ASTRO 2011 - Growth through innovation

13.00  Innovation ● Growth ● Outlook  Tomas Puusepp, President and CEO
13.20  Elekta Brachytherapy Solutions  Jos Lamers, EVP  Elekta Brachytherapy Solutions
13:40  Q&A
13.50  Elekta Neuroscience  Åsa Hedin, EVP  Elekta Neuroscience
14.05  Elekta Oncology  Dee Mathieson, SVP  Elekta Oncology
14.25  Elekta Software  Todd Powell, EVP  Elekta Software
14.40  Region North America  Jay Hoey, EVP Region North America
14.55  Concluding remarks, Q&A  Tomas Puusepp, President and CEO
Elekta – stronger than ever

Every year...
- Close to 1,000,000 patients receive treatment with radiation therapy and radiosurgery equipment from Elekta
- Whereof 60,000 patients undergo Gamma Knife® surgery

Every day...
- 100,000 patients receive diagnosis, treatment or follow-up facilitated by software systems from Elekta companies

Strong financial performance

Net Sales

Aftermarket & Software Sales

Hardware Sales

Profitability

EBIT result

EBIT margin

CAGR: 16.5%
Growth Strategy

Elekta positioned to capture accelerated growth

- **2005** “Perfecting the machine”
  - Turnaround of the linac business
  - Synergy® launch
  - Expanding with the LGK and Perfexion™
  - Hardware focused business

- **2010** “From machine to systems”
  - Full system portfolio through OIS and TPS
  - High growth in market share
  - Establishing leading footprint in emerging markets
  - Build up of leading service support

2011 – Focus on delivering value with solutions
1st priority Accelerate growth – from systems to solutions
  - Grow share in established markets with leading extended solutions
  - Invest in emerging markets with focused program and supporting financing solutions
  - Protect and maximize installed base
  - Promote uptake of radiotherapy
  - Adapt to local needs
  - Perform selected acquisitions to support growth areas
Elekta positioned to capture accelerated growth

- 2005

"Perfecting the machine"

- Turnaround of the linac business
- Synergy® launch
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- Hardware focused business

- 2010

"From machine to systems"

- Full system portfolio through OIS and TPS
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2011 – Focus on delivering value with solutions

2nd priority
Grow the margin and establish industry leading efficiency

- Invest part of EBIT to accelerate growth
- Measures to improve G&A efficiency
- Drive services capability and productivity
- Continue growing services and software sales driving higher margins

Strategy for sustainable profitable growth

Outlook 2015

Growth accelerated to 13-15%
- Increased investments in R&D for state-of-the-art clinical solutions
- Capture growth opportunities in emerging markets
- Build on market-leading position in SRS, SRT and Brachytherapy

Continued strong EBIT growth
- Recurrent revenue growth towards 50% of net sales
- Continued improved efficiency - SG&A reduced from 22% to <19%

EPS increased > 60%
- Cash conversion >70%
- Tax rate from 30% to 28%
- Net debt/Equity <0.5

Net debt/Equity <0.5
Growth through innovation

Drivers
- Technical innovations – IMRT, IGRT, VMAT, etc.
- Demonstrate value – Proving and communicating value of treatments – Patients having increased interest/influence
- Specialization – Multifunctionality – Disease-specific treatments

Elekta’s principles
- Patients’ interests first
- Long-term investments in R&D to drive growth
- Open interfaces
- Safety

Innovation through collaboration
- Allocating 8-9% of revenues into R&D
- Elekta’s development is assisted by its experience and established relationships with leading academic institutions
Innovation through collaboration

Examples of R&D collaborations

Elekta International IMRT consortium
Elekta Synergy® Research Group
Elekta Spine consortium
Leksell Gamma Knife® Society
Elekta Lung Research Group

Example: Elekta Lung Research Group

• Multinational group of five centers
  – Led by Inga Grills MD, William Beaumont

• Pooled clinical data from > 500 tumors
  – Largest clinical study within stereotactic radiation therapy in lung

• All treated with SBRT on Elekta equipment using volumetric image guidance
  – Most technologically coherent multi center study of lung
Healthcare spend drives number of linacs

Healthcare spend per capita and installed linacs per million inhabitants

- Established Market: High healthcare spend, mid-to-high single digit growth
- Western Europe: Low healthcare spend, mid-to-high single digit growth
- Emerging Markets: Low healthcare spend, double digit growth

Driving growth through innovation

Make it accessible:
- Affordable
- Available – increase capacity
- Education/training/support

Add value and refine:
- Evidence based innovation
- Disease-specific treatments
- Data management
Elekta - pioneer and partner in cancer care

Innovation is a key contributor to Elekta’s growth strategy

Market characteristics and growth drivers

Established markets
- Replacements
- Life Cycle Sales

Emerging markets
- Greenfield
- “Bulky business” due to major cancer programs

Characteristics
- Higher value to installed base
- Evidence based
- Success stories

Growth
- 5-8%

Markets drivers
- Increased capacity
- Education/support
- Affordability

Source: Elekta internal sources
Strong performance in emerging markets

Market share

- Brazil: 45-50%
- Russia: 40%
- India: 25-30%

Strong underlying demand trends

- As life expectancies rise globally, the number of cancer patients will increase
- Improved survival rates create additional demand
- Radiation therapy remains significantly cheaper than chemotherapy and surgery
- Increased incidence of metastatic disease increases demand for stereotactic radiosurgery and stereotactic radiotherapy
- Emerging markets remain under-penetrated
Lack of capacity
Large regional differences in availability of cancer care

NORTH AMERICA
Installed base: 3,700
No. of persons/linac: USA: 84,000

EUROPE
Installed base: 2,500
No. of persons/linac:
Germany: 171,000
Scandinavia: 135,000

ASIA PACIFIC
Installed base: 2,900
No. of persons/linac: 1,246,000

BRIC countries
No. of persons/linac: 2,600,000

Nucletron - important step in Elekta’s growth strategy

- World leader in brachytherapy
  - Strengthened market positions
  - Cross-selling opportunities through combined customer base of more than 6,000
  - Improved treatments through combination of external and internal radiation
  - Bundled sales through more comprehensive offering
  - Synergies of approx. SEK 75 M

- Elekta is dedicated to accelerate Nucletron’s growth to Elekta’s growth targets
Regional outlook

North and South America
• Stable demand in North America
• Strong growth prospects in South America

Europe, Middle East and Africa
• Stable growth in most established markets
• Some uncertainty of government healthcare spending in PIGS
• High demand in emerging markets

Asia Pacific
• Strong market growth, driven by large unmet need and government initiatives
Record-high order backlog

- Backlog increased to SEK 8,843 M
- Continued good visibility of sales and earnings
- Healthy backlog development for Leksell Gamma Knife® and linacs

Guidance for fiscal year 2011/12

- Net sales is expected to grow by more than 10% in local currency
- Operating profit in SEK is expected to grow by more than 10%
  - Currency effect expected to be negative on results FY 2011/12 by SEK 125 M
  - Operating profit in FY 2011/12 is expected to be significantly higher in the second half of the year
- Nuclertron acquisition to contribute with net sales of SEK 850 M and EBIT of SEK 170 M

Non-recurring items:
- Pathology capital gain: SEK 170 M
- Nuclertron restructuring: SEK -170 M
Strengthened position in global radiotherapy

<table>
<thead>
<tr>
<th>Market share</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Varian</td>
<td>45%</td>
</tr>
<tr>
<td>Elekta</td>
<td>35%</td>
</tr>
<tr>
<td>Accuray</td>
<td>9%</td>
</tr>
<tr>
<td>Siemens</td>
<td>9%</td>
</tr>
<tr>
<td>Others</td>
<td>2%</td>
</tr>
</tbody>
</table>

Note: Order intake. Sources – company reports

Elekta Brachytherapy Solutions
Adding to growth and profitability
Jos Lamers
EVP Brachytherapy Solutions
Nucletron today
World leader in brachytherapy

• Unmatched global leadership in brachytherapy
  – Presence in >100 countries
  – 3,000 clinics worldwide using Nucletron products
  – 60% worldwide market share

• Strong R&D focus ~11% of revenues invested in 2010

• Strong growth in 2010 (currency adjusted):
  – Revenue growth: 10%
  – EBITDA growth: 18%

• Highly profitable
  – EBITDA margin ~20%
  – 56% of revenues generated from software and services

Brachytherapy
Highly precise, patient-centered treatment for tackling cancer

External beam therapy works “from the outside, in”
Brachytherapy works “from the inside, out”

Brachytherapy market and usage

Brachytherapy share of RT market

Use of brachy in cancer treatment 2010 (1)

(1) GEC ESTRO Patterns of Care study. Relates to all brachytherapy including HDR, PDR and LDR.
This breakdown is a proxy representation of Nucletron’s brachytherapy offering uptake by cancer treatment, 2007 Survey

With broad expert endorsement

In the past decade, there have been major technical innovations in the field of brachytherapy that have revolutionised its use in the management of patients with malignant disease. It is now at the forefront of radiation therapy for prostate cancer, breast cancer, and gynaecological cancers.

Peter Hoskins, Medical Oncologist, UK, 2006

Adaptive image guided prostate and gynaecologic brachytherapy, and increasingly breast brachytherapy, with their comprehensive integration of various new technologies have set benchmarks exploiting the full potential of advanced radiotherapy with very promising clinical results

Professor Richard Pötter, Radiation Oncologist, Austria, 2009

Prostate brachytherapy found to be of ‘high value’ - less costly and more effective than reference strategy [RP]

Institute for Clinical and Economic Review, 2010
Truly global business and no.1 in most markets

Market positions

- **North and South America**: Share of sales 2010: 32%
- **Europe and MEA**: Share of sales 2010: 44%
- **Asia Pacific**: Share of sales 2010: 24%

**Europe No. 1**:
- Germany
- Italy
- Spain
- France
- CEE

**LatAm**: No. 2

**Source**: Company information (2010 estimates as at March 2011).

(1) Includes Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Venezuela, Barbados, Cuba, Puerto Rico and Trinidad and Tobago.

(2) Includes Belarus, Bulgaria, Poland, Russia, Serbia, Slovak Republic, Turkey, Armenia, Azerbaijan, Hungary, Lithuania, Romania and Ukraine.

Leading product portfolio with high share of services

Share of revenues 2010

- **Service**
  - Service and maintenance
  - 41%

- **Hardware**
  - Applicators
  - 35%
  - Afterloaders
  - 9%

- **Software**
  - Imaging and other
  - 15%
  - Imaging and other
  - 9%

**Leading product portfolio with high share of services**

- **Share of revenues 2010**
  - Applicators
  - Hardware
  - Service and maintenance
  - Software
  - Imaging and other

**Direct Sales**

**Distribution (representative office in Russia)**
Nucletron within the Elekta group
Four drivers to further accelerate growth

1. Exploiting the installed base
2. Expanding geographically
3. Developing body sites
4. Driving awareness of brachytherapy

1. Exploiting the installed base
- Cross-selling opportunities
  - No. of customers:
    - ELEKTA: 5,000
    - Nucletron: 3,000
  - ~1,000 unique customers
- Growth of services, especially in emerging markets

2. Expanding geographically

3. Developing body sites

4. Driving awareness of brachytherapy

No. of customers:
- Disposable applicators and additional software modules
- 5,000 ~1,000 unique customers
1. Innovation and product development

- Vaginal CT/MR MultiChannel Applicator
- Oncentra® Brachy
- Prostate Solution

2. Developing new body sites

Example: rectal

**Market opportunity:**

- Colorectal cancer incidence: 3rd most frequent cancer in the EU and US \(^1\)
- Expected to grow rapidly outside of EU / US

Example (McGill) Phase II study: Beneficial effects of brachytherapy as alternative to chemoradiation \(^2\)

- Nucletron supports the clinical evidence generation

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\(^1\) WHO Globocan 2008.
3. Strengthened presence together with Elekta

**Increased presence and share of direct sales:**
- Higher focus on growth
- Enables increased services revenues
- Broader and more attractive customer offering

**Example, services revenue 2010:**

![Graph showing the increase in direct sales](image)

3. Strong growth opportunities

Large regional differences in availability of brachytherapy cancer care

**Western Europe**
- Installed base: ~690
- No. of persons/afterloader: 600,000

**North America**
- Installed base: ~980
- No. of persons/afterloader: 350,000

**Emerging markets**
- India: >6,200,000 persons/afterloader
- China: >6,800,000 persons/afterloader
4. Driving awareness of brachytherapy

Source: Company information.

Customers and patients will benefit from improved service offerings and reduced treatment times

- No 1. in brachytherapy globally
- Large untapped market potential
- Highly complementary treatment modality serving many of the same customers as Elekta
- Combined customer base of more than 6,000
- Committed to further accelerate growth in line with Elekta's growth targets
Elekta Neuroscience

Åsa Hedin
Executive Vice President
Elekta Neuroscience

World-leading solutions for treatment and localization of brain disorders
Leksell Gamma Knife®
- the most established technology …and still gaining

- Almost 300 Leksell Gamma Knife® systems in use
- More than 600,000 patients treated to date (2010)
- More than 3,000 publications on Gamma Knife® surgery

Cumulative number of patients treated

Source: LGK user statistics for 2009, with 2/3 of all sites reporting

Large unmet need of Gamma Knife® surgery

North America
Fairly well penetrated but large potential in oncology market and in upgrading installed base

Europe
Growth potential through relatively low penetration and large unmet need

Emerging markets
High mid to long term growth potential through low penetration in most countries
Opportunities for Leksell Gamma Knife®

US centers (in 2009) by number of craniotomies annually

<table>
<thead>
<tr>
<th>1-50</th>
<th>51-100</th>
<th>101-200</th>
<th>201-350</th>
<th>&gt;350</th>
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<tr>
<td>137</td>
<td>114</td>
<td>106</td>
<td>40</td>
<td>24</td>
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<tr>
<td>111</td>
<td>88</td>
<td>34</td>
<td>15</td>
<td>16</td>
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<tr>
<td>17</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>13</td>
</tr>
</tbody>
</table>

1 Based on Medicare data; multiplied by 3 to reflect non-Medicare patient volumes. NOTE Equipment based on registered procedural codes 2009 Source: Medicare data

Growth through research collaboration

USA
- University of Pittsburgh Medical Center, Pittsburgh, PA
- Pennsylvania State University, Hershey, PA
- University of Virginia, Charlottesville, VA
- Medical College of Wisconsin, Milwaukee, WI
- University Health Network, Toronto, Canada
- Washington University, St Louis, MI
- Johns Hopkins Medical Institutions, Baltimore, MD
- UCSF Medical Center, San Francisco, CA

Europe
- Hôpital de la Timone, Marseille, France
- University of Bergen, Bergen, Norway
- Universidad Politécnica de Madrid, Spain
- Max Planck Institute for Human Cognitive and Brain Sciences, Leipzig, Germany
- Hôpital Erasme, Université Libre de Bruxelles, Belgium
- Radiosurgery Providers, London & Oxford, UK
- St James’s University Hospital, Leeds, UK
- Linköping University and Linköping University Hospital, Sweden
- Chalmers University of Technology, Gothenburg, Sweden
- Karolinska University Hospital, Stockholm, Sweden

Japan
- Japan Brain Foundation, Tokyo, Japan

Growth through research collaboration
Brain metastases are becoming increasingly common

- Brain metastases occur in 20-40% of cancer patients\(^1\), and currently account for ca 20% of cancer deaths annually in the US
  - Majority of patients present with multiple metastases (50-63%)

- Several reasons for increase in brain metastases incidence
  - Improved survival in patients with cancer due to better diagnosis and management of the primary cancer
  - Increased availability of advanced imaging techniques for early detection
  - Vigilant surveillance protocols for monitoring recurrence

- Untreated patients have a very short expected survival

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\(^1\)  Patchell RA. "The management of brain metastases". Cancer Treat Rev 2003
Gamma Knife® surgery and brain metastases

- #1 indication for Gamma Knife surgery
- >200,000 patients treated to date
- Well documented in literature
- Indication-specific FDA clearance
- Superior for multiple brain metastases
  - Precision and accuracy
  - Minimal dose to healthy tissue
  - Workflow efficiency

Increasing support for the use of SRS for brain metastases in clinical literature

- **Multidisciplinary guidelines**
  AANS/CNS treatment guidelines, supporting the use of SRS in every scenario that was considered

- **Neurocognitive decline data**
  MD Anderson Phase III study concludes that patients receiving SRS plus WBRT are at significantly greater risk of decline in learning and memory function compared to if they receive SRS only

- **Role of SRS for brain metastases**
  ...and multiple additional publications
Gamma Knife radiosurgery – a flexible tool in the brain metastases armamentarium

...alone

...in combination with chemo

...to resection cavity

...boost after WBRT

...salvage after WBRT

• Avoid postponing or pausing chemo as with WBRT

• Decrease risk of recurrence

• Proven to improve survival (level 1 for single metastases)

• Repeat treatment with WBRT not possible

Leksell Gamma Knife® - the superior option especially for multiple brain metastases

Critical factors when treating multiple targets with SRS:

**Dose control**

- Complications depend on total dose delivered to normal brain tissue

- Leksell Gamma Knife® Superior in delivering high dose to target while limiting dose to normal brain

**Workflow efficiency**

- Treating multiple targets regularly and efficiently require solutions designed for the task

- Leksell Gamma Knife® Superior in workflow and productivity – total time of treatment planning QA and treatment
Scientific literature supports spine radiosurgery

- The incidence and prevalence of spinal metastases occur in 30-50% of all cancer patients ¹)
- Literature review including 5,000 patients gives strong recommendation that radiosurgery should be considered over conventional radiotherapy ²)


Accelerate growth and capture full potential

**Increased efforts to:**
- Spread clinical evidence and findings of Leksell Gamma Knife® superiority
- Strengthen marketing capabilities and work closer to patient organizations and end users
- Invest in regions with low penetration
Elekta Oncology
Growth Through Innovation

Dee Mathieson
Senior Vice President
Oncology Business Line Management

Cancer incidence is growing

Cancer incidence, world

Most frequent cancers, world

Source: Globocan 2008
Elekta research groups
Helping to improve clinical outcomes

- Delivers “Evidence Based Medicine”
- Managed and supported by MOSAIQ
- Incorporates continuous quality improvement and decision support

Data feedback, outcomes reporting, quality assurance

Clinical registers, decision support, clinical pathways

Clinical Consortia
Value to Elekta

- Help identify and understand gaps so Elekta can provide solutions
- ELRG is helping Elekta
  - Develop MOSAIQ for research data collection
  - Understand lung tumor tracking and motion management
  - Understand workflow
Example 1: Lung cancer

<table>
<thead>
<tr>
<th>Year</th>
<th>Incidence</th>
<th>Mortality</th>
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</thead>
<tbody>
<tr>
<td>2010</td>
<td>1.5</td>
<td>1.7</td>
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<tr>
<td>2030E</td>
<td>2.9</td>
<td></td>
</tr>
</tbody>
</table>

Source: Globocan 2008

Challenge

- Reach target while minimizing impact on surrounding tissue
- Constantly moving
- Decrease high mortality rate

Elekta Lung Research Group

- Pooled clinical data from > 500 tumors
- All treated with SRT using Volumetric Image Guidance
- New clinical discoveries likely to change and promote practice of SBRT
  - SRT shows comparable results for patients who don’t want surgery
  - A recommended SRT dose has been determined

"Findings support SRT as standard treatment for non-small cell lung cancer"
Example 2: Prostate – most frequent male cancer

Incidence and mortality
world, million

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
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<td>0.9</td>
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<tr>
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<td>0.5</td>
<td>1.7</td>
</tr>
</tbody>
</table>

Source: Globocan 2008

Challenge
Motion management
Accuracy and dose control
Survival rates are high

Intra-fraction Motion Management

- External monitoring systems
- Response Gating
- Breath hold & free breathing
- 4D imaging Symmetry
- 3D imaging during VMAT
- Clarity Autoscan
- 4D intra-fraction imaging
Clarity Autoscan - motion management

• 4D
• No dose
• Non-invasive

• Continuous anatomy tracking
  – As opposed to marker tracking

Example 3: Nasopharynx

<table>
<thead>
<tr>
<th>Incidence and mortality</th>
<th>2010</th>
<th>2000E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>54</td>
<td>82</td>
</tr>
<tr>
<td>Mortality</td>
<td></td>
<td>126</td>
</tr>
<tr>
<td>Incidence</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Globocan 2008

Challenge

Motion management
Dose control and accuracy
Sensitivity of critical structures
Elekta Nasopharyngeal cancer research group

- Established 2011
- Data available on well over 1,000 patients
- Participating Trans-Asian institutions
  1. National University Cancer Institute, Singapore
  2. National Taiwan University
  3. Tuen Mun Hospital, Hong Kong
  4. Cancer Institute and Hospital of the Chinese Academy of Medical Sciences (CAMS)
  5. Fujian Provincial Tumor Hospital
  6. West China Medical Center
  7. Sun Yat-Sen University Cancer Center

Safety by design

Oncology Information System

- Treatment planning
- MOSAIQ
- Linac Setup
- Patient Setup
- Imaging
- Motion management
- Treatment delivery
- Portal dosimetry

- Most accurate dose plans
- Enhanced plan checks
- Verification of machine setup & treatment plan delivery
- Verification of patient setup position & their accessories
- Verification of target and OARS
- Verification of internal & external motion
- Intelligent digital delivery
- Verification of dose delivery
Identify™

- Right patient
- Right location
- Right set-up

Verification of complete set-up prior to treatment

Patient, position and accessories

This feature is in research and is not for sale or distribution.

Agility™ – the specification

- Largest high resolution field size
  - 40x40cm
- Shorter treatment times
- Unprecedented beam shaping capabilities

- Lowest leakage radiation <0.5%

- Highest shaping speeds with highest accuracy
  - 6.5cm a second leaf speeds, 1mm dynamic tolerance
  - Optimised for VMAT and higher dose rate deliveries

- Tight penumbra across whole field
  - 7mm
  - Sharp dose fall off

This feature is in research and is not for sale or distribution.
Agility™ – Clinical benefits

- Wide clearance
  - Patient comfort
  - Oblique techniques; breast, head & neck

- Extremely low leakage
  - Minimise unwanted dose; paediatric, secondary cancers

- Very tight penumbra for accurate dose delivery
  - Critical structure avoidance; prostate, NPC

- Highest speeds, with high accuracy
  - Shorter treatment times; lung

- Installed now at our collaborator sites
  - Design validation
  - Clinical studies

- General release from Spring 2012
  - Strong pipeline for upgrades

This feature is in research and is not for sale or distribution.

Elekta Software
Todd Powell
Executive Vice President
Elekta Software
Elekta Software - our focus

Elekta’s oncology software designed to:

• Provide ease of use, increased safety and support for decision making
• Treatment planning and treatment management
• Store patient-specific data – learn and evaluate based on past treatments from a fully comprehensive database

Over 400 dedicated experts drive best in class development
Elekta software - leading market positions

Market share

North America
OIS: 61%, #1
TPS: 16%, #3

Europe
OIS: 64%, #1
TPS: 48%, #1

Asia Pacific
OIS: 44%, #2
TPS: 41%, #1

Proton Therapy
Global
OIS: 80%, #1
TPS: 50%, #1

Note: Market share installed base 2011, including Oncentra

Supports the entire chain of cancer care

- Hospital Information Systems
- Automated documentation
- Imaging
- MONACO®, XIO®, Oncentra®
- MOSAIQ® Data Director
- Integrated Scheduling management System
- Radiation Therapy
- Chemotherapy
- Surgery
- SYNERGISTIQ™
- Connect any linear accelerator

Data reporting, aggregation and visualization
Highly configurable, extendable rules and scripting infrastructure
Expansive set of interfaces to bridge gaps to HIS
Elekta Software

Strategies

• Utilize world-leading competence within OIS and TPS to protect and drive growth within existing installed base and gain market share

• Drive development towards disease specific needs while enhancing tools to support standardization and clinical evidence

• Increase pace in innovation and product development with continuous upgrades

Leveraging the installed base

![Bar chart showing global OIS share, global linac share, and global TPS share.]

Source: Elekta
Driving the technological development

**Workflow automation**

- Workflow Manager in MOSAIQ®
- IQ Scripts
- Designed to customize workflow and automate a multitude of tasks
- Drives Standardization and gathering of clinical evidence
- Stickiness within installed base!

Driving the technological development

**Mobile applications**

- MOSAIQ® Mobile provides unplugged access to MOSAIQ®
- Vendor-neutral platform that leverages existing IT
- Designed to support future enhancements and features for portable usability
Monaco future releases

**Monaco® 3.0** - released July 2011
- Dynamic Conformal Arc Planning
- APEX micro MLC (Stereotactic planning)

**Monaco® 3.1** - December 2011
- Bias Dose Planning (Composite Planning)
- Multiple Rotation Arc Beams
- Multiple Arc VMAT for Elekta linacs

**Monaco® 3.2** - February 2012
- Agility 160 delivery support
- Improved VMAT performance

Vision - software development

- Incorporate all software competence and experience into one platform serving all oncology software needs

- MOSAIQ® RTP
MOSAIQ® RTP – introducing first two modules

Evaluate

- Plan and dose review capabilities
- First step in bringing classic TPS features into OIS
- Successfully passed IHE-RO Connectathon for Dose Display

Locate

- Stereotactic localization distributed in MOSAIQ®
- Used clinically in Stereotactic Radiotherapy, Stereotactic Radiosurgery, and Neurosurgery procedures

Human Care Makes the Future Possible

Region North America

Jay Hoey
Executive Vice President
Region North America
Medical device outlook
North America

- New product launches
  - Safety, clinical efficacy, efficiency
- Aging population
  - 40 million, > 65 in 2010, growing to 72 million in 2030
- Admissions and procedural volume pressures
  - Persistent unemployment impacts provider revenues
- Affordable Care Act
  - Uncertainty in “how” savings will be achieved
  - Early indications are focus on drugs, premiums, structural
- Accountable care
  - Cost and quality control
  - Cancer carve-out uncertain

Market dynamics
North America

**RO a “Replacement” Market**
- >85% linacs are replacement machines
- Large installed base means larger replacement market
- Replacement frequency impacted by:
  - New technology, Age, Competition, Reimbursement

**Demographics increase demand**
- Higher cancer incidence with age

**New Technology shifts emphasis**
- SRS/SRT increases demand for new equipment
- SRS/SRT less fractions per course improves utilization

**Affordable Health Act a “mixed bag”**
- HITECH act incentives/disincentives gaining momentum which increases sw demand and services
- Ultimate reimbursement policy increases uncertainty
Elekta North America going forward…

**Installed base**
- Enhance service excellence:
  - Most recent MDBUYLINE report ranks Elekta #1
- Provide advanced solutions:
  - Streamlined workflow = higher efficiency
  - Advanced treatments = higher effectiveness
- Increase consulting solutions:
  - Meaningful use
  - Process re-engineering

**SRS/SRT solutions**
- Elekta well positioned via SRS/SRT expertise
- Gamma Knife performance & reputation

**SW leadership**
- New sw apps for existing customers
- Continue to expand installed base

**Safety focus**
- Three tiers of safety

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Nucletron adds value

- Market leader in North American brachytherapy with large installed base (>60% market share)
- Well respected company
- Large set of common customers
- One more member of a well-balanced product mix
- Opportunities in brachytherapy software sales
- Completes our RTP portfolio
- More treatment solutions for Elekta's portfolio
Elekta is gaining market share

Linac share - installed base (FY10/11)

- Siemens: 7%
- Tomo/Accuray: 10%
- Varian: 72%
- Elekta: 11%

Linac share – new orders (FY10/11) Management Analysis

- Siemens: 4%
- Tomo/Accuray: 3%
- Varian: 74%
- Elekta: 19%

Elekta’s installed base, age

Elekta is leading in SRS driving growth

Performance FY11
Elekta North America

ROIS: SW upgrades, meaningful use, replacements driving growth
MOIS: New products, increased focus driving growth
RTP: Installed base, service excellence driving growth
Service: Elekta leading position in SRS driving growth
Neuro: Competitor installed base, new product, stalling growth
Brachy: Strong installed base, Strong reputation, Strong market share