

Welcome

Copenhagen May 7, 2022

 Elekta

ESTRO
2022

Agenda – Elekta at ESTRO

Gustaf Salford

President & CEO

Delivering on ACCESS 2025

Ardie Ermers

Executive Vice President, Region Europe

Future growth in European market

Maurits Wolleswinkel

Chief Product Officer

Innovations under ACCESS 2025

John Christodouleas, MD, MPH

Senior Vice President of Medical Affairs

Unity's clinical evidence development journey

Verena Schiller

President Neuro Solutions

Yesterday's Neuro launch – Elekta Esprit

Q&A

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

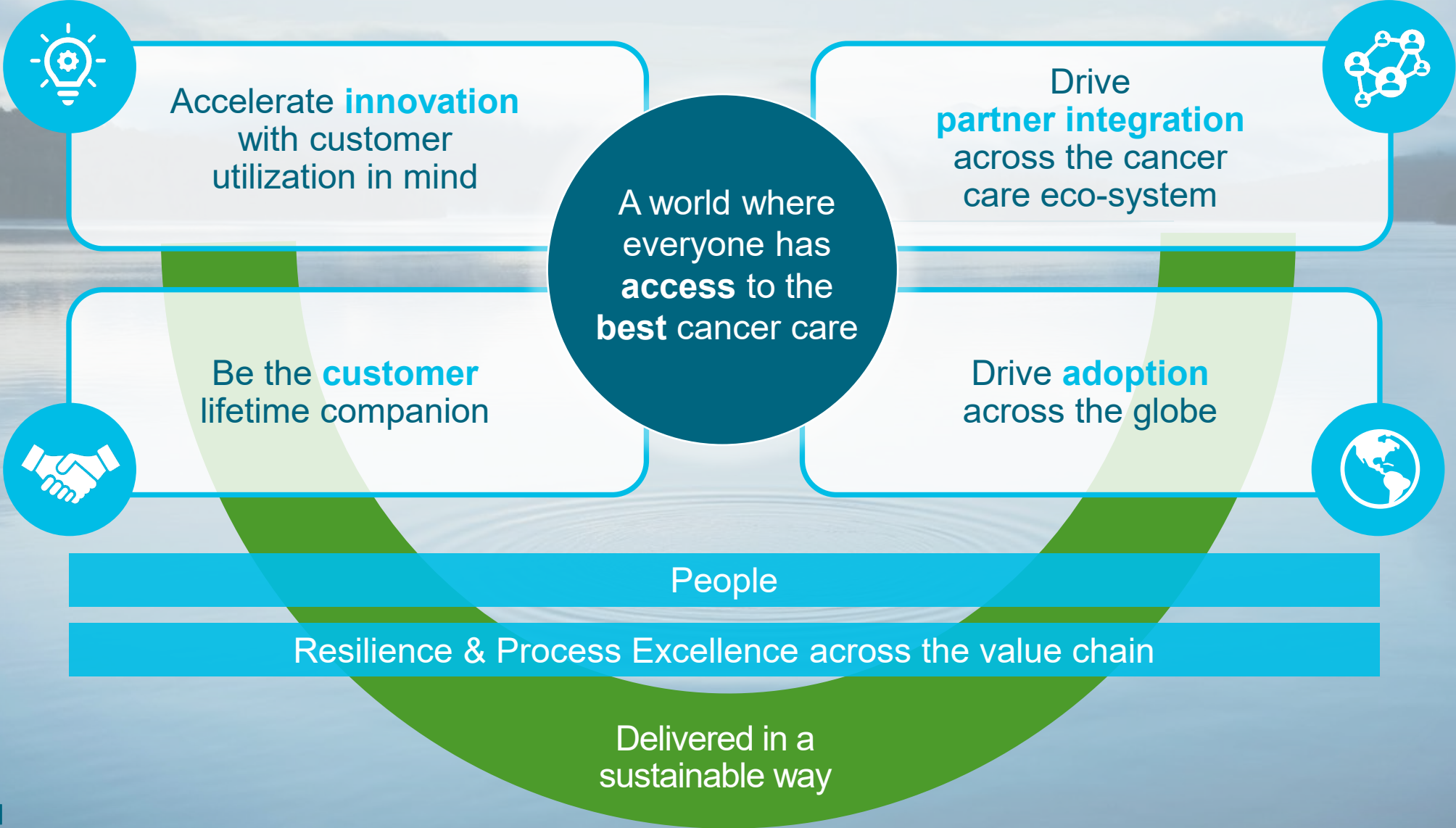
ESTRO
2022

Delivering on ACCESS 2025

Gustaf Salford

President & CEO

Our strategy – ACCESS 2025



Strategy execution and innovation key for long term performance

FY 20/21
ACHIEVED MILESTONES

Adjusting to 'new normal'

- ✓ Harmony
- ✓ Software launches
- ✓ +100 Unity orders
- ✓ Deepened Philips partnership
- ✓ Strengthening direct sales network
- ✓ Resilience and digitalization across all processes

FY 21/22 to FY 24/25

Sustainable profitable growth

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

LONG TERM

Driver of market paradigm shift

Next generation treatment, workflows and customer engagement models to improved patient access to the best cancer care

New partnership: Elekta and GE Healthcare



Provide hospitals comprehensive offering across imaging and treatment for cancer patients requiring radiation therapy

Support mutual health care providers who see clear synergies and advantages with our respective, strong product portfolios

Drive growth by jointly promote solutions for each cancer center's needs in mature and emerging markets

Strong positions in all business lines and geographies

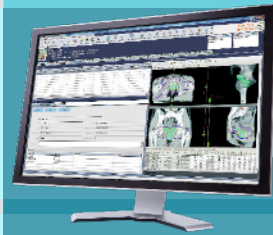
Business lines

Regions

Americas
29%¹

EMEA
35%¹

Asia Pacific
36%¹



Oncology
Informatics
Solutions



Linac
Solutions



Brachy
Solutions



Neuro
Solutions



Elekta's competitiveness and customer edge

The clear difference why customers want to partner with Elekta



**Versatile
solutions**



**Culture
of innovation**



**Committed to
partnerships**



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Future growth in European market

Ardie Ermers

Executive Vice President, Region Europe

Outline



Trends in Europe

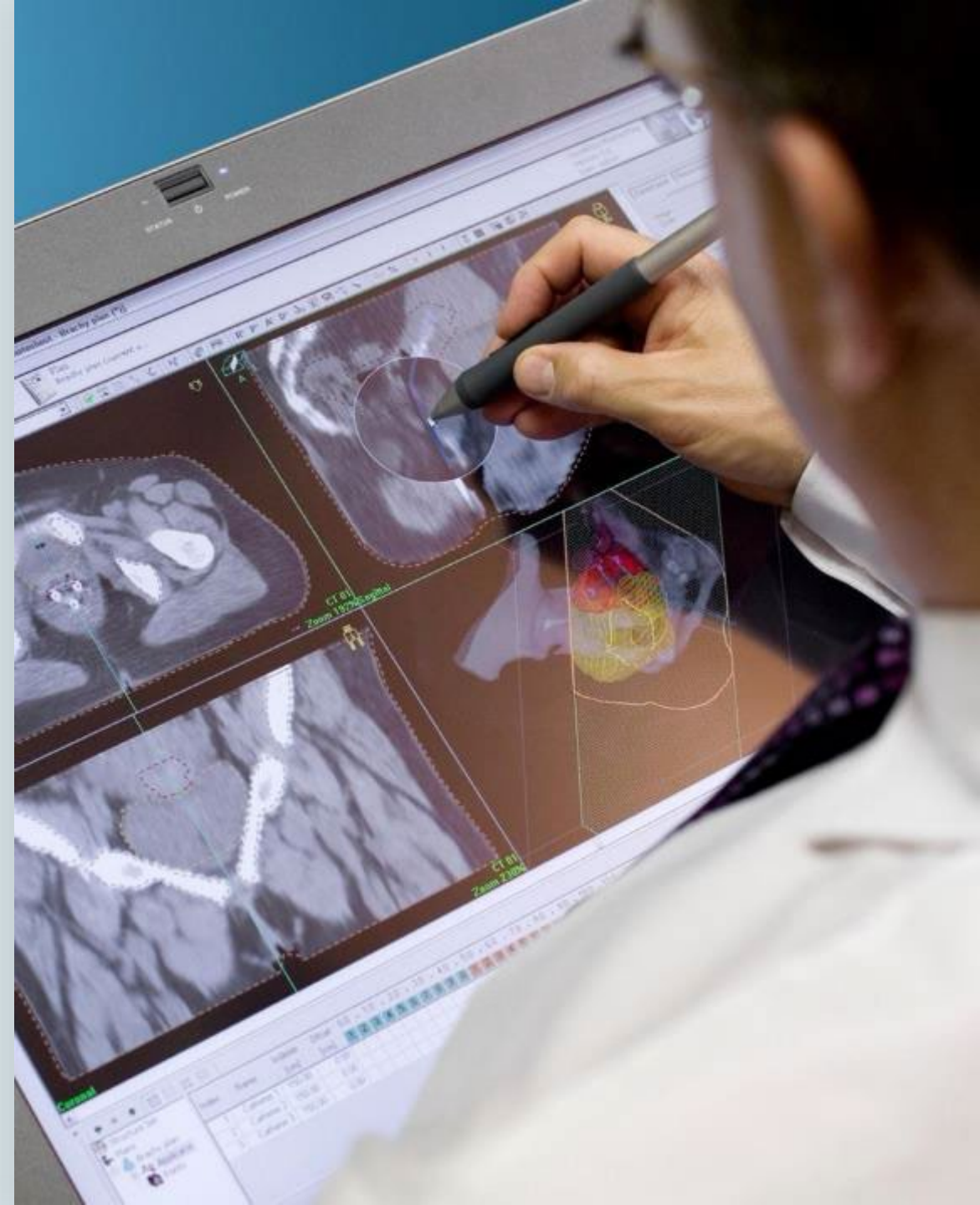
Elekta's position in Europe

Latest update from Ukraine



Trends in the European radiotherapy market

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



Recovery based on EU fundings and EU/national cancer programs

Several large tenders ongoing funded by EU resilience funds

Poland
Expected
+50 MEUR

Eastern European
Focus on national
cancer programs

Italy
“Concip” tender
expected in May
160 MEUR

Croatia
Expected
40 MEUR

Digitalization driving
investments

Spain
“Invead” tender
210 MEUR

Strong market position in Europe for Elekta

- Strong market share gain in Europe¹ by complete solutions with strong service track record
- Philips and GE partnership showing impact for customers looking for end to end solutions
- Unity – an attractive solution to differentiate and drive ultra hypofractionation
- ProKnow – drive quality improvement and consistency
- Long-term customer partnerships signed with e.g.
 - Son Espaces, Spain
 - AVL-NKI, the Netherlands



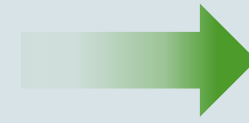
Courageous cancer care work in war-torn Ukraine

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



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

Welcome to Elekta booth, Hall C



>3,000

pre-booked customers
visiting ESTRO=



x2

more compared to
ESTRO 2021



>100

exhibitors

ESTRO
2022

Innovations under ACCESS 2025

Maurits Wolleswinkel

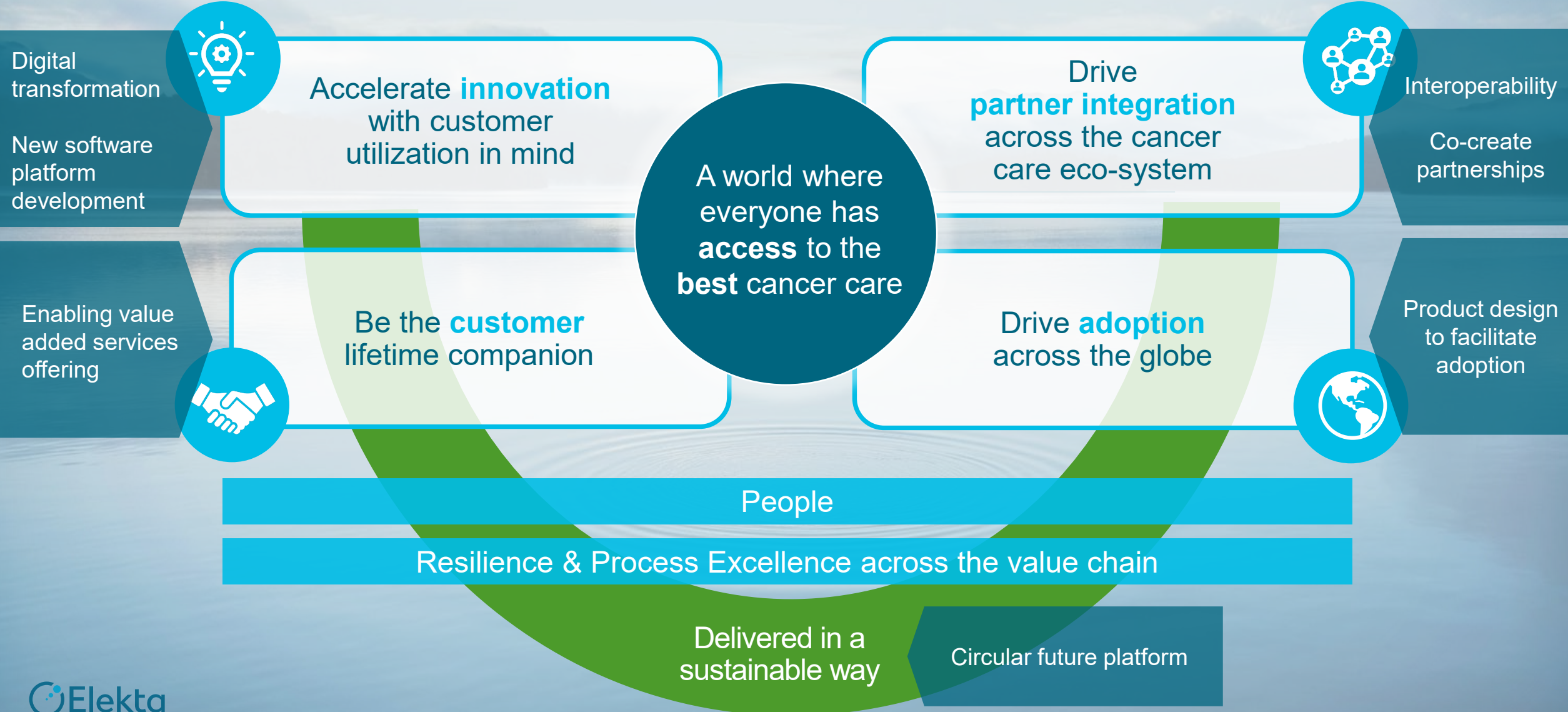
Chief Product Officer

Outline

- ➔ **Our innovation strategy recap**
- ➔ **Progress to date**
- ➔ **Software in focus**
- ➔ **Latest collaboration update**



Innovation agenda related to ACCESS 2025

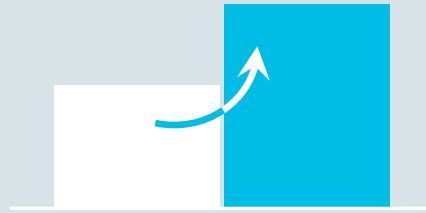


What does access to the best cancer care mean?

2025 MILESTONE

1

Availability
of care

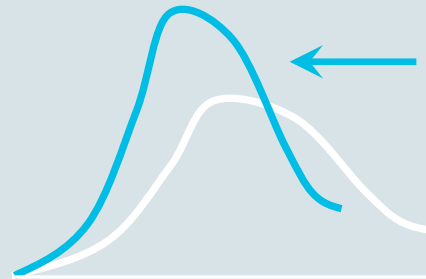


+300m people

to gain access to RT via 800 to 1000 additional Elekta Linacs in underserved markets

2

Elevation
of care



2x to 4x

double the clinical usage of short course treatment (hypofractionation) and quadruple the usage of adaptive treatments among Elekta customers

3

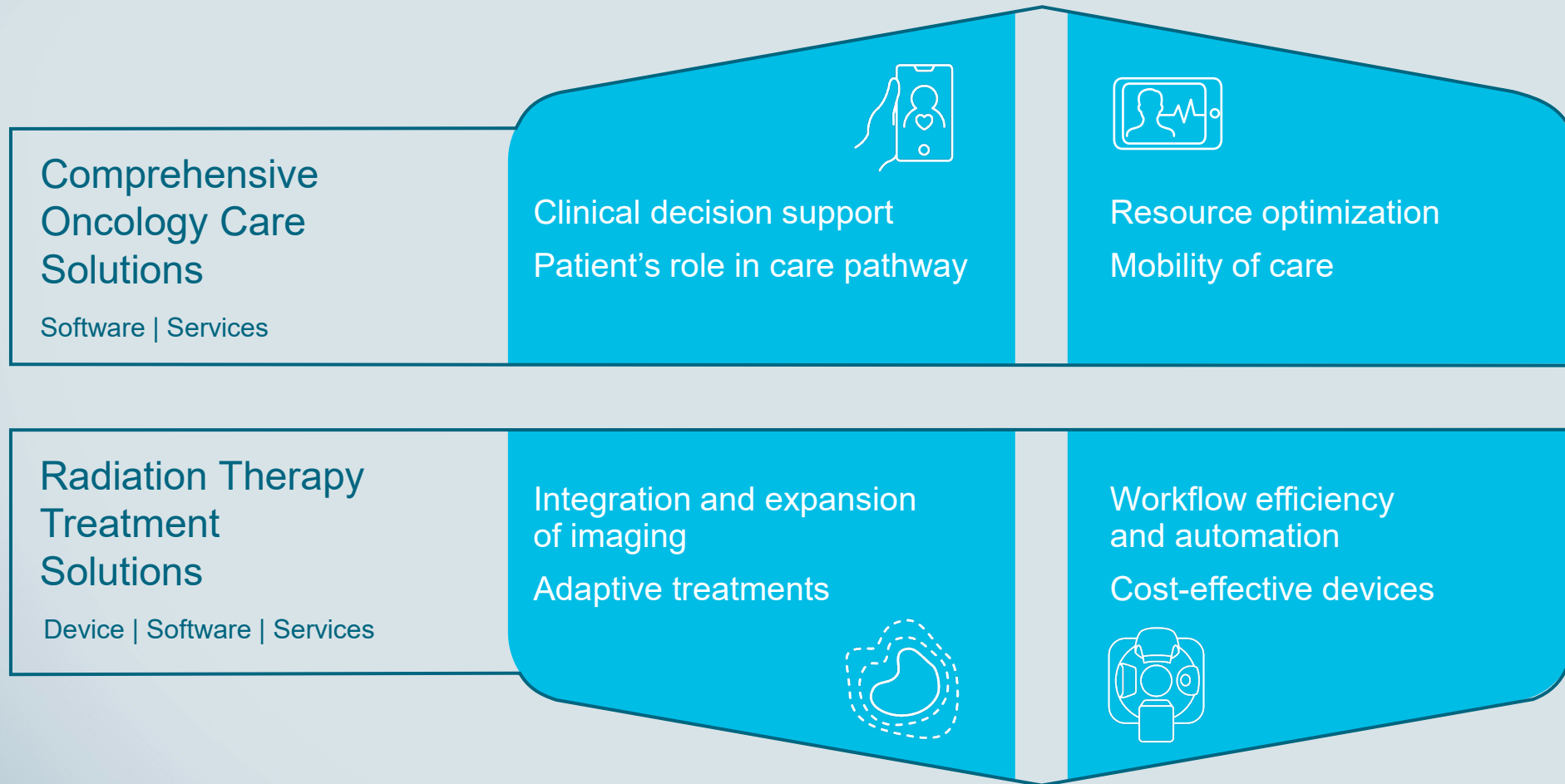
Participation
in care



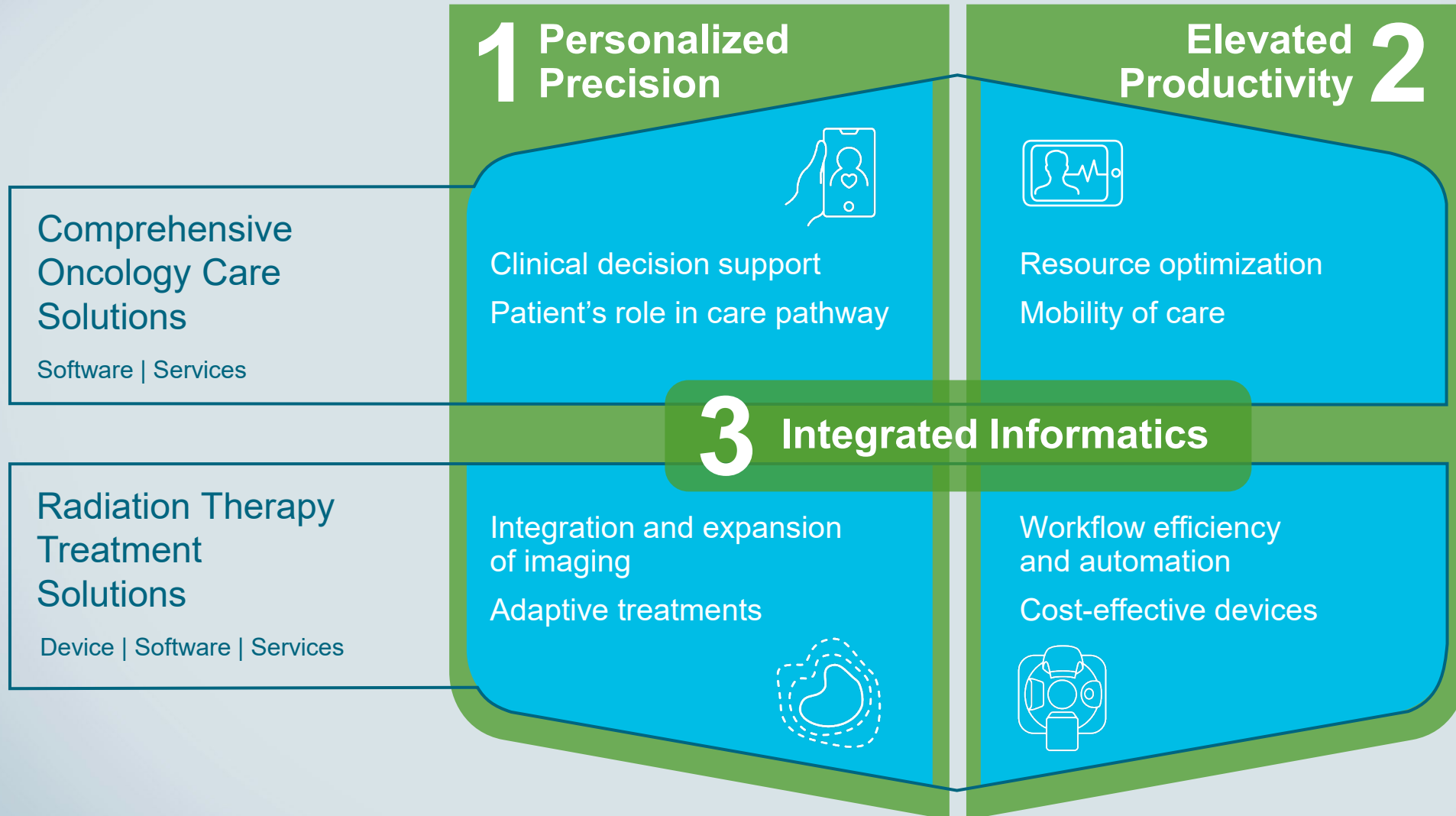
+20%

of Elekta customers' patients are actively interacting with their own care journey (<1% today)

ACCESS 2025 drives our product strategy



Three focus areas within innovation



Delivering on innovation program described at CMD in June 2021

Capital Markets Day
2021

Elekta is accelerating innovation investments

1 Personalized Precision

- Embark on a **comprehensive Digital Software Transformation** program to future-proof our solutions and enable new capabilities and services

2 Elevated Productivity

- Form **strategic partnerships** while staying agile as a focused and independent cancer care company

3 Integrated Informatics

- Elevate our Innovation capacity and capabilities, including **doubling our AI efforts**

Innovation investment



Digital transformation program



What we are doing

Central software platform team established, and centrally driven SW transformation program

Software transformation journey, started over a year ago, currently involving **20%** of our Engineering Team

Elekta is expanding its engineering base **>25%** in next 2 years, majority is in software

Towards a single software foundation

Linacs

MR/RT

Neuro

Brachy

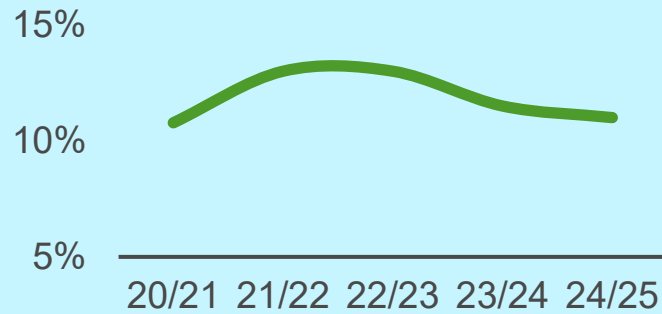
Informatics



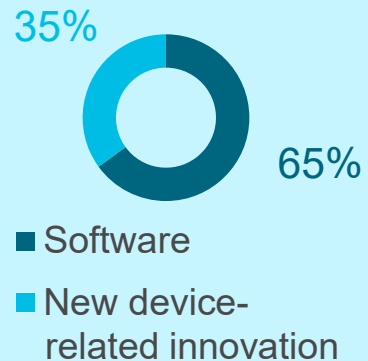
Joint software foundation to streamline workflow, drive automation and productivity

Recent product releases, and digital transformation at full speed

Gross R&D expenses as % of sales



Expansion mainly in SW capabilities



Series of innovations in the next 3 years



Updates on various innovation tracks

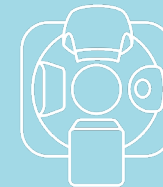
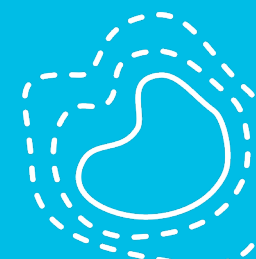
New Leksell Gamma Knife

Verena Schiller

Clinical evidence development
Unity MR-Linac

John Christodouleas, MD, MPH

1 Precision



Unity comprehensive motion management program on track

1 Precision



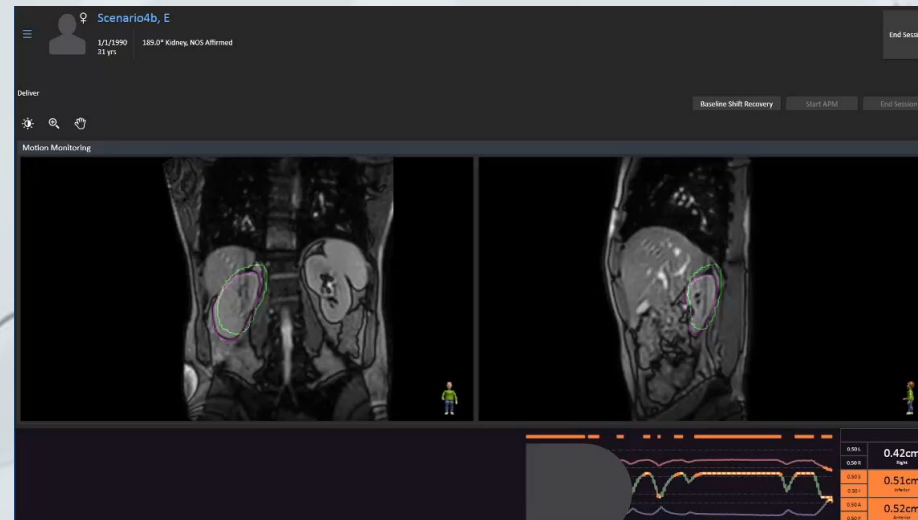
Optimised high field imaging

Real-time 3D structure tracking & gating

Comprehensive
motion
management



Delivered

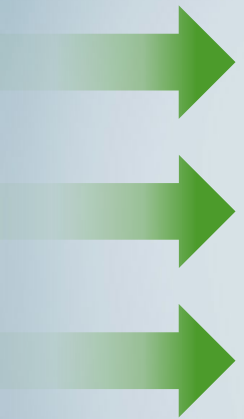


First install ongoing

Harmony well underway



2 Productivity

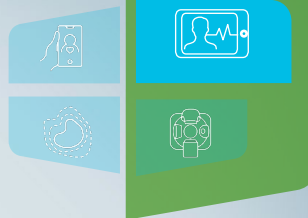
A green and blue graphic containing four icons: a smartphone, a person with a pulse line, a gear, and a group of people.

Productivity validated: <10 min time slots

Clinical versatility validated; >30 indications incl SBRT

Margin expansion of >10 percentage points

Unity		MR-Linac segment
Versa HD		Premium segment
Harmony Pro		Performance segment
Harmony		Value segment



Software in focus: elevate access, transition to mobility and orchestration of complex treatments

Challenge:

Increased complexity in customer workflows

Our solutions:

SmartClinic
Untap knowledge, access

Future proofing
MOSAIQ Plaza
as informatics backbone



Stepping stone to new workflow management solutions

Case study: SmartClinic

Mobility



Notification



Visualization



Case study: SmartClinic workflows are significantly more efficient



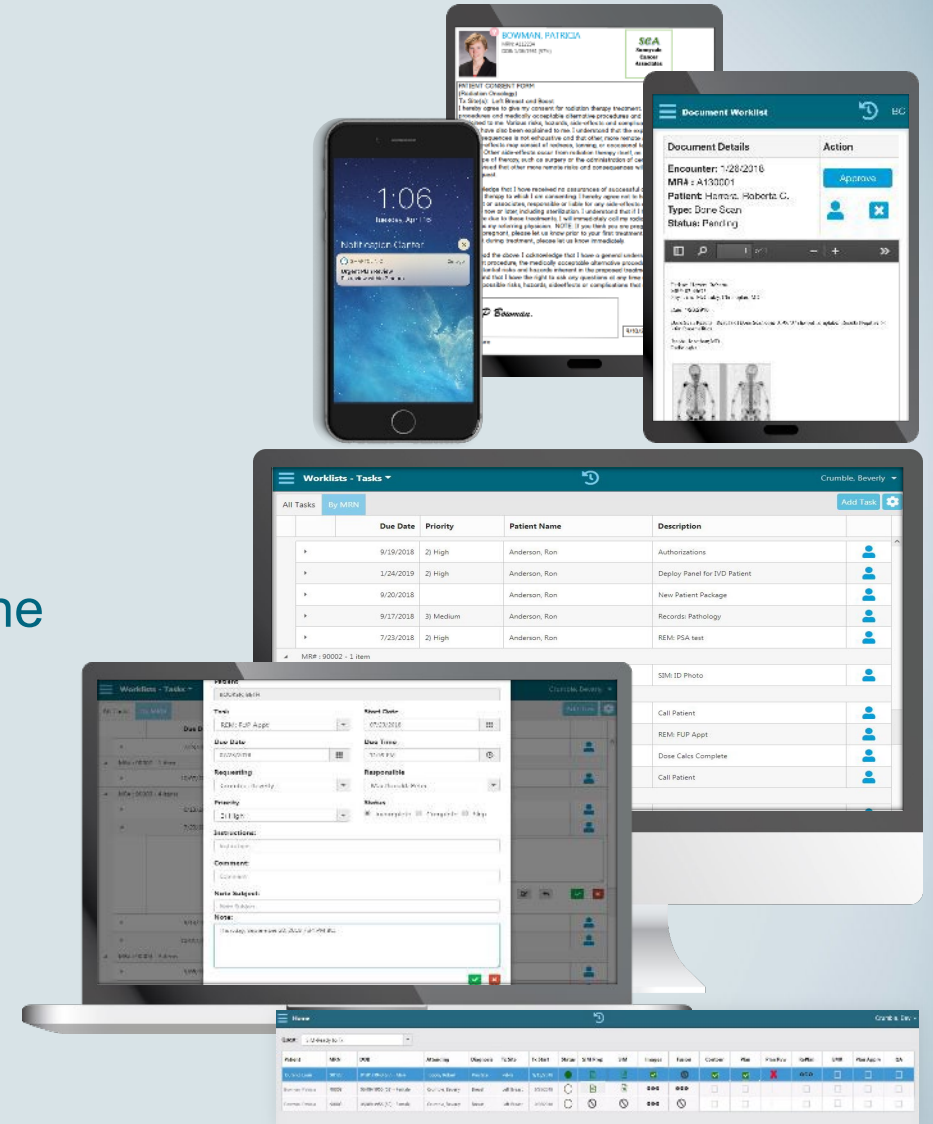
“ Customers at GenXRT: SmartClinic streamlines processes and with SmartBoard makes sure that things can't get missed



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



“ Customers at Centro Medico ABC in Mexico using new SmartClinic have reduced treatment plan preparation workflows from 2 days to 1-2 hours



Software in focus: winning across the globe

Installed systems

+80 installed SmartClinic systems

Orders won

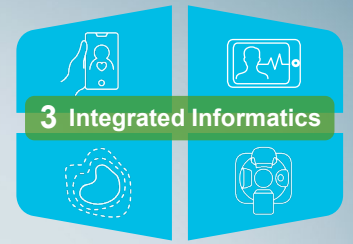
+170 orders won to date

Adoption of SaaS/Cloud

Rapidly growing in orders



Integrated informatics is about clinical discovery and big data



50
NHS trust hospitals
acquiring ProKnow

2019 Results	Computed	Custom
9	Volume (%) of the PTV56-PTV53 covered by 58.00 (Gy)	
10	Volume (%) of the CTV56-CTV55 covered by 56.00 (Gy)	
11	Conformation number of PTV56 at 53.20 (Gy)	
12	Dose (Gy) covering 0.03 (cc) of the SPINALCORD	
13	Dose (Gy) covering 0.03 (cc) of the BRANSTEM	
14	Dose (Gy) covering 0.03 (cc) of the COCHLEA_L	
15	Dose (Gy) covering 0.03 (cc) of the COCHLEA_R	
16	Volume (%) of the LIPS covered by 30.00 (Gy)	
17	Mean dose (Gy) to the PAROTID_R	
18	Mean dose (Gy) to the SUBMANDIBULAR_R	
19	Volume (%) of the MANDIBLE covered by 70.00 (Gy)	
20	Mean dose (Gy) to the LARYNX	
21	Volume (%) of the POSTERIOR_AVOID covered by 35.00 (Gy)	
22	Dose (Gy) covering 0.03 (cc) of the BRACHIALPLEXUS_L	
23	Dose (Gy) covering 0.03 (cc) of the BRACHIALPLEXUS_R	
24	Mean dose (Gy) to the PHARYNX_CONST	
25	Volume (%) of the SHOULDER_AVOID_L covered by 50.00 (Gy)	
26	Volume (%) of the SHOULDER_AVOID_R covered by 50.00 (Gy)	
27	Cumulative meters	
28	Volume (cc) of the BRANSTEM	
29	Volume (cc) of the LARYNX	
30	Volume (cc) of the MANDIBLE	
31	Volume (cc) of the PAROTID_R	
32	Volume (cc) of the SPINALCORD	
33	Volume (cc) of the SUBMANDIBULAR_R	

ProKnow

Quality control – powerful platform leverage in our software suite

Update on Philips partnership



PHILIPS

Precision

Elevate Unity MR-Linac capabilities

Imaging for motion management

Offer integrated pathway/MDT solutions within MOSAIQ Plaza eco-system

On track to establish full interoperability of joint solution this FY

Productivity

Jointly streamline automate adaptive and personalised RT-specific workflows

On track to launch new software solution this FY

Commercial

Jointly offer comprehensive oncology/radiology

Customer case: AVL/NKI

Partnership with the Netherlands Cancer Institute (AVL/NKI)

10 years agreement

Transition of Philips TPS, to
joint new software solution

Co-create adaptive and
personalised workflows

Treatment delivery
advancements in both
linac and MR-linac


First dedicated AI-in-RT lab
is live; POP-ART

ANTONI
VAN
LEEUVENHOEK
NEDERLANDS KANKER INSTITUUT



POP
ART lab


Innovation agenda on track



Accelerated innovation investments and partnerships driving future growth



R&D as % of sales to stabilize



On track to realise our product strategy, to support growth and margin expansion



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Unity's clinical evidence development journey

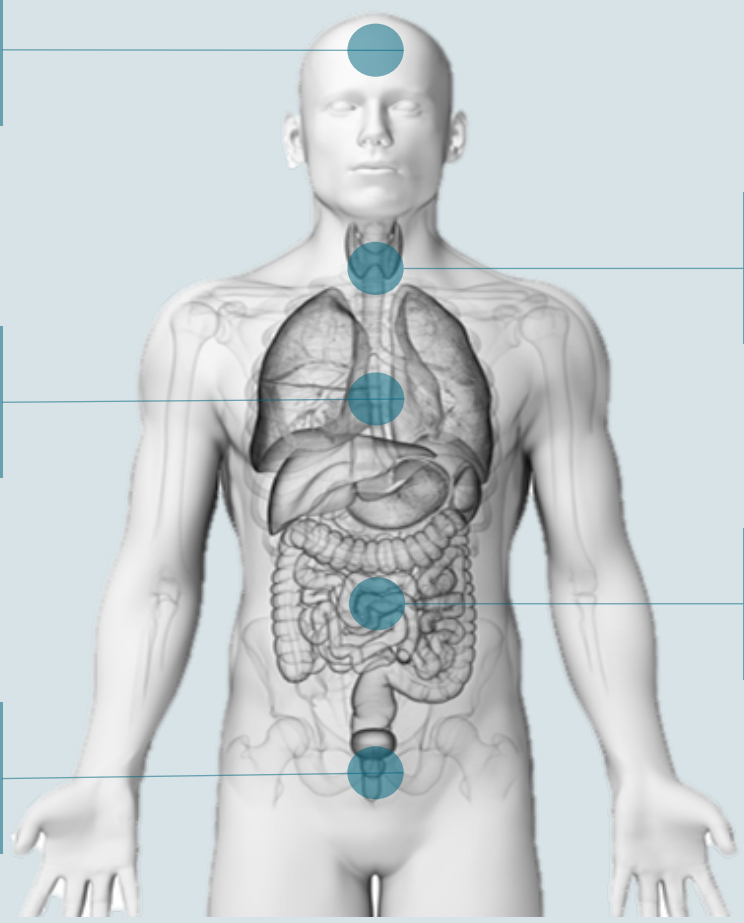
John Christodouleas, MD, MPH
SVP of Medical Affairs

Sixteen ongoing clinical trials testing value of Unity

2 brain trials
(glioblastoma)

1 thoracic trial

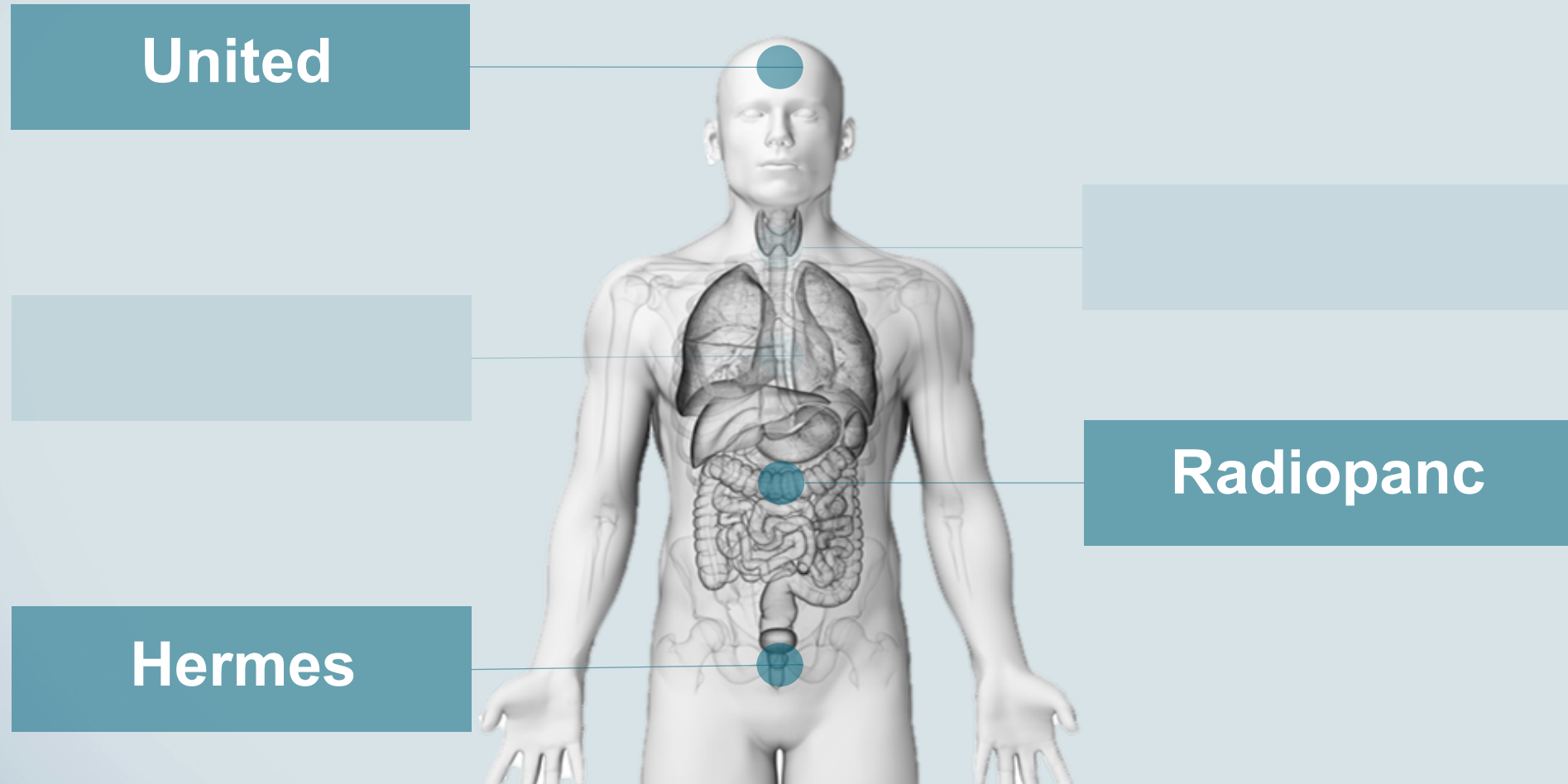
4 pelvis trials



4 head & neck trials

5 abdominal trials

Deeper dive into some cancer types and purposes



Reduce radiated target volume to lower side effects



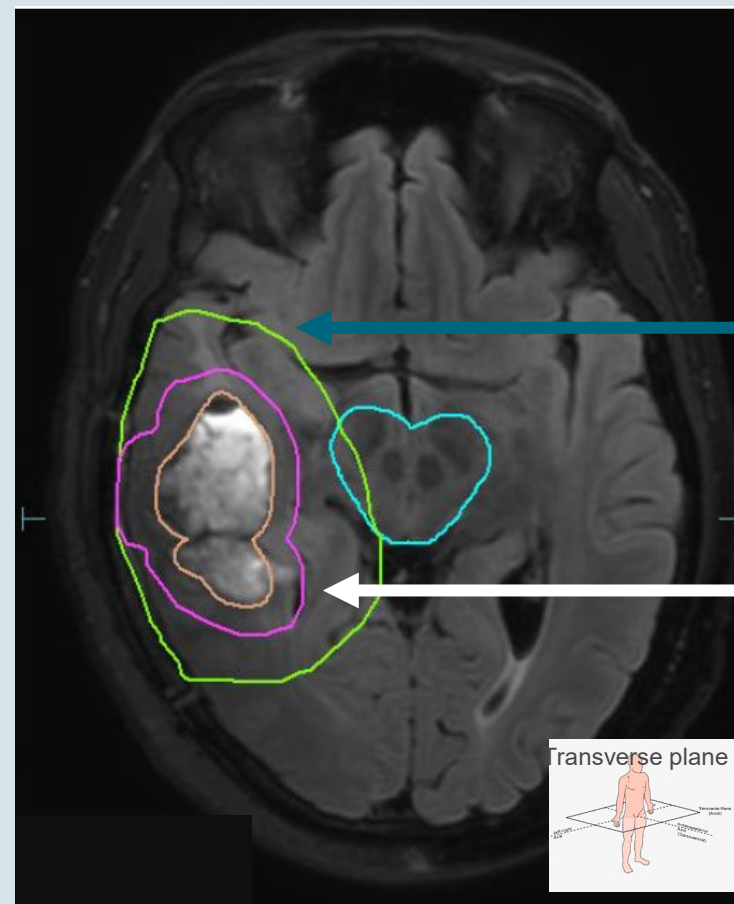
Dr. Detsky



Dr. Sahgal



Can uncertainty margins around the tumor be safely reduced from 15mm to 5mm

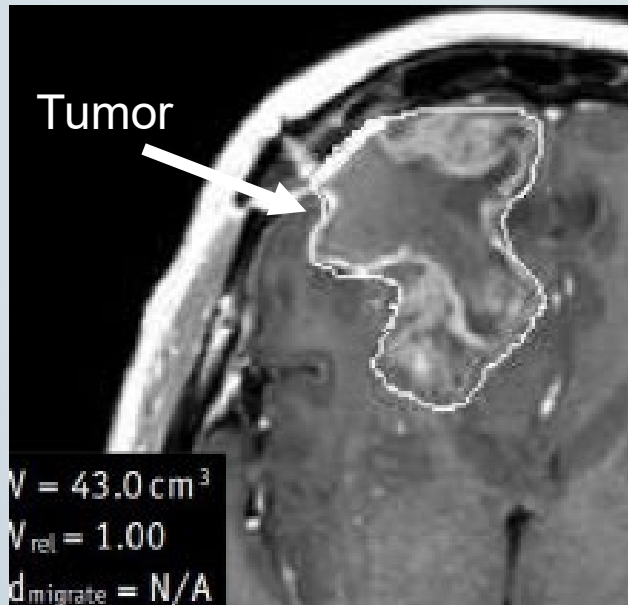


Standard target

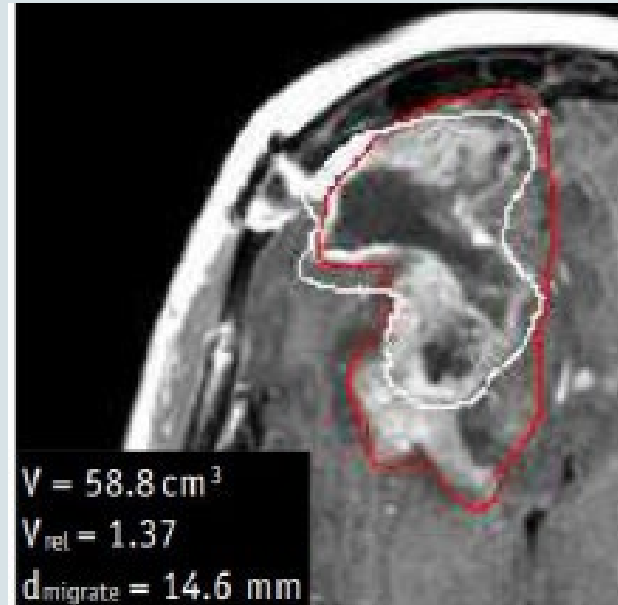
United target

Challenge: brain tumors “migrate” during therapy

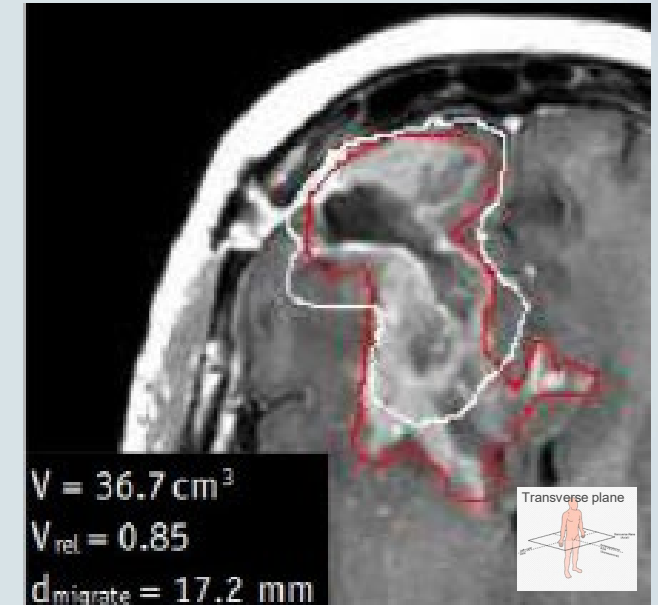
Day 0



Day 10



Day 20



Unity advantage: brain tumor migration visible
— not visible on CT —

Intensify treatment to improve cure rates



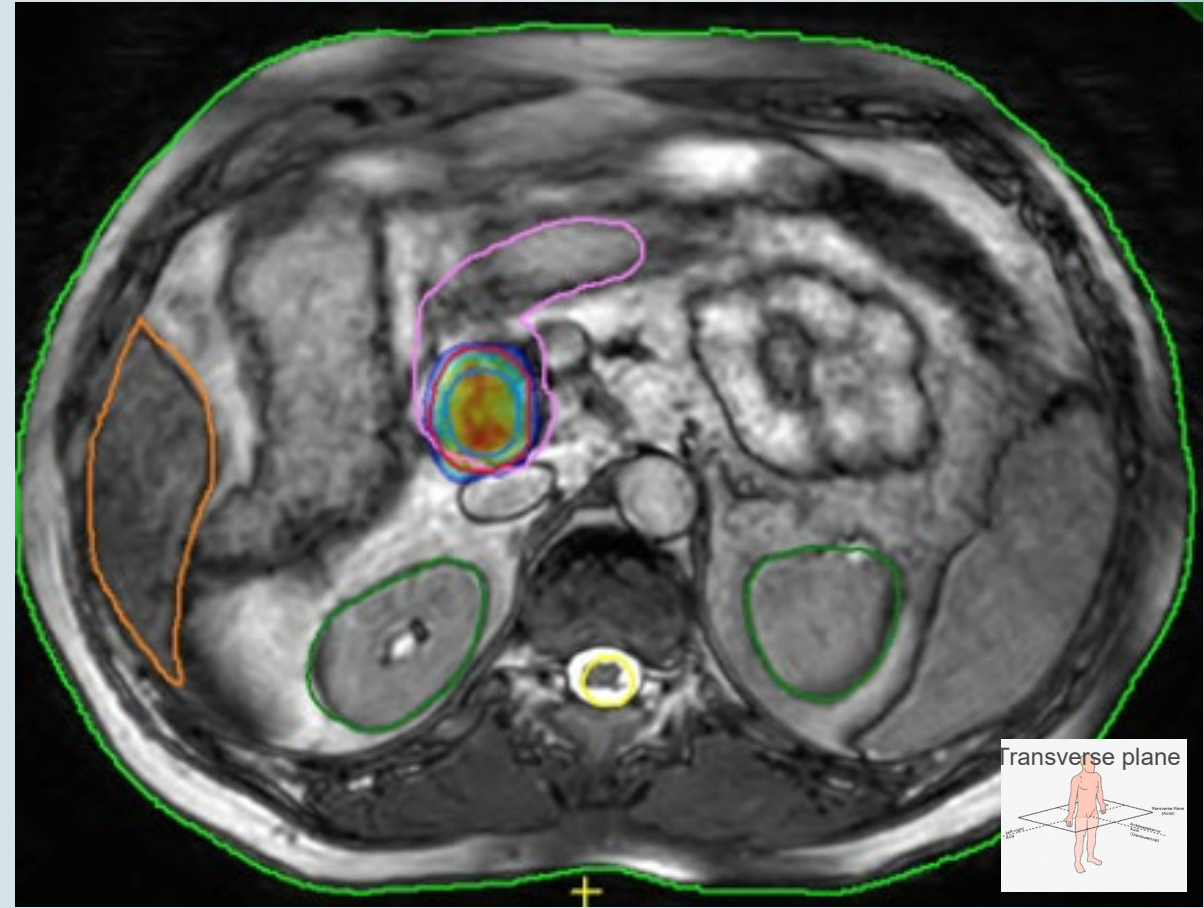
UMC Utrecht



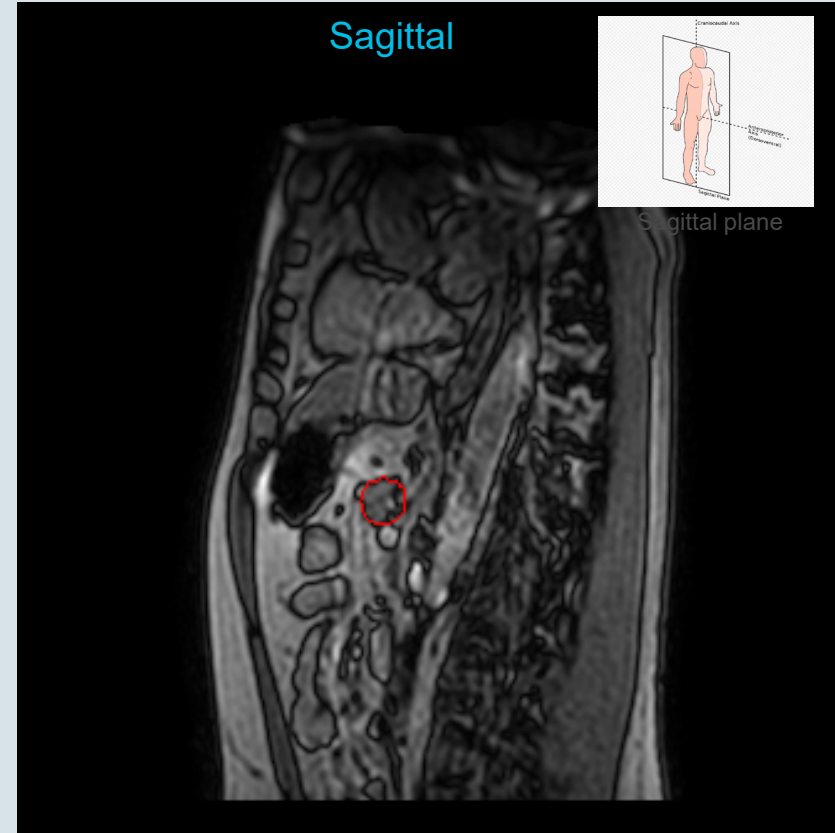
Dr. Meijer



Can the dose to pancreas tumor be safely escalated to 2x the current standard of care



Challenge: pancreas moves with respiratory motion



Unity advantage: respiratory motion visible
— *not visible on CT* —

Improve quality of life and lower healthcare costs

The ROYAL MARSDEN
NHS Foundation Trust



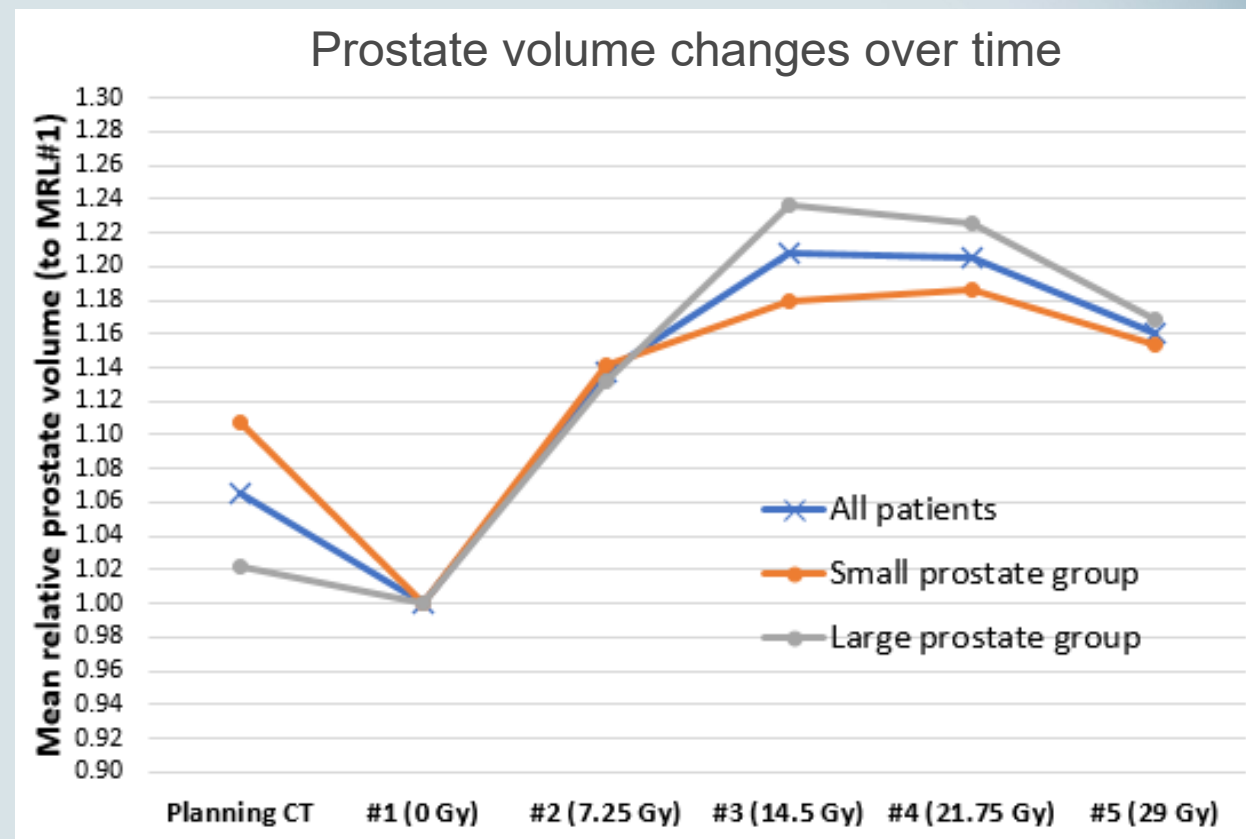
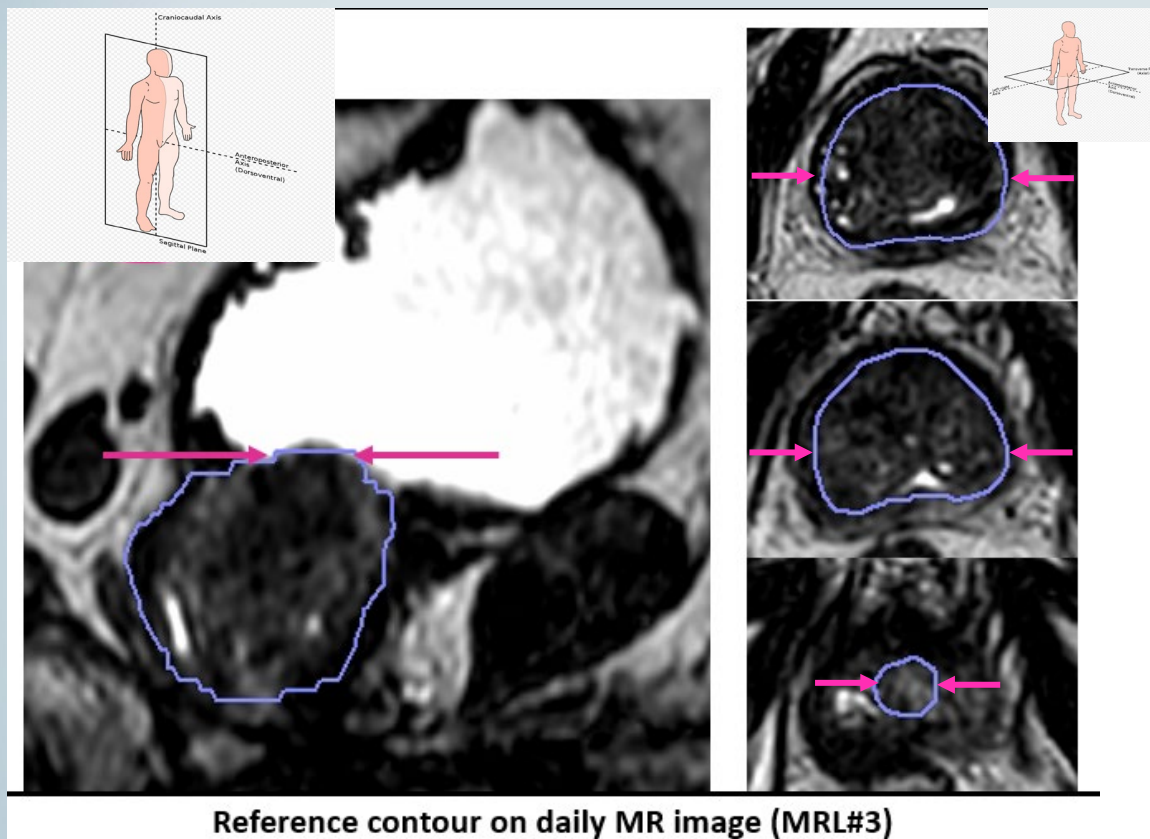
Dr. Tree



Can the intermediate risk
prostate cancer be safely
treated in 2 sessions

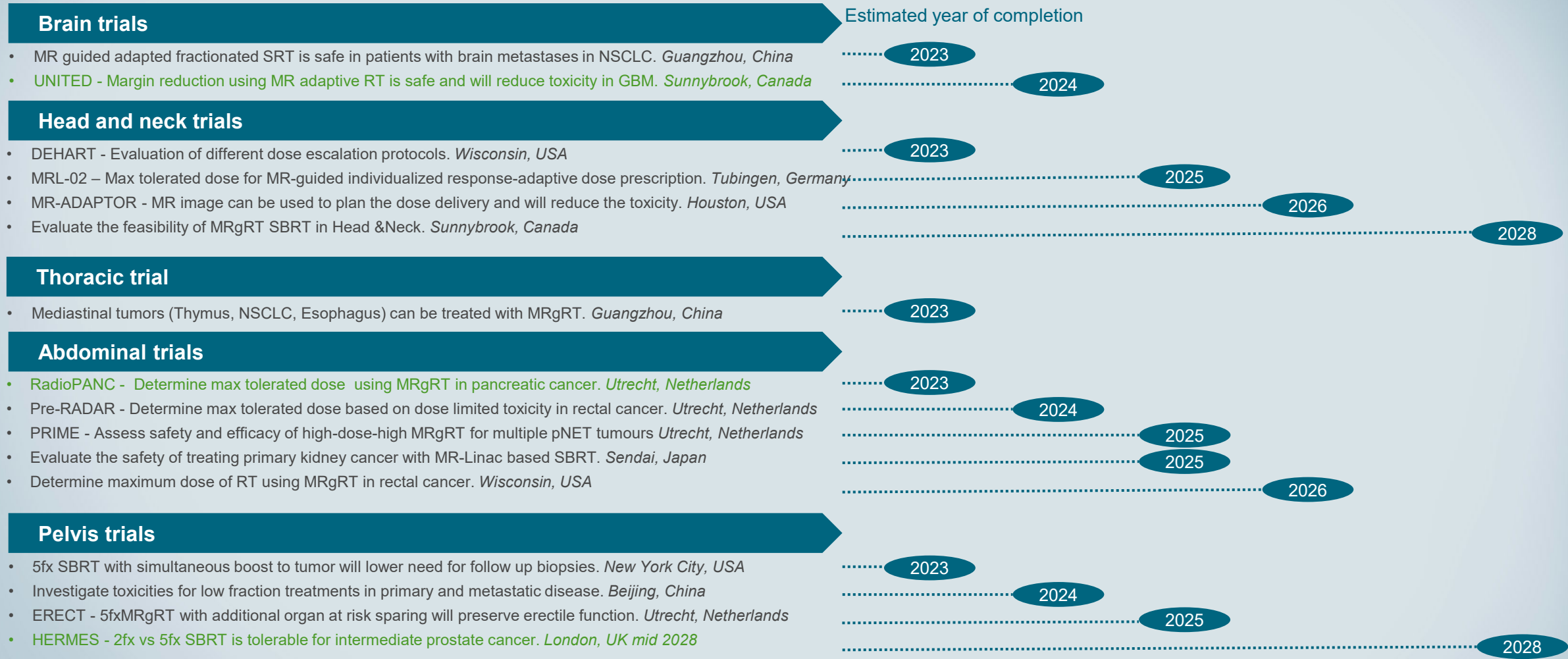


Challenge: the prostate swells during therapy



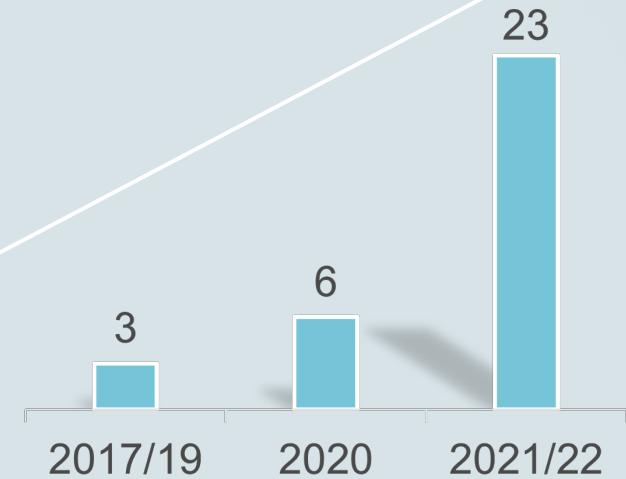
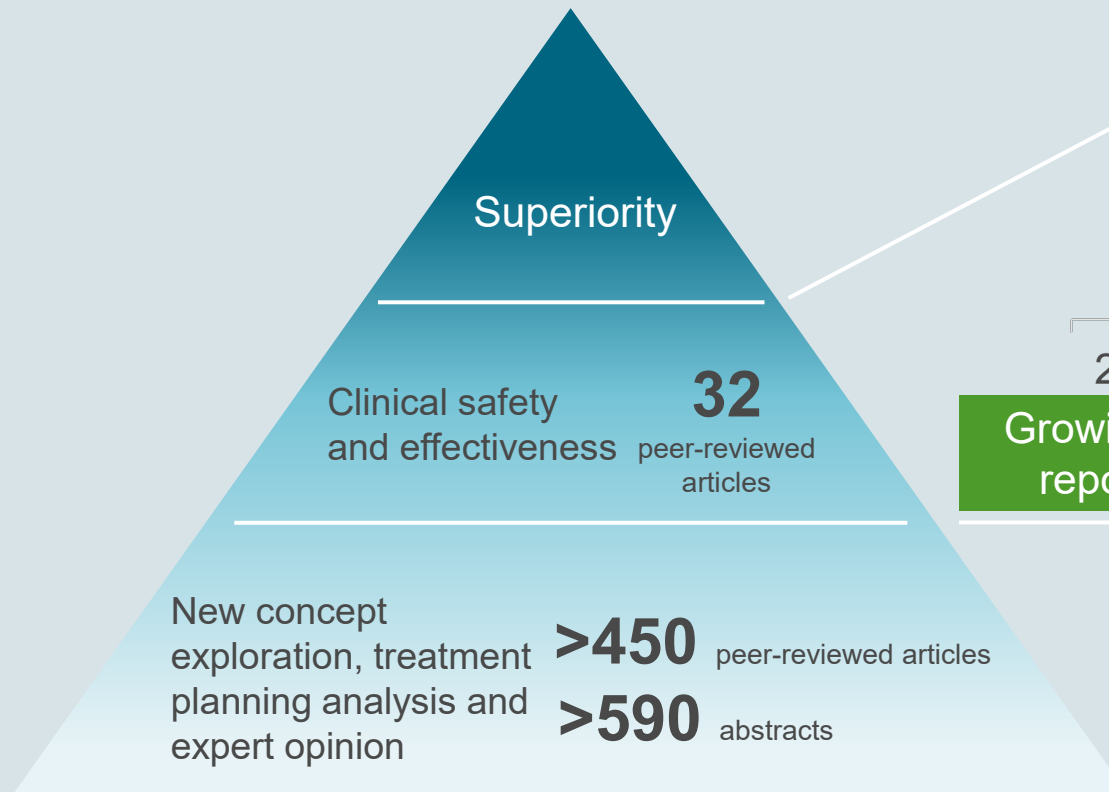
Unity advantage: prostate swelling visible
— not visible on CT —

First ongoing clinical trials to be completed 2023



Evidence of all type drive adoption and differential reimbursement

Increasing levels of clinical evidence



Growing number of Unity publications reporting clinical patient treatment

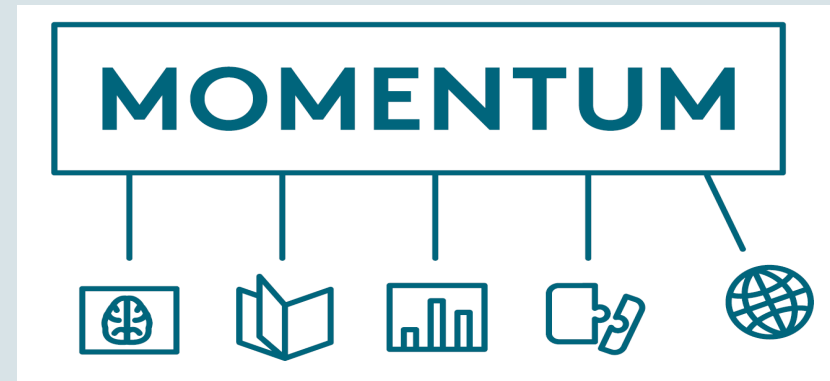
Powerful infrastructure for the evidence development journey of Unity



MR-Linac
CONSORTIUM

>60
consortium sites

~700
researchers



11
sites sharing data

>2,600
patients accrued

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Yesterday's Neuro launch

Verena Schiller
President Neuro Solutions

Meet Elekta Esprit

Dedication in design

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

Patients at the center

Personalized treatment for improved quality of life

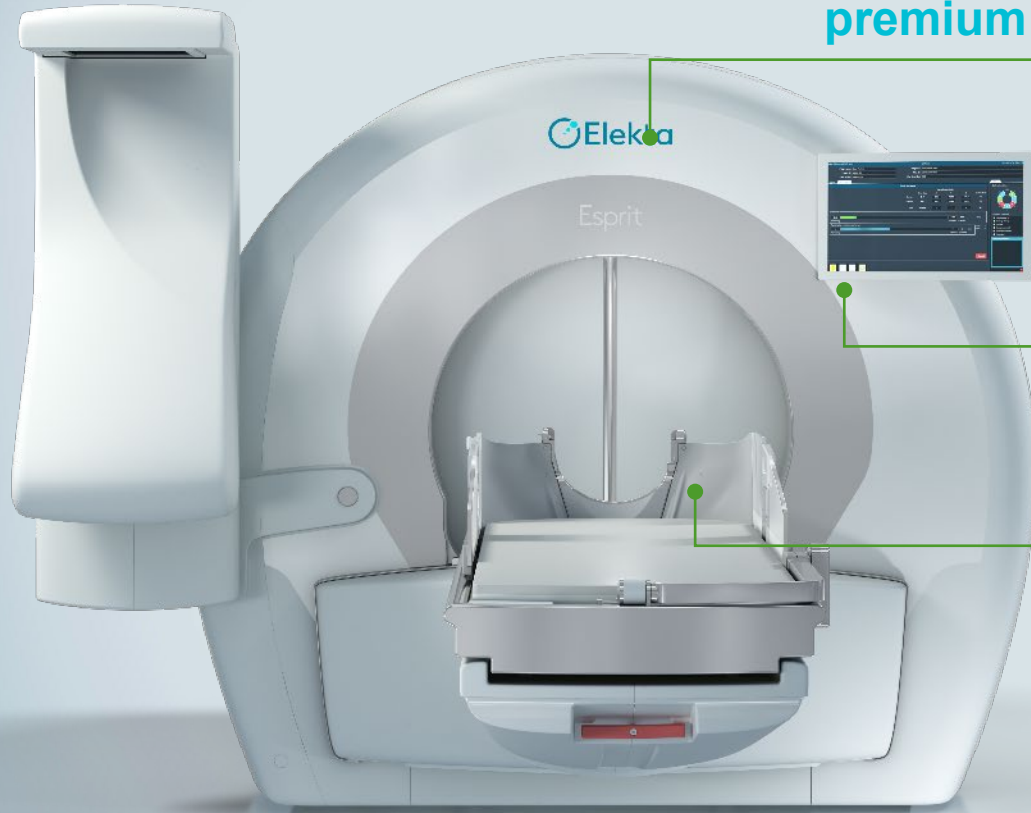
Proven beyond compare

Real-world evidence that is transforming treatment protocols and redefining standard of care



Feature at a glance

New modern and premium design



Mounted **monitor**

Updated **patient bed** with ergonomic side protections

- ✓ **<1 minute** per treatment plan with Lightning
- ✓ **Superior visualization** of brain anatomy with Leksell Vantage
- ✓ **73%** of clinical peer-reviewed evidence

New operator experience

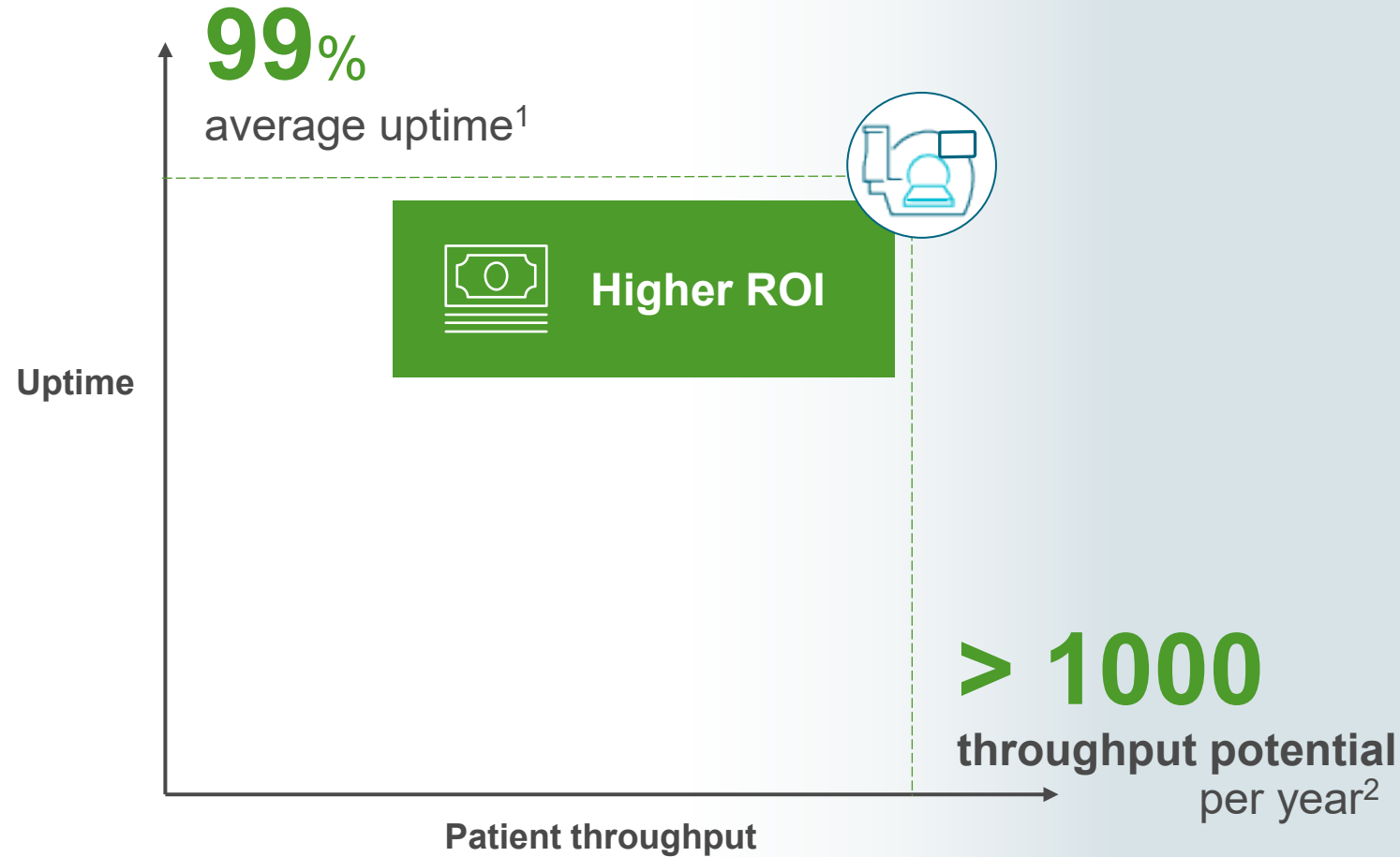
Minimal desktop footprint

Easy to use function keypad

Improved **audio capabilities**



High ROI potential



<10 min

QA time per day

512

average patients per year³

Q&A

Gustaf Salford

President & CEO

Ardie Ermers

Executive Vice President, Region Europe

Maurits Wolleswinkel

Chief Product Officer

John Christodouleas

MD, MPH, Senior Vice President of Medical Affairs

Verena Schiller

President Neuro Solutions

 **Elekta**

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