

A wide-angle photograph of the Golden Gate Bridge in San Francisco at dusk. The bridge's towers and suspension cables are illuminated with warm orange lights, contrasting with the deep blue and purple twilight sky. The city lights of San Francisco are visible in the background across the water.

Elekta – JP Morgan Healthcare Conference 2017

Richard Hausmann
President and CEO



Important information

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

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

Background

Over 30 years experience in medical device industry – Physicist by education

Siemens

- Magnetic Resonance & Computed Tomography
- President and CEO of Computed Technology
- President and CEO of Siemens China

GE Healthcare

- President and CEO Global MR Business
- Turnaround USD 2.4 bn business

Believes

- Clear visions
- Focused strategies
- Operational excellence, growth by innovation, customer focus, numbers and result driven



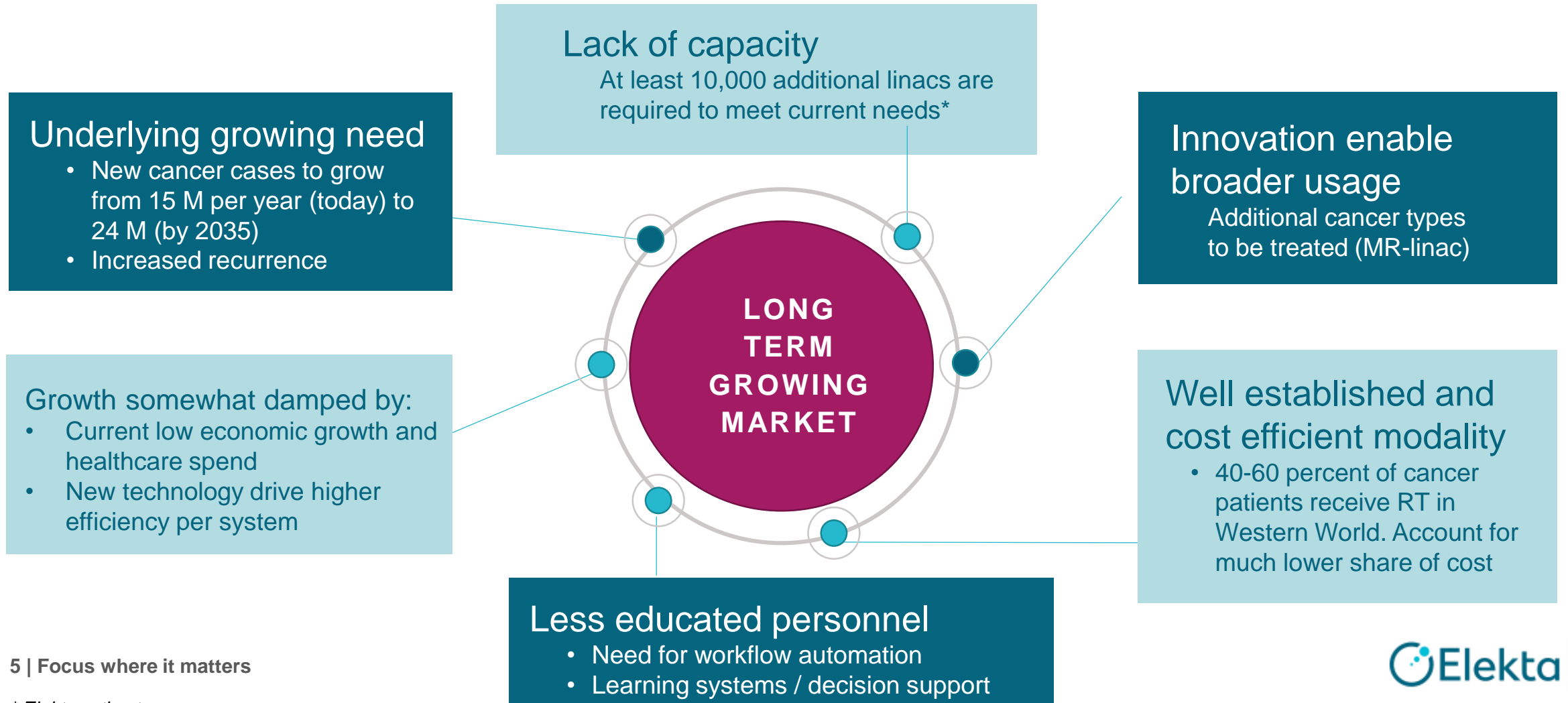
Richard Hausmann
Elekta's President and CEO
since 8 months



Elekta – global leader in radiation therapy equipment and oncology informatics

- One of the two major global companies in radiation therapy
- Active on 120 markets globally
- Market leader in Asia Pacific and Europe
- Over 1 M treatments per year with our 3,650 installed systems
- Around 3,600 employees worldwide
- Net sales SEK 10.5 bn (USD 1.2 bn)
- Listed on the Nasdaq OMX Nordic Exchange since 1994

Radiation therapy– underlying growth potential for foreseeable future



ONCOLOGY INFORMATICS

Treatment pathway centric
Vendor & therapy agnostic
Localized to markets

SURGERY

RADIATION & MEDICAL ONCOLOGY

EMR

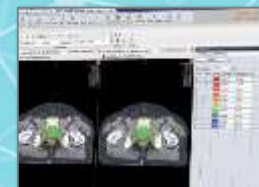
PARTIAL THERAPY



MOSAIQ
Oncology specific EMR



MOSAIQ
Oncology Analytics



MOSAIQ
Image & Plan Review



METRIC/LGK
Cancer Registries

Oncology Informatics Portfolio

TREATMENT SOLUTIONS

Precise & Efficient
Imaging centric
Adaptive workflows



Linacs
Portfolio



Neuro
Portfolio

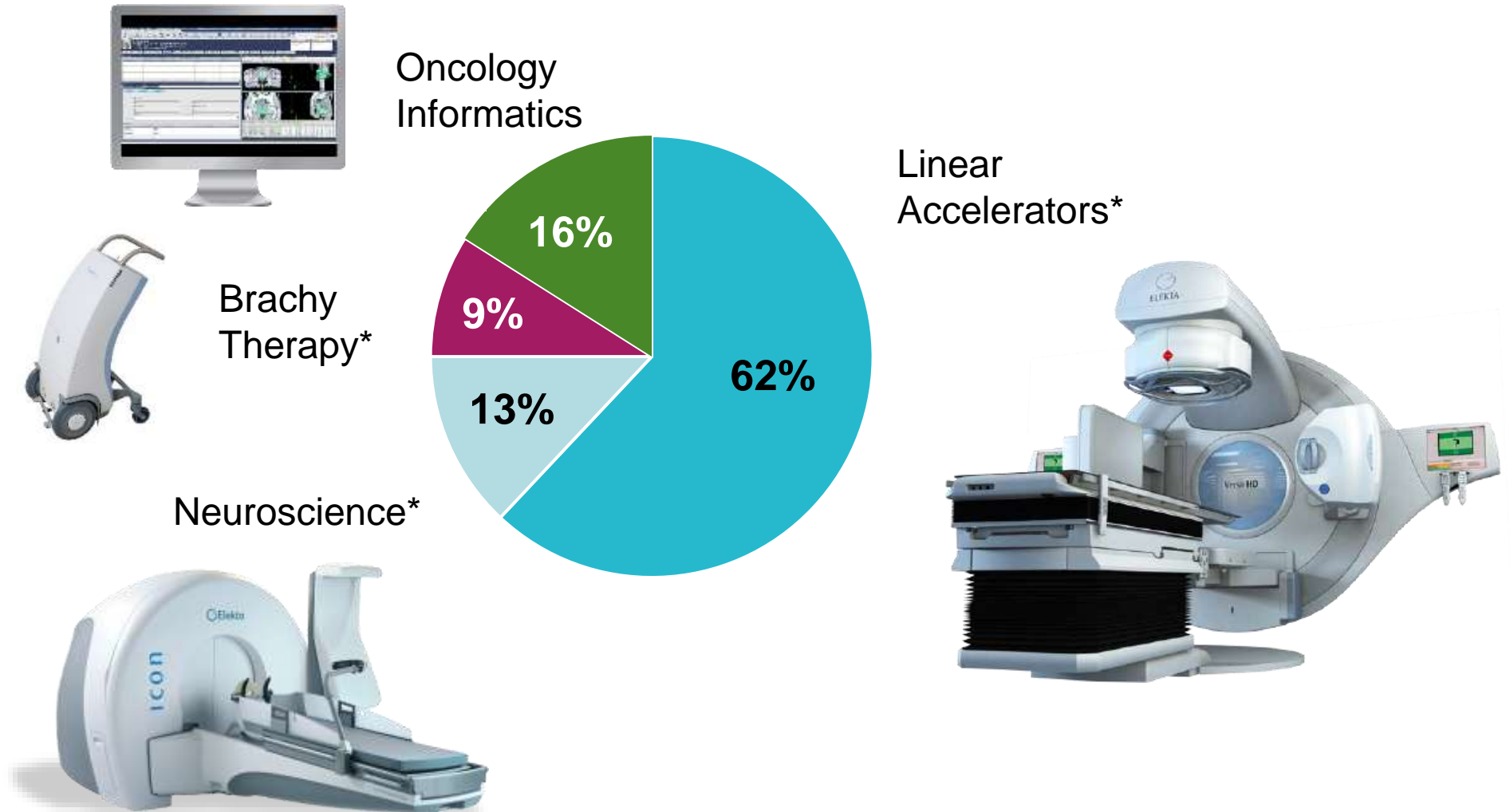


Brachy
Portfolio



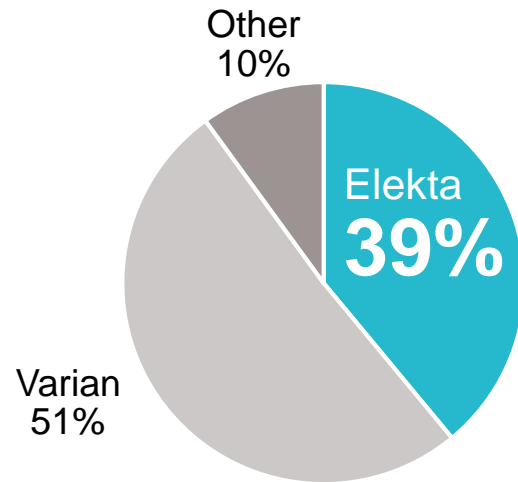
MR-Linac
(Research)

Elekta's revenue base (rolling 12 months)

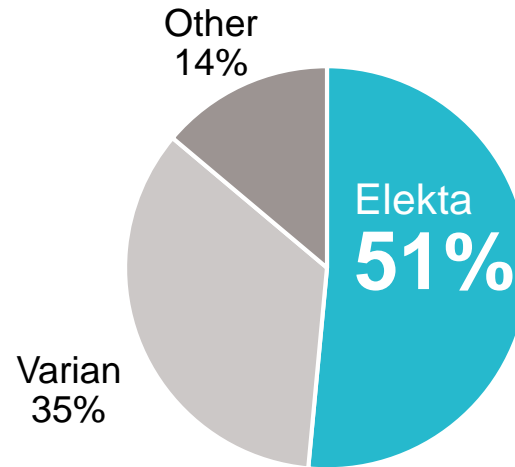


Elekta's market position in linear accelerators

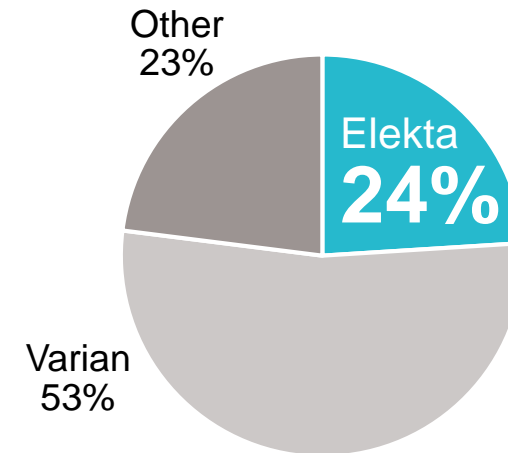
NEW ORDERS*



NEW SOCKETS**



INSTALLED BASE



*Order intake of linear accelerators in FY 2015/16

**New radiation therapy departments or expansion by new bunker

Focus areas:

1. Innovation

2. Transformation

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2. Transformation



To create the possible we have
to constantly try the
impossible.

Hermann Hesse

The innovation opportunities for Radiotherapy

More outcome and focus where it matters

Image guidance

- High field MR as the ultimate soft tissue imaging tool
- Adaptive workflows to save healthy tissue by reducing margins!

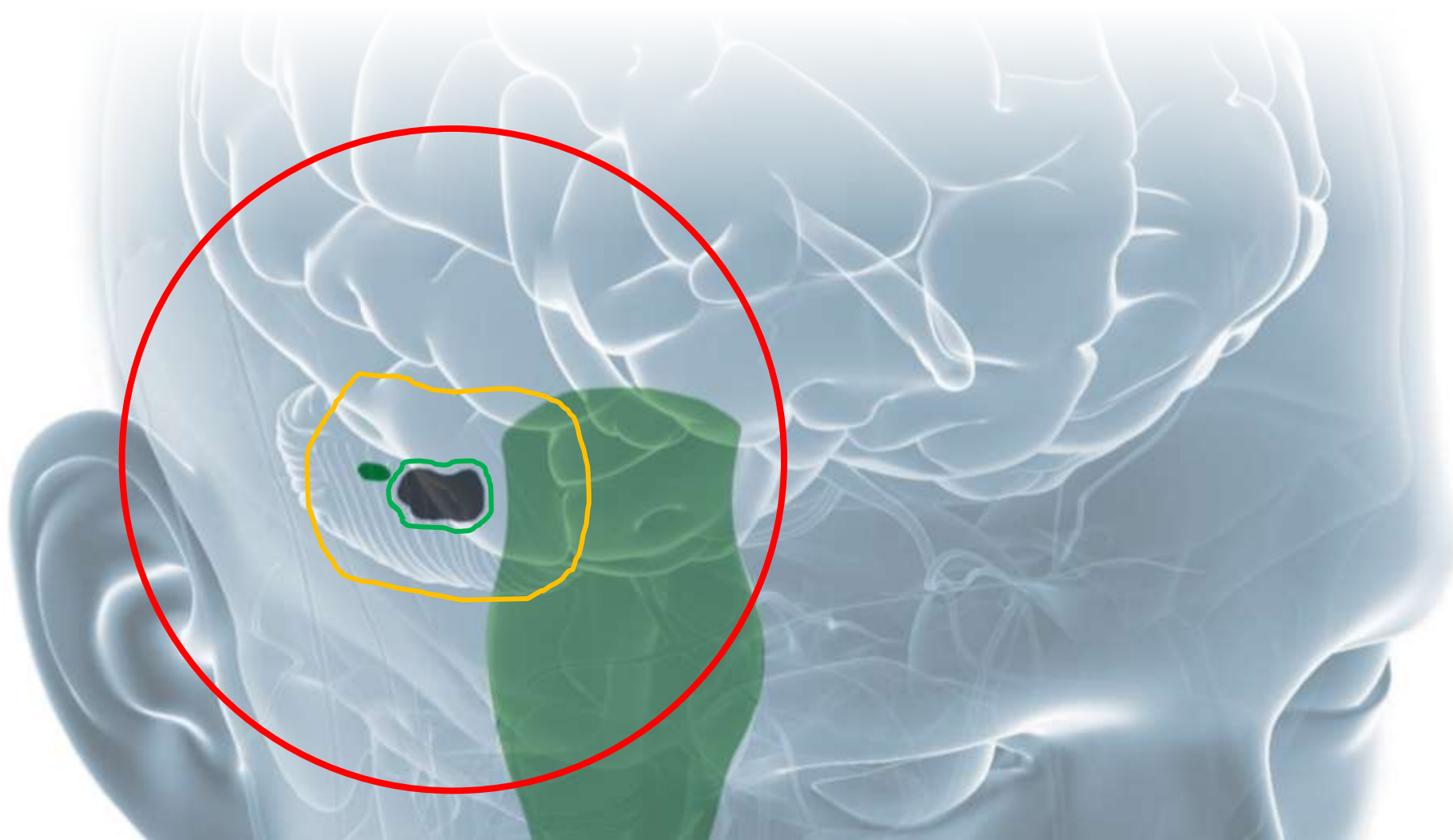
Workflow

- Integrated and automated workflows on treatment units
- Seamless integration of alternative treatments on OIS level

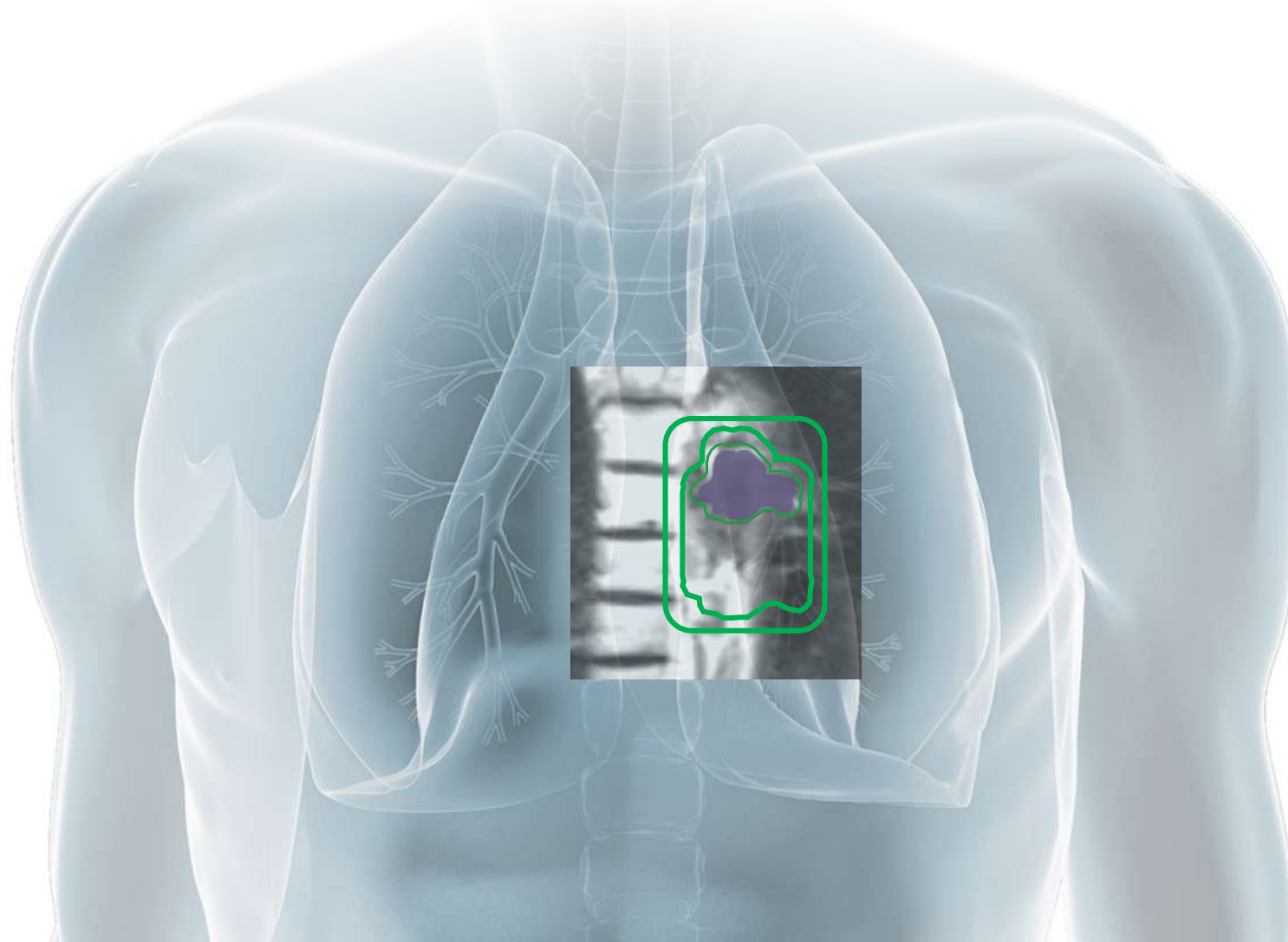
Automation

- Big data applications
- Decision support with self learning
- Analytics for efficiency improvements and patient outcomes

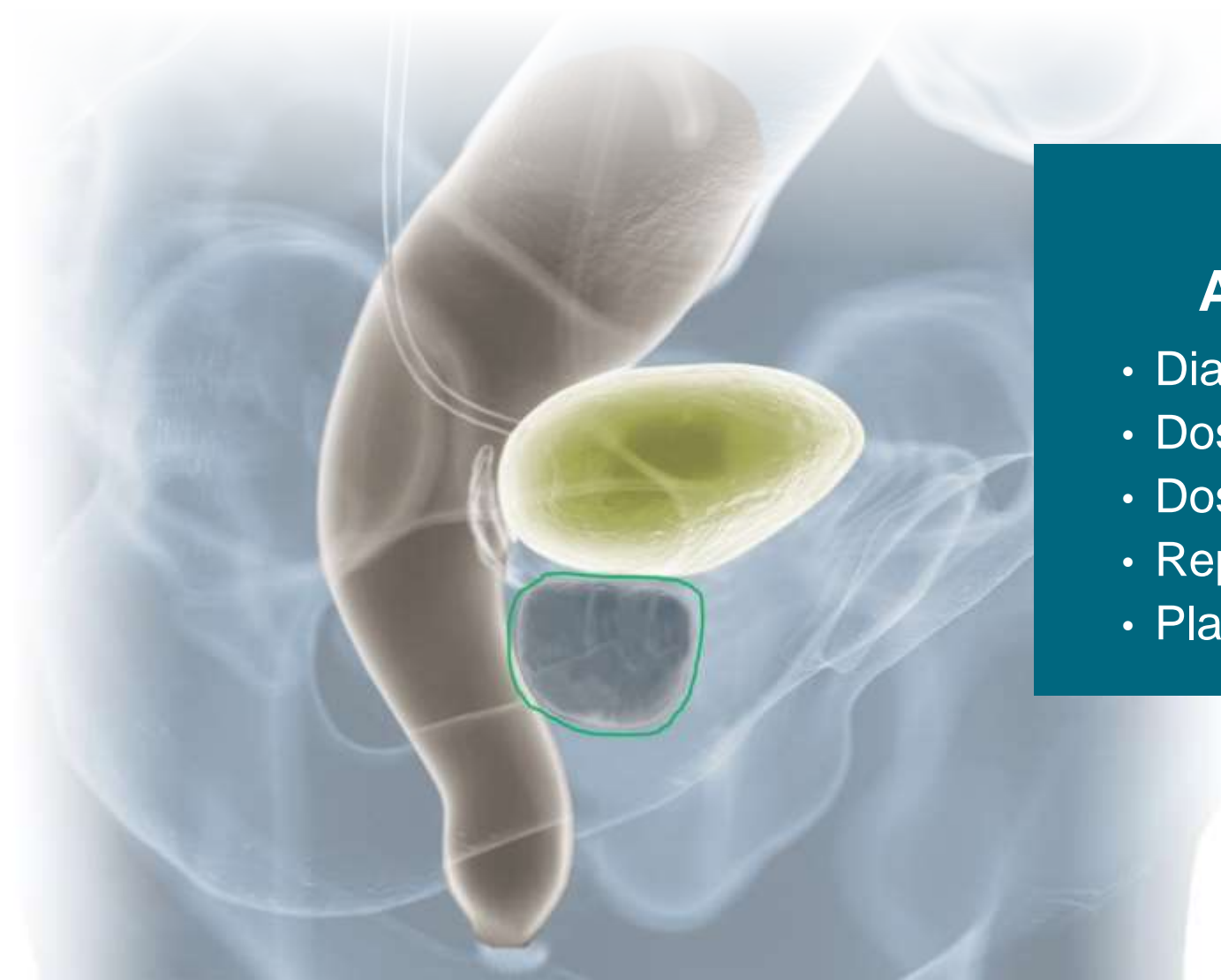
Wrapping high dose as tight as possible to a target is sufficient in static situations...



...but targets often move and only advanced imaging helps reduce margins and further limit dose to healthy tissue...



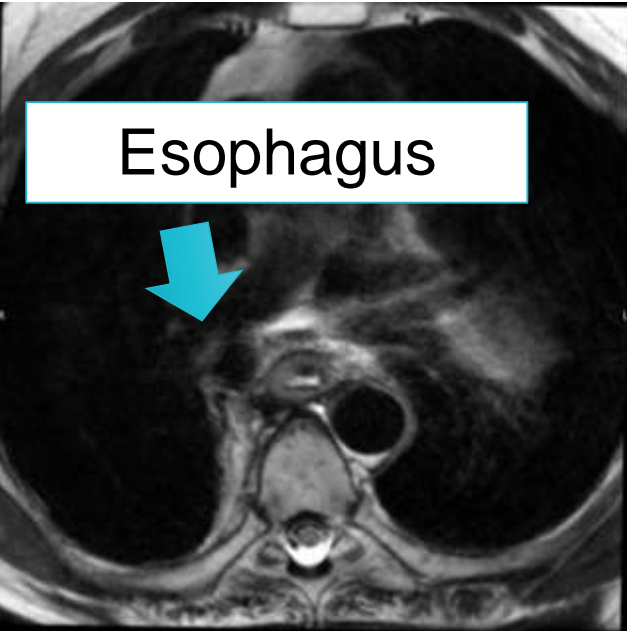
...and for day-to-day changes of shape and position, seamless and on-line plan adaptation is vital.



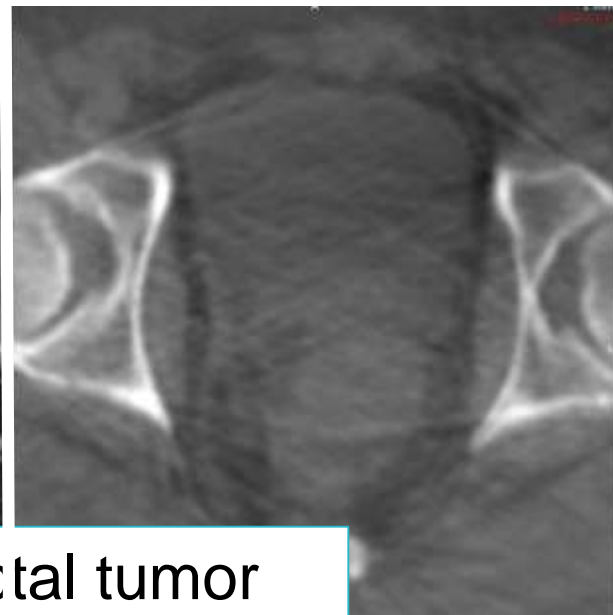
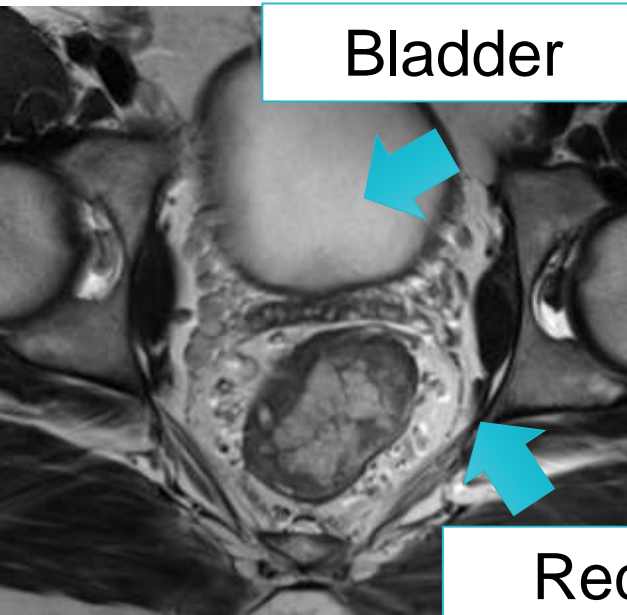
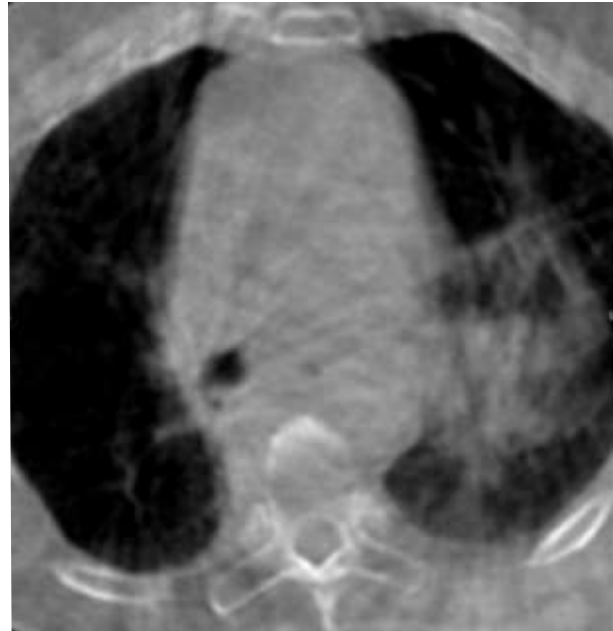
ONLINE ADAPTIVE

- Diagnostic Imaging
- Dose Calculation
- Dose Adjustment
- Repositioning
- Plan Adaptation

**MR-Linac
(New)**



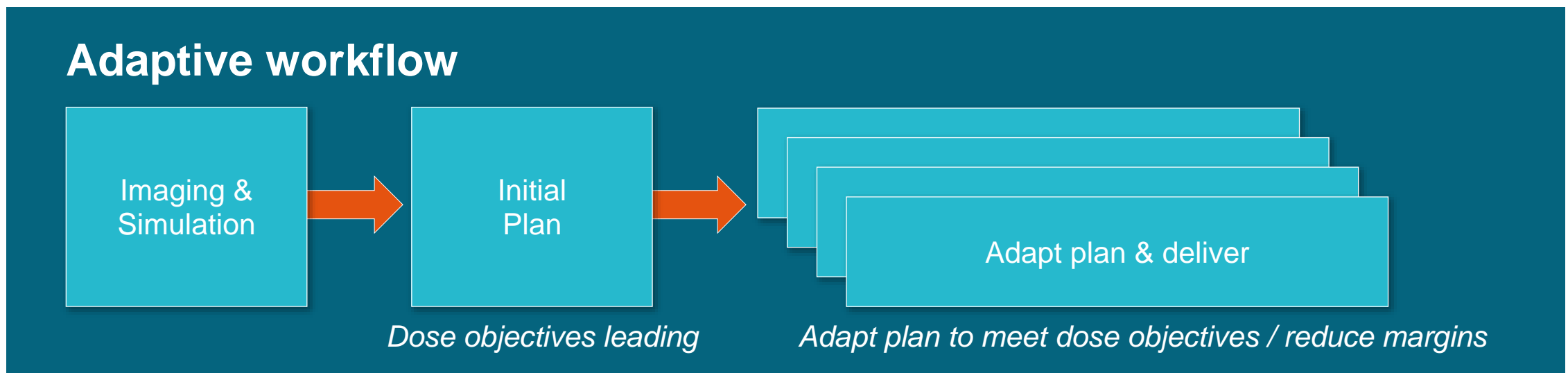
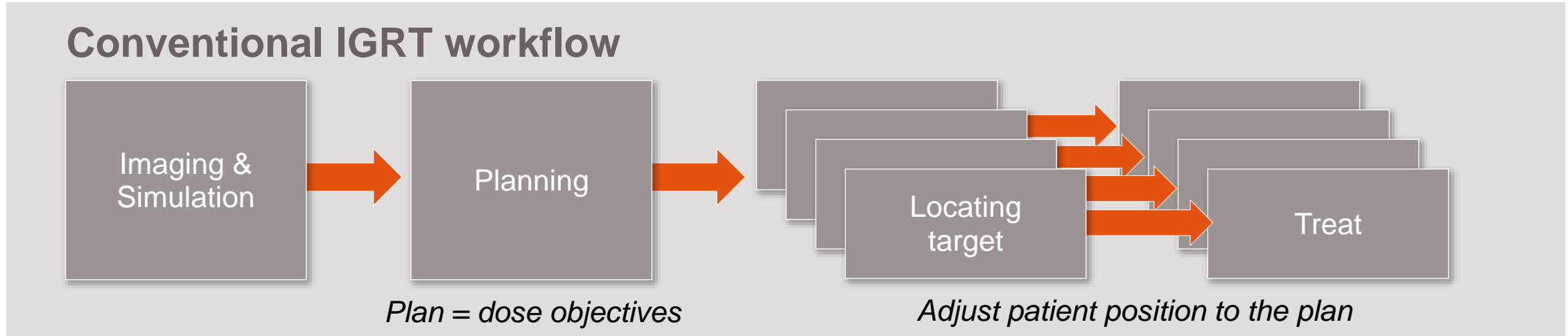
**Cone Beam IGRT
(Today)**



MR-Linac

Brings together the capability of high-field diagnostic MR imaging, the highest standard of precision radiation therapy delivery and sophisticated adaptive workflow software. ...for the first time!

A new paradigm



How to NAVIGATE in today's RT world

Plan dose



Anatomical changes



Patient moves

Arrive at actual delivered dose



Adaptive Navigation provides *actual* information to decide how to best reach destination

No harm to healthy tissue



IGRT added navigation



Faster cars

MR-Linac progress – first commercial orders signed*



+7 reserach consortium members



**Launch in
second half of
calendar year
2017**

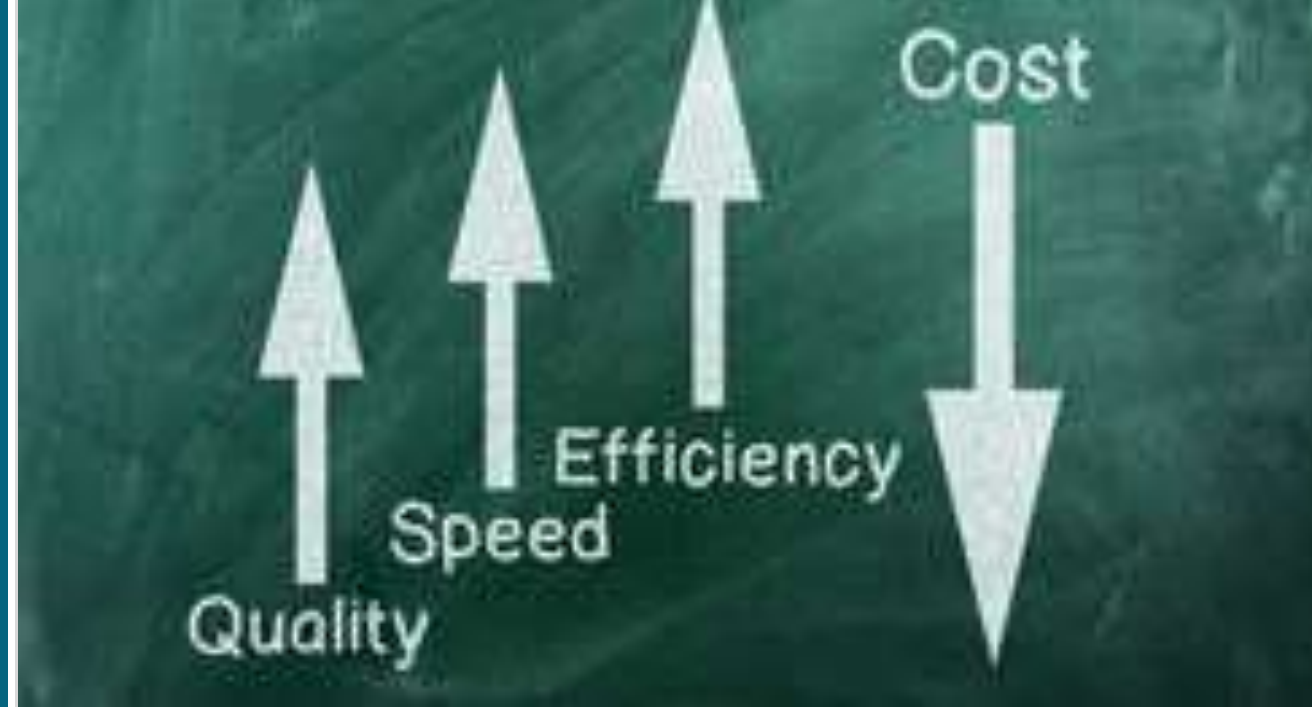
**Ambition:
75 orders
until 2019**

**All in line with local regulatory requirements*

Focus areas:

1. Innovation

2. Transformation



Transformation for profitable growth on track

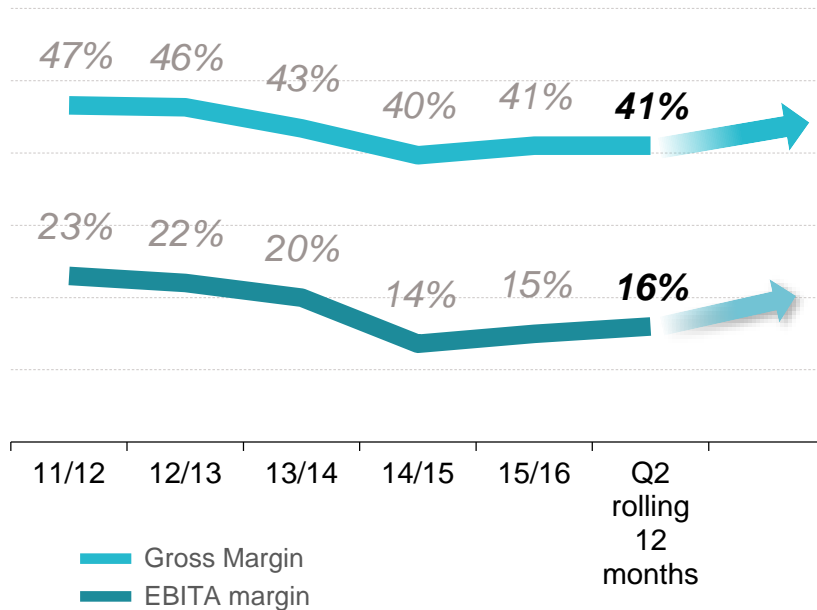
Objectives

- Improve processes and structure
- Reduce cost and restore profitability
- Strengthen cash flow and reduce working capital
- Improve customer experience and drive excellence in product development



On track to reach EBITA margin of >20%

Margin development*

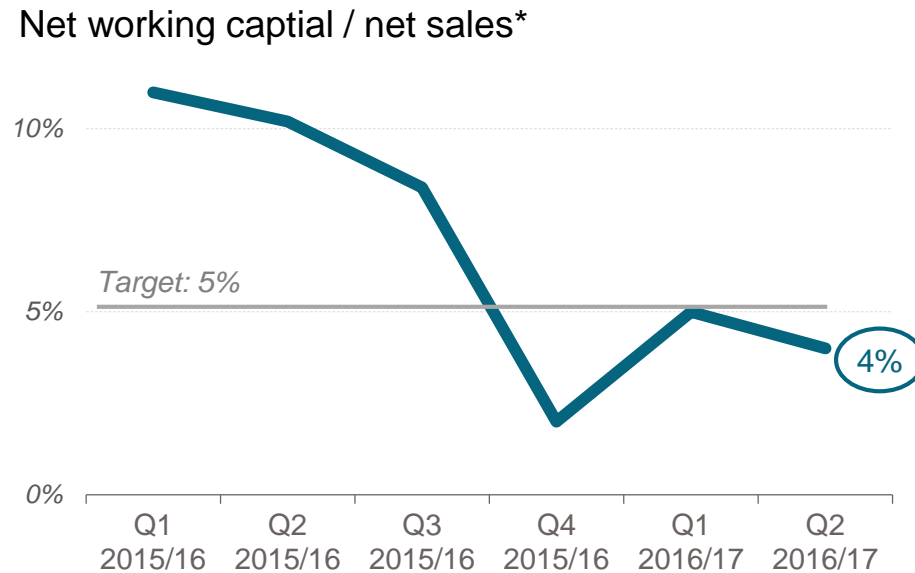


Transformation program targets

EBITA margin of **20%** by 2017/18

<p>Cost reductions of SEK 700** M</p> <p>with full effect 2017/18</p> <p style="font-size: 2em; color: #FFD700;">✓</p>	<p>Net working capital to sales below</p> <p style="font-size: 2em; color: white;">5%</p> <p>by 2016/17</p> <p style="font-size: 2em; color: #FFD700;">✓</p>	<p>Implemented</p> <p>produce-to-order process. One-off revenue effect was SEK 650 in H1 2016/17</p> <p style="font-size: 2em; color: #FFD700;">✓</p>
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Net working capital to sales ratio has improved



Further initiatives

- Inventory reduction plan of SEK >200 M
- Accrued income reduction – focus on project acceptances

Priorities, organizational structure and tools in place

Values

We work as
one team

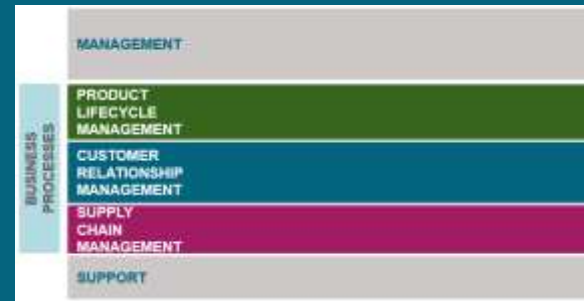
We do what
we say

We keep thinking
forward

Updated brand



Organization



- Company organized in line with three key processes

Priorities

Elevate the
customer
experience



Act as an
innovation
leader



Continuously
improve our
processes



Live our
values



Sustain a
competitive
cost base



Growth



Cost



UNIQUE POSITION
in long-term growing market

STRONG PRODUCT OFFERING
and leading R&D portfolio

TRANSFORMATION ON TRACK
for operational excellence and profitable growth



Focus where
it matters.

