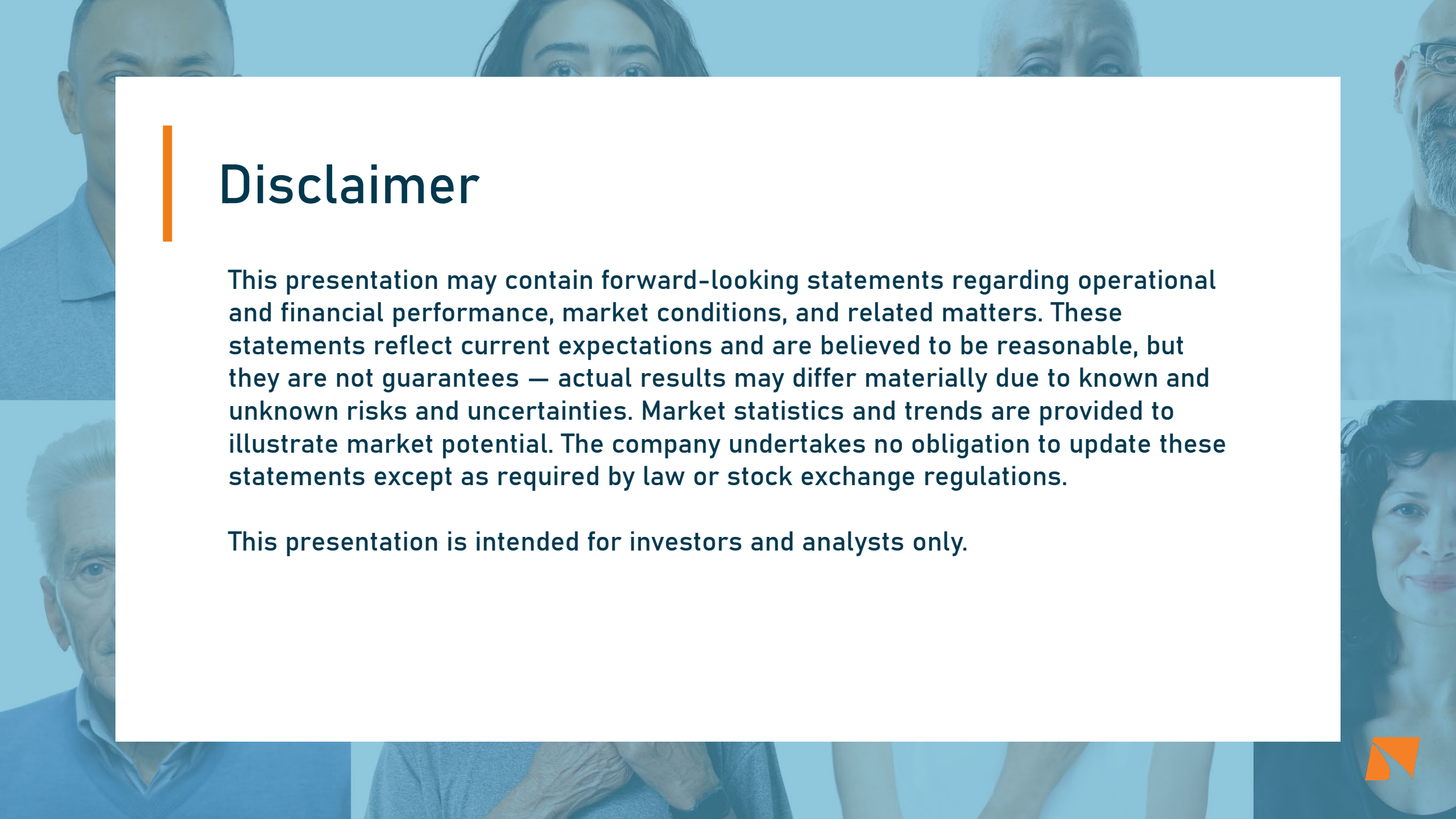


C-RAD Corporate Presentation

Tomas Blomquist, CEO | 2 September



A background collage of diverse people's faces, partially obscured by a light blue overlay. The faces are of various ages and ethnicities, looking towards the camera.

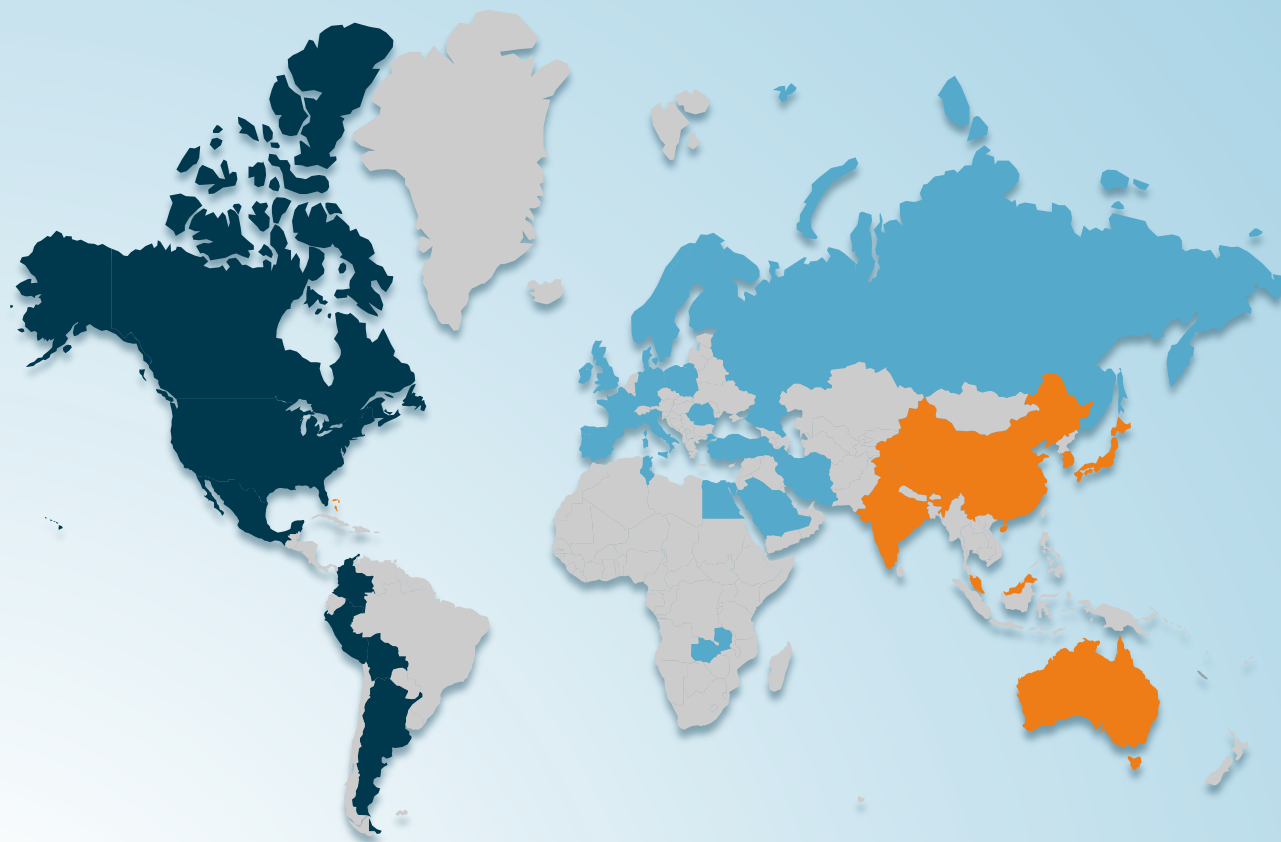
Disclaimer

This presentation may contain forward-looking statements regarding operational and financial performance, market conditions, and related matters. These statements reflect current expectations and are believed to be reasonable, but they are not guarantees — actual results may differ materially due to known and unknown risks and uncertainties. Market statistics and trends are provided to illustrate market potential. The company undertakes no obligation to update these statements except as required by law or stock exchange regulations.

This presentation is intended for investors and analysts only.

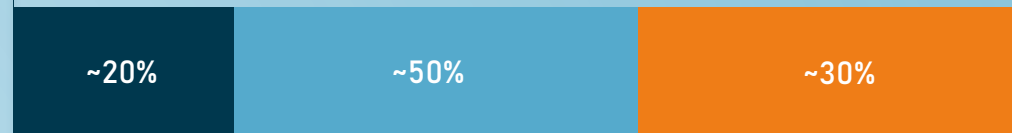


C-RAD at a glance



■ Americas ■ EMEA ■ APAC

GLOBAL REVENUE H1 2026



KEY FACTS

2004
Founded

Uppsala
HQ

~100
Employees

~60
Countries

~1,100
Customers

>2,000
Systems

NASDAQ STOCKHOLM: CRAD B



C-RAD is part of the fight against cancer

A GROWING GLOBAL CHALLENGE

2/3

of cancer patients survive today; a rate expected to keep rising

20M → 28M

new cancer cases per year, 2025 vs. projected 2045

~50%

of all cancer patients are treated using radiation therapy

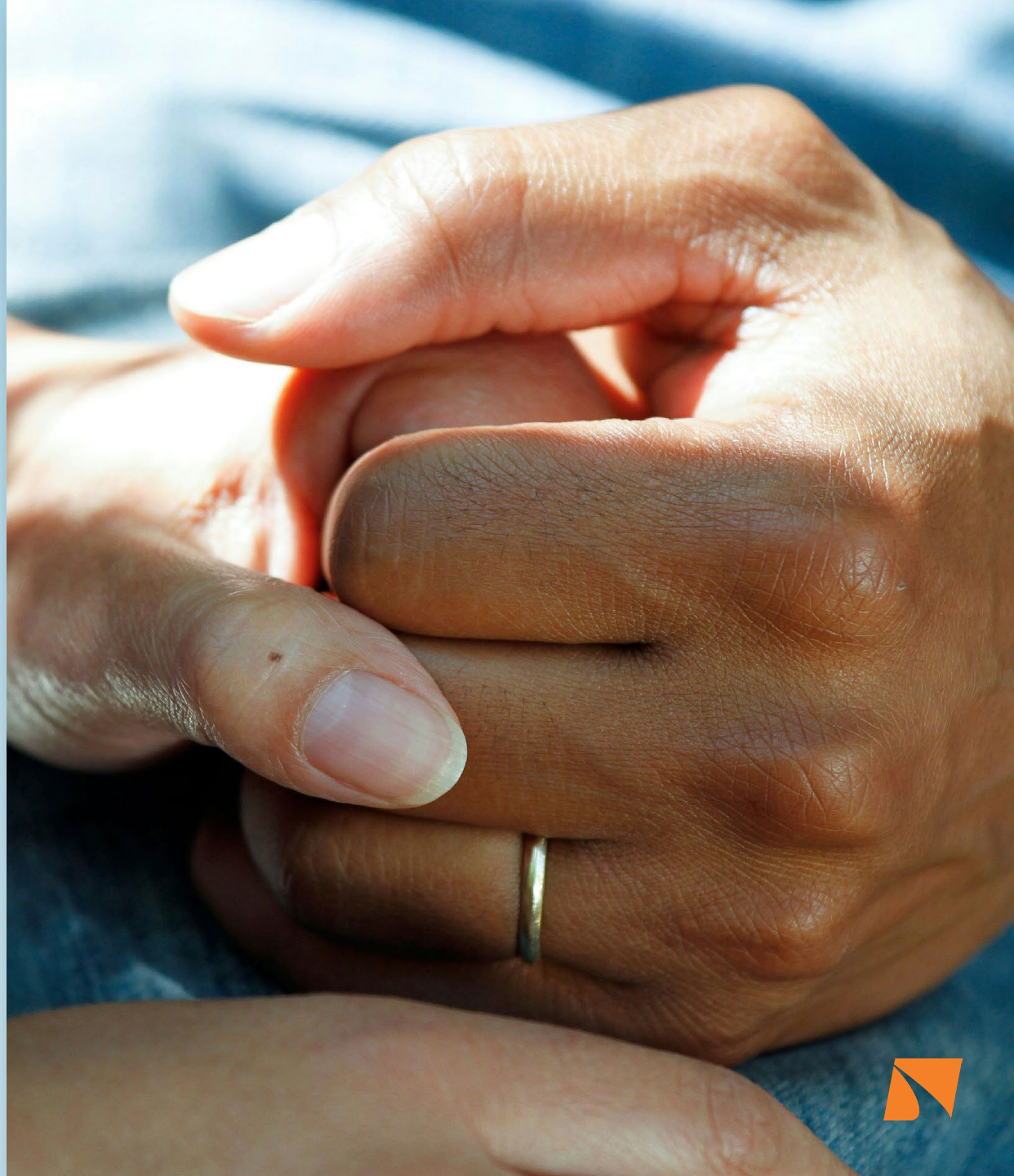
THREE MAIN METHODS TO TREAT CANCER

Surgery

Systemic therapy

Radiation therapy

 C-RAD



Strong market trends fuel oncology therapy demand

ACCELERATING MARKET DEMAND

- Rising global demand for radiotherapy
- Growing need for treatment efficiency and care capacity
- Rising demands on treatment accuracy and patient outcomes
- Proton therapy is the fastest-growing radiotherapy segment
- SGRT is becoming global standard of care

CANCER CLINICS GLOBALLY



2025

~20 million
cancer cases annually

~16,000
linacs
*Deficiency: 16,000**

~120
proton/ion centers

2045

~28 million
cancer cases annually

~36,000
linacs

400+
proton/ion centers

*Calculated based on a global population of ~8 billion and IAEA recommendation of 1 linac per ~250 000 individuals



Advancing cancer care with Surface Guided Radiotherapy

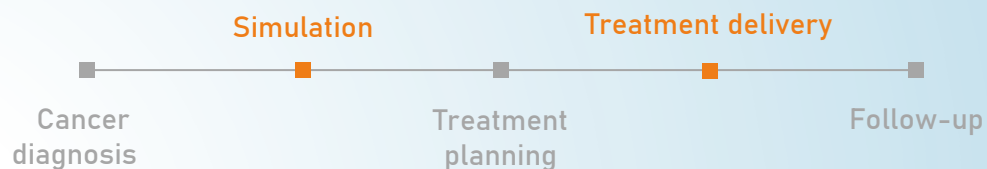
ACCURACY. EFFICIENCY. SAFETY.

Together with clinicians, we combine technology and care to make every patient journey safer and better.

Treating a tumour demands precision: targeting cancer effectively while protecting surrounding healthy tissue.

SGRT delivers this through patient positioning and real-time patient tracking.

WHERE SGRT FITS



End-to-end support for the radiotherapy delivery workflow

OUR PRODUCTS



Sentinel 4DCT

The Starting Point

Capture the patient's surface for accurate treatment setup.



Catalyst+ HD

The Eyes

Track patient movement in real time throughout treatment.

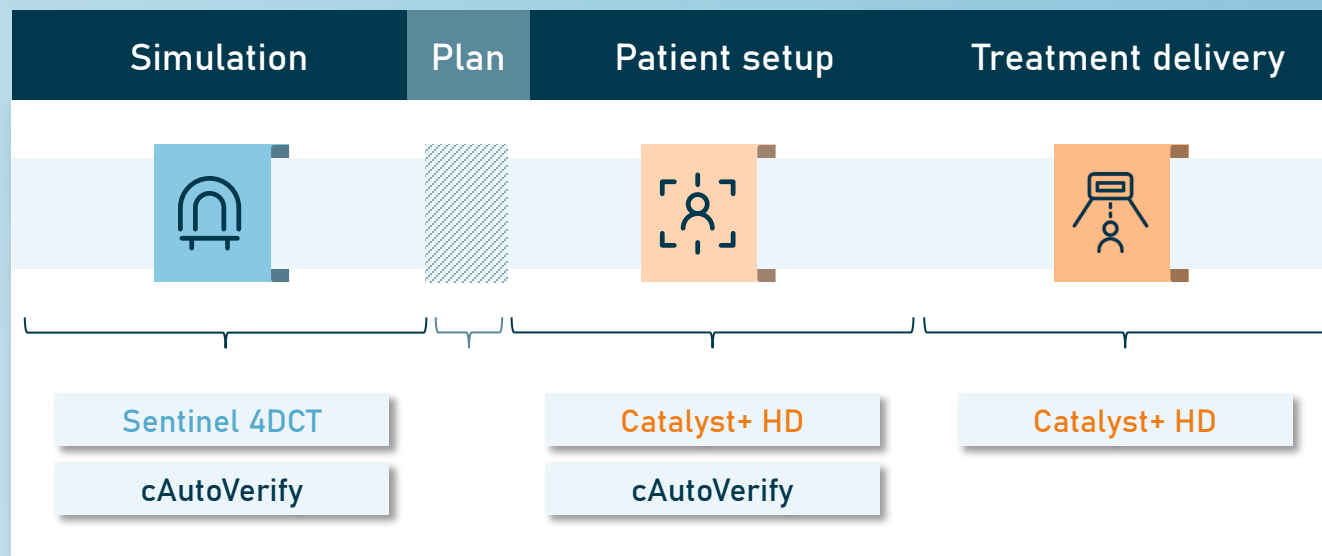


cAutoVerify

The Safety Check

Automatically verify the right patient and treatment setup.

WE SPAN THE RADIOTHERAPY WORKFLOW



Every clinic. Every patient.

Supports all treatment machines, including photon and proton treatments.



Trusted by leading clinics worldwide

EFFICIENT, PATIENT-CENTRIC WORKFLOWS

Leading cancer treatment centres across academic, public and private healthcare rely on C-RAD to deliver them.



Towards a category leading open oncology workflow platform

THREE LAYERS OF C-RAD'S ECOSYSTEM

Strengthen the core Evolution and refinement of C-RAD software and hardware SGRT solutions with enhanced usability and interoperability in focus	Build
Expand the value New innovations that support the future needs of open oncology workflows and adaptive therapy by use of automation and AI	Build Partner
Build the ecosystem A wider ecosystem of open oncology therapy solutions through partnerships and acquisitions	Partner Buy



THREE STRATEGIC ENABLERS: BUILD. PARTNER. BUY.

Build Maximize output of our own expertise	Partner Unlock innovation with industry leaders	Buy Selective M&A to accelerate our strategic position
--	---	--



Different perspectives. Shared purpose. Open interfaces.

PARTNERSHIP IS NOT A TACTIC; IT'S HOW WE INNOVATE

We bring technical expertise, our partners bring theirs. Together, we innovate at the intersection of what is technically possible and clinically valuable. Always using open interfaces and industry standards as far as possible.



A disciplined approach to capital allocation

DRIVING LONG TERM, SUSTAINABLE VALUE

1

Investment for growth

Product development · Commercial, ARR and geographic expansion

2

Value through partner & buy

Selective M&A · Strategic partnerships · New technologies

3

Shareholder returns

Dividends · Share repurchase



Medium-term financial goals



Annual average organic growth to exceed 10%



The operating margin (EBIT margin) to reach 25%



At least 30% of net profit to be returned to shareholders



A focused C-RAD executive leadership team

Built to scale

Combining industry expertise and scaling capabilities across global markets

Knowledge and reach

Deep product knowledge, paired with commercial reach, turning what we build into what clinics adopt

Proven leadership

Experienced executive team with a strong track record of execution, accountability and value creation



Tomas Blomquist, CEO



Linda Frölén, CFO



Johan Danielsson, COO



Eeva-Liisa Karjalainen, CPTO



Andreas Juhlin, CCO



Lina Johansson, CHRO



EXECUTION

PERFORMANCE

ACCOUNTABILITY



Transformation program to drive growth – A new chapter for C-RAD

High-performance organization

More efficient, more focused organization with the right skills and clear responsibilities

Revenue acceleration

Strengthened commercial execution power with focus on selected markets and recurring revenue

Cost optimization & financial discipline

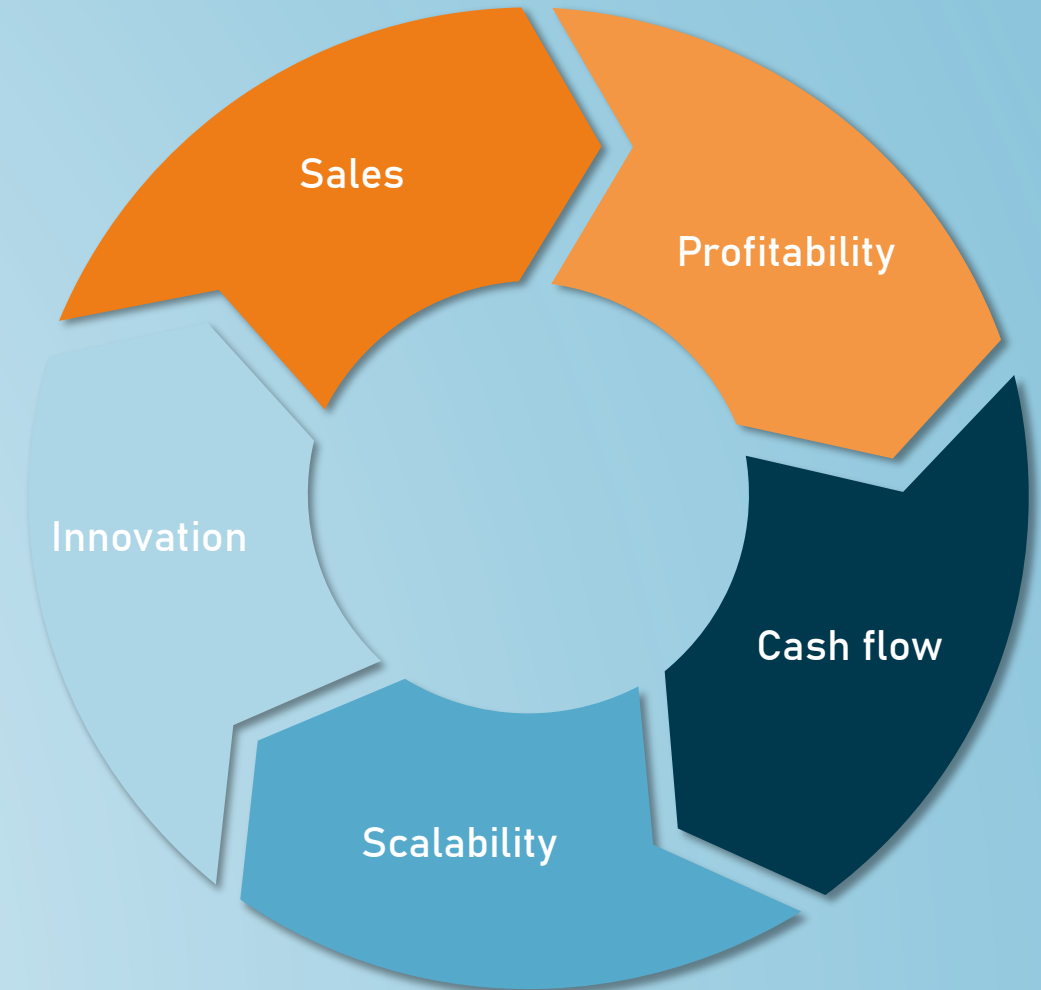
More efficient cost structure and strengthened cash flow through increased discipline and clear ownership

Supply chain reinforcement

A global, scalable and more robust supplier structure with increased delivery precision and reduced risk

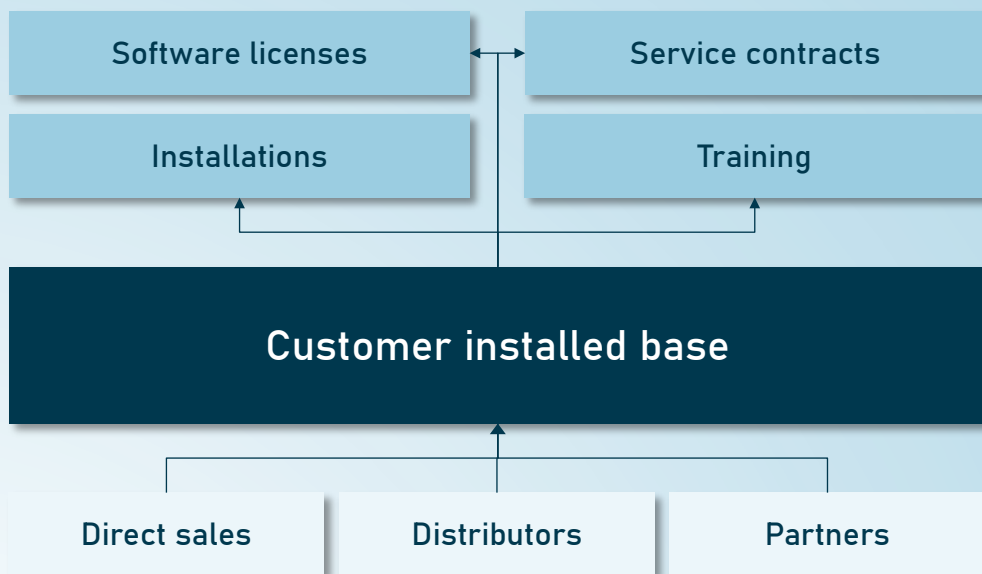
Innovation & open oncology platform

Focus on software, clinical workflows, partnerships and acquisitions to become an open workflow platform company in oncology



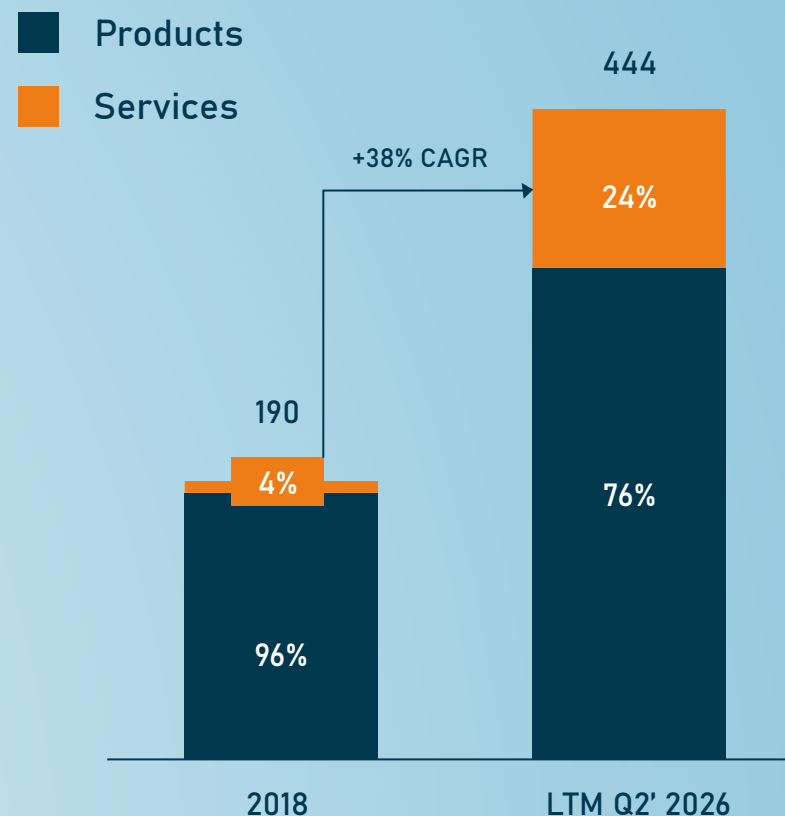
Building recurring revenue on a strong growing installed base

C-RAD'S BUSINESS MODEL

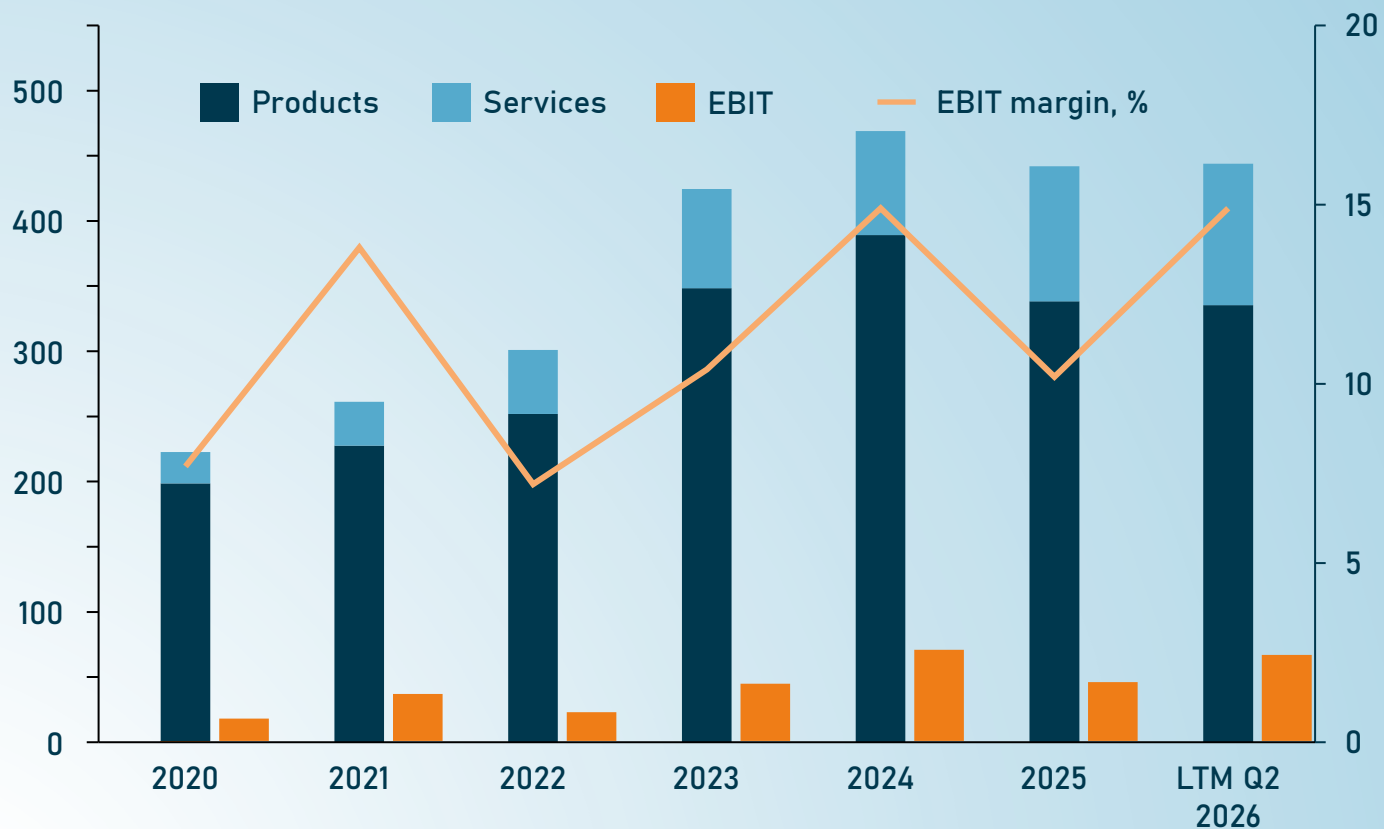


Product sales build the installed base, driving recurring services revenue and creating opportunities for continued expansion.

TOTAL REVENUE (MSEK) & ARR (%)



Solid margins and recurring revenues underpin improved profitability



KEY METRICS, LTM Q2 2026

0%
Revenue growth

73%
Gross margin

15%
EBIT

6%
FCF conversion

REVENUE SPLIT, LTM Q2 2026

76%

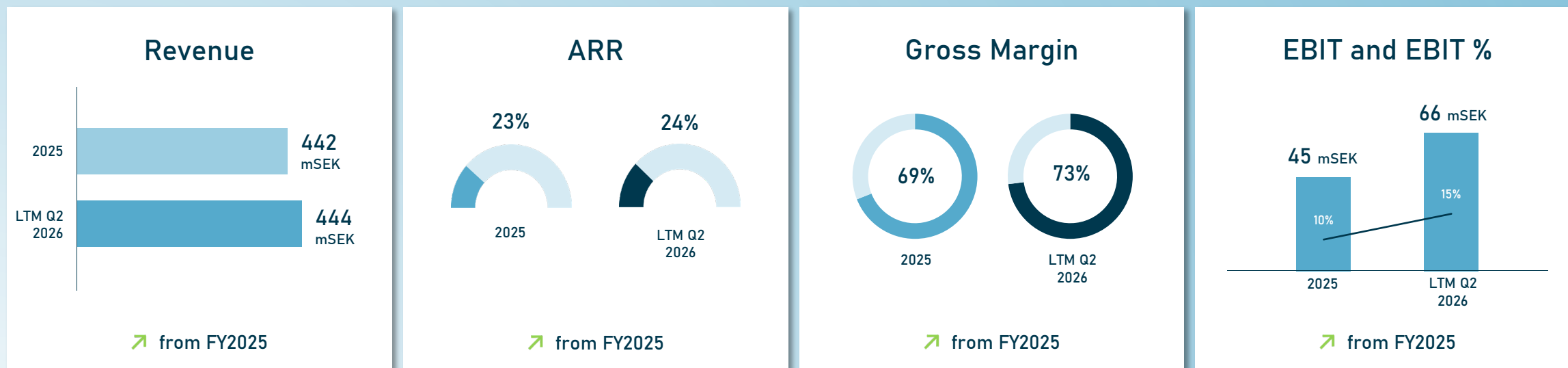
24%

Products Services

Recurring revenue through the combination of products and service contracts



Financial highlights LTM Q2 2026



KEY TAKEAWAYS

- Restructuring largely completed — now moving into the next phase
- Increasing recurring revenues strengthens growth potential
- Significant step-up in profitability



Executive summary



A global leader in Surface Guided Radiation Therapy and #1 in proton therapy

Leading global SGRT player · Works with any RT treatment system · Trusted by top cancer clinics globally



Large underpenetrated growing market with long revenue runway

Rising cancer incidence · Growing need for RT treatment · SGRT becoming standard of care, but adoption still early



Growing recurring revenue generation from compounding installed base

>2,000+ systems in ~60 countries · Service, upgrade and software recurring revenue · Service revenue up 30% 2025



Healthy gross margin at ~70 percent

Enables scalable business model · Supports improved profitability · Funds continued innovation and growth



Strong balance sheet with financial flexibility

Debt-free with a net cash position of 138M · Gives flexibility to the "Build, Partner & Buy" agenda



Transformation started towards open category leading oncology platform

Self-reinforcing pillars and engines · Innovation & commercial strategy focus · Experienced Executive Leadership Team



A background collage of seven diverse individuals of various ages and ethnicities, all looking towards the camera. The collage is overlaid with a semi-transparent blue filter. In the center, there is a white rectangular box containing the text 'Q&A' and a vertical orange line to its left.

Q&A