and currency effects.

Operational cash conversion
Cash flow from operating activities in relation to EBITDA.

Operating margin
Operating income (EBIT) in relation to net sales.

Profit margin
Income after financial items in relation to net sales.

Return on capital employed
Income after financial items plus financial expenses in relation to average capital employed.[1)]

Return on shareholders' equity
Net income attributable to Parent Company shareholders in relation to average shareholders' equity excluding non-controlling interests.[1)]

Shareholders' equity per share
Shareholders' equity excluding non-controlling interests in relation to the number of shares at year-end (excluding treasury shares).

Value added per employee
Operating income plus salaries, other remuneration and social security costs and cost of incentive programs in relation to average number of employees.

Working capital
Short-term interest-free assets less short-term interest-free liabilities, excluding current tax and derivatives.

[1)] Average based on the last five quarters.

Alternative performance measures

Reconciliation of non-IFRS measures

Alternative Performance Measures (APMs) are measures and key figures that Elekta's management and other stakeholders use when managing and analyzing Elekta's business performance. These measures are not substitutes, but rather supplements to financial reporting measures prepared in accordance with IFRS. Key figures and other APM:s used by Elekta are defined on **page 102**. See below for comments on how APM:s are used by Elekta and, when applicable, reconciliations to the IFRS financial statements.

Gross order intake

Gross order intake represents the new orders that have been booked during the period and this is in line with industry peers.

Net order intake

Up until 2015/16 Elekta reported net order intake. The difference between gross and net order intake are backlog adjustments and currency effects.

Order backlog

Order backlog represents all orders that have been booked but not yet revenue recognized. Elekta follows the maturity profile of the order backlog when forecasting revenue.

Order and sales growth based on constant exchange rates

Elekta's order intake and sales are, to a large extent, reported in subsidiaries with other functional currencies than SEK, which is the group reporting currency.

In order to present order and sales growth on a more comparable basis and to show the impact of currency fluctuations, order and sales growth based on constant exchange rates are presented.

The schedules present growth based on constant exchange rates reconciled to the total growth reported in accordance with IFRS.

Change gross order intake

	Americas		EMEA		APAC		Total	
	%	SEK M	%	SEK M	%	SEK M	%	SEK M
2023/24 vs 2022/23								
Change based on constant exchange rates	1	43	–12	–938	–2	–142	–5	–1,036
Currency effects	3	150	6	430	0	9	3	589
Reported change	**3**	**193**	**–7**	**–508**	**–2**	**–132**	**–2**	**–447**
2022/23 vs 2021/22								
Change based on constant exchange rates	–13	–741	–1	–70	10	570	–1	–241
Currency effects	15	826	8	556	11	638	11	2,021
Reported change	**2**	**85**	**7**	**486**	**21**	**1,209**	**10**	**1,780**

Change net sales

	Americas		EMEA		APAC		Total	
	%	SEK M	%	SEK M	%	SEK M	%	SEK M
2023/24 vs 2022/23								
Change based on constant exchange rates	1	70	6	357	8	461	5	887
Currency effects	2	128	5	286	–1	–50	2	363
Reported change	**4**	**197**	**11**	**643**	**7**	**410**	**7**	**1,250**
2022/23 vs 2021/22								
Change based on constant exchange rates	5	228	3	147	5	263	4	639
Currency effects	18	756	8	439	10	489	12	1,683
Reported change	**23**	**984**	**11**	**586**	**15**	**752**	**16**	**2,322**

Change of expenses

	Selling expenses		Administrative expenses		R&D expenses		Change expenses	
	%	SEK M	%	SEK M	%	SEK M	%	SEK M
2023/24 vs 2022/23								
Items affecting comparability	2	29	3	42	1	10	2	82
Change based on constant exchange rates	3	45	0	2	1	16	2	63
Currency effects	1	17	5	60	2	26	2	103
Reported change	**6**	**91**	**8**	**104**	**4**	**52**	**6**	**247**
2022/23 vs 2021/22								
Items affecting comparability	4	53	10	122	5	65	6	241
Change based on constant exchange rates	6	85	1	10	–9	–123	–1	–28
Currency effects	8	110	8	93	8	104	8	306
Reported change	**18**	**248**	**19**	**225**	**3**	**46**	**13**	**519**

Gross income and gross margin

Gross income is the difference between net sales and cost of products sold and is presented on a separate line in the income statement. Gross income as a percentage of net sales represents gross margin. The Gross margin is used by management to review effects on the income statement from factors such as product mix and price development.

EBITDA

EBITDA is used for the calculation of the interest cover ratio and operational cash conversion.

M SEK	2019/20	2020/21	2021/22	2022/23	2023/24
Operating income/EBIT	1,657	1,906	1,643	1,431	2,039
Amortization intangible assets:					
Capitalized development costs	746	685	493	467	519
Assets relating business combinations	119	118	123	143	150
Depreciation	410	401	422	453	468
Impairment	–	–	–	103	13
EBITDA	**2,931**	**3,110**	**2,682**	**2,599**	**3,189**

Items affecting comparability

The classification of revenue or expenses as items affecting comparability is based on management's assessment of the characteristics and also the materiality of the item.

Operating income (EBIT) and operating margin

Operating income or EBIT (earnings before interest and taxes) is part of Elekta's long term financial ambitions. The measure is presented in the income statement as Elekta consider it to provide users of the financial statements with a better understanding of the Group's operating performance from a financial perspective. The operating margin shows the operating income as a percentage of net sales.

Capital employed

Capital employed represents the value of the balance sheet net assets that is the key driver of cash flow and capital required to run the business. It is also used in the calculation of return on capital employed.

SEK M	April 30, 2020	April 30, 2021	April 30, 2022	April 30, 2023	April 30, 2024
Total assets	28,411	24,844	26,303	29,608	31,413
Deferred tax liabilities	–545	–515	–549	–473	–416
Long-term provisions	–235	–224	–215	–237	–236
Other long-term liabilities	–73	–71	–120	–41	–85
Accounts payable	–1,025	–1,016	–1,352	–1,809	–1,550
Advances from customers	–4,103	–3,759	–4,161	–5,011	–4,893
Prepaid income	–2,226	–2,082	–2,342	–2,565	–2,945
Accrued expenses	–1,703	–1,837	–1,901	–1,994	–2,212
Current tax liabilities	–246	–137	–114	–202	–200
Short-term provisions	–179	–174	–149	–189	–148
Derivative financial instruments	–105	–35	–361	–196	–108
Other current liabilities	–501	–559	–429	–490	–595
Capital employed	**17,472**	**14,435**	**14,610**	**16,401**	**18,027**

Return on capital employed

Return on capital employed is a measure of the profitability after taking into account the amount of total capital used unrelated to type of financing. A higher return on capital employed indicates a more efficient use of capital.

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Income after financial items (12 months rolling)	1,454	1,630	1,501	1,198	1,668
Financial expenses (12 months rolling)	266	295	200	310	482
Income after financial items plus financial expenses	**1,720**	**1,924**	**1,702**	**1,508**	**2,150**
Average capital employed (last five quarters)	14,247	15,735	14,638	15,180	17,200
Return on capital employed, %	12	12	12	10	12

Return on shareholders' equity

Return on shareholders' equity measures the return generated on shareholders' capital invested in the company.

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Net income	1,084	1,253	1,154	943	1,302
Average shareholders' equity excluding non-controlling interests (last five quarters)	7,967	8,069	8,515	9,295	10,266
Return on shareholders' equity, %	14	16	14	10	13

Interest cover ratio

The interest coverage ratio shows how much result that is available to pay interest on outstanding debt.

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
EBITDA	2,931	3,110	2,682	2,597	3,189
Interest expenses	163	192	107	147	365
Interest cover ratio, multiple	18.0	16.2	25.1	17.7	8.7

Operational cash conversion

Cash flow is a focus area for management. The operational cash conversion shows the relation between cash flow from operating activities and EBITDA.

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Cash flow from operating activities	1,014	2,551	1,858	1,964	1,317
EBITDA	2,931	3,110	2,682	2,597	3,189
Operational cash conversion, %	35	82	69	76	41

Working capital

In order to optimize cash generation, management focuses on working capital and reducing lead times between orders booked and cash received. A reconciliation of working capital to items in the balance sheet is presented on **page 33**.

Days sales outstanding (DSO)

DSO is used by management to follow the development of overall payment terms to customers, which have significant impact on working capital and cash flow.

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Accounts receivable	3,379	3,281	3,647	3,990	3,877
Accrued income	1,526	1,772	1,796	2,119	2,050
Advances from customers	–4,103	–3,759	–4,161	–5,011	–4,893
Prepaid income	–2,226	–2,082	–2,342	–2,565	–2,945
Net receivable from customers	**–1,424**	**–789**	**–1,060**	**–1,467**	**–1,911**
Net Sales	14,601	13,763	14,548	16,869	18,119
Number of days	365	365	365	365	365
Net sales per day	40	38	40	46	50
Days sales outstanding (DSO)	–36	–21	–27	–32	–38

Net debt and net debt/EBITDA ratio

Net debt is important to understand the financial stability of the company. Net debt and net debt/EBITDA ratio is used by management to track the debt evolvement and to analyze the leverage and refinancing need of the Group.

Net debt

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Long-term interest-bearing liabilities	7,101	3,043	4,099	5,706	4,807
Short-term interest-bearing liabilities	1,001	2,141	510	14	1,122
Cash and cash equivalents and short-term investments	–6,470	–4,411	–3,077	–3,278	–2,779
Net debt	**1,632**	**774**	**1,532**	**2,442**	**3,150**

Net debt/EBITDA ratio

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Net debt	1,632	774	1,532	2,442	3,150
EBITDA	2,931	3,110	2,682	2,597	3,189
Net debt/EBITDA ratio, multiple	0.56	0.25	0.57	0.94	0.99

Equity/assets ratio

The equity/assets ratio gives an indication of the financial flexibility and independence to operate and manage variations in working capital needs as well as to capitalize on business opportunities.

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Shareholders' equity	8,113	8,197	8,916	9,733	10,779
Total assets	28,411	24,844	26,303	29,608	31,413
Equity/assets ratio, %	29	33	34	33	34

Adjusted gross margin

SEK M	2023/24	2022/23
Net sales	18,119	16,869
Cost of products sold	–11,342	–10,520
Gross income	6,777	6,349
Items affecting comparability	26	71
Adjusted gross income	**6,803**	**6,420**
Adjusted gross margin (Adjusted gross income/Net sales)	**38%**	**38%**

Adjusted R&D expenditure of net sales

SEK M	2023/24	2022/23
R&D expenditure	1,404	1,418
R&D items affecting comparability	–10	–49
R&D capitalization	1,331	1,338
R&D amortization	–511	–466
Adjusted R&D Expenditure	**2,214**	**2,241**
Net Sales	18,119	16,869
Adjusted R&D Expenditure of net sales	**12%**	**13%**

Items affecting comparability

SEK M	Americas	EMEA	APAC	Other/ Group-wide	Group total
2023/24					
Personnel related cost	8	7	6	58	80
Impairment	0	0	0	8	8
Other cost	0	1	0	18	19
Total	**8**	**9**	**6**	**83**	**106**
2022/23					
Personnel related cost	43	19	10	126	198
Impairment	35	1	7	61	103
Other cost	0	0	0	11	11
Total	**78**	**20**	**17**	**198**	**312**

Adjusted EBIT

SEK M	Americas	EMEA	APAC	Other/ Group-wide	Group total
2023/24					
Operating Income (EBIT)	2,070	2,014	1,834	–3,879	2,039
Items affecting comparability	8	9	6	83	106
Adjusted EBIT	**2,078**	**2,023**	**1,840**	**–3,795**	**2,145**
2022/23					
Operating Income (EBIT)	2,015	1,981	1,893	–4,457	1,431
Items affecting comparability	78	20	17	198	312
Adjusted EBIT	**2,092**	**2,000**	**1,910**	**–4,259**	**1,743**

Five-year review and key figures

Income statement

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Net sales	**14,601**	**13,763**	**14,548**	**16,869**	**18,119**
Operating expenses excl. amortization and depreciation	–11,670	–10,653	–11,866	–14,364	–14,930
Depreciation	–410	–401	–422	–452	–468
EBITA	**2,521**	**2,709**	**2,259**	**2,052**	**2,721**
Amortization & impairment of intangible assets	–865	–803	–616	–621	–682
EBIT/Operating result	**1,657**	**1,906**	**1,643**	**1,431**	**2,039**
Financial net	–203	–277	–142	–233	–371
Profit before tax	**1,454**	**1,630**	**1,501**	**1,198**	**1,668**
Taxes	–370	–377	–345	–254	–365
Profit for the year	**1,084**	**1,253**	**1,156**	**944**	**1,302**
Attributable to:					
Parent Company shareholders					
Non-controlling interests	1,084	1,254	1,154	943	1,302

Balance sheet

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Intangible assets	9,469	8,779	10,262	11,722	13,336
Right-of-use assets	1,156	954	976	773	1,164
Tangible fixed assets	968	895	953	980	1,062
Financial assets	748	533	615	1,055	1,092
Deferred tax assets	504	436	616	703	801
Inventories	2,748	2,283	2,533	3,070	3,259
Receivables	6,348	6,554	7,271	8,027	7,920
Short-term investments	62	–	–	–	–
Cash and cash equivalents	6,407	4,411	3,077	3,278	2,779
Total assets	**28,411**	**24,844**	**26,303**	**29,608**	**31,413**
Shareholders' equity	8,113	8,196	8,917	9,733	10,779
Interest-bearing liabilities	8,102	5,185	4,610	5,720	5,929
Leasing liabilities	1,256	1,054	1,086	948	1,319
Interest-free liabilities	10,940	10,408	11,692	13,207	13,386
Total shareholders' equity and liabilities	**28,411**	**24,844**	**26,303**	**29,608**	**31,413**

Cash flow

SEK M	2019/20	2020/21	2021/22	2022/23	2023/24
Operating flow	2,526	2,660	1,869	2,114	2,681
Changes in working capital	–1,512	–109	–12	–150	–220
Cash flow from operating activities	**1,014**	**2,551**	**1,858**	**1,964**	**2,461**
Continuous investments	–761	–845	–1,408	–1,564	–1,645
Cash flow after continuous investments	**252**	**1,706**	**450**	**400**	**815**
Short-term investments	–26	52	8	0	–
Acquisition of operations	–511	172	–171	–51	–278
Cash flow from investing activities	**–1,297**	**–621**	**–1,572**	**–1,615**	**–1,923**
Cash flow after investments	**–284**	**1,930**	**286**	**349**	**538**
Cash flow financing activities	2,624	–3,605	–1,796	–129	–1,099
Cash flow for the year	**2,339**	**–1,675**	**–1,509**	**220**	**–562**

Elekta

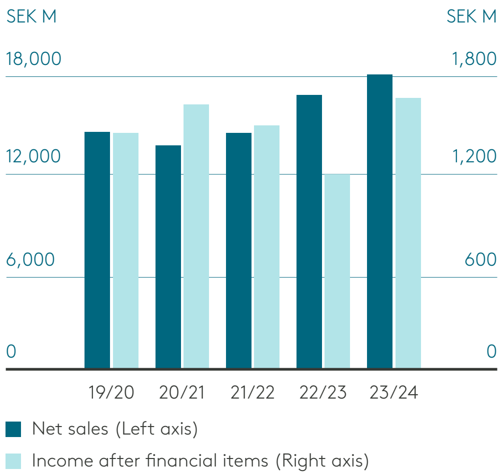
Key figures

	2019/20	2020/21	2021/22	2022/23	**2023/24**
Gross order intake, SEK M	17,735	17,411	18,364	20,143	19,697
Order backlog, SEK M	34,689	33,293	39,656	43,332	44,365
Operating margin, %	11	14	11	9	11
Profit margin, %	10	12	10	7	9
Shareholders' equity, SEK M	8,113	8,197	8,913	9,733	10,774
Capital employed, SEK M	17,472	14,435	14,610	16,401	18,027
Net debt, SEK M	1,632	774	1,532	2,442	3,150
Equity/Assets ratio, %	29	33	34	33	34
Net debt/EBITDA ratio, multiple	1	0	1	1	1
Interest cover ratio, multiple	18.0	16.2	25.1	9.7	8.7
Return on shareholders' equity, %	14	16	14	10	13
Return on capital employed, %	12	12	12	10	12
Investments in tangible and intangible assets, SEK M	762	845	1,408	–1,564	1,644
Depreciation and amortization, SEK M	–1,275	–1,204	–1,039	–1,062	1,136
Operational cash conversion, %	35	82	69	76	77
Average number of employees	4,117	4,194	4,631	4,587	4,607

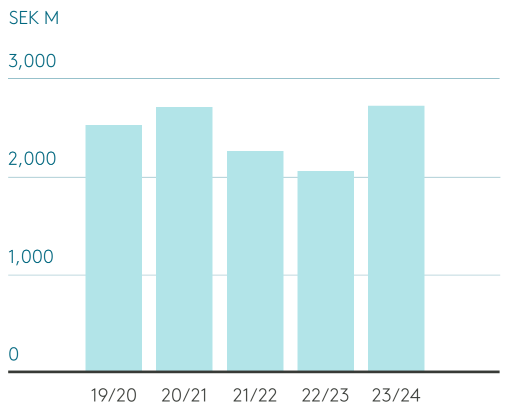
Sustainability key figures

	2019/20	2020/21	2021/22	2022/23	**2023/24**
Net added number of linacs in underserved markets	N/A	163	175	167	215
Greenhouse gas emissions (scope 1), tCO_2e	N/A	N/A	5,722	6,247	6,141
Greenhouse gas emissions (scope 2), tCO_2e	N/A	N/A	2,859	3,347	3,760
Greenhouse gas emissions (scope 3), tCO2e	N/A	N/A	569,097	612,119	531,640
Total greenhouse gas emissions (scope 1–3), tCO_2e	N/A	N/A	577,678	621,713	541,542
Energy consumption within the organisation, kWh	N/A	N/A	N/A	37,558,525	38,464,574
Proportion of electricity from renewable sources, %	N/A	N/A	61	67	59

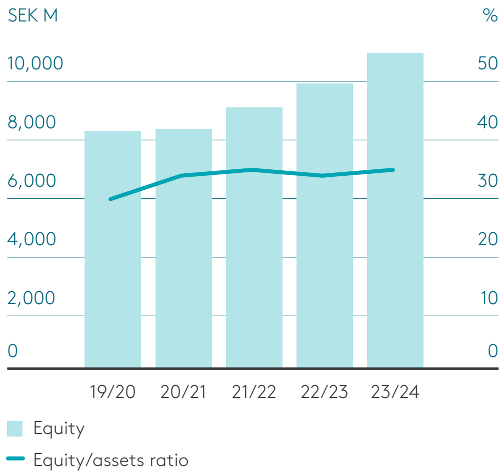
Net sales and income after financial items



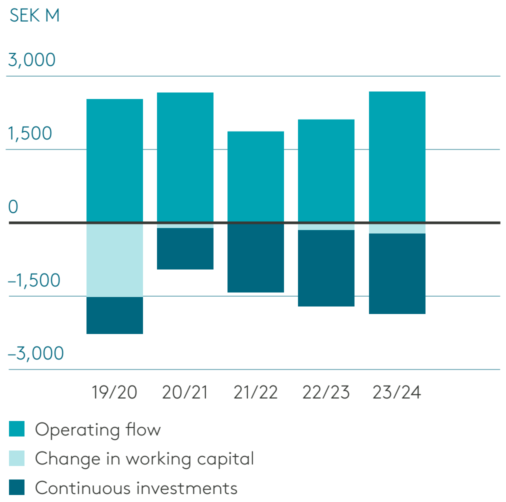
Operating income (EBIT)



Equity and equity/assets ratio



Cash flow after continuous investments



Corporate governance

Chairman's comment

The post-COVID world has been marked by a weaker global economy, high inflation, and increasing geopolitical tensions. The emergence of a more multipolar world order has reversed the trend of decades-long globalization and given rise to increasing protectionist tendencies. Global healthcare, which was already in a precarious situation after Covid, has seen sharp increases in costs such as supplies and services, and worsening staff shortages. The lack of trained healthcare professionals is now a global phenomenon.

During the year, the Board has focused on the consequences of these developments for Elekta. We are continuously assessing risks and are adapting our supply chains against increased protectionism, for example, by reducing the risk that Chinese manufacturers present in our global supply chains. We remain as committed as ever to contributing and continuing to support the development of cancer care in China.

We have seen inflation-driven cost increases impacting the margins in our order book, and the Board has been working on compensatory measures on pricing and on the cost side. As a large share of business is through public tenders, our ability to adjust prices on received orders is difficult, however the Elekta team is striving to compensate for cost increases and to improve profitability.

We are committed to delivering on our very sizeable R&D program, which runs at more than SEK 2 billion a year. The objectives are to build new efficient platforms, to develop new software solutions that can make use of AI and increase software's share of our sales. Furthermore, to empower our customers' healthcare offering with the productivity-enhancing solutions needed to tackle the growing cancer burden and staff shortages.

In healthcare, many different specialties and technologies need to cooperate to provide the best possible and safest care. For many years, Elekta's philosophy has been, in contrast to our main competitor, to embrace open software standards and to partner with others, such as Philips, GE Healthcare and Canon to bring the benefits that several healthcare providers can bring to their patients.

The Board is focused on creating value for our shareholders. We therefore spend considerable time weighing resource allocation decisions in the organization. This includes our R&D program, whose completion, and the subsequent normalizing of our R&D costs, together with the ebbing inflation effect on our cost of goods sold, will improve our profitability. We expect to launch several major, highly competitive, solutions in the coming years.

The Board monitors Elekta's capital structure with the aim of safeguarding balance sheet strength. After a challenging 2022/23, free cash flow recovered during 2023/24 driven by structurally improved working capital and activities to reduce costs. The Board aims for a dividend that is stable to progressive and should be equal to or more than 50 percent of the annual net income. For the 2023/24 fiscal year, the Board of Directors proposes to the Annual General Meeting an ordinary dividend of SEK 2.40 (2.40) per share.

A third focus area for the Board has been organizational development. The management team has done a tremendous job and Elekta is, as a result, a much more efficient organization today.

Talent management and success planning, in order to safeguard the quality of the next generation of leaders in Elekta, are aspects that the Board devotes considerable attention to.

The importance of risk management and compliance has increased with the rising geopolitical tensions and the war in Ukraine. We have a strong and committed Audit Committee and adequate systems in place to manage risks such as cybercrime and compliance where the Elekta Code of Conduct is the steering document. We have had no compliance incidents during the year.

Last year, we showed our commitment to reducing our climate footprint in line with the Paris Agreement by having our climate targets validated by the Science-Based Targets initiative. While this is important, and high on the Board's agenda, it is important to emphasize that Elekta's largest impact is in social sustainability where we are committed to equal and fair access to cancer treatment. Through our ACCESS 2025 strategy, we have a target to provide access to radiotherapy to 300 million patients globally by the end of fiscal year 2024/25. At the end of 2023/24, we stand at 260 million. In addition, we cooperate with Elekta Foundation, which currently is doing important work to eliminate cervical cancer in Rwanda through awareness education, testing and treatment.

More than two million patients depend on our equipment each year, which is something we can be proud of. There are headwinds in our markets as healthcare systems strain under cost increases and staff shortages, but we have weathered them well. On behalf of the Board, I would like to conclude by offering my sincere thanks to Gustaf Salford, the management team, and all employees for all their efforts and contributions throughout the year.

Laurent Leksell
Chairman of the Board

Corporate Governance report 2023/24

Elekta AB (publ)[1] is a Swedish public limited liability company listed on Nasdaq Stockholm. Elekta considers good corporate governance, including risk management and internal control, to be an important element of successful business operations as it provides opportunities for maintaining confidence among customers, patients, shareholders, authorities and other stakeholders. Elekta's Corporate Governance report 2023/24 has been prepared by Elekta AB's Board of Directors, in accordance with the Annual Accounts Act and the Swedish Corporate Governance Code, as a separate report from the Board of Directors' report, and it has been reviewed by Elekta AB's external auditor.

Elekta's structure for corporate governance

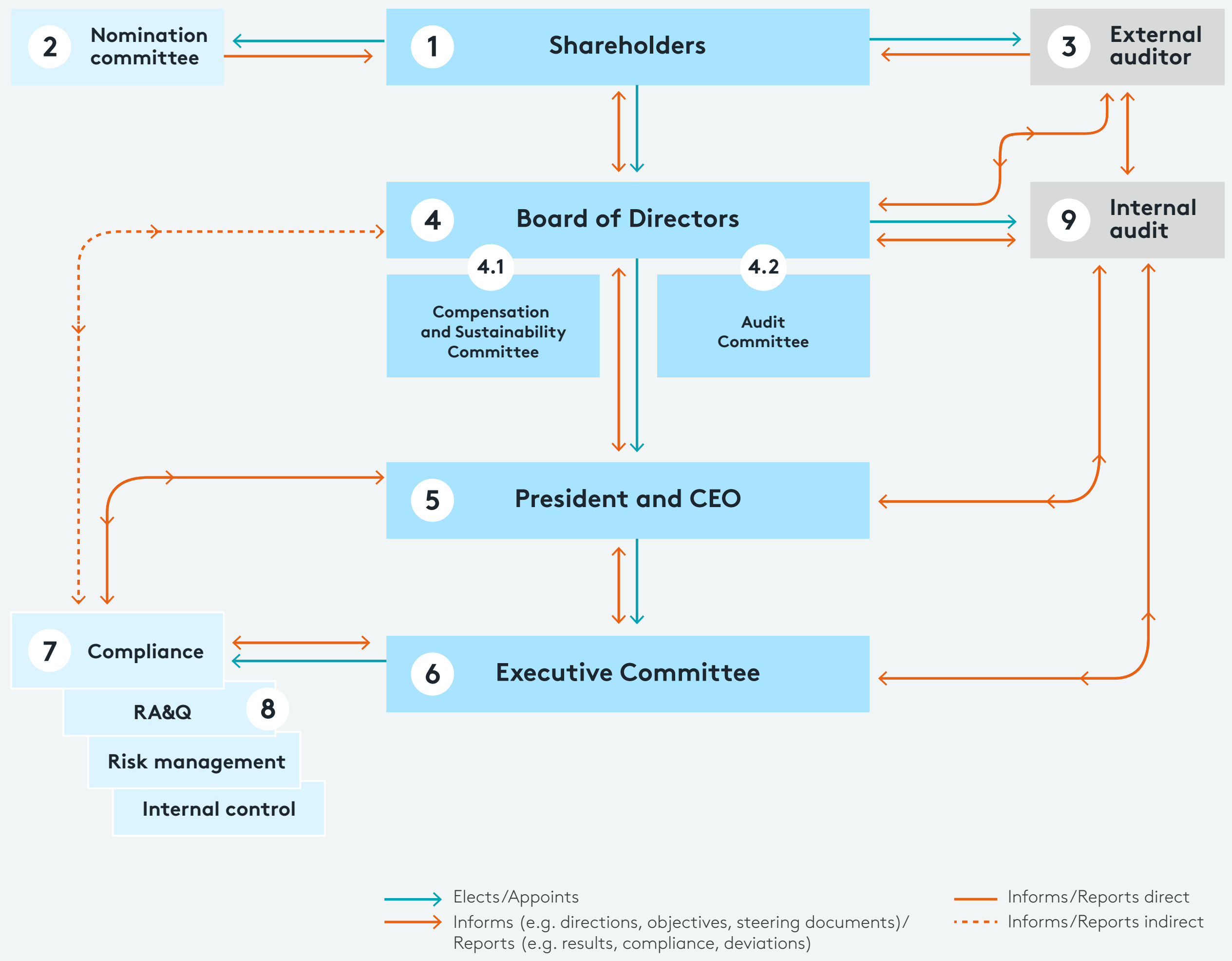
An overview of Elekta's corporate governance structure is set out in the illustration to the right. The different corporate bodies that are included in the structure are described in more detail in this report in the order specified in the structure to the right.

Elekta applies, and has complied with, the Swedish corporate governance code (the "Code")[2] with one exception during the fiscal year of 2023/24. According to rule 2.4 of the Code, the chairman of the Board of Directors is not to be the chairman of the nomination committee. Elekta's nomination committee resolved to appoint the Chairman of the Board, Laurent Leksell, as chairman of the nomination committee. This was motivated by the fact that Laurent Leksell, in his capacity as the major shareholder, is well suited to effectively lead the work of the nomination committee in order to achieve the best result for Elekta AB's shareholders.

[1] "Elekta" or the "Group" refers to the Elekta Group which includes Elekta AB (publ) and its subsidiaries, and "Elekta AB" and the "Company" or the "Parent Company" refers to Elekta AB (publ).
[2] The Code can be found at www.corporategovernanceboard.se

Elekta's corporate governance structure

As per April 30, 2024



1 Shareholders

Shares and votes

Elekta AB's Series B share is, since 1994, listed on Nasdaq Stockholm. On April 30, 2024, the total number of registered shares in Elekta AB was 383,568,409 divided between 14,980,769 Series A shares and 368,587,640 Series B shares. At the general meetings of shareholders, which are the forum in which shareholders may exercise influence, Series A shares carry ten votes each, while Series B shares carry one vote each.

Laurent Leksell has been the largest shareholder of Elekta AB in terms of voting rights since the listing on Nasdaq Stockholm and controlled through own and related parties as per April 30, 2024, holdings representing 30.24 percent of the votes.

Read more about the share, the shareholders and Elekta's dividend policy on **page 26**.

General meeting of shareholders

The general meeting of shareholders is Elekta AB's highest decision-making body at which the shareholders can exercise their right to make decisions in certain company matters. In addition to the annual general meeting (AGM) of shareholders, extraordinary general meetings (EGM) of shareholders may be held at the discretion of the Board of Directors or if requested by the external auditor or by shareholders holding at least ten percent of the shares.

The AGM can be held in the cities of Stockholm or Solna, Sweden. The date and venue for the meeting will be announced on Elekta's website, see **elekta.com**, not later than in connection with the publication of the third interim report for the period May–January. Notice to the AGM is issued, in accordance with the Swedish Companies Act, not earlier than six weeks and not later than four weeks in advance of the meeting.

Disclosures on direct or indirect shareholdings in Elekta AB representing at least one-tenth of the voting rights, and information about authorizations by the general meeting of shareholders for the Board of Directors to decide upon acquisition of own shares, are set out on **page 26**.

AGM 2023

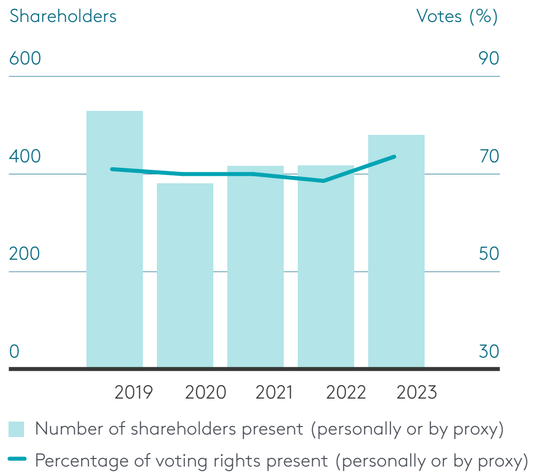
The AGM 2023 was held in Stockholm, Sweden, on August 24, 2023. 480 shareholders were represented at the AGM, corresponding to approximately 73.56 percent of the votes in the Company. The main resolution items of the AGM 2023 are set out in the column to the right.

Further information regarding the AGM 2023, including the minutes, is available at **elekta.com**. No other general meetings of shareholders were held during the fiscal year 2023/24.

AGM 2024

The AGM 2024 will be held on September 5, 2024. More information regarding this AGM is found on **page 128**.

Shareholders' presence at AGMs



The main resolutions of the AGM 2023:

- A dividend payment of SEK 2.40 per share to shareholders
- Discharge from liability of the members of the Board and the President and CEO for the management of Elekta AB in the 2022/23 fiscal year
- Adoption of fees to the Board totaling SEK 6,910,000 (6,015,000), of which SEK 1,550,000 (1,500,000) to the Chairman of the Board and SEK 670,000 (645,000) to each of the other members of the Board, as well as remuneration for board committee work of SEK 145,000 (140,000) to the chairman of the Compensation and Sustainability Committee and SEK 100,000 (95,000) to each of the other members of the committee, and SEK 290,000 (265,000) to the chairman of the Audit Committee and SEK 185,000 (170,000) to each of the other members of the committee
- Reelection of Laurent Leksell, Caroline Leksell Cooke, Kelly Londy, Wolfgang Reim, Jan Secher, Birgitta Stymne Göransson and Cecilia Wikström as well as election of Tomas Eliasson and Volker Wetekam as members of the Board. Laurent Leksell was reelected as Chairman of the Board
- Reelection of Ernst & Young AB as external auditor, with authorized public accountant Rickard Andersson as the auditor in charge
- Approval of the Board's Remuneration report
- Adoption of the share-based long-term incentive program, Performance Share Plan 2023, to be offered to the Executive Committee and certain key employees including the transfer of not more than 1,405,000 own Series B shares
- Authority for the Board to resolve on the transfer of not more than 764,748 own Series B shares to cover certain expenditures, mainly social security contributions, of the Performance Share Plan 2021, 2022 and 2023
- Authority for the Board for acquisition and transfer of own Series B shares
- Amendment of the articles of association
- Contribute up to SEK 10,000,000 to the Elekta Foundation

2 Nomination committee

Responsibilities of the nomination committee

The main responsibility of the nomination committee is to prepare and present proposals for resolution at the AGM with respect to election and remuneration matters, as for instance election of chairman of the general meeting, board members and external auditor as well as remuneration to the board members and the external auditor.

Appointment of the nomination committee

The instruction for the nomination committee, adopted by the AGM 2020, sets out the procedure for how the nomination committee for an AGM shall be appointed. According to this procedure, the Chairman of the Board shall contact the four largest shareholders in terms of voting rights, besides the shareholder or shareholders the Chairman of the Board may represent. The assessment of which shareholders that are the largest in terms of voting rights shall be based on Euroclear Sweden AB's shareholder statistics as of the last banking day in September. These shareholders will be given the opportunity to appoint one member each who, together with the Chairman of the Board, will constitute the nomination committee. The chairman of the nomination committee will, unless the nomination committee unanimously decides otherwise, be the member of the nomination committee appointed by the largest shareholder in terms of voting rights. No remuneration will be paid to the members of the nomination committee.

The composition of the nomination committee for the AGM 2024 is set out below. The assignment for the nomination committee is valid until the end of the next AGM or, where applicable, until a new nomination committee has been appointed.

Preparation for the AGM 2024

The nomination committee has held five meetings since its appointment. An evaluation of the Board's work, competences, composition and independence is performed annually and initiated by the Chairman of the Board, partly to assess the preceding year, partly to identify areas of development for the Board. During the fiscal year 2023/24 a digital evaluation was performed with support from an external company. The result is presented to the nomination committee by the Chairman of the Board. In addition, individual interviews have been held by the nomination committee with each board member. The nomination committee has, through the Audit Committee's chairman, obtained the Audit Committee's recommendation regarding the election of auditor.

When preparing its proposal for board composition, the nomination committee has applied the Code, rule 4.1, as diversity policy. The aim with the policy is for the Board to have a composition appropriate to the Company's operations, phase of development and other relevant circumstances. The members of the Board are collectively to exhibit diversity and breadth of qualifications, experience and background. An even gender balance on the Board is to be strived for. The view of the nomination committee is that the current board composition meets the requirements of the policy. One of the focus areas for the committee has been to increase the gender balance of the Board. The nomination committee's proposals for the AGM 2024 will be presented in the notice convening the AGM 2024. A reasoned statement explaining the nomination committee's proposal for the Board's composition will be published on Elekta's website, see **elekta.com**, in connection with the issuance of the notice of the AGM 2024.

The nomination committee for the AGM 2024

- Laurent Leksell (chairman of the nomination committee) – represents his own and related parties' holdings and is also the Chairman of the Board
- Jesper Bergström – Handelsbanken Funds
- Katarina Hammar – Nordea Funds
- Patrik Jönsson – SEB Funds
- Thomas Wuolikainen – the Fourth Swedish National Pension Fund

3 External auditor

External auditor and auditor in charge

The external auditor of Elekta AB is appointed by the AGM for a period lasting until the end of the next AGM. The AGM 2023 reelected Ernst & Young AB (EY) as external auditor with Rickard Andersson as auditor in charge. EY has been the external auditor of Elekta AB since the AGM 2019.

Rickard Andersson was born in 1973 and is an authorized public accountant as well as member of FAR. During the year, he was also the elected auditor in charge of Securitas, Skanska and SSAB. He has no assignments in any other company that affects his independence as the auditor in charge of Elekta AB.

EY has performed the audit of Elekta for the 2023/24 fiscal year, in accordance with a risk-based external audit plan, resulting in the unqualified auditor's report and statement, which are available on **page 71**.

Services and fees

According to the Audit Committee's guidelines, services in addition to audit services, known as permissible non-audit services, that Elekta may procure from the external auditor in order to assure that the impartiality and independence of the external auditor is not put at risk, may not exceed 70 percent of the cost for audit services measured over a three-year period. The Audit Committee may decide to make exceptions under certain circumstances.

Non-audit services procured from EY during the 2023/24 fiscal year adhered to the guidelines established and comprised mainly of other audit-related services.

The fees to the external auditor for the 2023/24 fiscal year are reported in **Note 10**.

4 Board of Directors

Responsibilities of the Board of Directors

The work of the Board of Directors is regulated by the Swedish Companies Act, the articles of association, the Code and the working instructions for the Board. The Board is responsible for the organization of Elekta AB and the management of its operations in the interest of the Company and all shareholders. This includes appointing a President and CEO who is responsible for managing the day-to-day operations in accordance with guidelines and instructions from the Board. The responsibilities for the Board also include:

- Establishing the overall strategy, business orientation and goals of the Group
- Overseeing the material impacts, risks and opportunities of the Group
- Establishing guidelines to govern ethical conduct with the purpose of ensuring the long-term ability to create value
- Ensuring an effective system for follow-up and control of the Company's operations and risks that the Company and its operations are exposed to
- Ensuring a satisfactory process for monitoring compliance with laws and regulations and other regulatory compliance requirements applicable for the Company as well as compliance with internal company regulations
- Ensuring that external information and communications are characterized by openness, and that they are accurate, reliable and relevant

Appointment of the Board of Directors

The Board of Elekta AB is elected by the AGM for a period lasting until the end of the next AGM.

According to the articles of association of Elekta AB, the Board is to have between three and ten members with no more than five deputy members.

There are no specific rules in the articles of association concerning the appointment or removal of members of the Board, nor concerning amendment of the articles of association.

Composition and independence of the Board of Directors

As of April 30, 2024, the Board comprised eight members, which are presented on page 121. There are not any deputy board members, employee representatives or executive members on the Board. 37.5 percent of the board members are women and 62.5 percent men. The EVP Group Functions & General Counsel (the "General Counsel") serves as secretary for the Board.

According to the Code, the majority of the board members appointed by the general meeting of shareholders shall be independent of Elekta AB and the Executive Committee. In addition, at least two of the board members, who are independent of Elekta AB and the Executive Committee, shall also be independent of the Company's major shareholders. The composition of the Board meets the independence requirements as six of the eight members of the board, or 75 percent, have been deemed independent in relation to Elekta AB, the Executive Committee and major shareholders. These six members are Tomas Eliasson, Wolfgang Reim, Jan Secher, Birgitta Stymne Göransson, Volker Wetekam and Cecilia Wikström.

The independence of each board member is shown on page 121. Remuneration to the Board is set out in Note 8 and on page 121.

The work of the Board of Directors

The working instructions for the Board are reviewed and adopted annually. According to the working instructions, the Board shall:

- Hold at least seven ordinary meetings per year
- Adopt finance and foreign exchange policies
- Adopt a code of conduct and other relevant policies
- Approve a long-term plan and budget, including an investment budget
- Approve investments and similar decisions where the amount of the transaction exceeds SEK 10 million if such a transaction falls outside the approved investment budget
- Decide on acquisition or sale of real estates or shares, or acquisition or sale of the assets of, or a major part of the assets of, another company
- Decide on the establishment and liquidation of subsidiaries
- Adopt guidelines for remuneration of senior executives to be approved by the AGM
- Decide on terms of employment for the President and CEO according to guidelines for remuneration of senior executives approved by the AGM
- Adopt the annual report, year-end report and interim reports

Within the Board, there is no special distribution of responsibilities among the members of the Board except for the duties that the Board has delegated to the Compensation and Sustainability Committee and to the Audit Committee, respectively.

During the fiscal year 2023/24, the Board held eight meetings. Board meetings are normally held at Elekta's head office in Stockholm, or at other locations where Elekta has offices or other facilities, but can also be held through telephone, video conferences and correspondence. Representatives from the Executive Committee and other senior managers regularly attend board meetings to report on matters within their respective area of responsibility. For ordinary board meetings, an agenda with decision supporting material is available ahead of the meetings. The board members' attendance at board meetings is shown on page 121.

The work of the Board of Directors including some important agenda items in 2023/24

2023

MAY – **Board meeting**
- Adoption of year-end and Q4 report 2022/23
- Meeting with external auditor and review of external audit report for the full year
- Report from the Audit Committee and the Compensation and Sustainability Committee
- Review and approval of budget for fiscal year 2023/24
- Adoption of hedging policy

JUNE

JULY – **Board meeting**
- Adoption of annual report 2022/23 (including all reports therein)
- Adoption of notice and final proposals to the AGM

AUGUST – **Two board meetings**
- Inaugural board meeting
- Adoption of working instructions for board, committees and CEO
- Adoption of interim report Q1 2023/24
- Report from the Audit Committee and the Compensation and Sustainability Committee
- Approval of environmental policy

SEPTEMBER

OCTOBER

NOVEMBER – **Two board meetings**
- Adoption of interim report Q2 2023/24
- Meeting with external auditor and review of mid-term audit report
- Report from the Audit Committee and the Compensation and Sustainability Committee
- Review of ACCESS 2025 and other strategic initiatives
- Renewal of MTN-program

DECEMBER

2024

JANUARY

FEBRUARY – **Board meeting**
- Adoption of interim report Q3 2023/24
- Report from the Audit Committee and the Compensation and Sustainability Committee
- Review of long-term financial plan and budget targets

MARCH

APRIL – **Board meeting**
- Approval of office investment

Examples of the Board's focus areas:

1. Cost-reduction Initiative

The Board continued to focus on the adaptation to the macroeconomic environment with high inflation and interest rates in certain regions. To safeguard long-term sustainable performance, significant attention was placed on the Cost-reduction Initiative launched at the end of fiscal year 2022/23. Over the year, this initiative enhanced productivity within business lines and service operations, streamlined the innovation pipeline, and improved efficiencies in sales and administration.

2. Innovation

The emphasis on investments in innovation throughout the year, as demonstrated by the recent launch of Elekta Evo and the updated Elekta ONE, underscores the significance of R&D for Elekta. These R&D efforts are closely monitored by the Board of Directors. The R&D pipeline focuses on personal precision, elevated productivity, and integrated informatics within oncology care. The Board aims to ensure Elekta's competitive edge and provide good return on investments through innovations that will drive future growth and enhance profitability.

3. Collaborations

Collaborations play a pivotal role for Elekta, with active involvement from the Board of Directors. In the fiscal year 2023/24, Elekta strengthened its position as the largest independent player in radiation therapy by partnering with MIM, a leading provider of medical imaging management and artificial intelligence solutions. This strategic collaboration aims to accelerate innovation in software solutions, benefiting clinics through improved workflows, increased throughput, and an enhanced user experience. Additionally, Elekta acquired the Pinnacle Treatment Planning System patent portfolio from Philips, further emphasizing the long-standing strategic partnership between Elekta and Philips, which began in June 2021.

BOARD COMMITTEES

To improve the efficiency of the board work, the Board has appointed a Compensation and Sustainability Committee and an Audit Committee. The committees work in accordance with directives adopted by the Board and prepare recommendations and proposals for the Board.

4.1 Compensation and Sustainability Committee

The committee and its responsibilities

The Compensation and Sustainability Committee shall prepare the Board's resolutions on issues relating to remuneration principles, remuneration and other terms and conditions of employment for the Executive Committee. In relation to sustainability matters, the committee shall, inter alia, monitor the measures to strengthen the corporate culture with respect to corporate social responsibility in the light of Elekta's code of conduct as well as advise the President and CEO on proposals for targets and vision for sustainability.

Composition

The Compensation and Sustainability Committee consists of three members appointed by the Board at the first board meeting following the election of the Board by the AGM, for a term of one year. In addition to the committee members, the President and CEO, the EVP & Chief People Officer, the VP Compensation & Benefits, the Group Sustainability Director as well as the VP Group Strategy, Sustainability & Transformation attend the committee's meetings. The General Counsel serves as secretary for the committee.

The Compensation and Sustainability Committee

- Laurent Leksell (chairman)
- Wolfgang Reim
- Cecilia Wikström

Work during the year

During the fiscal year 2023/24, the Compensation and Sustainability Committee held four meetings where minutes were kept. At these meetings, the committee has, inter alia, reviewed the remuneration of the Executive Committee as well as prepared the Board's recommendations regarding guidelines for remuneration of senior executives for the next AGM. In addition, the work has included preparing and reviewing management succession plans for senior management levels and other Group-critical positions as well as adopting strategies to strengthen diversity within Elekta. The committee has further, in line with instructions from the Board of Directors, worked with the Elekta sustainability matters, with a special focus on human rights, corporate philanthropy and environment.

The members' attendance at committee meetings and independence are shown on page 121.

4.2 Audit Committee

The Audit Committee and its responsibilities

The Board shall appoint an Audit Committee with the responsibility to monitor Elekta AB's financial reporting and sustainability reporting, and provide recommendations and proposals to ensure the reliability of the reporting. The committee shall further, with regard to the financial reporting and sustainability reporting, monitor the effectiveness of Elekta's internal control, internal audit and risk management. The committee's responsibilities also include being continually informed about the audit of the annual report and consolidated financial statements as well as the auditor's review of the sustainability report. In addition, the committee shall inform the Board about the result of the audit and review, and how the audit and review contributed to the reliability of the reporting as well as the role of the committee during the audit and review. The Audit Committee also examines and monitors the impartiality and independence of the external auditor. Furthermore, part of the committee's responsibilities include assisting the nomination committee with preparing a proposal for the AGM concerning the appointment of the external auditor.

Composition

The members of the Audit Committee cannot be employed by the Company and at least one member shall have accounting or audit competency. In addition, the majority of the members of the committee must be independent to the Company and the Executive Committee, and at least one of the members independent to the Company and Executive Committee shall also be independent to the major shareholders. Elekta's Audit Committee has four members who were appointed by the Board at the first board meeting following the election of the Board by the AGM, for a term of one year.

In addition to the committee members, the CFO, the Head of Group Accounting and the Chief Audit Executive also attend the committee's meetings as well as the external auditor, if needed. One of the deputy general counsels serves as secretary for the committee.

The Audit Committee

- Birgitta Stymne Göransson (chairman)
- Tomas Eliasson
- Caroline Leksell Cooke
- Jan Secher

Work during the year

During the fiscal year 2023/24, the Audit Committee held five meetings where minutes were kept. At these meetings, the committee has reviewed the year-end report and annual report for the fiscal year 2022/23 as well as interim reports for 2023/24. Further, part of the work has been to monitor the performance of the global internal control framework, approve the internal audit plan as well as review and follow up of internal audit reports. Another task, among others, that has been dealt with is to review the external audit plan and external audit reports and sustainability reports and to follow-up on the process for sustainability reporting as well as the CSRD-implementation project. At every meeting, in-depth reviews are carried out on the financial management of selected business areas. The members' participation at committee meetings is shown on page 121.

5 President and CEO

Responsibility

The President and CEO is responsible for the day-to-day management of the Company in accordance with applicable laws and regulations as well as internal steering documents. The internal steering documents include the working instructions for the CEO adopted by the Board and other instructions from the Board. The President and CEO also represents the Group in various contexts, leads the work of the Executive Committee and makes decisions in consultation with its members.

Appointment of the President and CEO

The Board appoints Elekta AB's President and CEO.

Gustaf Salford is the President and CEO of Elekta AB. More information about Gustaf Salford is provided in the presentation of the current Executive Committee on **page 123**.

Remuneration to the President and CEO is described in **Note 8**. The guidelines for remuneration of senior executives, adopted by the AGM 2020, are presented on **page 28** and Elekta's Remuneration report 2023/24 is on **page 126**.

6 Executive Committee

Appointment and responsibility

The President and CEO appoints the members of the Executive Committee. The President and CEO is responsible for and leads the work and meetings of the Executive Committee. The Executive Committee supports the President and CEO in his work and makes joint decisions following consultation with various parts of the Group.

Composition

A presentation of Elekta's current Executive Committee is provided on **page 123**. As of April 30, 2024, Elekta's Executive Committee comprised the President and CEO, the CFO, the President Linac & Software Solutions, the President Brachy & Neuro Solutions, the Chief Commercial Officer, the EVP Group Functions & General Counsel and the EVP & Chief People Officer.

Remuneration to the Executive Committee is described in **Note 8**. The guidelines for remuneration of senior executives, adopted by the AGM 2020, are presented on **page 28**.

Work during the year

The Executive Committee meets on a regular basis, both in person at the Group's various offices and facilities as well as through telephone and video conferences.

The most important agenda items at the meetings during the fiscal year has been strategic and operational matters such as product development, acquisitions/divestments, investments, market development, organization, sustainability, long-term plans and budget, and monthly and quarterly business and financial reviews.

7 Compliance

Responsibility

The compliance department is responsible for ensuring that Elekta is operating in accordance with applicable laws, regulations, and industry standards on ethical conduct. The focus areas are anti-bribery and corruption, competition law, trade compliance and conflicts of interest. Some of the key responsibilities of the department include:

- Developing and implementing compliance policies and procedures that are in line with applicable laws and regulations
- Monitoring business processes and assessing compliance risks to identify focus areas
- Developing and delivering training programs, compliance policies and procedures to educate employees on expected conduct
- Conducting internal investigations on potential compliance violations

The compliance department plays a critical role in promoting a culture of ethical and legal behavior within Elekta and protecting the Company from compliance and reputational risks.

The Head of Compliance participates in quarterly meetings of the Audit Committee to present progress of the Compliance Program and incident reports that have come through the official reporting channels. A written compliance report is submitted prior to each meeting.

The department is headed by the General Counsel.

Work during the year

During the year, the compliance department has been focused on delivering on the Compliance Program to ensure consistency across the regions and to keep compliance on top of employees' agenda. This has been achieved, amongst other activities, through continued communication from the leadership and mandatory compliance training in both virtual and physical form.

The compliance department has also embarked on a risk assessment project in order to ensure effective risk management in the Group's high risk legal, compliance and reputational areas.

By methodologically identifying the most relevant compliance risks per geographic area, the compliance department can ensure Elekta's Compliance Program is focused on the right things. The findings are used for adjusting the Compliance Program and resources for the next fiscal year. More information about the compliance function, the Compliance Program as well as the activities during the year is provided on **page 91**.

8 Regulatory affairs and quality

Responsibility

The regulatory affairs and quality function's responsibilities include supporting management in complying with regulatory requirements for products, quality systems and market entry. Interacting with and contributing to transparency for external regulatory bodies is another key responsibility. The function is furthermore responsible for the quality system's infrastructure and compliance, product clearances and approvals as well as post market vigilance and recall reporting.

The heads of the function, Senior Vice President Regulatory Affairs & Quality and Vice President Regulatory Affairs & Quality, both report to the General Counsel.

Work during the year

The most important tasks during the fiscal year have encompassed ensuring product approval for regulatory market entry as well as managing inspections from different authorities and organizations to ensure continued certification. In addition, the work of the function has included completing the implementation of the Medical Device Regulation (MDR) in Europe. The quality management system and the main part of the product portfolio are MDR certified.

9 Internal audit

Responsibility

Internal audit is an independent function that conducts independent and objective assurance, review, investigation and advisory activities. The work of the internal audit function encompasses the examination and evaluation of the adequacy and effectiveness of Elekta's governance, process steering, risk management and internal control processes, as well as the quality of performance in carrying out assigned responsibilities to achieve the Group's objectives as part of the assurance activity. The work also encompasses consulting activities and advisory support in the same areas. The internal audit function works in accordance with the guidelines based on international standards for the internal audit function adopted by the Board.

The internal audit function is appointed by, and reports to, the Audit Committee and the Board. The Chief Audit Executive, who functionally reports to the Audit Committee and administratively to the CFO, supervises the internal audit function.

Work during the year

The work of the internal audit function, based on an internal audit plan established and approved by the Audit Committee, has included internal audits and investigations of subsidiaries. In addition, their work included quality reviews of processes encompassed by the global internal control program. Furthermore, statistical follow-up reporting of the internal control program to the Executive Committee, the Audit Committee and the Board has been carried out as well as advice provided in connection with the update of the internal control program as well as the sustainability program. The internal audit function has during the year coordinated the external audit and managed the Audit Committee meetings.

Report on risk management and internal control over financial reporting and sustainability reporting

≥3 years
strategic perspective

The Board of Directors' report on risk management and internal control over financial reporting and sustainability reporting has been prepared in accordance with the Annual Accounts Act and the Code, and constitutes an integral part of the corporate governance report. The external financial reporting and sustainability reporting has been prepared in accordance with laws and regulations and applicable accounting standards, namely the International Financial Reporting Standards (IFRS), and other requirements on listed companies, such as the Nordic Main Market Rulebook for Issuers of Shares. Elekta's work on risk management and internal control over financial reporting is based on the 2013 updated internal control integrated framework (the "framework"), established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The COSO framework is based on 17 fundamental principles linked to five components: control environment, risk assessment, control activities, information and communication, as well as monitoring. Elekta's work on sustainability reporting is based on the Global Reporting Initiative (GRI 2021) reporting standards and European Financial Reporting Advisory Group (EFRAG) guidance, managed through a sustainability reporting implementation program.

Objective

The Elekta Group is governed and controlled based on the distribution of rights and responsibilities, including decision-making, among different corporate bodies according to laws and regulations as well as internal steering documents. A structure is provided through which Elekta's objectives and the means of attaining these objectives and monitoring performance are set. The objectives reflect choices made on how the Group seeks to create, preserve and realize value for its stakeholders. Governance is twofold; it concerns both effectiveness and accountability. Effectiveness is measured by performance, and accountability includes all issues surrounding disclosure and transparency.

Objective setting is a prerequisite necessary to internal control and a key part of the Elekta strategy and management processes. Therefore, Elekta's corporate governance encompasses both the strategy and management processes, outlining the establishment of both long-term objectives and strategies with at least a three-year perspective and short-term objectives and plans with a one-year perspective, and the risk management and internal control process.

Financial reporting:

Control environment

Important elements of the control environment applicable for Elekta's financial reporting are the Code of Conduct with all applicable policies within, financial guide, reporting instructions and finance-specific global policies such as the accounting policy, reporting instructions, authorization policy and finance policy. In addition, there are other important elements of the control environment for financial reporting such as the communication policy and processes and work instructions to be found in group-wide steering documents and in the Elekta business management system.

Risk assessment is carried out continuously throughout the year to identify risks that can affect the possibility to reach targets set in relation to the strategy, the business, reporting and compliance.

Risk assessment

Risk assessment includes identifying any risk that the qualitative characteristics of useful financial information, according to IFRS, may not be fulfilled or the financial reporting assertions may not be supported. Risk assessment criteria include occurrence, completeness, accuracy, cut-off, classification, existence, rights and obligations, and valuation for profit and loss and balance sheet items in the financial reporting as applicable, but also information processing relating to input, processing and recording of data. A risk assessment regarding internal control over financial reporting is performed once a year and covers profit and loss and balance sheet items in the financial reporting and related areas and processes. The work is documented in a risk map and included in risk and control matrices (RACMs) per area and process.

Control activities

Control activities mitigate the identified risks for not achieving set objectives through adherence to risk tolerance levels in terms of globally defined minimum internal control requirements over financial reporting. The control activities are documented in RACMs per area, process and risk.

Control activities are aimed at preventing errors and irregularities from occurring and/or detecting errors and irregularities that may have occurred. Control activities can be manual or (semi) automated, such as authorizations and approvals, verifications, reconciliations, and business performance reviews, or a combination of two.

Control activities comprise the following areas and processes:

- Entity-level controls – over the control environment
- General IT controls – over IT system components, processes and data for a given IT environment including logical access, program change management, back-up and recovery
- Process controls – over processes such as order recognition, order to cash, revenue recognition, purchase to pay, inventory, payroll and financial statement close

The globally defined minimum internal control requirements over financial reporting comprise entity level controls that are regulated through Elekta's steering documents at Group-wide level, the business management system and internal control frameworks of standard controls that include general IT controls and uniform process controls for all Elekta companies and locally defined controls where necessary. The controls included in the internal control framework are documented in RACMs as standard models for all entities and then specifically for each individual entity. All controls in the internal control framework are based on risk assessments of financial flows that impact the financial reporting in general and more specifically for the individual entities.

Information and communication

Information and communication regarding risk management and internal control over financial reporting relates to both internal and external information and communication.

Internal information about important internal steering documents for risk management and internal control over financial reporting, including RACMs, as well as the communication of policies and processes, work instructions and other relevant information in the Elekta business management system, are channeled down the organization and communicated to relevant personnel on the Group's intranet. Internal information regarding the status of the effective design and operating effectiveness of risk management and internal control over financial reporting are channeled up the organization, based on the result of the monitoring, in order for management at different levels to be able to take corrective actions as necessary.

Elekta provides the financial markets and other stakeholders with continuous external information and communication regarding the Group's and Elekta AB's financial performance and position in accordance with the communication policy.

External information and communication regarding financial reporting is provided in the form of:

- Interim reports, year-end reports and annual reports
- Press releases on news and events that may significantly affect the Group's valuation and future prospects
- Presentations and telephone conferences for financial analysts, investors and media representatives on a regular basis
- Capital market days arranged to inform the capital market about strategic changes or in-depth information when needed

See information, including reports, press releases and presentations, on **elekta.com**. Elekta observes a silent period prior to each interim and year-end report.

Monitoring

Monitoring to ensure adequate performance of internal control over financial reporting is carried out through ongoing evaluations, separate evaluations, or some combination of the two, to ascertain whether the other four components of risk management and internal control are present and functioning: control environment, risk assessment, control activities and information and communication.

Ongoing evaluations are routine operations, built into processes. Monitoring takes place on a real-time basis by operational managers and personnel and periodically by management at different levels of the Group, and the Audit Committee and the Board, and includes, for example, monitoring of the following:

- Business and financial performance
- Order bookings and revenue recognition
- Compliance reports from the compliance function
- Internal audit reports from the RA&Q functions related to, for example, the quality system and regulatory compliance
- Internal audit planning
- Internal audit reports from the internal audit function
- External audit reports from the external auditor

Special evaluations may be performed through:

- Periodic reviews of whether risk management and internal control are operating as intended by financial managers and general management at local, regional, business area and Group level as applicable
- Internal control compliance confirmation questionnaire, a tool for local management to report on the status of effective design and operating effectiveness of the globally defined minimum internal control requirements over financial reporting documented in RACMs as well as identification of additional local risks over financial reporting
- Internal audit according to the internal audit plan

Instructions and budget approvals of internal control for financial reporting are conducted by the Audit Committee on behalf of the Board and require supporting documentation in the form of presentation of status, progress and solutions, as well as supporting appendices such as internal audit reports and internal control reports. Status, progress and solutions for internal control over financial reporting are reported by the Chief Audit Executive and discussed at every quarterly Audit Committee meeting and instructions are documented and, where approvals are required, approvals are performed and documented accordingly. The Audit Committee reports the results of the review to the Board on a quarterly basis and provides supporting documentation for discussion and approval. In addition, the Board meets the external auditor twice each fiscal year to discuss, amongst other topics, the status, monitoring and result of the internal control.

Sustainability reporting:

Sustainability reporting is under development to align with the EU's CSRD. The control environment for the sustainability reporting is thereby under development. The sustainability reporting and governing program is based on the European Sustainability Reporting Standard (ESRS). Monitoring of the internal control over sustainability is currently performed as on-going management and quarterly board follow-up progress through the Audit Committee of the sustainability reporting implementation program.

ELEKTA´S PROCESS FOR INTERNAL CONTROL

Risk management, governance and internal control are key components of Elekta's strategy and management processes. The Board of Directors has the overall responsibility for establishing efficient and effective control over risk management, governance and internal control. The responsibility for maintaining the control systems is delegated to the President and CEO, who is assisted by the Executive Committee, other operational managers and coworkers. Functions responsible for risk management, governance and internal control continuously report the current status directly to the Board and/or the Audit Committee.

Elekta's personnel represents the first level of defense within the control environment in their day-to-day work and in their management teams. To facilitate the work, there are policies, guidelines and boundaries set by the Executive Committee on behalf of the Board. The boundaries should ensure that no individual employee accepts a disproportionate portion of risk or too little risk which may result in missed opportunities and ultimately Elekta not achieving its strategic goals. All employees have the obligation to obtain an appropriate level of understanding of the risks within their roles and responsibilities and carry out their responsibilities correctly and completely. Employees are the owners of all risks related to their business operations and are expected to manage these by maintaining good internal control and follow risk and control procedures. Every employee is expected to comply with internal policies, procedures and applicable laws and regulations.

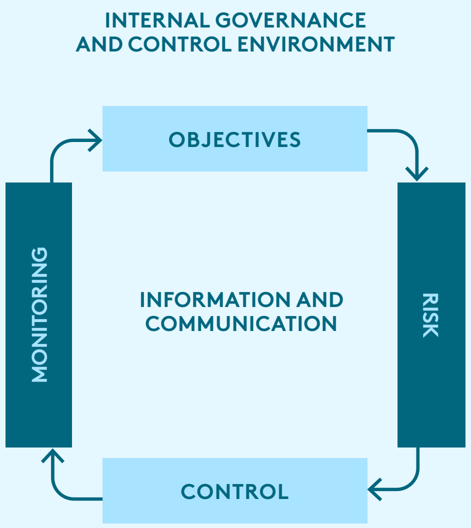
The second level of defense within the control environment lies within the support functions such as finance, IT, HR, compliance, regulatory affairs and quality as well as legal and designated roles in the internal control framework that support and monitor the first level of controls.

The third and final level of defense within the control environment is the internal audit function that provides independent and objective audits and reviews, assurance and advisory support to the management on governance, preparation of decisions, risk management and internal control.

The process for risk management and internal control applies for the entire Group, including business lines, regions, functions, management, coworkers, processes and technology. The Elekta risk work is focused on identifying and managing strategic risks, operational risks, legal and regulatory risks, external risks and market- and financial risks. Risk assessments are being completed and updated continuously in order to identify risks that can impact the achievement of strategy goals, legal compliance and regulations and financial reporting.

The Board also continuously manages decisions that include risk management, for example, within the Elekta strategy and management processes and business management. Find out more about risk management in the Board's report on risk management and internal control over financial reporting and sustainability reporting on **page 118**. A description of how other risks are being managed can be found on **elekta.com**.

Risk management and internal control



Activities performed in fiscal year 2023/24

During the fiscal year 2023/24, the performed activities have primarily focused on review of timeliness and quality of internal control performance, improvement of management reporting regarding adherence to the internal control framework as well as ongoing internal control improvements. Also, there was sharp focus on the sustainability implementation reporting program with on-going management follow-up and quarterly board follow-up through the Audit Committee. In addition, the implementation of the internal control framework in some small-sized new group companies has continued as planned. Risk-based reviews on the quality of financial reporting, underlying processes and control points in smaller and/or new entities have been carried out. An annual update of the internal control framework has been performed according to plan as well as annual sign-off by management. Information relating to the results of the independent reviews were addressed at the meetings of the Audit Committee and subsequently followed up by the Board.

Planned activities for fiscal year 2024/25

During the fiscal year 2024/25, focus will be on reviews of timeliness and quality of internal control performance and increased efficiency and centralization of control performance. A continued sharp focus on the sustainability implementation reporting program with on-going management and quarterly board follow-up through the Audit Committee. Furthermore, on-going implementation of internal control framework in new entities will be continued and any new entities will be included continuously. Also, additional risk-based reviews on the quality of financial reporting, underlying processes and control points in smaller and/or new entities will continue. In addition, inclusion of data collection-related controls for the sustainability program into the internal control framework will be a focus area.

Laurent Leksell

First elected: 1972
Board chairman, Chairman of the Compensation and Sustainability Committee
Attendance: 8/8, 4/4
Total fees (SEK): 1,550,000, 145,000
Year of birth: 1952
Education: MBA and PhD in Economics, Stockholm School of Economics
Independence:
Other board assignments: Board chairman: AB Bonit Invest, Bonit Holding AB and Leksell Social Ventures AB. Board member: International Chamber of Commerce (ICC) and Elekta Foundation
Holdings[1]**:** 14,980,769 Series A shares and 6,956,624 Series B shares
Principal work experience: Founder of Elekta and Executive Director (2005–2013), President and CEO (1972–2005). Founder and partner of Nordic Management AB (1980–1986). Among others, Assistant Professor and Faculty member of Stockholm School of Economics, IFL and INSEAD Fontainbleau, and Visiting Scholar at Harvard Business School.

Caroline Leksell Cooke

First elected: 2017
Member of the board
Member of the Audit Committee
Attendance: 7/8, 5/5
Total fees (SEK): 670,000, 185,000
Year of birth: 1981
Education: BSc in Business Administration, Stockholm University; Marketing studies at Wharton School at the University of Pennsylvania and at Columbia Business School
Independence:
Other board assignments: Board chairman: Bonit Invest S.A./N.V.
Holdings[1]**:** 182,308 Series B shares
Principal work experience: Extensive experience in the areas of digital strategy, communication and technology. Previously responsible for major international business in the role as industry manager at Google. Now CEO and founder for Impala Collective Ltd an advisory and consultancy for software commercialization.

Tomas Eliasson

First elected: 2023
Member of the board
Member of the Audit Committee
Attendance: 6/6, 3/3
Total Fees (SEK): 670,000, 185,000
Year of birth: 1962
Education: MSc degree in Business and Economics from Uppsala University
Independence:
Other board assignments: Board member: Boliden, Telia Company and Millicom International Cellular
Holdings[1]: 6,400 Series B shares
Principle work experience: Former CFO at Sandvik (2016–2021), Electrolux (2012–2016), Assa Abloy (2006–2012), Seco Tools (2002–2006), ASEA and ABB 1987–2002.

Wolfgang Reim

First elected: 2011
Member of the board, Member of the Compensation and Sustainability Committee
Attendance: 8/8, 4/4
Total fees (SEK): 670,000, 100,000
Year of birth: 1956
Education: MSc and Doctor of Physics, Federal Institute of Technology ETH in Zurich
Independence:
Other board assignments: Board chairman: Ondal Medical Systems GmbH. Board member: LAP GmbH
Holdings[1]**:** 25,680 Series B shares
Principal work experience: Independent consultant focusing on the medical technology industry. CEO of Amann Girrbach AG (2020–2023). Interim CEO at DORC BV (2016) and Ondal Medical Systems (2013). Before that, CEO of Dräger Medical AG (2000–2006). At Siemens (1986–2000), as CEO of the Ultrasound Division (1998–2000) and President of the Special Products Division (1995–1998).

Kelly Londy resigned from her position as member of Elekta AB's Board of Directors on March 1, 2024.

[1] Own and closely related parties' holdings in Elekta AB as per April 30, 2024. For current holdings, see elekta.com

Jan Secher

First elected: 2010
Member of the board
Member of the Audit Committee
Attendance: 8/8 5/5
Total fees (SEK): 670,000 185,000
Year of birth: 1957
Education: MSc in Industrial Engineering and Management, Linköping University
Independence:
Other board assignments: Board chairman: Peak Management AG, APMH Investment XXV and Agilyx ASA.
Holdings[1]**:** 38,800 Series B shares
Principal work experience: President and CEO of Perstorp Holding AB. Previously President and CEO of Ferrostal AG (2010–2012). Operating partner of the US private equity fund Apollo in London (2009–2010). CEO of Clariant AG in Basel (2006–2008). CEO of SICPA in Lausanne (2003–2005). Various leading positions in the ABB Group (1982–2002).

Birgitta Stymne Göransson

First elected: 2005
Member of the board
Chairman of the Audit Committee
Attendance: 8/8 5/5
Total fees (SEK): 670,000 290,000
Year of birth: 1957
Education: MBA, Harvard Business School; MSc in Chemical Engineering and Biotechnology, Royal Institute of Technology (KTH) in Stockholm
Independence:
Other board assignments: Board chairman: Industrifonden and Min Doktor. Board member: Bure Equity AB, Pandora AS, Asker Healthcare AB and Rhenman & Partners Asset Management
Holdings[1]**:** 8,100 Series B shares
Principal work experience: President and CEO of Memira Group (2010–2013). CEO of Semantix Group (2005–2009). COO/CFO of Telefos (2001–2005). Before that various management positions, including McKinsey, Gambro and Åhléns.

Volker Wetekam

First elected: 2023
Member of the board
Attendance: 6/6
Total fees (SEK): 670,000
Year of birth: 1970
Education: PhD degree in Quantitative Economics & Software Engineering from the University of Leipzig as well as MSc degree in Computer Science
Independence:
Other board assignments: –
Holdings[1]**:** –
Principal work experience: Leading and transforming the Automated Driving unit at Bosch (2022–) after having been Bosch's Chief Strategy Officer (2018–2022). Before that, executive positions at Siemens Healthineers, GE Healthcare and Agfa Healthcare.

Cecilia Wikström

First elected: 2018
Member of the board Member of the Compensation and Sustainability Committee
Attendance: 8/8 4/4
Total fees (SEK): 670,000 100,000
Year of birth: 1965
Education: Master of Divinity, Uppsala University
Independence:
Other board assignments: Board chairman: Elekta Foundation, European Institute of Public Administration (EIPA), NL, and Uppsala University Alva Myrdal Center for Nuclear Disarmament. Board member: Integrum AB
Holdings[1]**:** 8,600 Series B shares
Principal work experience: CEO of the Beijer Foundation and Anders Wall Foundation. Member of the European Parliament (2009–2019). M.P. in the Swedish Parliament (2002–2009). Priest within the Swedish Church (since 1994).

Independence:

- Independent of the Company and the Executive Committee and **independent** of the major shareholders.
- Independent of the Company and the Executive Committee, **not independent** of the major shareholders.

[1] Own and closely related parties' holdings in Elekta AB as per April 30, 2024. For current holdings, see elekta.com

Gustaf Salford

President and CEO
Employed since: 2009
Holdings[1]**:** 65,000 Series B shares
Year of birth: 1977
Education: MSc in Business Administration, Stockholm School of Economics
Principal work experience: CFO at Elekta during 2017–2020 and several different leadership roles at Elekta since 2009. Prior to Elekta experience from management consulting firms BCG and Booz Allen Hamilton.

Tobias Hägglöv

CFO
Employed since: 2022
Holdings[1]**:** 15,205 Series B shares
Year of birth: 1978
Education: MSc in Industrial Engineering and Business Management, Royal Institute of Technology (KTH) in Stockholm; MSc in Business Administration and Economics, Stockholm University
Principal work experience: CFO at Recipharm during 2018–2021. Before that experience from senior management positions at LEAX, Electrolux, SAS and Accenture.

Jonas Bolander

Executive Vice President Group Functions & General Counsel
Employed since: 2001
Holdings[1]**:** 23,500 Series B shares
Year of birth: 1966
Education: Master of Laws, Stockholm University.

Anna Conneryd Lundgren

Executive Vice President & Chief People Officer
Employed since: 2020
Holdings[1]**:** 5,996 Series B shares
Year of birth: 1985
Education: MSc in Business Administration, Stockholm School of Economics; Master in International Management, CEMS.

[1] Own and closely related parties' holdings in Elekta AB as per April 30, 2024. For current holdings, see elekta.com

Habib Nehme

Chief Commercial Officer

Employed since: 2018
Holdings[1]**:** 5,000 Series B shares
Year of birth: 1964
Education: MSc in Biomedical Engineering, University of Technology of Compiègne; Electrical Engineering degree, Jesuits Saint Joseph University of Beirut; Marketing degree, Business School HEC Paris.

Maurits Wolleswinkel

President Linac & Software Solutions

Employed since: 2011
Holdings[1]**:** 36,716 Series B shares
Year of birth: 1971
Education: MSc in Mechanical Engineering, Delft University of Technology; MSc in General Management, Nyenrode Business Universiteit in Breukelen.

John Lapré

President Brachy & Neuro Solutions

Employed since: 2011
Holdings[1]**:** 28,325 Series B shares
Year of birth: 1964
Education: MSc in Human Nutrition and Physiology, and PhD in Toxicology, Wageningen University & Research.

[1] Own and closely related parties' holdings in Elekta AB as per April 30, 2024. For current holdings, see **elekta.com**

Auditor's report on the corporate governance statement

To the general meeting of the shareholders of Elekta AB (publ), corporate identity number 556170-4015

Engagement and responsibility

It is the Board of Directors who is responsible for the corporate governance statement for the year 2023-05-01 – 2024-04-30 on **pages 110–117** and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's standard RevR 16 *The auditor's examination of the corporate governance statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm, July 5, 2024

Ernst & Young AB
Signature on original auditors' report in Swedish[1)]

Rickard Andersson
Authorized Public Accountant

[1)] This is a translation of the original auditors' report in Swedish. In the event of any differences between the translation and the original statement in Swedish, the Swedish version shall prevail.

Renumeration report

Remuneration report 2023/24

Introduction

This report describes how Elekta AB (publ) has applied the guidelines for remuneration to executive management, adopted by the Annual General Meeting (AGM) 2020, in the fiscal year 2023/24. One senior executive at Elekta is covered by this report, Elekta's President and CEO. The report has been prepared in accordance with the Swedish Companies Act and the Rules on Remuneration of the Board and Executive Management and on Incentive Programmes issued by the Swedish Corporate Governance Board, and will be approved by the AGM. The remuneration report will be available on Elekta's website, see **elekta.com** at the time of the AGM 2024.

Further information on executive remuneration is available in **Note 8**. Information on the work of the compensation and Sustainability Committee during the fiscal year is set out in Elekta's corporate governance report available on **page 108**. Remuneration of the Board of Directors is not covered by this report, such remuneration is resolved annually by the AGM and disclosed in **Note 8** and on **page 121** in the annual report for 2023/24.

Key events and key figures in 2023/24

On **page 5**, the President and CEO summarizes the fiscal year 2023/24 and Elekta's result. In the summary, information around key events which have impacted the remuneration will be available in more detail.

Key events and key figures in 2023/24

On **page 5**, the President and CEO summarizes the fiscal year 2023/24 and Elekta's result. In the summary, information around key events which have impacted the remuneration will be available in more detail.

Elekta's remuneration guidelines:

purpose, scope and deviations

A prerequisite for the successful implementation of Elekta's strategy and safeguarding of its long-term interests, including its sustainability, is that the company can recruit and retain qualified personnel. To this end, it is necessary that Elekta offers competitive remuneration. The remuneration structures shall encourage employees to do their utmost to safeguard shareholders' interests and thereby Elekta's sustainability and long-term value creation.

According to the remuneration guidelines for executive management, they shall include a well-balanced combination of fixed salary, variable remuneration, long-term incentive programs, pension benefits and other benefits, as well as terms governing termination, where applicable. This combination of remuneration strengthens and supports short- and long-term targeting and target fulfilment. The total compensation shall be on market terms on the geographic market where the individual resides or works. Applied remuneration levels shall be reviewed annually in comparison with equivalent positions on the market, to ensure that Elekta is able to attract and retain skills critical for the business where so required.

The auditor shall review if the company has complied with the remuneration guidelines to executive management. The auditor's report will be available on Elekta's website, see **elekta.com** at the time for the AGM 2024 together with other AGM material. No remuneration has been reclaimed during the fiscal year.

In addition to remuneration covered by the remuneration guidelines, the AGM of the company may resolve to implement long-term share-related incentive plans. Elekta has three outstanding share programs called performance share plans and they are described in **Note 8**.

Total remuneration of the President and CEO in 2023/24 (TSEK)

	Fixed remuneration			Variable remuneration			Proportion of fixed and variable	
Name (position)	Annual base salary	Pension	Other benefits	One-year incentives[1]	Multi-year incentives[2]	Total remuneration	Fixed	Variable
Gustaf Salford (President and CEO)	7,335	2,141	110	3,281	4,593	17,459	55%	45%

1) One-year incentives (STI 2023/24 and other bonus) earned in 2023/24.
2) Multi-year incentive cost allocated in 2023/24. For actual vested reward 2023/24, see table multi-year variable remuneration (LTI 2020/23) below.

Performance of the President and CEO in 2023/24

One-year variable remuneration (STI 2023/24)

Name (position)	Performance criteria[1]	Relative weighting of performance criteria	Measured performance and Remuneration outcome (TSEK)
Gustaf Salford (President and CEO)	Group Revenue	36%	Threshold for payout: 14,840 Cap for maximum payout: 27,826 Performance outcome[2]: 17,962
	Group operating income (EBIT)[3]	32%	Threshold for payout: 10.0% Cap for maximum payout: 18.7% Performance outcome: 11.8%
	Group cash flow[4]	22%	Threshold for payout: 999 Cap for maximum payout: 1,874 Performance outcome: 815
	Individual objectives (ESG)	10%	Threshold for payout: –3.29% Cap for maximum payout: –6.17% Performance outcome: 0

1) The performance criteria are reviewed and decided every year by the Board of Directors and the criteria shall support the short-term strategy but also have a long-term view. Therefore, the performance criteria can be changed year by year.
2) Group net sales outcome adjusted to budgeted currency rates.
3) Operating Income (EBIT) excluding items affecting comparability.
4) After continuous investments.

Multi-year variable (LTI 2020/23)

Name (position)	Performance criteria	Relative weighting of performance criteria	Measured performance and Remuneration outcome
Gustaf Salford (President and CEO)	Total shareholder return (TSR) development compared to OMXS30 share index[1]	100%	Threshold for payout: +0.1% Cap for maximum payout: ≥15% Performance outcome: Below +0,1%

1) Performance share plan LTI 2020/23 described in detail under share programs in **Note 8** in the annual report 2023/24.

Comparative information on the change of remuneration[1] and company performance over the last five fiscal years (TSEK)

	2023/24	**Change**	2022/23	Change	2021/22	Change	2020/21	Change	2019/20
Total remuneration for President and CEO position	17,459	–5%	18,348	8%	16,932	12%	13,680	–9%	15,027
Group operating income (EBIT)[2]	2,146,639	23%	1,743,158	4%	1,678,296	–12%	1,906,000	15%	1,657,000
Average remuneration on full time equivalent basis employees[3] in Sweden	812	8.1%	751	–3%	773	–9%	852	4%	821

1) Fixed and variable remuneration earned during each fiscal year.
2) Operating Income (EBIT) excluding items affecting comparability.
3) Excluding members of the Executive Committee.

Annual General Meeting (AGM) 2024

Elekta's Annual General Meeting 2024 will be held on September 5, 2024. The notice convening the Annual General Meeting and the other documents will be held available on Elekta's website, see **elekta.com**.

Financial calendar

Interim report, Q1, May–Jul 2024/25	Aug 28, 2024
Annual General Meeting	Sep 5, 2024
Interim report, Q2, May–Oct 2024/25	Nov 27, 2024
Interim report, Q3, May–Jan 2024/25	Feb 21, 2025
Year-end report, Q4, 2024/25	May 28, 2025

Regulatory status of products
This document presents Elekta's product portfolio. Certain products or functionality described may be works in progress and/or pending regulatory approval for certain markets.

Forward looking statements
This report may include 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. Because 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 section Risks on **page 25**. 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 regulation.

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