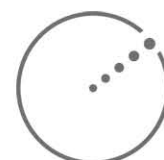


# Elekta Capital Markets Day

12 June 2013, Stockholm



ELEKTA



*Human Care Makes  
the Future Possible*

# Welcome to Elekta Capital Markets Day 2013

Tomas Puusepp  
President and CEO



# Important information

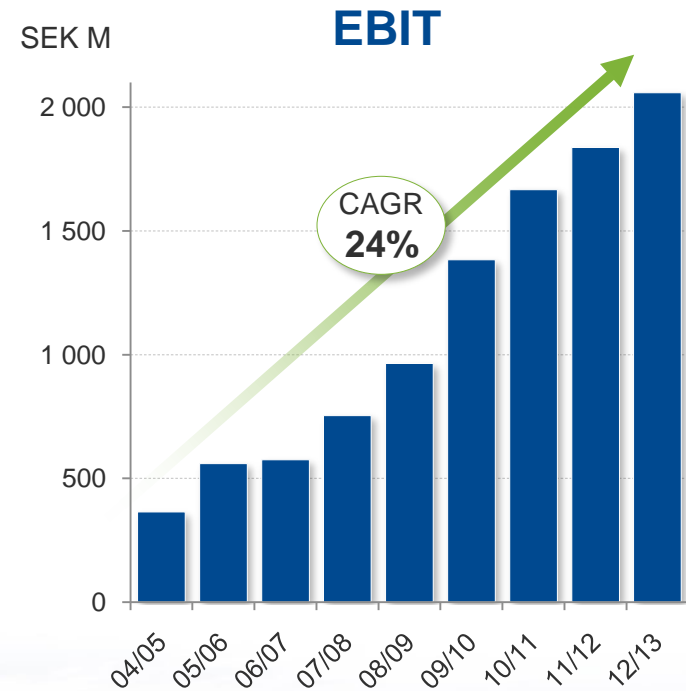
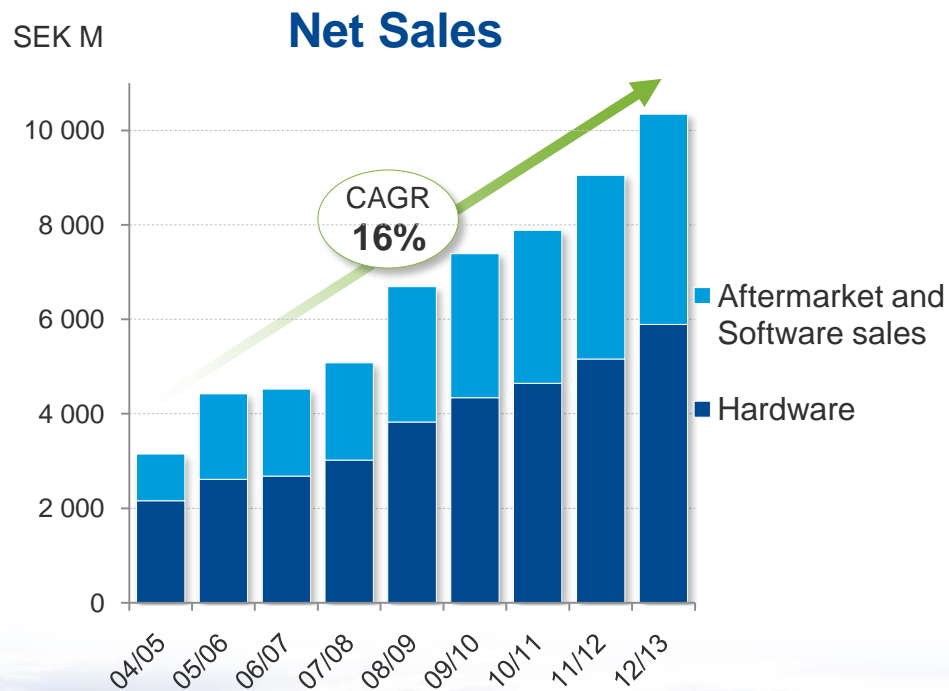
*This presentation includes forward-looking statements including, but not limited to, statements relating to operational and financial performance, market conditions, and other similar matters. These forward-looking statements are based on current expectations about future events. Although the expectations described in these statements are assumed to be reasonable, there is no guarantee that such forward-looking statements will materialize or are accurate. 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 Annual Report in section “Risks”. 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.*

# Elekta is stronger than ever





- Superior technology – Versa HD™
- No 1 in emerging markets
  - ~35% of Elekta's order intake
  - >50% share of growth
- No 1 in Europe and Asia Pacific
- Growing faster than competition both with orders and revenues
- EBIT- margin has expanded from 12% in 2004/05 to 20%



# Strong growth with increased profitability



# Elekta has strengthened its position in radiation therapy

		Trend
Varian	49%	
Elekta	40%	
Accuray	8%	
Siemens	3%	
Others	*_	



Note: Order intake. Sources – company reports  
\* Accurate data missing

# Elekta's aspiration

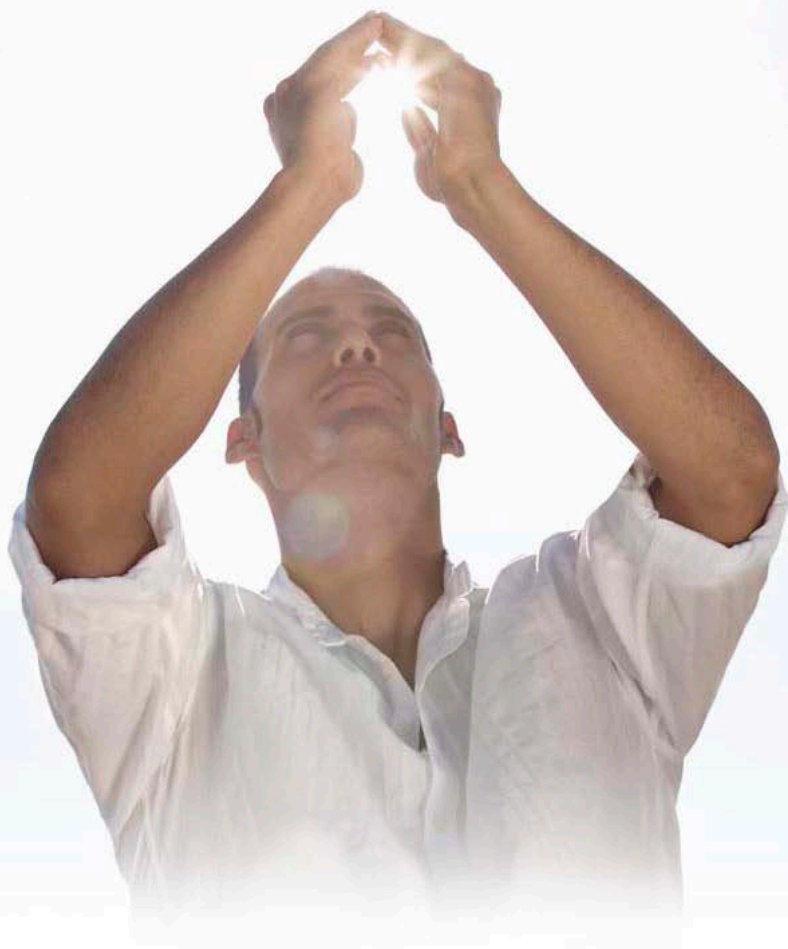
A large, white, circular linear accelerator machine, the Elekta Versa HD, is shown in a clinical setting. The machine has a large circular gantry with a patient table in the center. Two control panels with monitors are visible on either side of the gantry. The word 'ELEKTA' is visible on the top of the gantry, and 'Versa HD' is visible on the front of the gantry. A large purple arrow points from the bottom-left callout to the top-right callout.

Aspiration  
**2 million**  
patients

- Increase usage of radiation therapy
- Pioneer new technologies
- Affordability, availability
- Growing number of cancer patients every year

Today: close to  
**1 million**  
patients

# Strategic agenda 2015/16 - focused on growth



Ambition to grow net sales by **40%\*** from 2012/13 to 2015/16

1. Higher share of cancer care
2. Emerging markets
  - Availability
  - Training and education
3. Technology leadership
  - Image guided radiation therapy
    - MR Linac
  - Stereotactic radiation therapy and radiosurgery

*\* In local currencies. During the 3-year period ending FY 2015/16.*



# From “palliative” to “curative”

1.

## Radiotherapy is a major contributor to improved cancer care

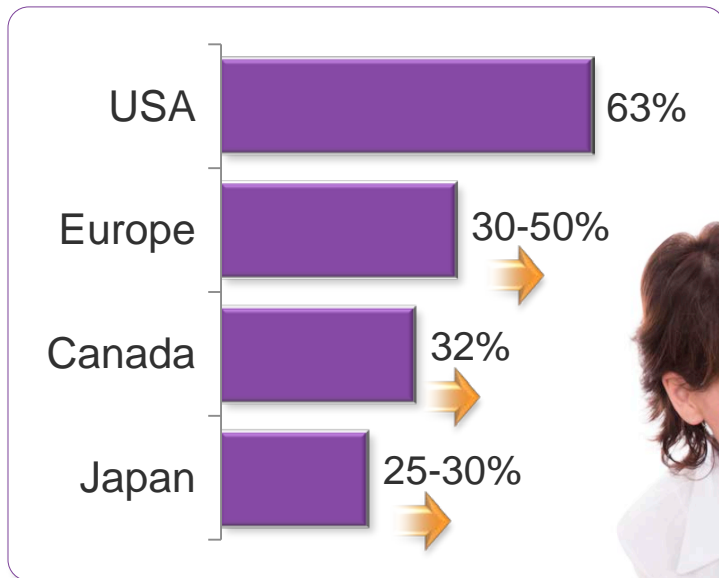
- Technology advancements
  - Imaging
  - Precision
  - Motion management
  - Safety
- Cost effective compared with chemotherapy and surgery



VersaHD

# >50% of cancer patients receive radiation therapy in established markets

*Share of cancer patients receiving radiation therapy today*



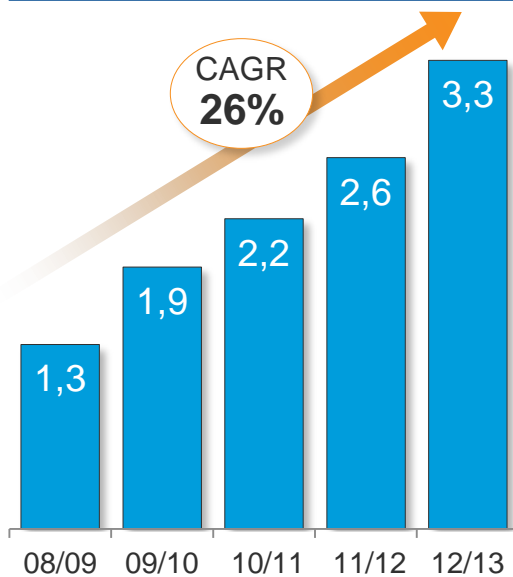
- Increased efficiency
- Upgrades of installed base
- Addition of new capacity
- New bodysites



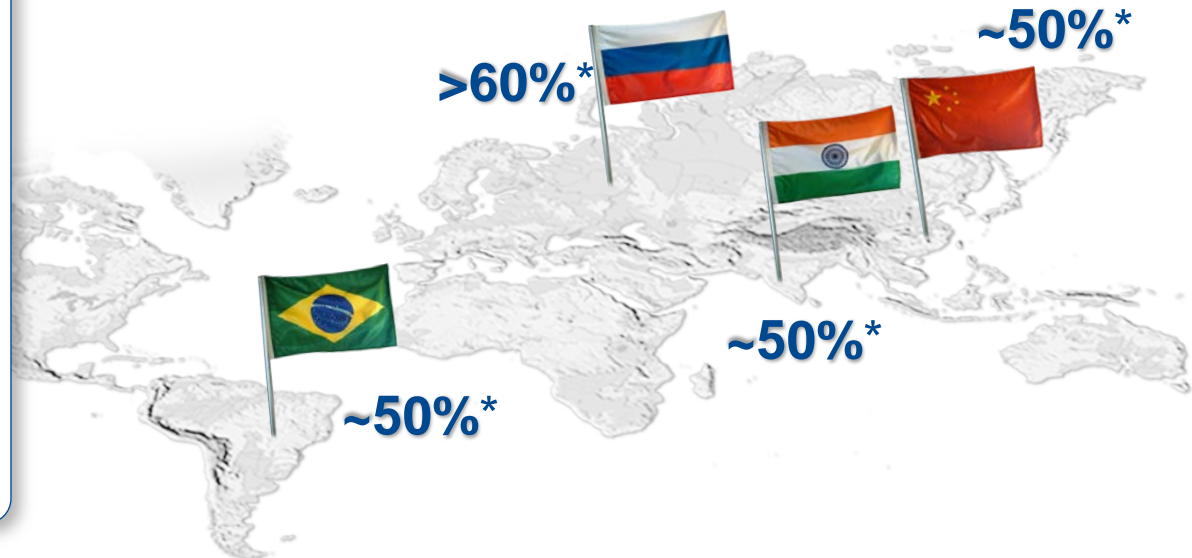
# Elekta has strong performance in emerging markets

2.

Elekta emerging markets  
**Net sales, SEK bn**



Elekta emerging markets  
**Market share**



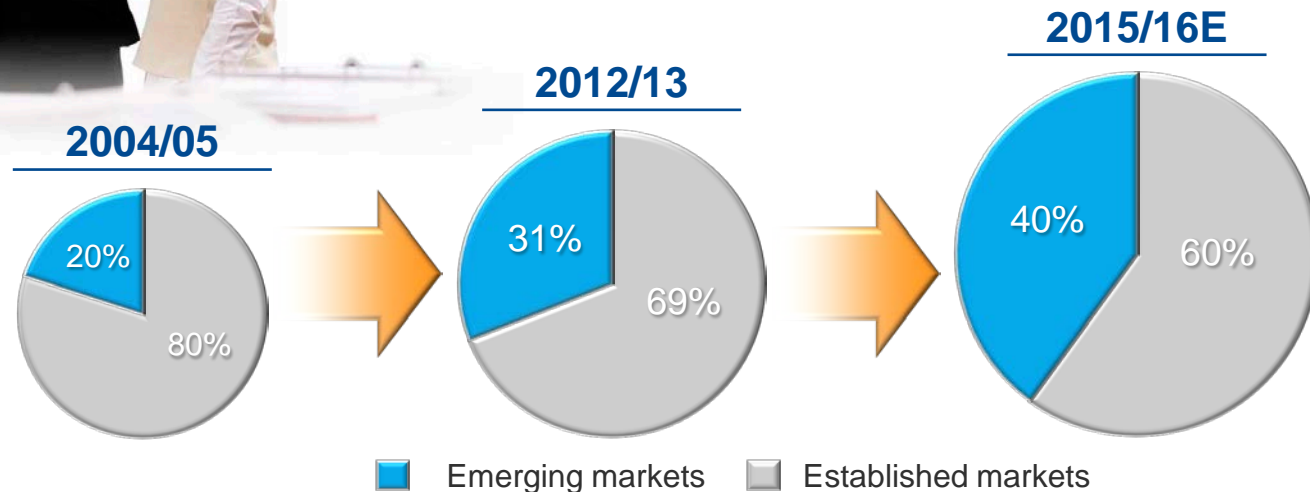
\* Elekta's calculated market share

Emerging markets

# Leadership and good growth



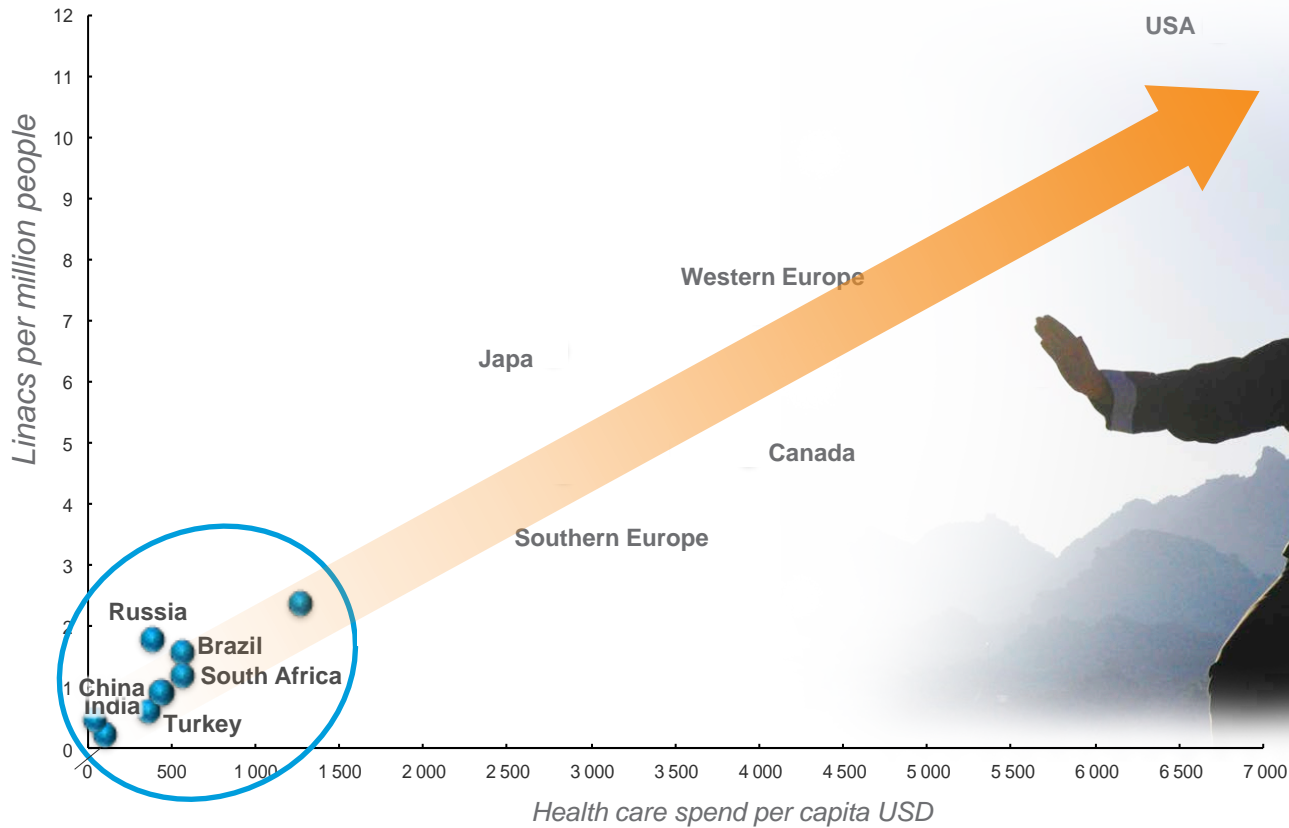
- Focus on training and education
- Clinical solutions addressing specific needs in emerging markets
- Increase own presence



# Emerging markets

## Need for new capacity

Health care spend per capita and installed linacs per million inhabitants  
USD and units installed



# Leading product portfolio

3.

Software  
Solutions



Versa HD™



ELEKTA

Brachy  
therapy



Leksell  
Gamma Knife®  
Perfexion

# Elekta is the pioneer of modern radiation therapy

**SRS**

Stereotactic  
Radiosurgery

**MOSAIQ® OIS**

**MR Linac**

**Digital linear  
accelerators**

Integrated  
solutions

**IGRT**

Image guided  
radiation therapy

**Brachytherapy**

**SRT**

Stereotactic  
Radiotherapy

**Versa HD™**

Technological shift  
in collimation and high dose

# Versa HD™

the most advanced digital linear accelerator available

1. Enables higher dose to the tumor  
- more than **three times** faster  
than before
2. Minimizes dose to healthy tissue.  
MLC leaf speeds more than **twice**  
**as fast** as other systems
3. New generation of **patient-**  
**specific treatments**





# Versa HD™ – exceeding expectations

# 30

Versa HD  
orders in first  
60 days



# Versa HD™ – strong demand and good uptake



- CE Marked
- 510(k) Cleared



THE UNIVERSITY OF TEXAS  
**MD ANDERSON**  
CANCER CENTER  
*Making Cancer History®*



 **The Christie**  
TOWARDS A FUTURE WITHOUT CANCER



  
Region  
Syddanmark **OUH  
Odense  
Universitetshospital**



  
**HOPITAL  
RIVIERA**

# Good demand for Leksell Gamma Knife®

- Patient volume growth year by year
  - Neurosurgery clinics
  - Oncology clinics
  - Metastatic tumors
- Unmatched precision in brain
- Product development focused on imaging

**Metastatic tumors**



# Brachytherapy – continuous innovation

- Expansion with current indications and add new
  - Rectal cancer
  - Skin cancer
- Redesigned Flexitron afterloading platform launched in Q4
- Continued focus on installed base and recurrent revenue growth
- Strong close of the fiscal year



# Elekta Software MOSAIQ<sup>®</sup> enables full product integration

Elekta treatment  
planning portfolio



Versa HD<sup>™</sup>



Leksell Gamma Knife<sup>®</sup>



Elekta Compact<sup>™</sup>

MOSAIQ<sup>®</sup>



Brachytherapy  
solutions

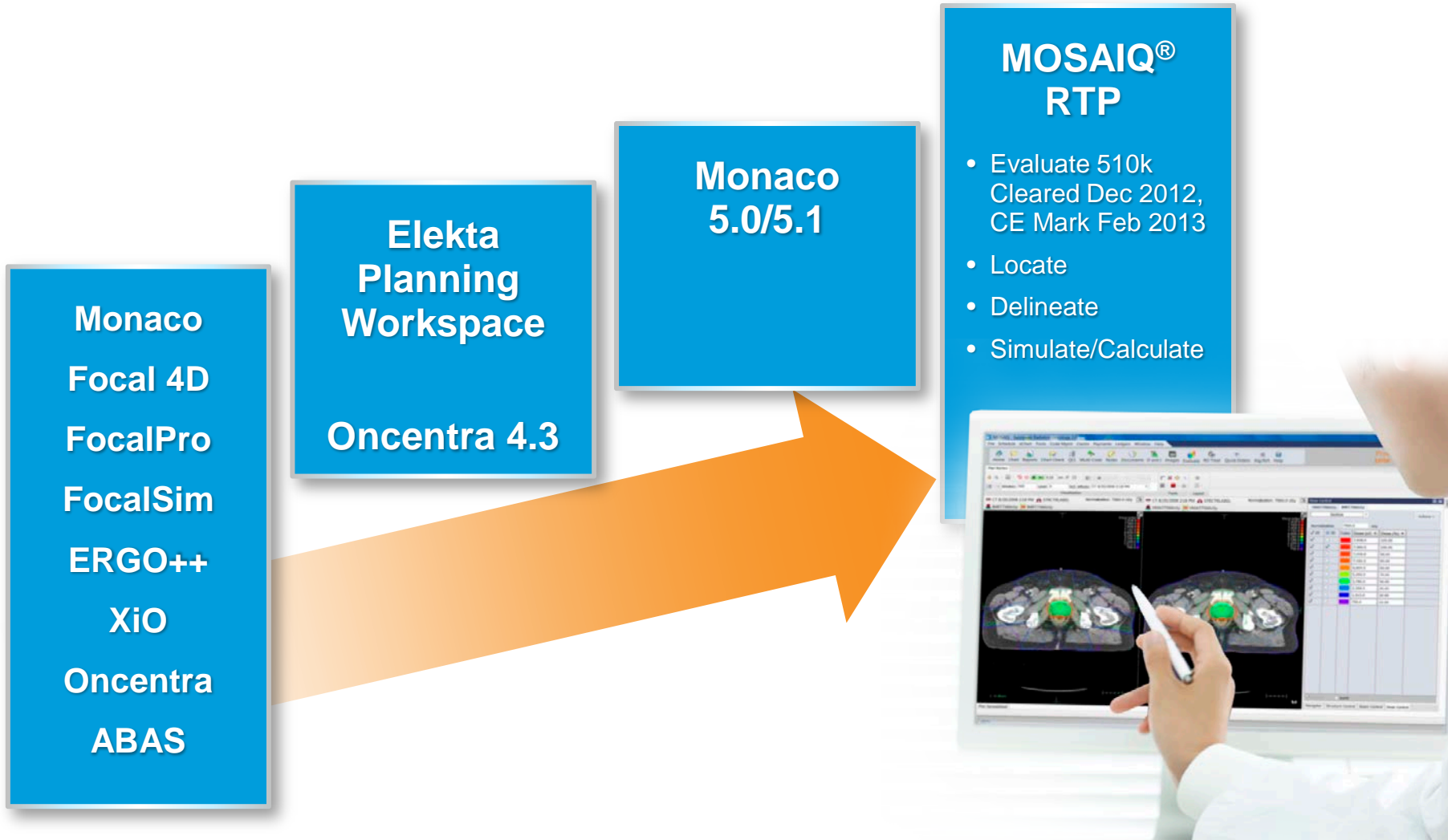


Elekta Agility<sup>™</sup>



Roadmap to market leadership

# Elekta treatment planning system





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## MR Linac

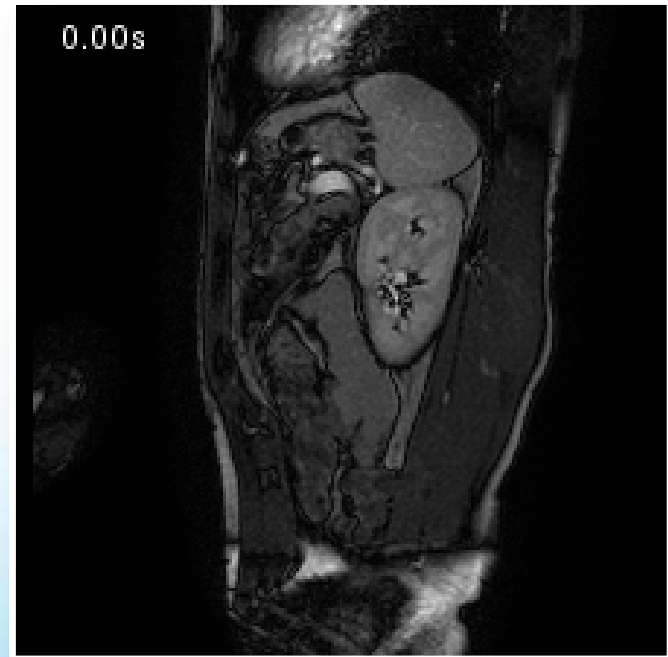
Kevin Brown  
Global Vice President Scientific  
Research



# Pioneering the next major breakthrough...

State of the art MR imaging state of the art radiation therapy

- Building on a decade of research from UMC, Utrecht, NL
  - In collaboration with Elekta and Philips
- Research demonstrated unparalleled soft tissue visualization during irradiation
- Research collaboration with leading institutions



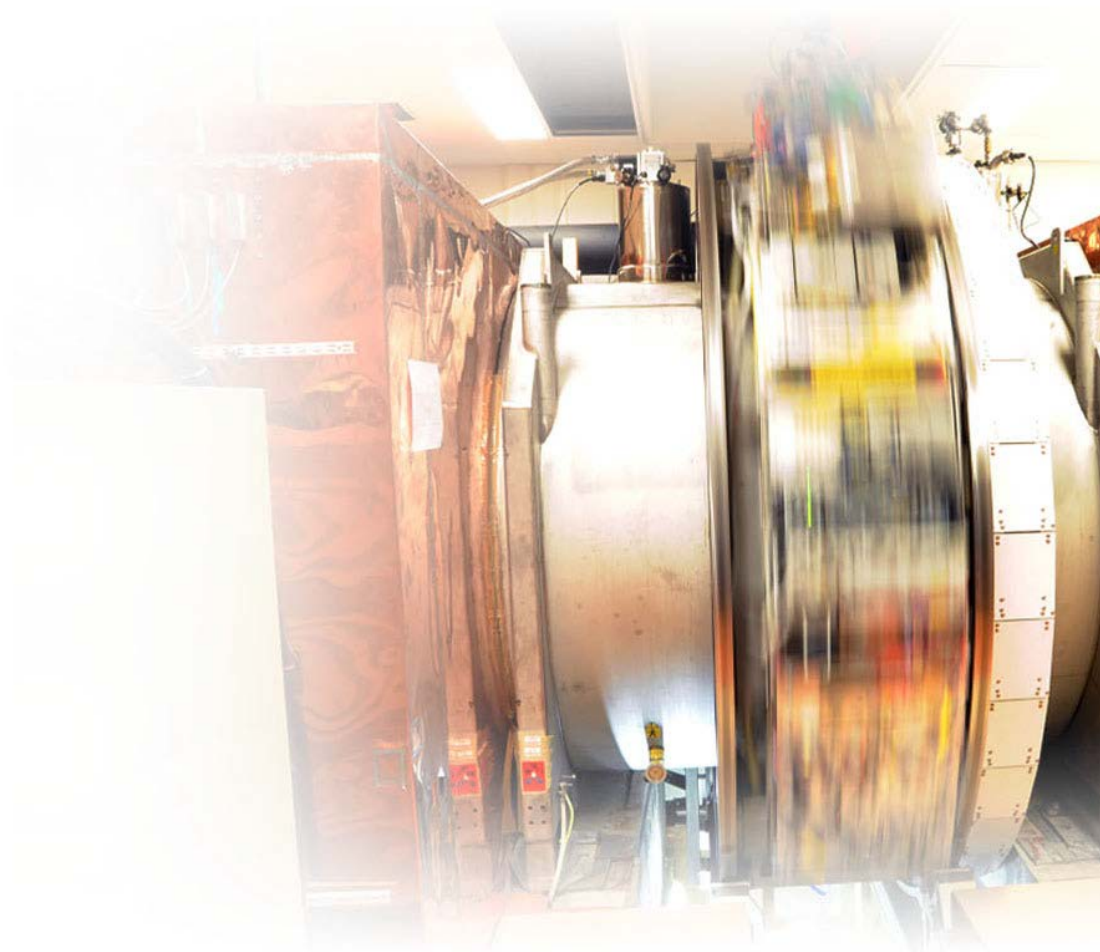


# Research into MRI-guided radiation therapy

Experimental system at Utrecht, The Netherlands

- MRI magnet full on at 1.5T and able to image
- Linac able to radiate
- MLC able to move leaves
- Gantry able to rotate

**All at the same time!**



# Next steps...

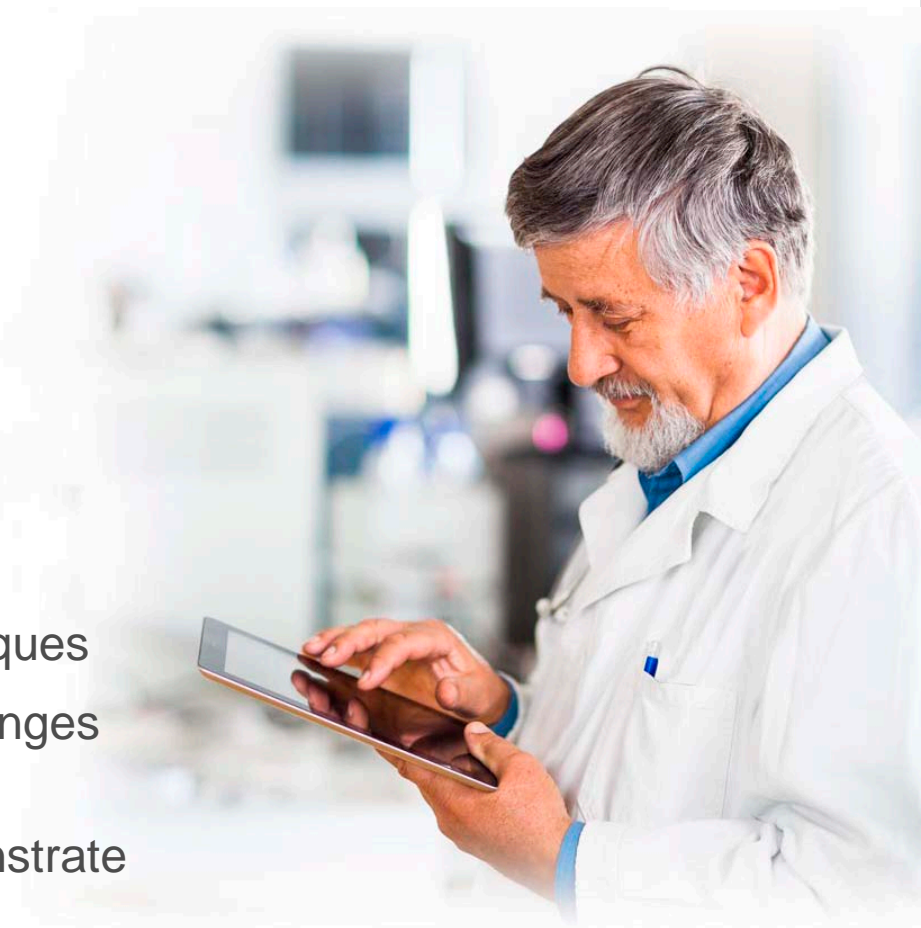
## Developing a Global Research Consortium

### **The MR Linac Consortium aims to:**

- Demonstrate improved patient outcomes for existing radiation therapy indications
- Extend radiation therapy with new treatment techniques and be able to treat more indications

### **Each consortium member will have a pilot MR Linac for:**

- Identifying clinical benefits and techniques
- Resolving clinical and technical challenges to implement these techniques
- Conducting clinical research to demonstrate the clinical value of the techniques





**PHILIPS**

## Press information

October 25, 2012

**Elekta and Philips Research Consortium on MRI-Guided Radiation Therapy Adds  
The Netherlands Cancer Institute-Antoni van Leeuwenhoek Hospital**  
*Group dedicated to developing next-generation radiotherapy innovation*

**Elekta and Philips Gain MD Anderson Cancer Center as Collaborator in Research  
Consortium on MRI-Guided Radiation Therapy**

*The University of Texas MD Anderson Cancer Center joins group dedicated to developing  
next-generation innovation for treatment of cancer patients using radiotherapy*

ATLANTA, Jan. 24 – Elekta (NYSE: EKTAb) and Philips (NYSE: PHIA) announced today that The University of Texas MD Anderson Cancer Center (MDACC) has signed an agreement to join the consortium. MDACC is the second member of the consortium, which includes Elekta and Philips, and centers and clinicians, (Antoni van Leeuwenhoek Hospital, Netherlands).



**Canada's Sunnybrook Health Sciences Centre Joins Elekta and Philips Research  
Consortium on MRI-Guided Radiation Therapy**  
*Research projects to have implications for cancer treatment worldwide*



# Increased investments to the future of cancer care

- Leadership in cancer care with linear accelerators
- Drive SRS market with Leksell Gamma Knife®
- Software – capture full potential
- Brachytherapy – develop new body sites



Groundbreaking  
MR Linac  
program

R&D costs  
approx. 10% of  
net revenues

# Elekta's strategy for sustainable profitable growth

- Ambition to grow net sales by **40%\*** from 2012/13 to 2015/16
  - Higher share of cancer care market
  - Emerging markets
  - Technology leadership
- Continued EBITA growth
  - Expansion in Emerging Markets
  - Investments in R&D ~10% of net sales\*\*
  - Continued improved efficiency
    - SG&A to net sales reduced from 20% to <18%



\* In local currencies. During the 3-year period ending FY 2015/16.

\*\* R&D costs before capitalization and amortization



*Human Care Makes  
the Future Possible*

# Financials

Håkan Bergström  
CFO



# Elekta's strategy for sustainable profitable growth

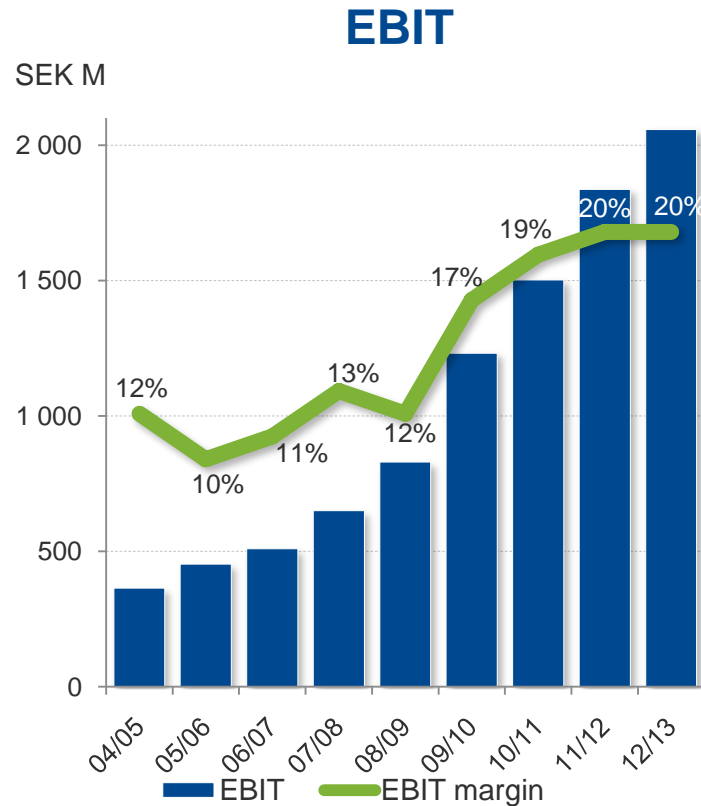
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\* In local currencies. During the 3-year period ending FY 2015/16

\*\* R&D costs before capitalization

# Long history of margin expansion



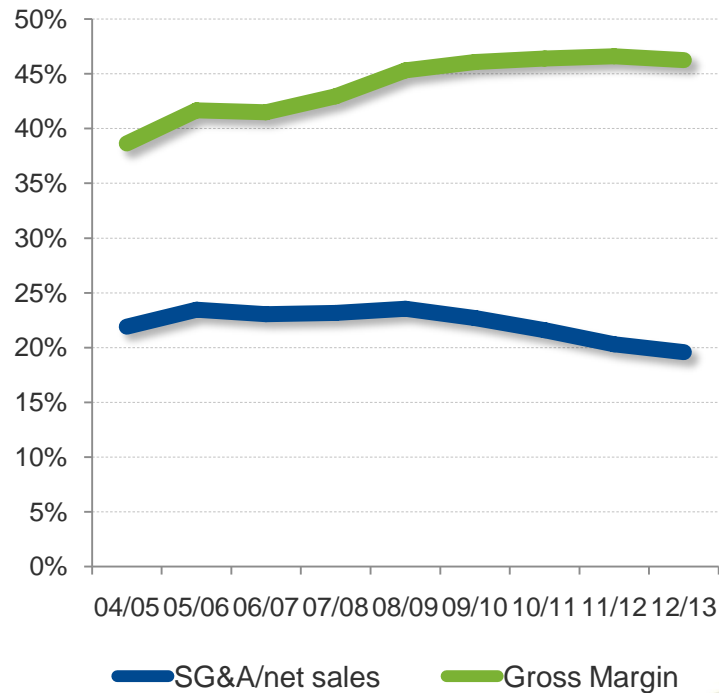
- Economics of scale – volume driven improvement
- Increasing share of aftermarket revenues
- Leverage on fixed costs





# Operating leverage

## Gross margin and SG&A to net sales



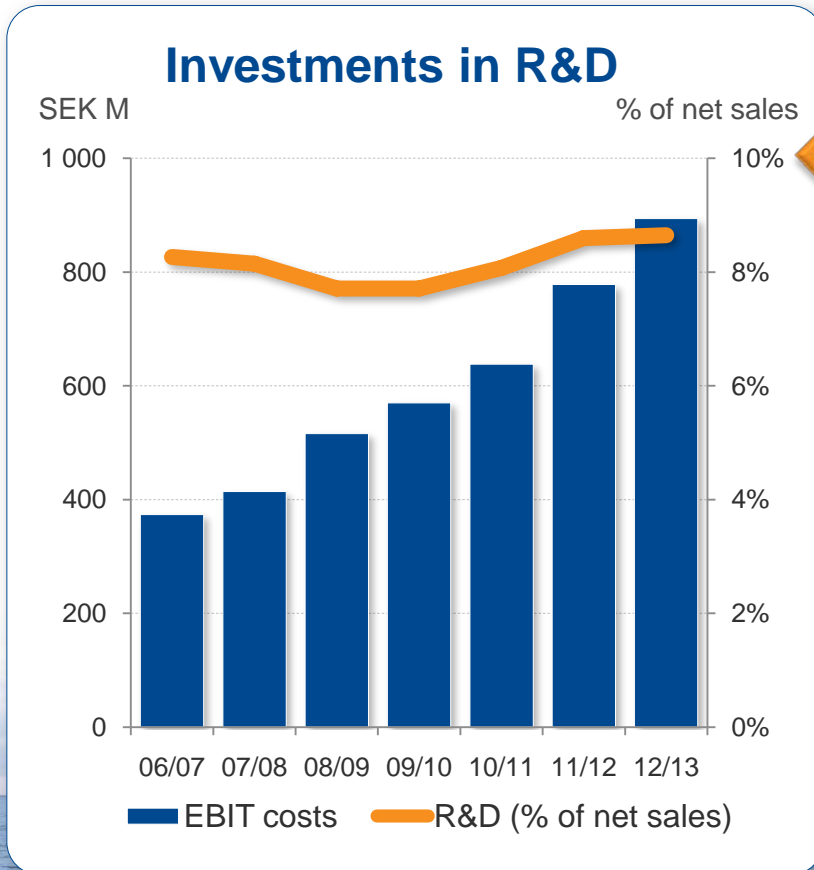
## Gross margin:

- Increasing share of aftermarket revenues
- Growth with hardware in emerging markets - expanding the installed base

## SG&A to net sales:

- Continue to leverage on fixed cost base
- SG&A to sales currently at 19.6% to be reduced to <18%

# Increased investments in R&D of >20% this year



10%

## Focus areas:

- MR Linac
- Leadership in cancer care with linear accelerators
- Drive SRS market with Leksell Gamma Knife®
- Software – capture full potential
- Brachytherapy – develop new body sites

# FULL YEAR 2012/13

# All financial targets exceeded

- Order bookings

+14%\*

- Net sales growth

+16%\*

- EBIT growth

+17%\*\*

- Cash conversion

76%



*\*Based on constant exchange rates*

*\*\* Excluding non-recurring items*

# Regional overview

## North and South America

- Order bookings up 9%\* in FY
- North America
  - Elekta's order and sales growth was strong in Q4
  - Uncertainty on market related to reimbursement and health care reform
- Strong momentum in Canada
- South America – tender for 80 linear accelerators ongoing in Brazil
- Contribution margin: 35% (37)



SEK M	Change	May – Apr 2012/13	May – Apr 2011/12
Order bookings	+10%	<b>4,470</b>	4,081
Net sales	+13%	<b>3,521</b>	3,122

\*Based on unchanged exchange rates

## Regional overview

# Europe, Middle East and Africa

- Order bookings increased by 29%\* in Q4 and grew with 10%\* for the fiscal year
- Good order development in all major European markets
- Improvements in the Middle East during Q4
- Contribution margin: 36% (35)

SEK M	Change	May – Apr 2012/13	May – Apr 2011/12
Order bookings	+6%	<b>3,878</b>	3,653
Net sales	+11%	<b>3,561</b>	3,206



\*Based on unchanged exchange rates

# Regional overview

## Asia Pacific

- Order bookings up 23%\* in FY
- Strong growth in China and India where Elekta is the market leader
- Good contribution from “new” emerging Asian markets
- Business in Japan continue to grow – positive trend for Toshiba collaboration
- Contribution margin: 32% (32)

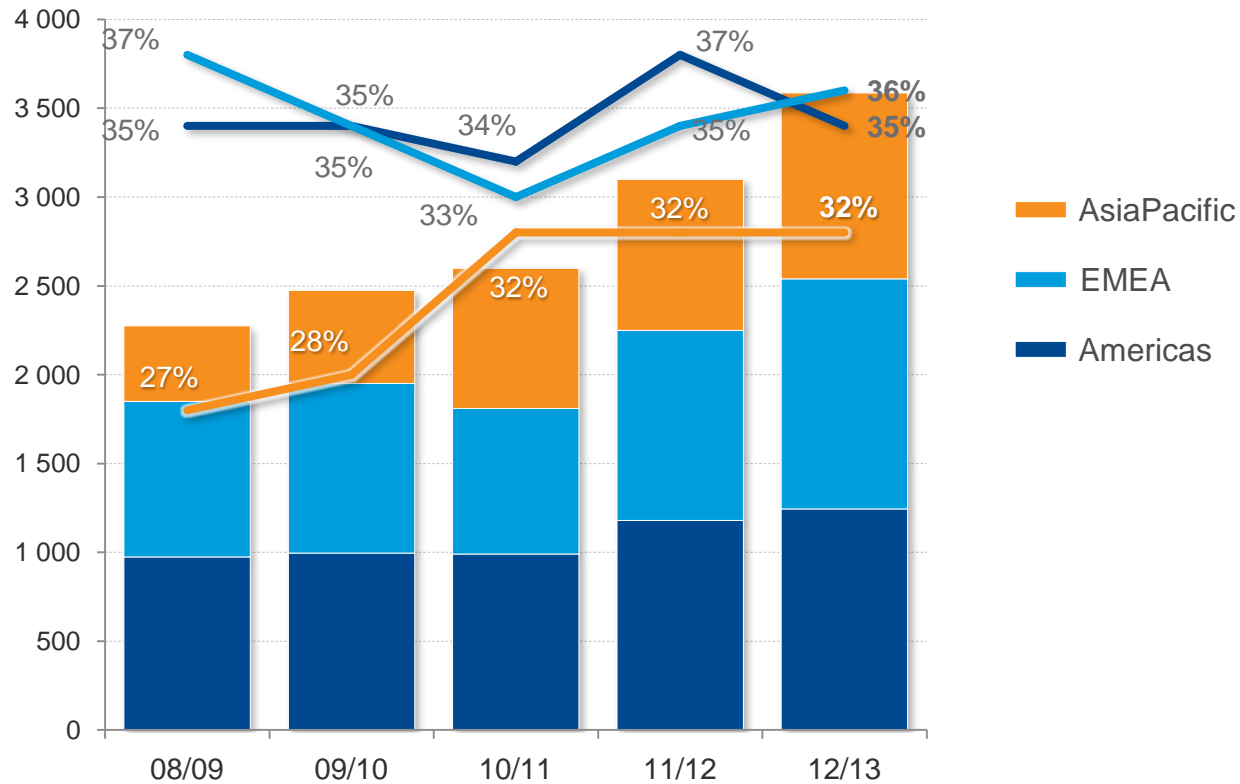
SEK M	Change	May – Apr 2012/13	May – Apr 2011/12
Order bookings	+22%	<b>3,769</b>	3,081
Net sales	+20%	<b>3,257</b>	2,720



\*Based on unchanged exchange rates

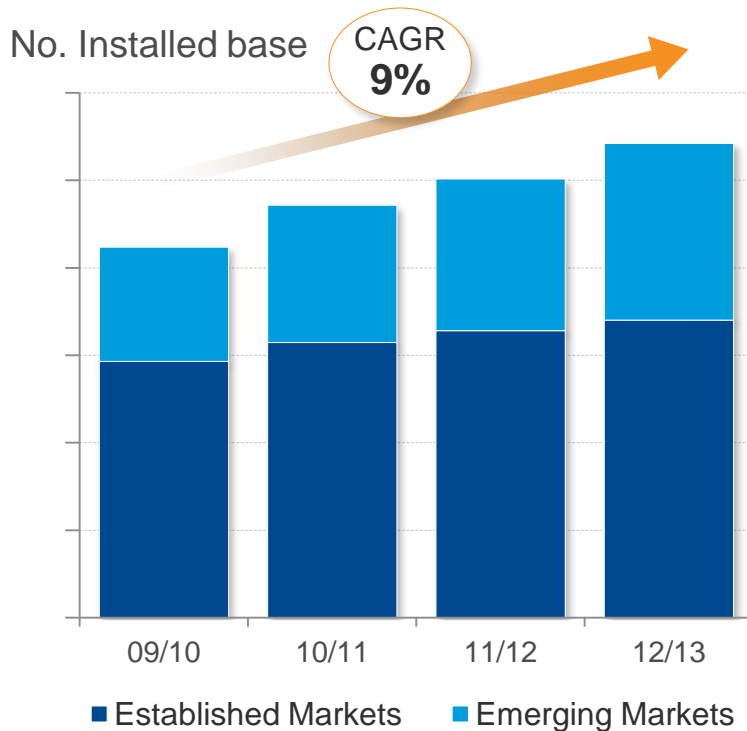
# Contribution margin development

SEK M





# Elekta's linac installed base growth: CAGR 9%



- Emerging markets +16% (CAGR)
- Established markets +5%



# Elekta is taking share from current Siemens installed base

## *Siemens installed base*

### **North America:**

~350 linear accelerators

### **Europe AFLAME:**

~ 550 linear accelerators

### **Asia Pacific:**

~ 800 linear accelerators



- On track with conversion of Siemens installed base
- Global strategy and dedicated team in place
- Comprehensive program to update installed LANTIS OIS on Siemens systems to newest version of Elekta MOSAIQ®

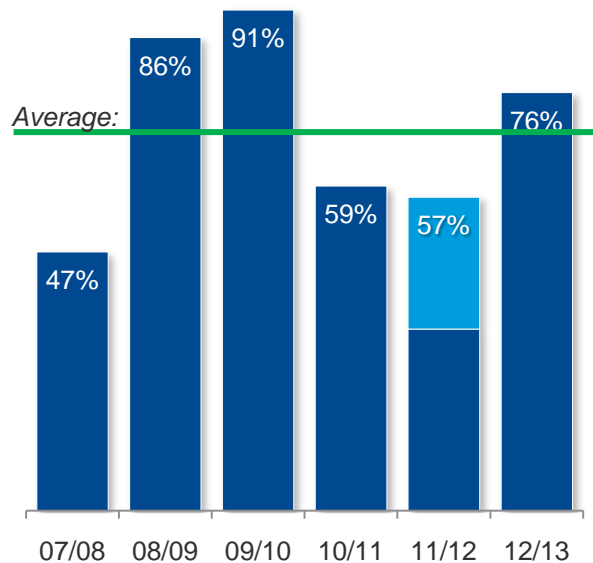
# Service and software expansion

- Upgrades – Agility, Flexitron etc.
- Updated and expanded service offering – remote services
- Drive higher share of software on emerging markets
- Professional services
- Emerging markets



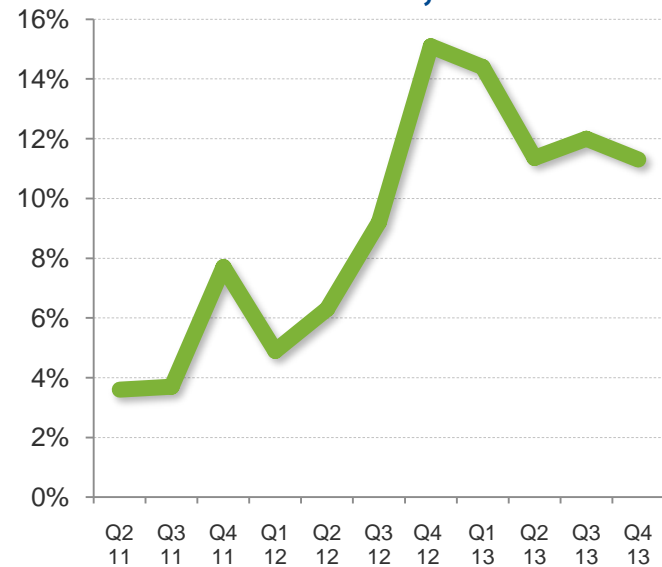
# Strong cash generation in 2012/13

## Cash conversion, %



- Average 6 year cash conversion: approx. 70%

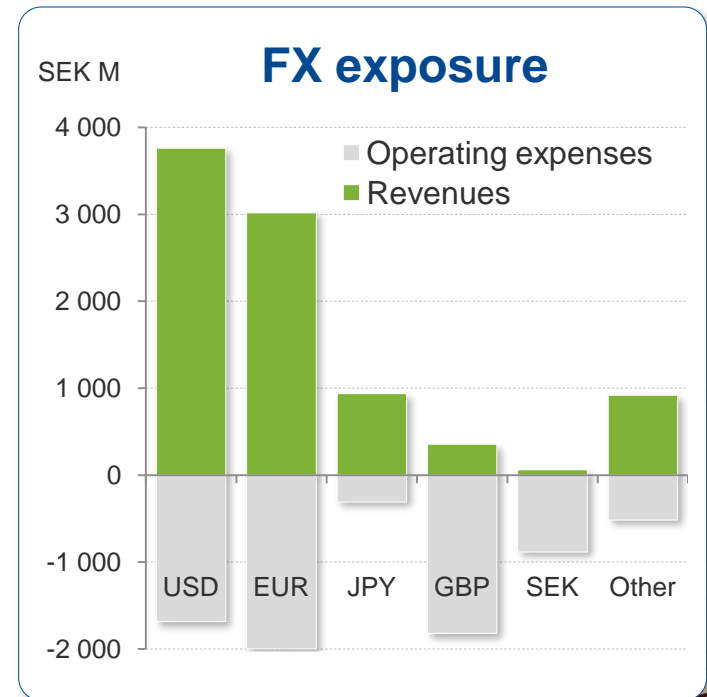
## Net working capital/ net sales, %



- Net working capital in Q4 same level as in Q3
- Improvement of approx. SEK 200 M during last 12 months

# Negative currency effects

- Continued volatility on currency markets. End of April changes (Y/Y)
  - **USD: -2%**      - **GBP: -7%**
  - **JPY: -20%**    - **EUR: -4%**
- Negative currency effect 2012/13:
  - Net sales: -2%
  - EBIT: SEK 90 M
- Estimated currency effect 2013/14
  - Net sales: -2%
  - EBITA impact: -3 percentage points



# Strong balance sheet

	12/13	11/12
Liquid assets (SEK M)	2,567	1,895
Net debt (SEK M)	1,985	2,635
Equity (total, SEK M)	5,560	5,010
ROE	27%	29%
ROCE	21%	28%
Net debt/equity	0.36	0.53
Net debt / EBITDA*	0.82	1.24

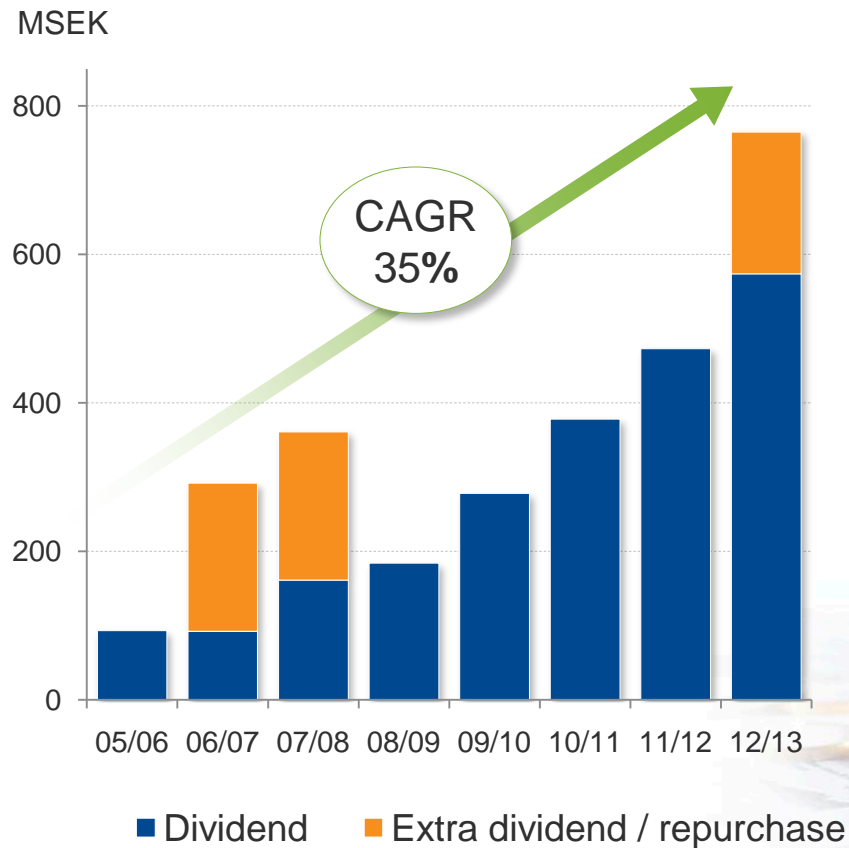
\* Excluding non-recurring items

# Long-term financial objectives

- ✓ Sales growth:  $>10\%$
- ✓ Operating result growth to exceed sales growth in SEK
- ✓ ROCE:  $>20\%$
- ✓ Net debt / equity:  $<0.5$



# Extra dividends proposed



- Ordinary dividend of **SEK 1.50** (1.25) per share
- 3 year program with extraordinary dividend of **SEK 0.50** per share and year





# Outlook fiscal year 2013/14

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the Future Possible*



# 2013/14 - another strong year expected

## Revenues

---

- Capture all opportunities in emerging markets
- Strengthen positions in established markets

## EBITA

---

- R&D investments increase by >20%
- Continued leverage on SG&A



# Outlook based on EBITA

- Increased visibility with EBITDA and EBITA specified every quarter
- Closer link to cash flow

Amortization	2011/12	2012/13	Change (%)
R&D	95	107	13%
Acquisitions	110	132	20%
<b>TOTAL</b>	<b>205</b>	<b>239</b>	<b>17%</b>

# Outlook for fiscal year 2013/14

- For the fiscal year 2013/14, net sales is expected to grow by more than 10%\*
- EBITA is expected to grow with approximately 10%\*
- Currency is estimated to have a negative impact of about 3 percentage points on EBITA growth





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the Future Possible*

# Region North America

Jay Hoey  
Executive Vice President



# Good growth in North America

- 7% of world's population
- 30% of the world's linear accelerators
- Most advanced radiotherapy market in the world
- Elekta has >60% market share in software (OIS) and brachytherapy. ~25% in new sales of linacs
- Demand is driven from aging population and increasing cancer incidence as well as technological advancements



# Well positioned for further growth

## Linacs

- Versa HD™ roll-out
- Siemens opportunity

## Installed base

- Enhance service excellence
- Provide advanced solutions
  - Streamlined workflow = higher efficiency
  - Advanced treatments = higher effectiveness

## Software leadership

- New software applications for existing customers

## SRS/SRT solutions

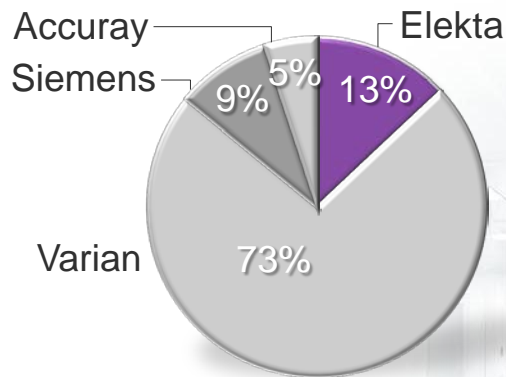
- Leksell Gamma Knife® performance & reputation
- Elekta well positioned via SRS/SRT expertise



# Elekta North America is gaining share

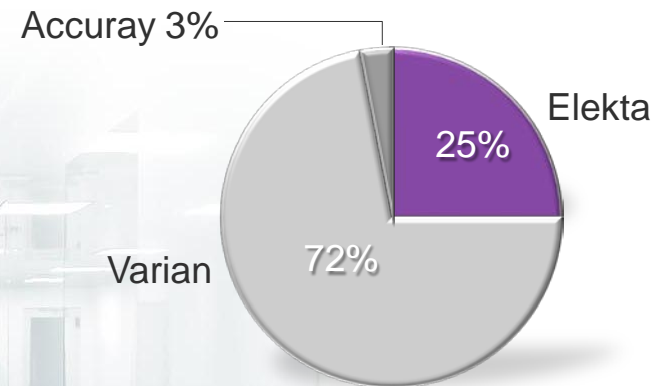
## Market share - installed base

(FY12/13)



## Market share – new orders

(FY12/13)





# USA – world's largest RT market

## United States

- Population: 314 M, cancer incidence: 1.5 M (~0.47%)
- ~63% receive radiation therapy

## Radiation therapy - mainly a replacement market

- ~ 80% of linacs are replacement machines

## Multiple factors drive demand

- Higher cancer incidence with aging population
- Equipment age (large installed base = large replacement market)
- New technology (SRS/SRT, VMAT)
- Private center consolidation



# US medical device tax and reimbursement



## Medical device tax

- 2.3% on the majority of hardware and software sales.
- Impacting gross profit

## Reimbursement

- CMS proposal in summer
- Final decision in autumn



# The Canadian market is expanding



- ~ 32% receive radiation therapy, government goal is 48%
- Population: 36 M, cancer incidence: 0.2 M (~0.51%)
- Excellent growth in Ontario
- Linear accelerators replaced as part of government health agency replacement cycles (10-12 years for linacs)
- Interesting market



# Increased medical initiatives in Mexico



- Installed base:
  - ~ 80 linacs installed ~ 25 cobalt units
- ~70% government and ~30% private
- Government initiatives with funding approved for expanding in radiation medicine
- Private sector will expand radiotherapy and OIS segments (updating installed base)
- Increased marketing efforts and business presence in Mexico by Elekta
- Elekta's market share is increasing



# Elekta is growing

- Technology leadership
  - Versa HD™
- Highest standard in service and aftermarket support
- Focus on comprehensive solutions and partner with customer
- Leverage on strong footholds within software (OIS) and brachytherapy



# Top customer satisfaction in the US



## CUSTOMER SATISFACTION

- #1** Leksell Gamma Knife® Perfexion™
- #2** Elekta Synergy®
- #3** Elekta Mosaiq®
- #4** Varian TrueBeam



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the Future Possible*

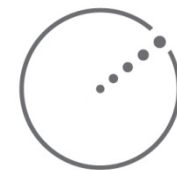




# Region Europe & AFLAME

Ian Alexander

Executive Vice President  
Europe & AFLAME

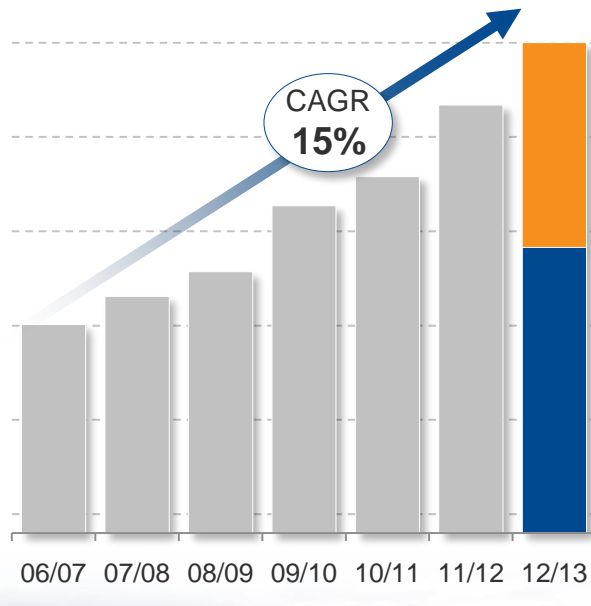


ELEKTA



# Elekta is the market leader in the region

## Order development



Emerging market share  
~40%

Installed base:

- ~1,200 linacs
- ~60 Leksell Gamma Knife units

# Strong growth in revenues and contribution in 2012/13

- Net sales up 11% or 15% in local currencies – strong growth:
  - Germany
  - UK
  - Nordics, Italy and France
- Contribution margin up 17 % to 36% (35)
  - Growing installed base
  - Operational leverage



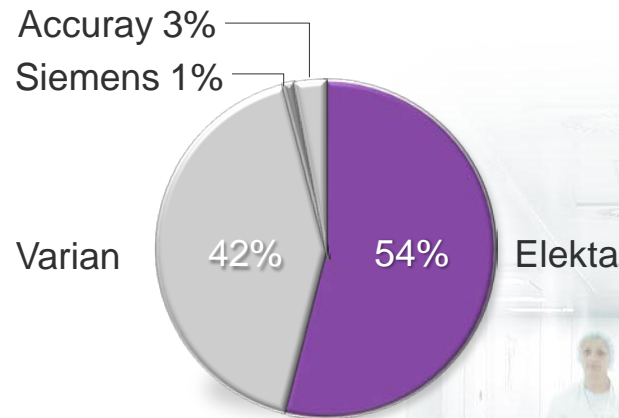
SEK M	Change	May – Apr 2012/13	May – Apr 2011/12
Net sales	+11%	<b>3,561</b>	3,206
Contribution margin	+17%	<b>1,295</b>	1,111

\*Based on unchanged exchange rates

# Elekta is growing more than the installed base

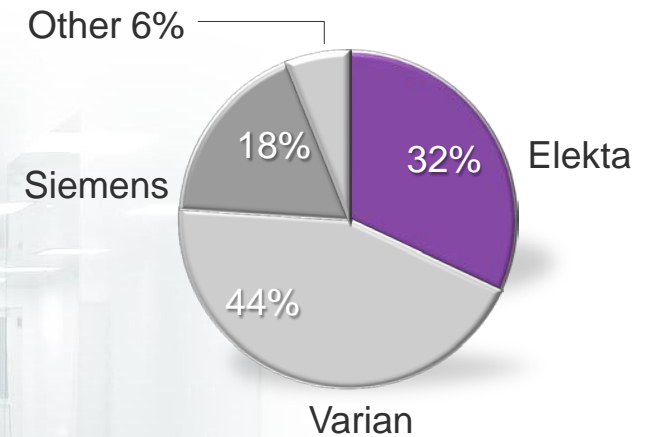
## Share of order intake

(FY12/13)



## Share of installed base

(FY12/13)

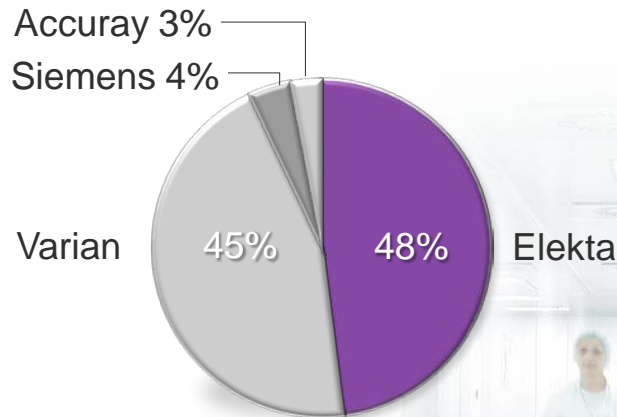


# Leader in both established and emerging markets

Established markets

## Share of order intake

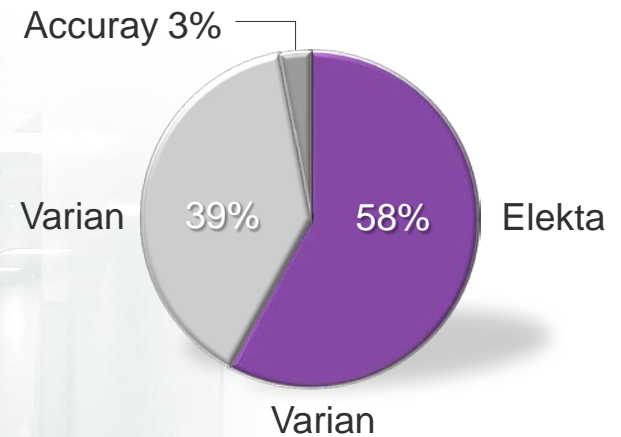
(FY12/13)



Emerging markets

## Share of order intake

(FY12/13)



# Market characteristics

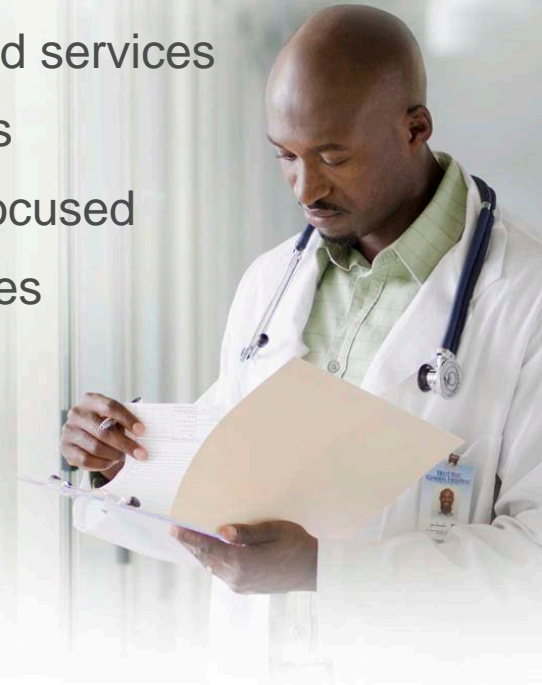
## Emerging

- Green field expansion
- Need for training/ education
- Financing
- Reference centers
- Site visits
- Credibility



## Established

- Installed base mgmt
- After sales and services
- Replacements
- Technology focused
- Success stories
- Know-how & experience



# Market dynamics by key markets

## Established Europe

- Mainly replacement or expansion of existing sites
- Early adopters of new technology

## Eastern Europe

- Russia important market and key strength
- Developing distribution network to address opportunities in emerging markets

## Middle East

- Strong end of fiscal year
- Continued strong growth potential

## Latin America

- High level of activity in most markets
- Ongoing tender in Brazil
- Distributor network

## S-S Africa

- Growing and “opportunistic” market
- South Africa well established; Strong private sector

## *Long term sustainable growth rate:*

Established markets:  Mid-to-high single digit

Emerging markets:  Double-digit

# Established markets – strengthen positions

- Good growth in central- and northern Europe
- Upgrade of maturing installed base in many markets
- Opportunities created by exit of Siemens. Elekta capture rate >50%
- Drive usage of radiation therapy on market; In UK only 38% of cancer patients receive RT
- Leverage installed base with hardware upgrades, software and service



# Versa HD™ – great customer response

*ESTRO 2013 - Geneva*



- Sold to 10 countries in the region
- Elekta has a strong position in University Hospitals/Clinics
- Good opportunity with Versa HD™
- Well attended Versa HD Launch meeting in Istanbul





# Emerging markets - No. 1 market position

- **Affordability, Training and Education**
- **Russia:** 10-15 clinics are equipped every year; current NOP entering final cycle
- Additionally Regional authorities funding 2-4 new RT centers per year
- Elekta in planning phase for local manufacturing and E&T Center **in Russia and Brazil**

# Strong market development in Latin America

## Colombia

- 45 million
- Growth in public and private sector
- 42 linacs (6 Elekta, 7 Siemens, 29 Varian)

## Peru

- 29 million
- Ministry of Health will invest in 3 – 5 machines per year

## Brazil

- Brazil: Ministry of Health major purchasing program (80 new linacs) delayed, but expecting completion
- Knock-on impact into other public and private market – now easing

## Chile

- 16 million people
- Growth in public and private sector

## Argentina

- 42 million
- Growth in private sector

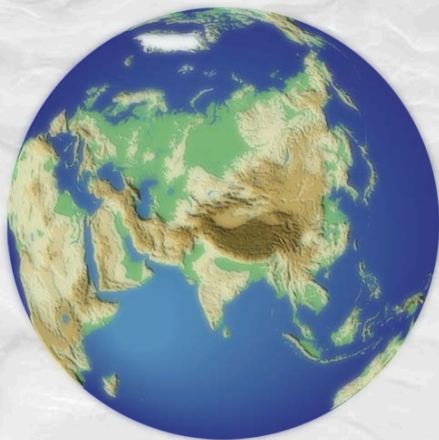
# Good growth on African continent

- Yearly incidence of cancer about 713,000
- Africa needs more than 700 additional machines
- Barriers to access in Africa: lack of trained oncologists, physicists and technicians
- The regions of north Africa and southern Africa together contained 90 percent of the total number of machines
- Most RT centers in Africa are fairly rudimentary, delivering mostly palliative services and simple, curative treatments
- Elekta / Equra partnership in South Africa





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## Region Asia Pacific

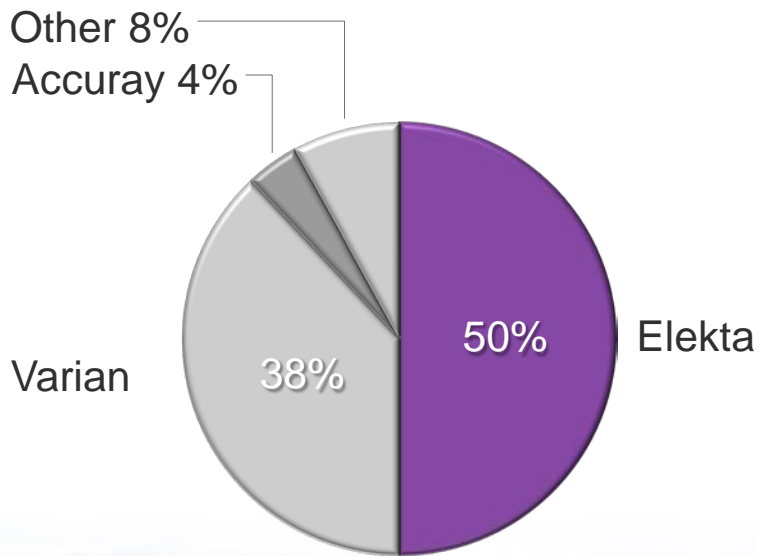
Gilbert Wai

Executive Vice President  
Asia Pacific



# Market leader in Asia Pacific

## New order intake 12/13



## Success factors

- Early establishment e.g. in China since 1982
- 800 employees
- Build up strong local organization with local talent – China, India, Australia
- Strategic investment in
  - R&D, manufacturing and sourcing
  - Talent – leadership development, campus hiring
  - Education and training

# Strong profitable growth

- Strong growth in high growth markets such as China and India
- Elekta is gaining market share
- Growth within service and software
- Good volumes of Siemens conversions





- ▶ Trends and future prospects in Asia

Chinese healthcare market

Business update

# Asia – a continent of opportunities

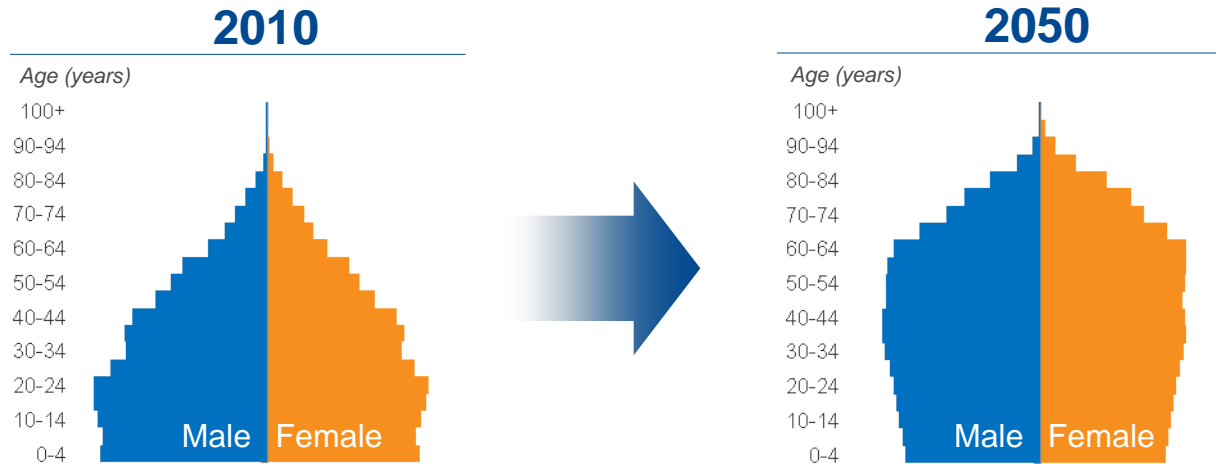
- 59% of the world's population
- 30% of the world's land area
- 32% of the world's GDP (2011)
- Less than 30% of the world linacs
- Less than 1 linac per million people in many markets





# Solid underlying growth drivers

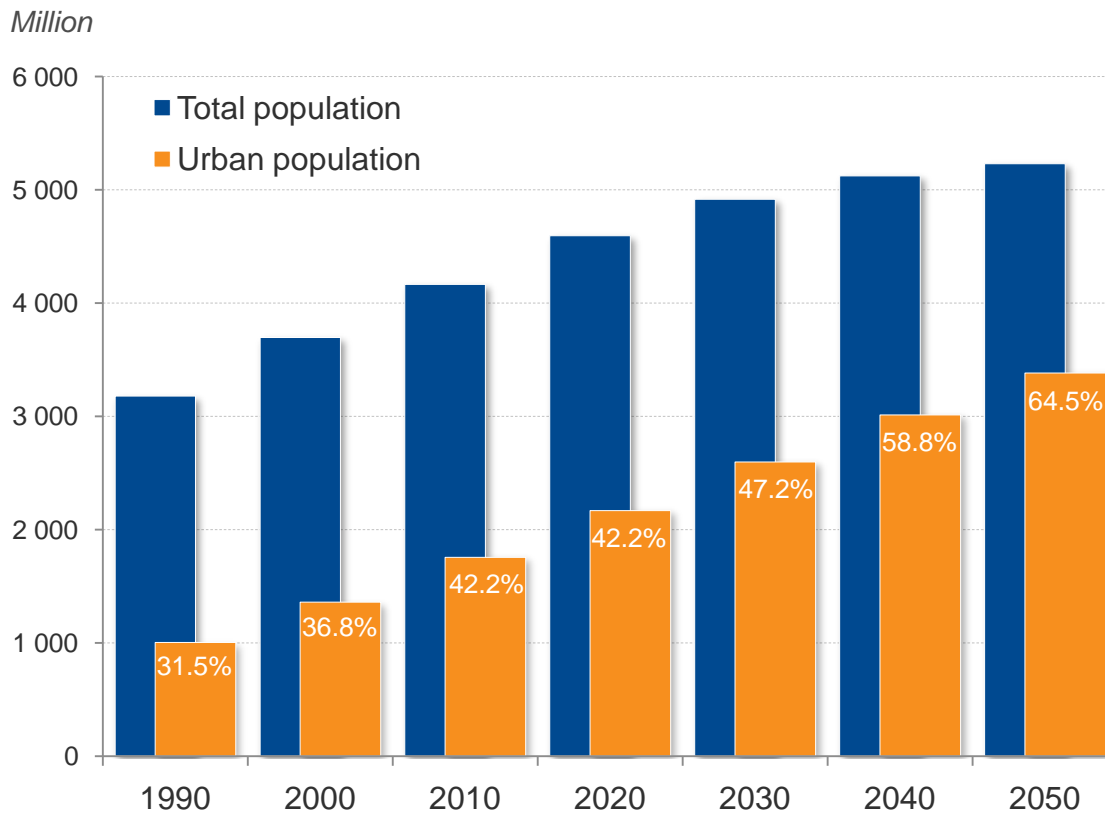
Asia – distribution of population



- Aging population – driving cancer incidence
- Improving diagnostics
- Awareness about cancer – training and education
- Radiation therapy - significantly more cost efficient than surgery and chemotherapy



# Rapid urbanization of Asia



# APAC healthcare expenditure will increase significantly by 2020



# Number of hospital beds by 2015 in Asia Pacific

## China – 2015

Total beds: 3,248,480

*Public: 94%*

*Private: 6%*

## India – 2015

Total beds: 644,768

*Public: 58%*

*Private: 42%*

## Indonesia – 2015

Total beds: 107,796

*Public: 64%*

*Private: 36%*



# Mortality rate disproportionate due to unmet need and lack of professionals

## Cancer incidence and mortality by country, 2008

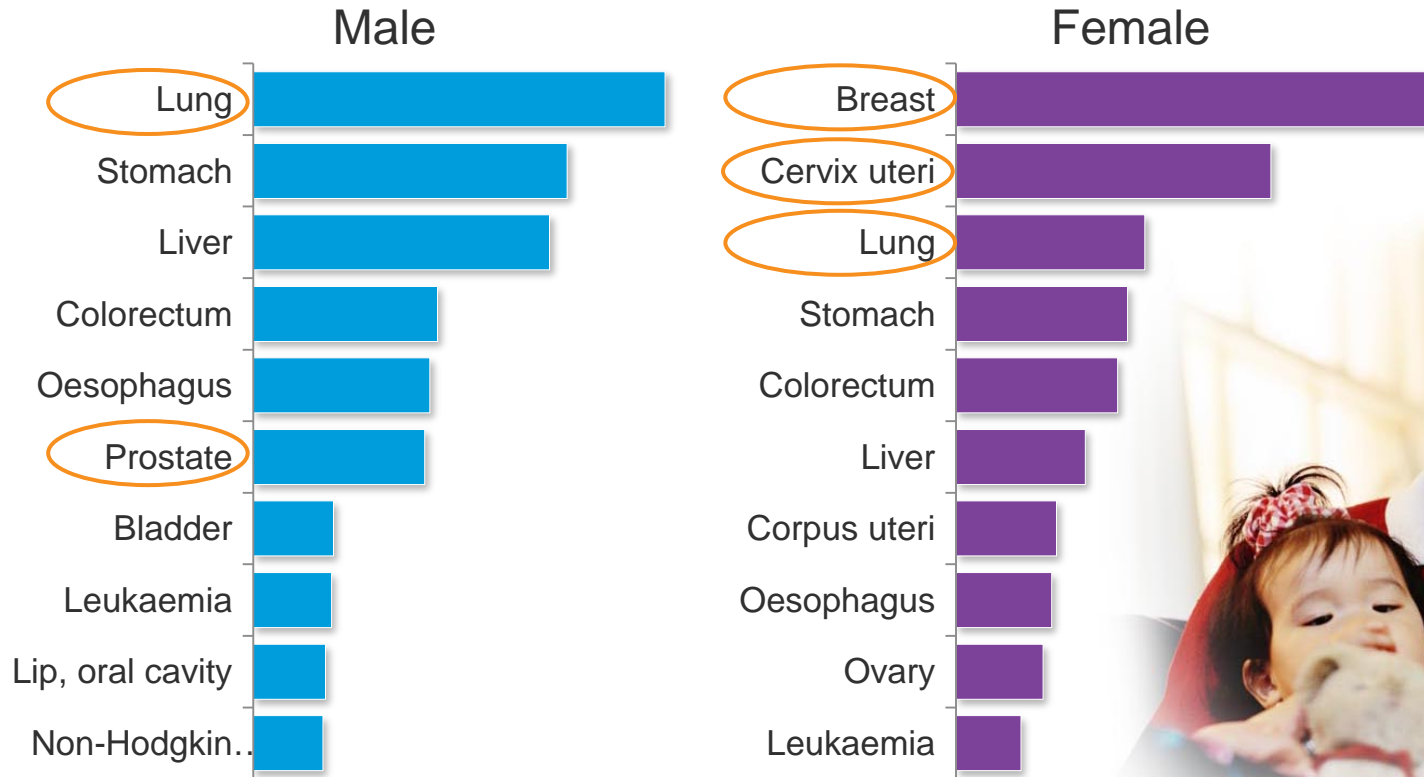
Country	Incidence	Mortality
China	2,817,200	1,958,300
USA	1,437,200	565,600
India	948,900	633,500
Japan	615,500	342,200
Australia	106,900	40,900

**70%**  
Mortality rate

**39%**  
Mortality rate

# Adapt to local needs - cancer incidence

Number of new cancer cases per year



# Accessibility- education and training overview

## Elekta training facilities



### ● Elekta training facilities

Sydney, Australia

Shanghai, China

Chennai, India (Nucletron)

EBMEI, Beijing, China

Zhouzhou Hospital, China

TMSC Nasu facility, Japan (Toshiba)

### ● Customer training facilities

17 leading institutes

Trends and future prospects in Asia

▶ **Chinese healthcare market**

Business update





# Healthcare in China

- a great opportunity for the future!

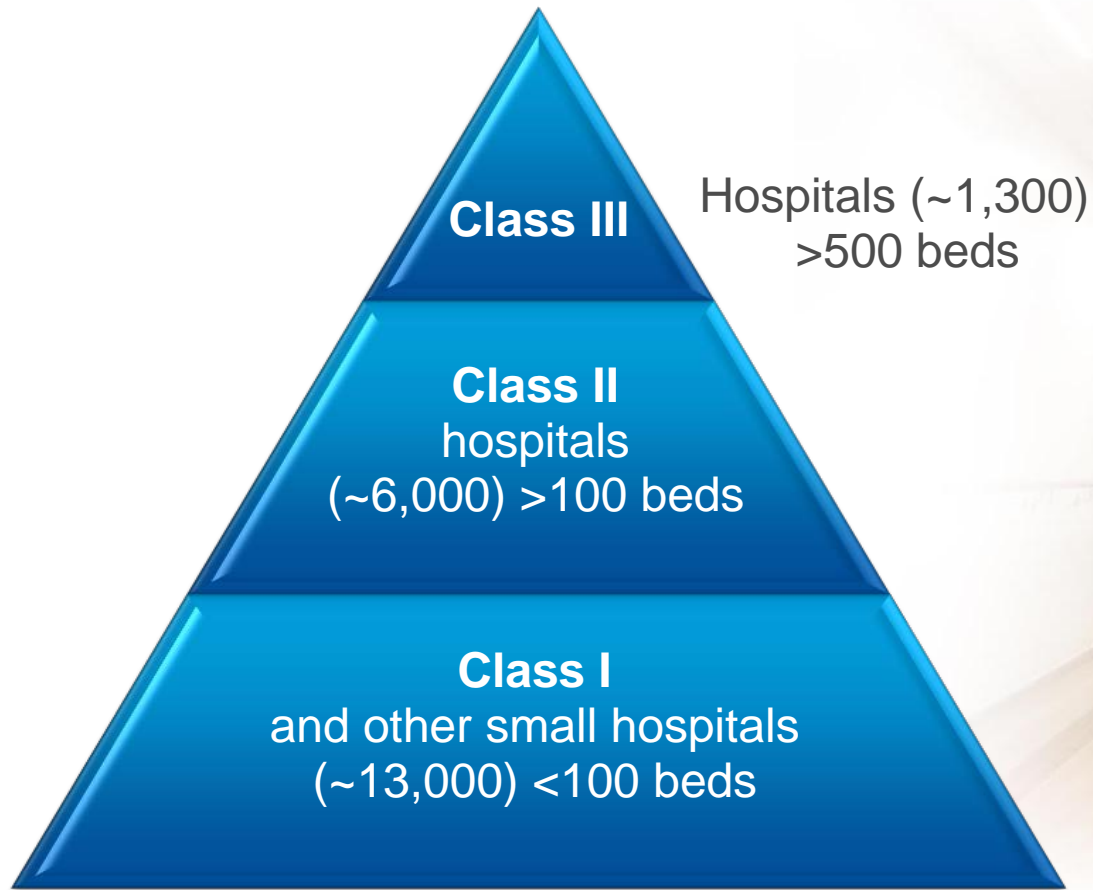
- Large unmet need
- Lack of treatment capacity and competence
- Need for cost effective solutions



Great progress is being made and success of current health care reform – a key for the future!

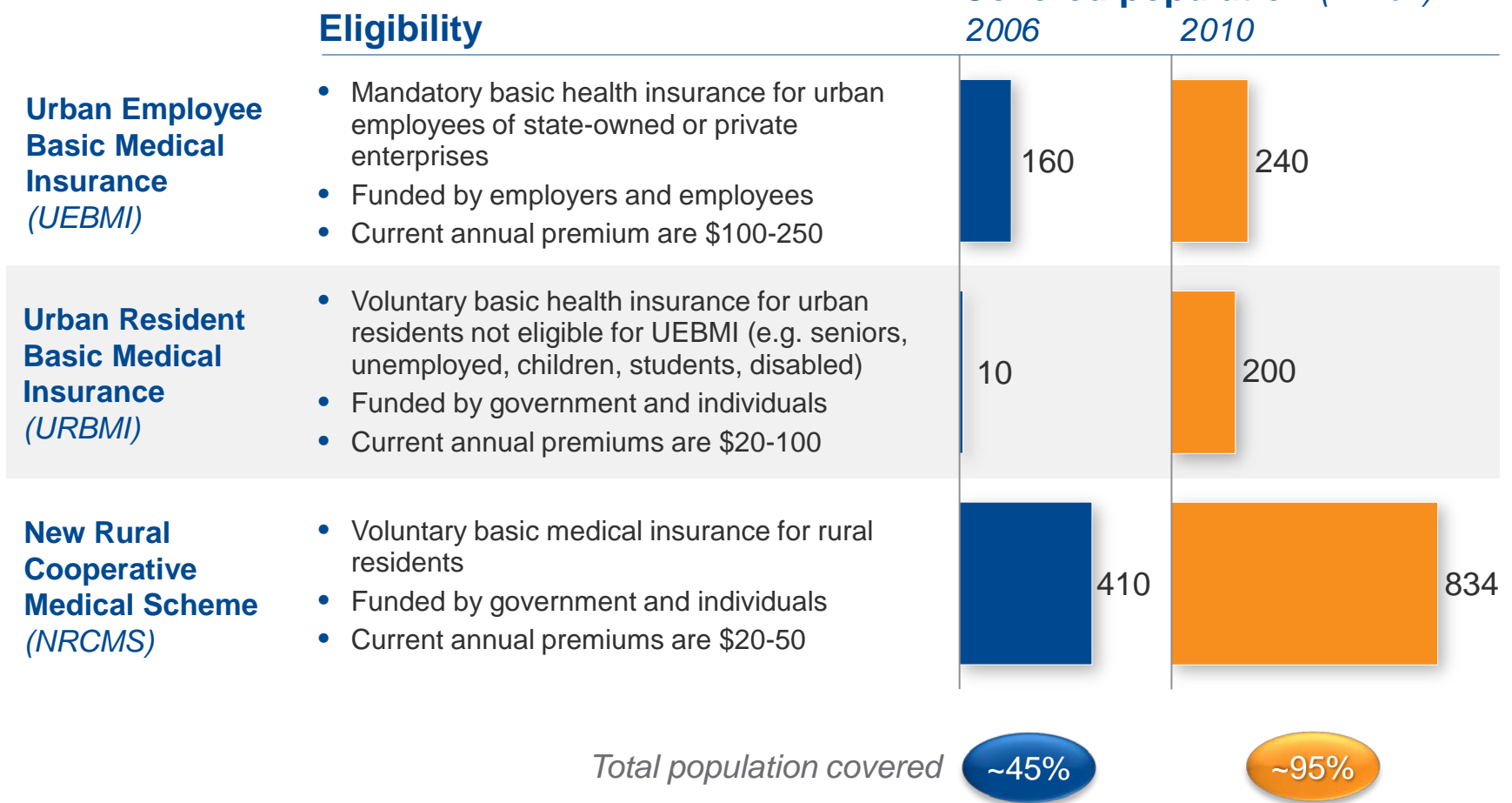


# Hospital structure in China

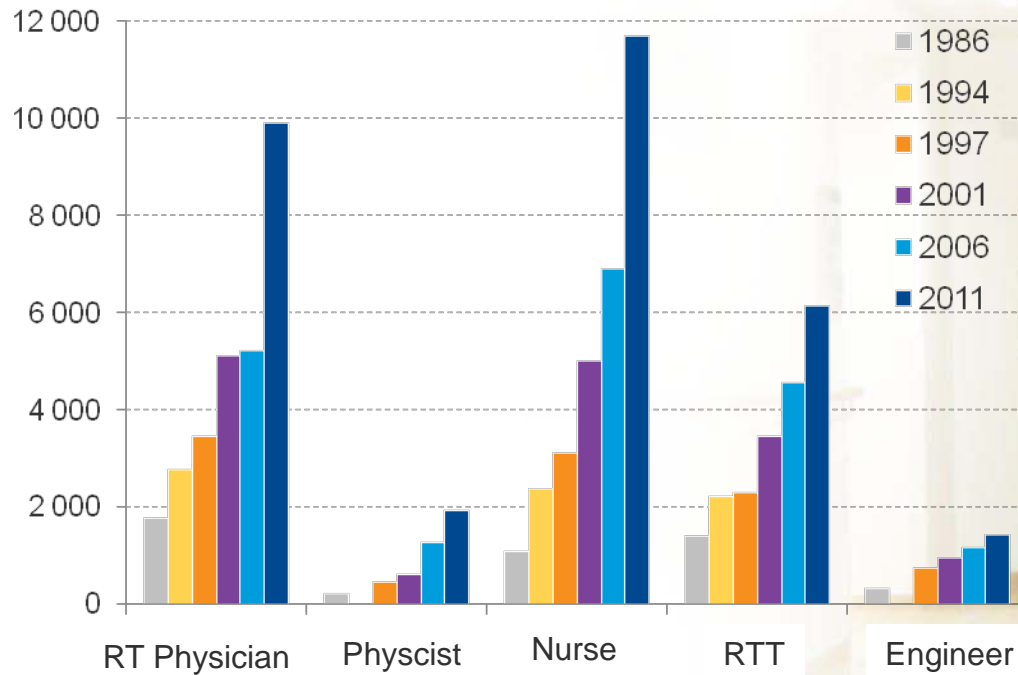


# More than 95% is covered by an insurance

**Covered population (million)**  
2006 2010



# Need of training and education in China



# Education and collaboration support to key universities

*The selected Universities:*



Tsinghua University



Wuhan University



Tianjin University

Trends and future prospects in Asia

Chinese healthcare market

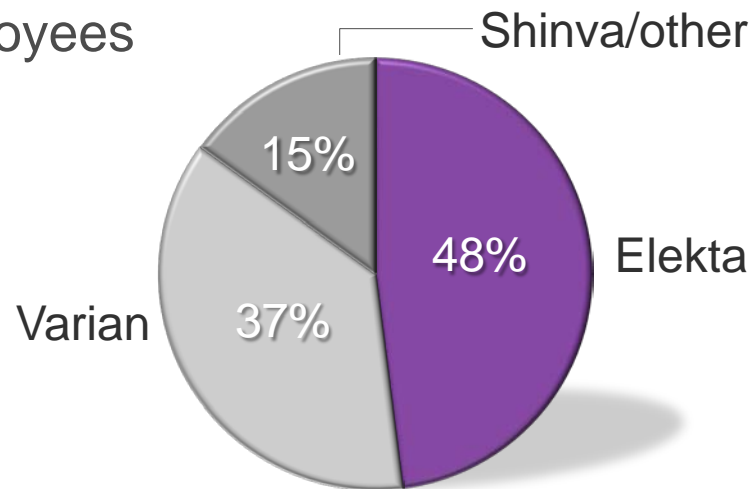
▶ Business update



# China – second largest market for Elekta

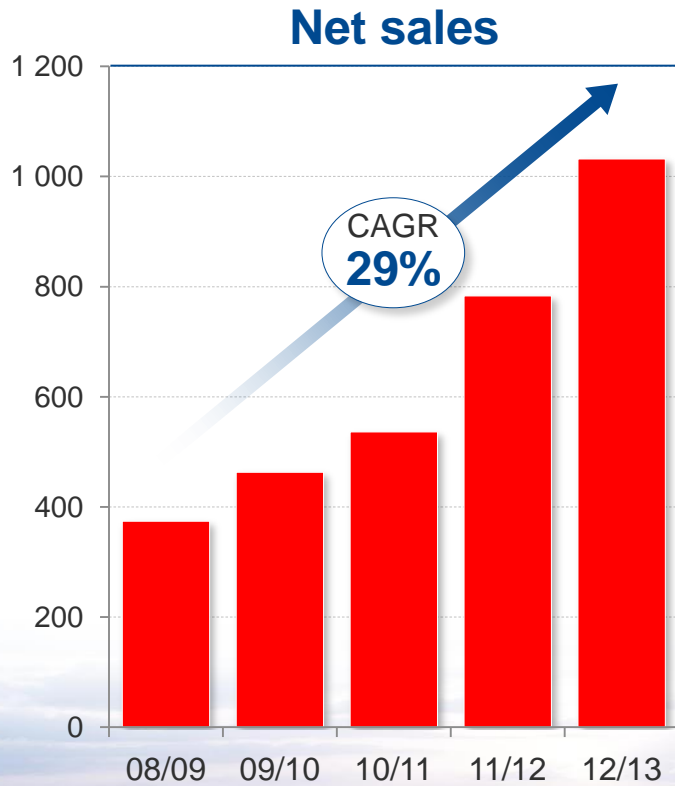
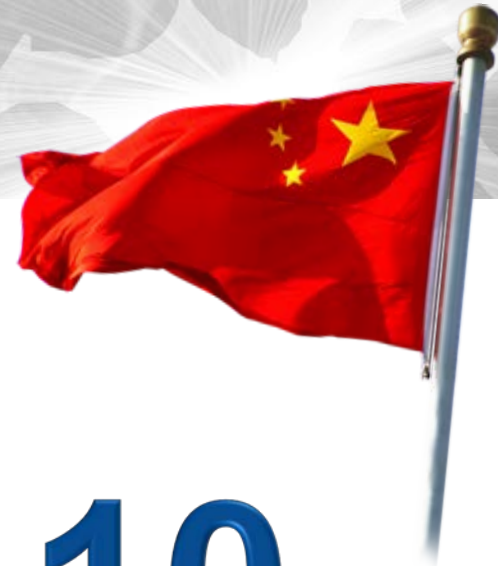


- Elekta has a No. 1 position
- Achieved 42% growth in order bookings
- 500 employees



*New order intake 12/13*

# Elekta in China - great success

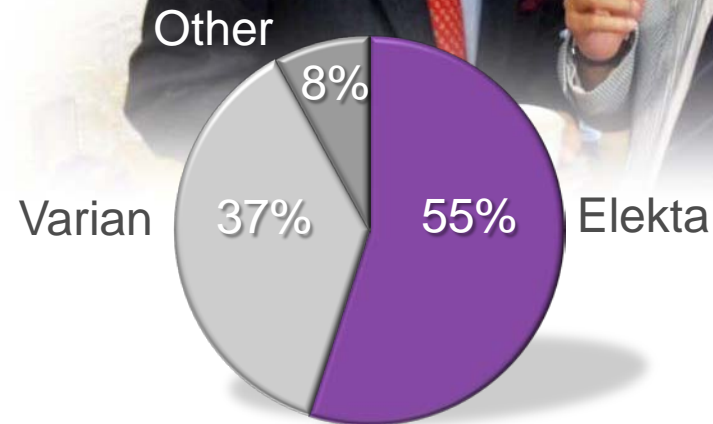


**7 of 10**  
Top Cancer Centers  
have Elekta equipment



# Elekta is the market leader in India

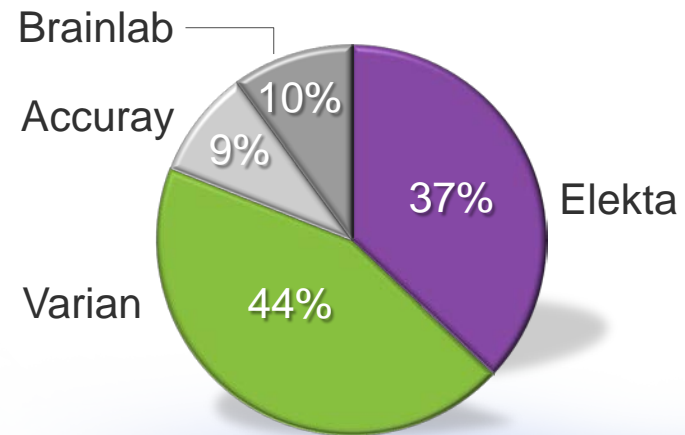
- Elekta is no.1 and achieved ~60% growth in order bookings 2012/13
- Growth in Indian market is expected to be significant over the next years
- Standard of treatment continues to improve across region



*New order intake 12/13*

# Japan – continued high growth

- Elekta achieved 14% growth in order bookings 2012/13
- Elekta dominates in neuroscience and treatment planning
- Distribution agreement with Toshiba successfully replacing Siemens installed base



*New order intake 12/13*

# Priorities for Asia Pacific



- Develop infrastructure to support the entire region including training and education
- Adapted range of solutions to suit all market needs
- Expand software and service business
- Capture full Siemens opportunity

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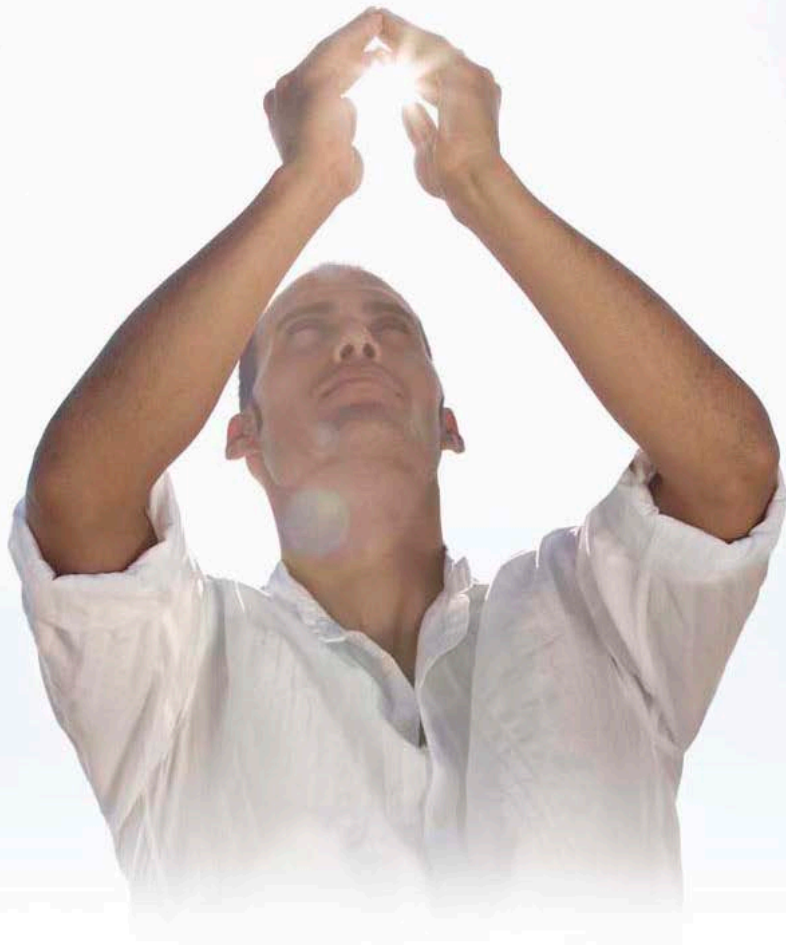


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## Summary



# Strategic agenda 2015/16 - focused on growth



Ambition to grow net sales by **40%\*** from 2012/13 to 2015/16

1. Higher share of cancer care
2. Emerging markets
  - Availability
  - Training and education
3. Technology leadership
  - Image guided radiation therapy
    - MR Linac
  - Stereotactic radiation therapy and radiosurgery

*\* In local currencies. During the 3-year period ending FY 2015/16*



# ELEKTA CMD 2013



ELEKTA