

Nilfisk – Capital Markets Day

19 September 2017



Forward looking statements

This presentation and related comments contain forward-looking statements.

Such statements are subject to many uncertainties and risks, as various factors, of which several are beyond Nilfisk A/S' control, may cause that the actual development and results differ materially from the expectations.



The Nilfisk Leadership Team

 <p>Hans Henrik Lund CEO</p> <p><i>Joined Nilfisk in 2017</i></p>	 <p>Karina Deacon CFO</p> <p><i>Joined Nilfisk in 2016</i></p>	 <p>Andy Ray Americas</p> <p><i>Joined Nilfisk in 2016</i></p>	 <p>Anders Terkildsen EMEA</p> <p><i>Joined Nilfisk in 1998</i></p>	 <p>Serdar Ülger APAC</p> <p><i>Joined Nilfisk in 2005</i></p>	 <p>Vacant position Marketing</p> <p><i>Joining Nilfisk asap</i></p>
 <p>Lars Gjødsbøl Products & Services</p> <p><i>Joined Nilfisk in 2003</i></p> <p><i>Presenting today</i></p>	 <p>Jesper T. Madsen Global Operations</p> <p><i>Joined Nilfisk in 2015</i></p>	 <p>Jacob Blom HR</p> <p><i>Joined Nilfisk in 2016</i></p>	 <p>Vacant position Strategy & Business Development</p> <p><i>Joining Nilfisk asap</i></p>	 <p>Morten Mathiesen Specialty Professional</p> <p><i>Joined Nilfisk in 1996</i></p>	 <p>Thomas D. Nielsen Specialty Consumer</p> <p><i>Joined Nilfisk in 1995</i></p>

Agenda for today

Time	Section	Page	Presenter	
9:15	1 Introduction to Nilfisk	5	Hans Henrik Lund	
9:30	2 Nilfisk today	14	Hans Henrik Lund / Andy Ray / Lars Gjødsbøl	Q&A
10:30	15 min break			
10:45	3 Simplify and grow	40	Hans Henrik Lund / Karina Deacon	
11:15	4 Leading the future	58	Hans Henrik Lund	Q&A
11:45	5 Financial overview	65	Karina Deacon	
12:10	6 Summary	80	Nilfisk Leadership Team	Q&A

Agenda

- 1** Introduction to Nilfisk
- 2** Nilfisk today
- 3** Simplify and grow
- 4** Leading the future
- 5** Financial overview
- 6** Summary

Why Nilfisk?



Leading the future to provide enhanced value to our customers

Clear path to simplify and grow the business

Solid value creation in the attractive professional cleaning equipment industry

Nilfisk equity story highlights



Universal need for cleaning and the effect of clean is valuable everywhere

All industries, private and public sector and households are potential Nilfisk customers

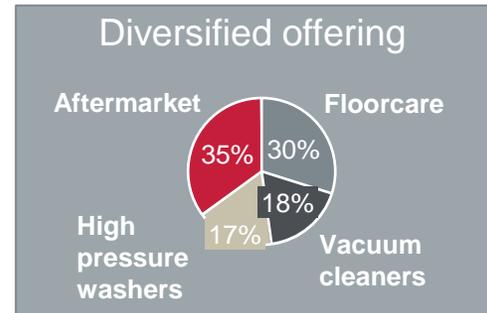
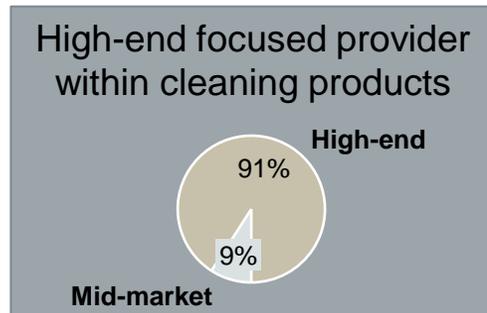
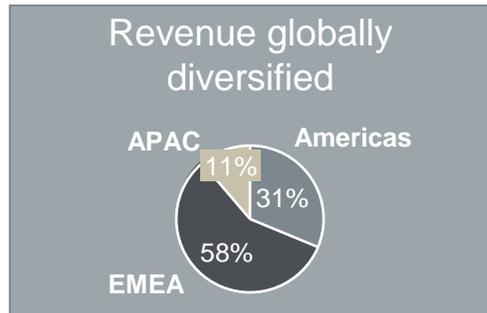


A leading provider of professional cleaning products and services in the high-end segment

100+
years in the industry



1,059
revenue for 2016 (EURm)



~5,600
employees worldwide

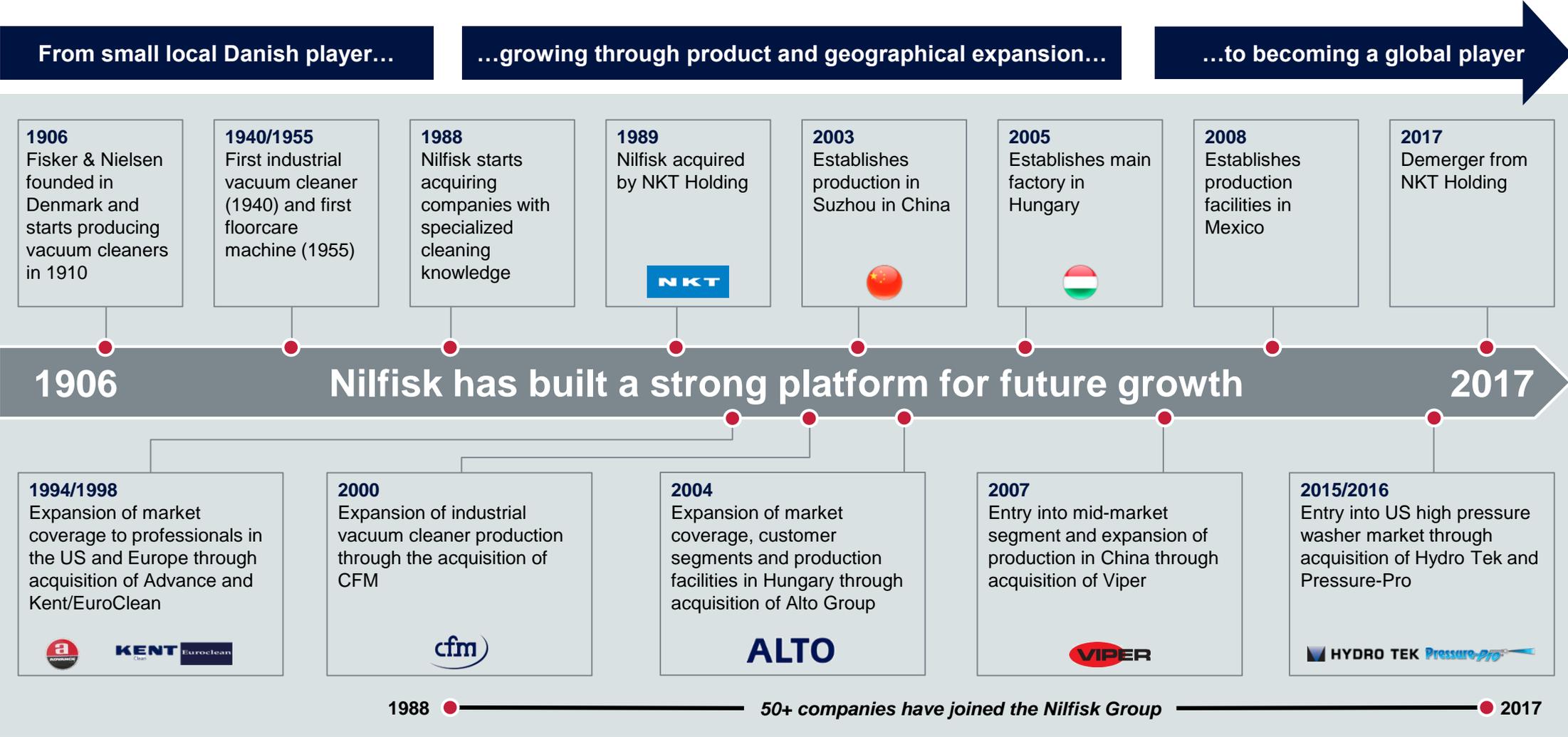
3-4%
of annual revenue invested in R&D

Products sold in more than
100
countries through sales companies in
45
countries



Note: All figures for the year ended 31 December 2016

A rich heritage dating back to 1906

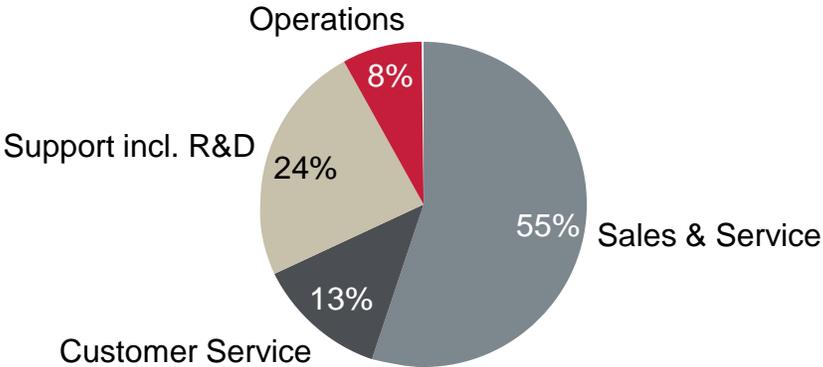


Note: Only key milestones and acquisitions included

Sales-driven organization built on wealth of experience

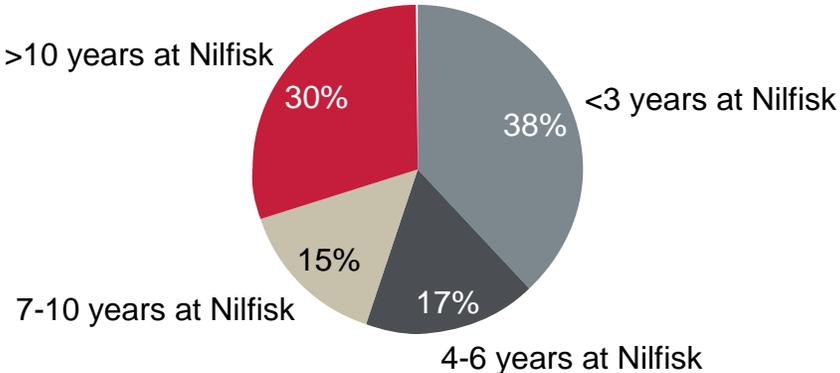
Front-end focused organization...

By number of FTEs¹



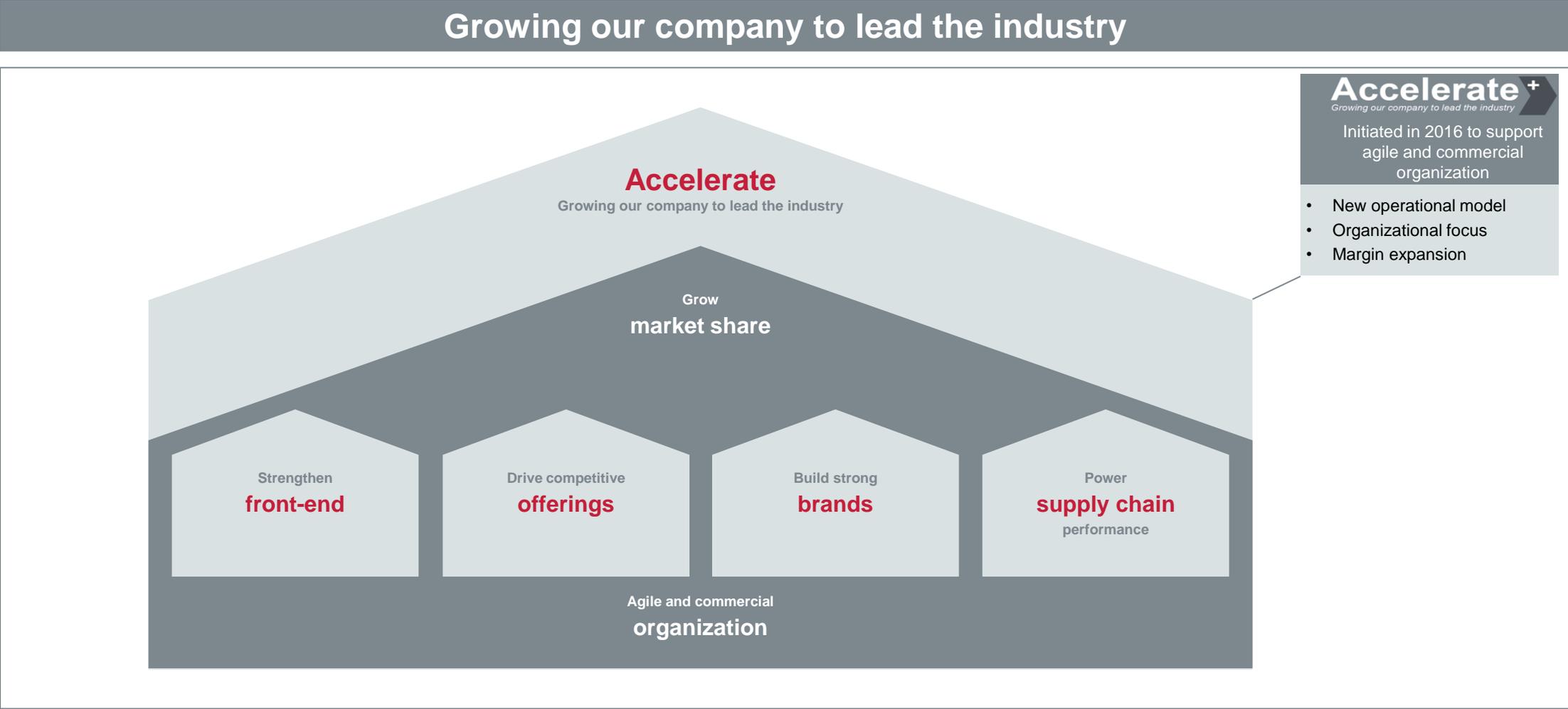
...with a sound mix of experience and development

By number of years

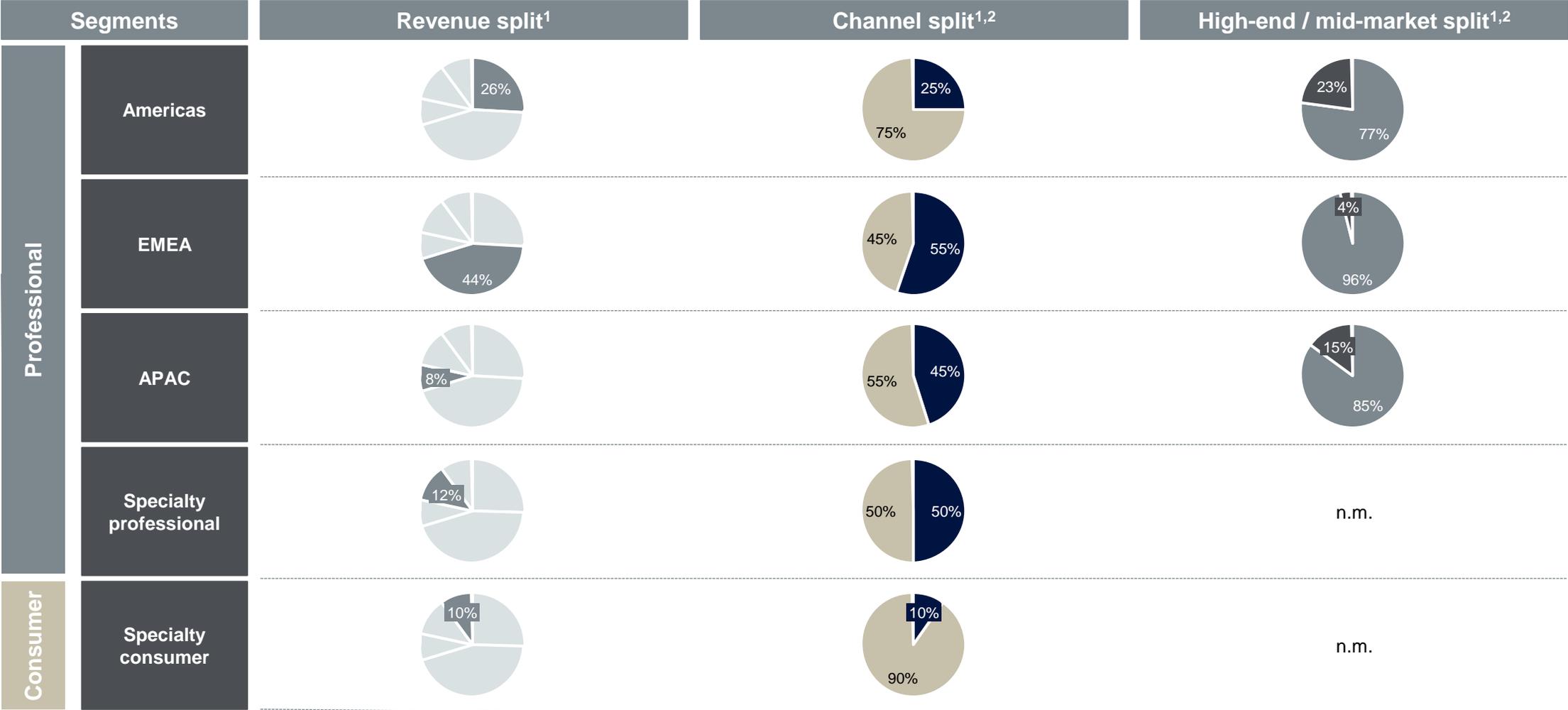


Note: All figures for the year ended 31 December 2016 (1) Executive Management estimate of white collar FTEs

Nilfisk launched its Accelerate strategy in March 2015



We are focused and we are local



Note: (1) 2016 figures (2) Executive Management estimate

■ Direct sales
 ■ Indirect sales
 ■ High-end
 ■ Mid-market

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C	Extensive range of premium products and a reputable aftermarket offering
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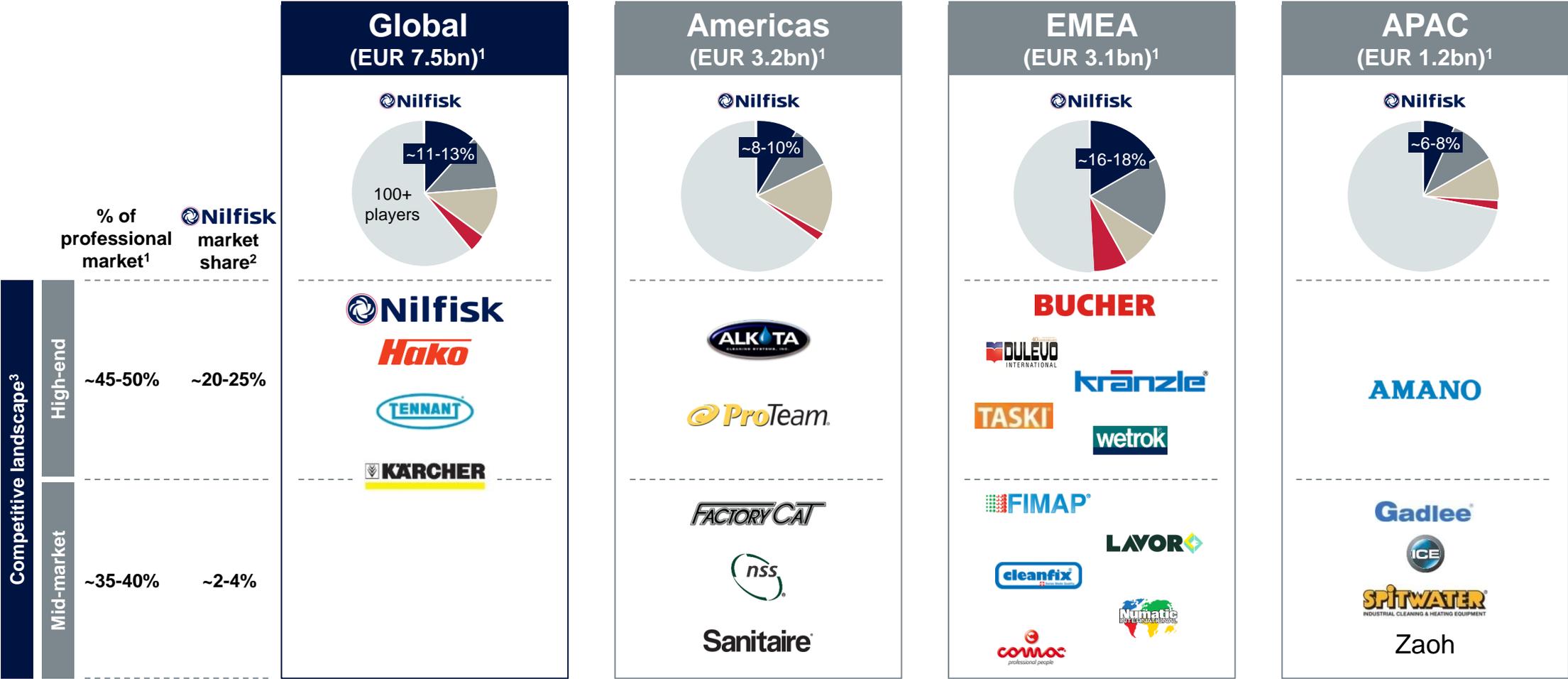
The professional cleaning equipment market relevant to Nilfisk is estimated at a value of EUR 7.5bn

Outer circles: Professional cleaning equipment market. Inner circles: Nilfisk 2016 revenue



Note: (1) Approx. 10% of Nilfisk's revenue in 2016 was derived from sale of vacuum cleaners and high pressure washers to the consumer markets which Executive Management estimates has a total market value of EUR 12.0-14.5bn
Source: Executive Management estimate

Nilfisk is a global leader in the fragmented professional high-end cleaning equipment market

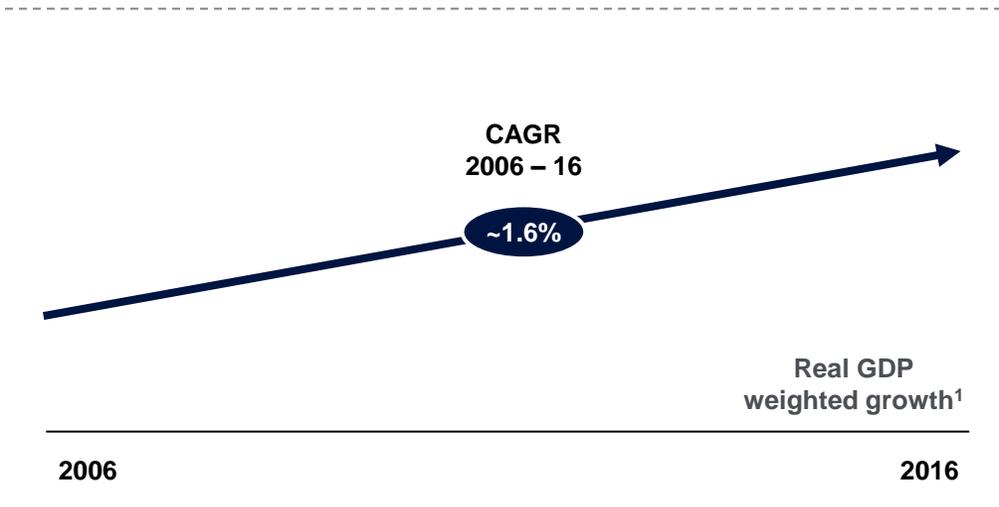


Note: (1) Executive Management estimates of the market for professional cleaning equipment and services. Market includes professional cleaning machines within floorcare equipment, vacuum cleaners, high pressure washers and aftermarket services. The professional segment accounted for approx. 90% of Nilfisk's revenue in 2016 (2) Estimated Nilfisk share of the professional cleaning equipment and services market (3) Nilfisk does not operate, nor plan to operate, in the low-end segment, which Executive Management estimates to comprise 15-20% of the professional market

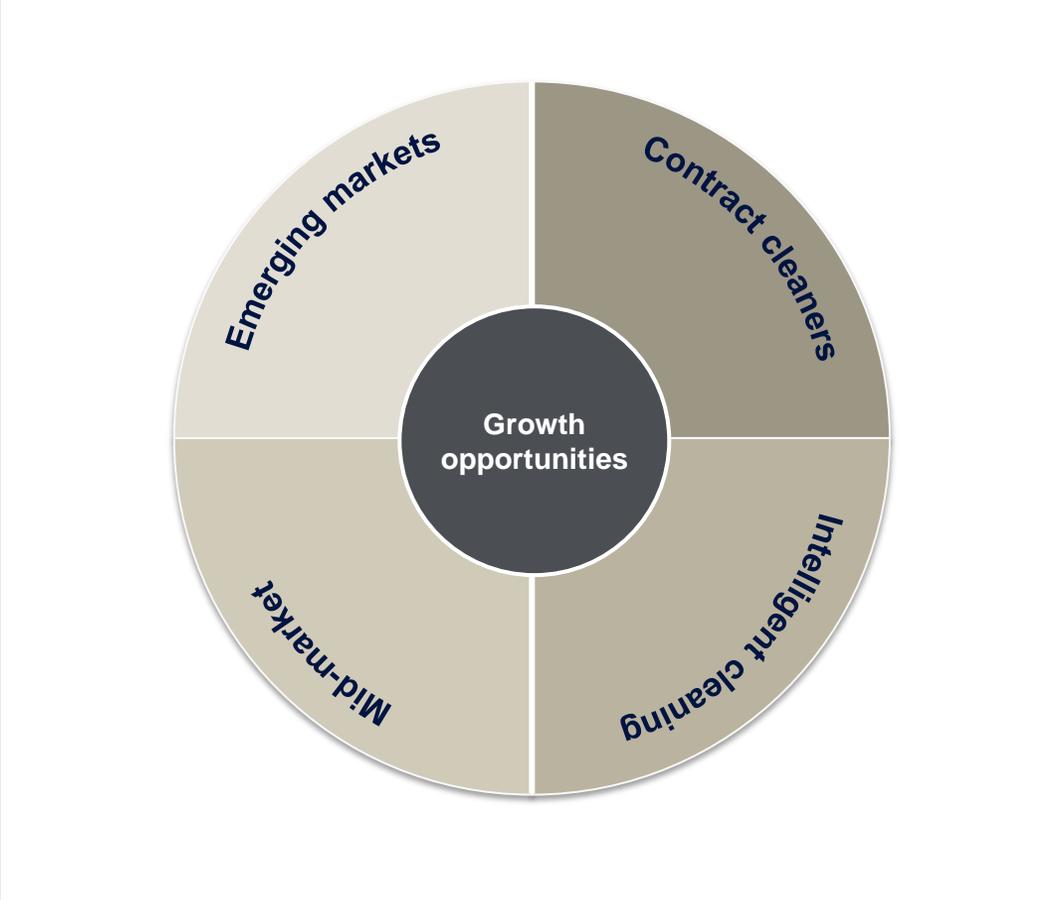
Stable market growth and attractive growth opportunities

Market driven by underlying real GDP growth...

- The professional cleaning equipment market measured by volume generally follows real GDP growth
- Nilfisk has grown above real GDP growth through economic cycles
- Pressure on market prices from commoditization of products has historically been countered by continuous focus on innovation

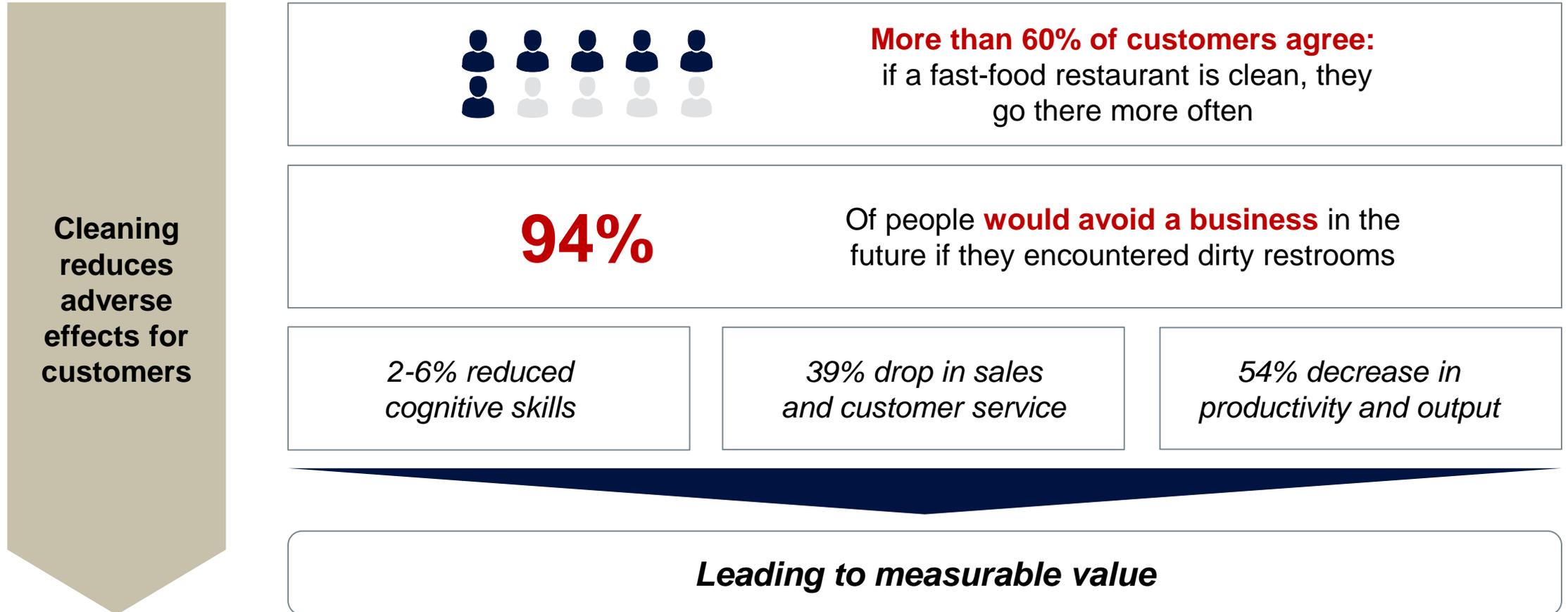


...with attractive growth opportunities²



Note: (1) Real GDP growth weighted by Nilfisk's revenue per country from 2006 to 2016 (2) Growth opportunities based on Nilfisk analysis
Source: IMF data for GDP

Cleaning has measurable value for customers

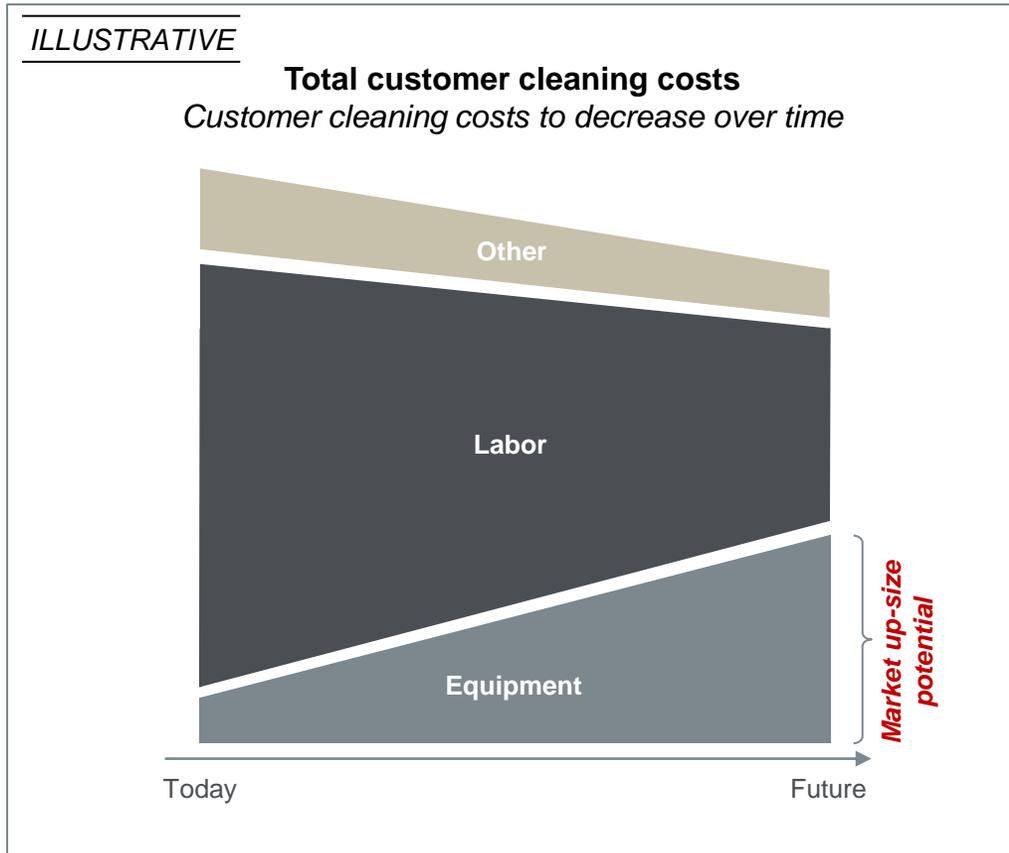


Source: issa.com

Customers' increased understanding of the Value of Clean could unlock further market growth

Significant market expansion potential in the high-end segment

Cleaning equipment only constitutes ~10% of Total Cost of Cleaning...



Source: (1) Executive Management estimate

...which leads to significant opportunities for Nilfisk to grow market scope

- The key to reducing Total Cost of Cleaning is to improve productivity in labor and other costs
- Nilfisk can increase its high-end market by optimizing total cleaning costs for customers
- Nilfisk's product and service innovation focuses on reducing total cleaning costs for customers

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Deep understanding of 10 strategic customer segments in the professional cleaning equipment market

~70% of the professional market¹

Selected on the basis of highest financial attractiveness and highest ability to compete

Contract Cleaners  <p>ABM Compass Group Sodexo</p>		Retail  <p>Carrefour LIDL REWE</p>	
Pharma  <p>Novartis Pfizer Roche</p>	Automotive  <p>Primarily dealer based</p>	Education  <p>Primarily dealer based</p>	Healthcare  <p>Primarily dealer based</p>
Building & Construction  <p>Primarily dealer based</p>	Agriculture  <p>Primarily dealer based</p>	Iron & Metal  <p>Airbus Boeing Rolls Royce</p>	Food & Beverages  <p>Coca Cola Nestlé Unilever</p>

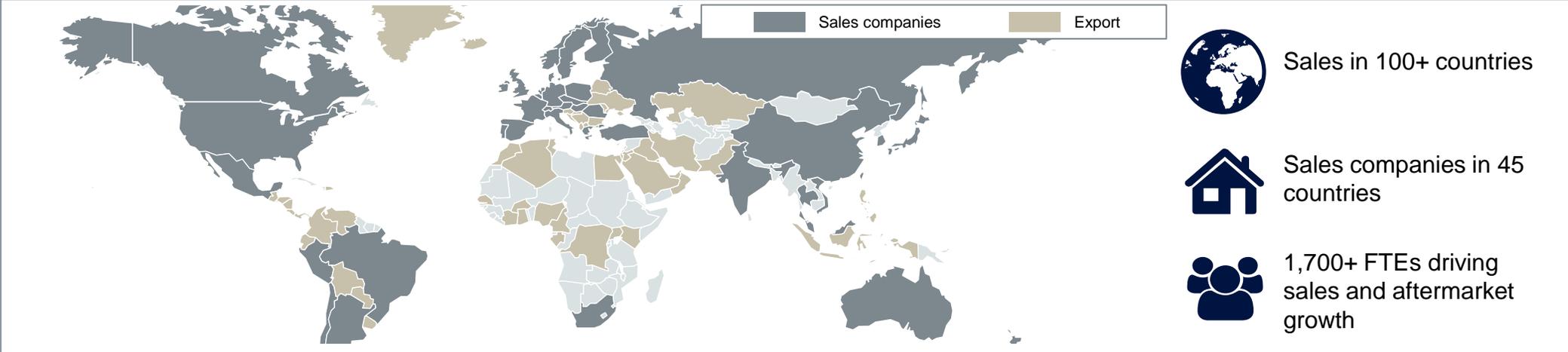
Nilfisk sales, marketing and product development efforts are focused around these segments

Note: (1) Selected company names highlighted in each segment

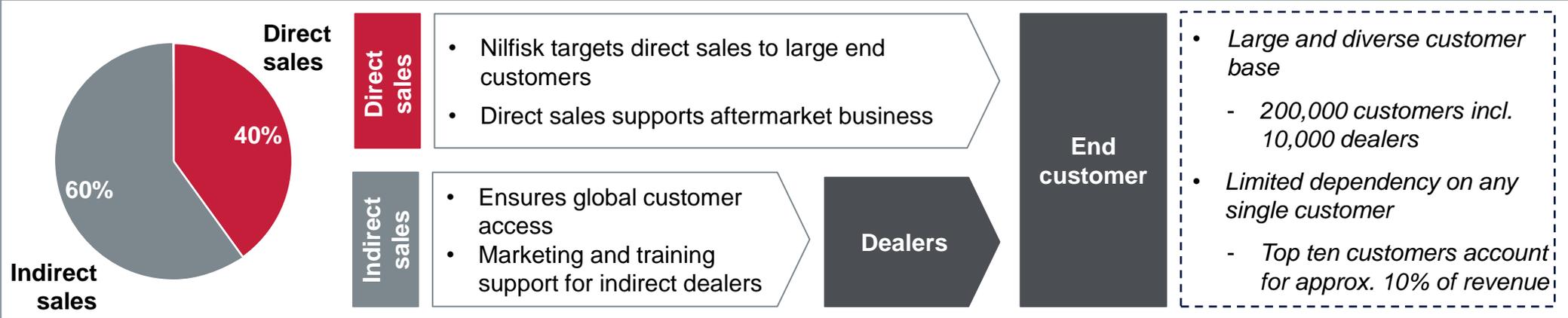
Global sales force and strong customer access

Global sales force and proven sales channels ensuring strong customer access

Global direct sales force



Sales channels



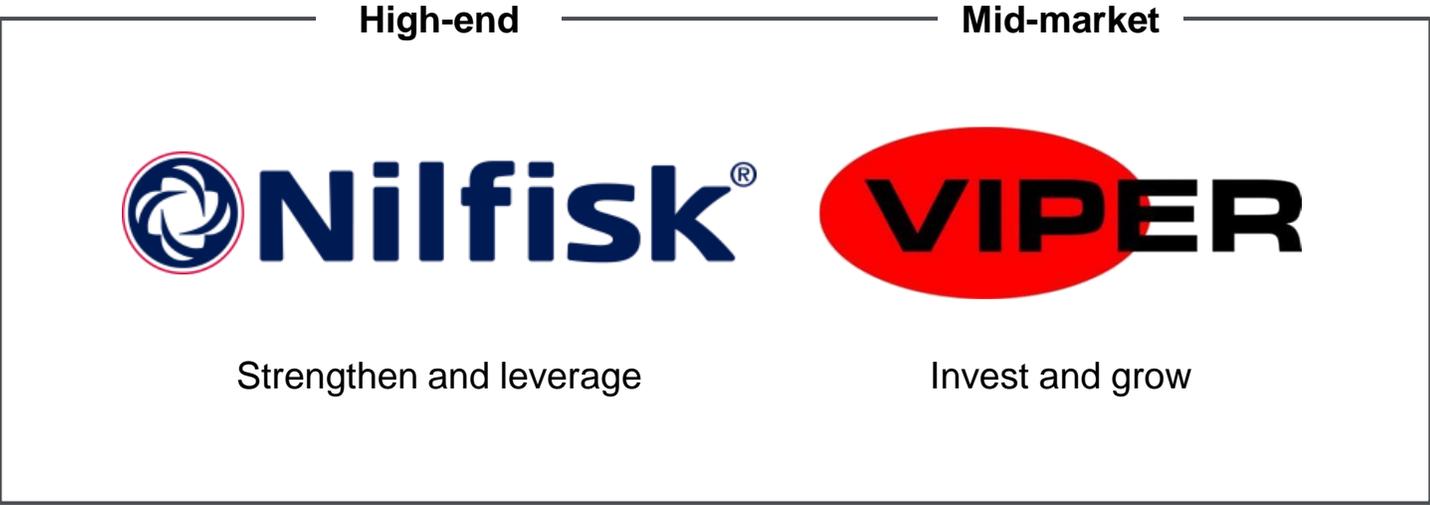
Source: Executive Management estimate

Our strong brands make a difference in a fragmented market

Nilfisk brands

Transition example

Global brands

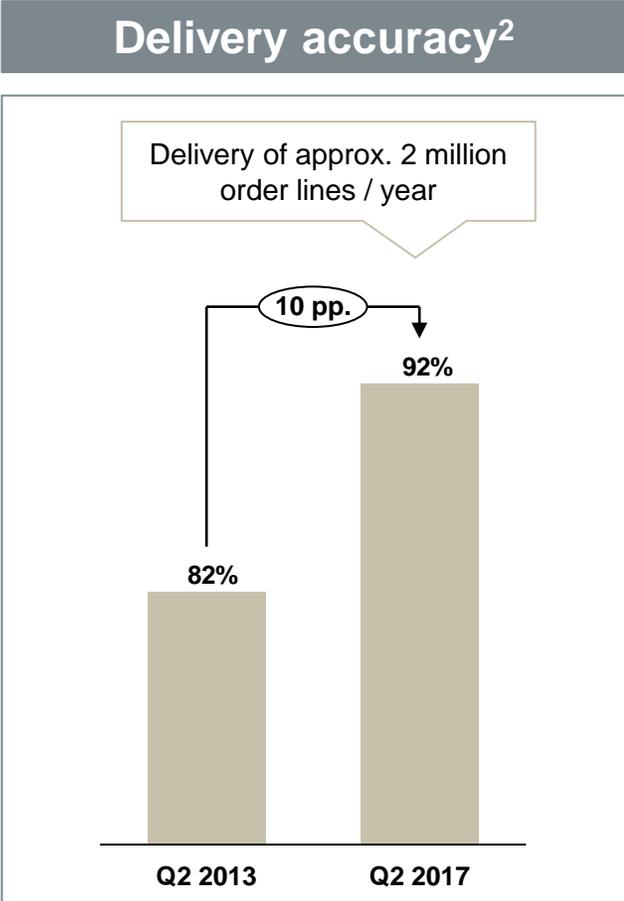
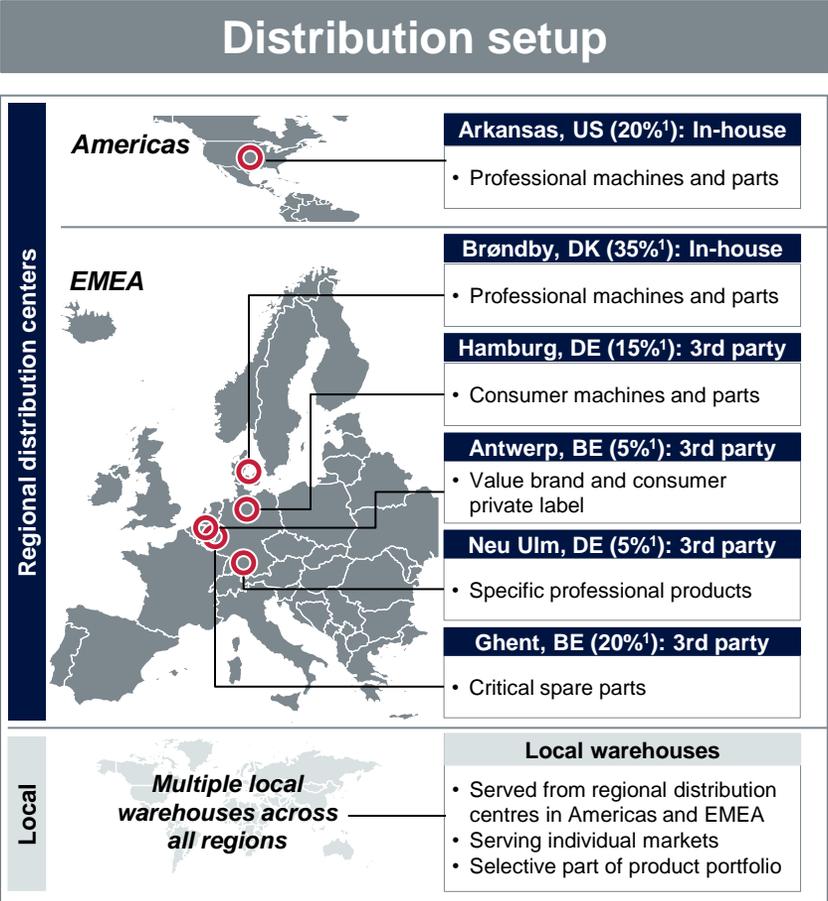


Regional and local brands¹



Note: (1) Selected brands highlighted

Fast and reliable distribution setup



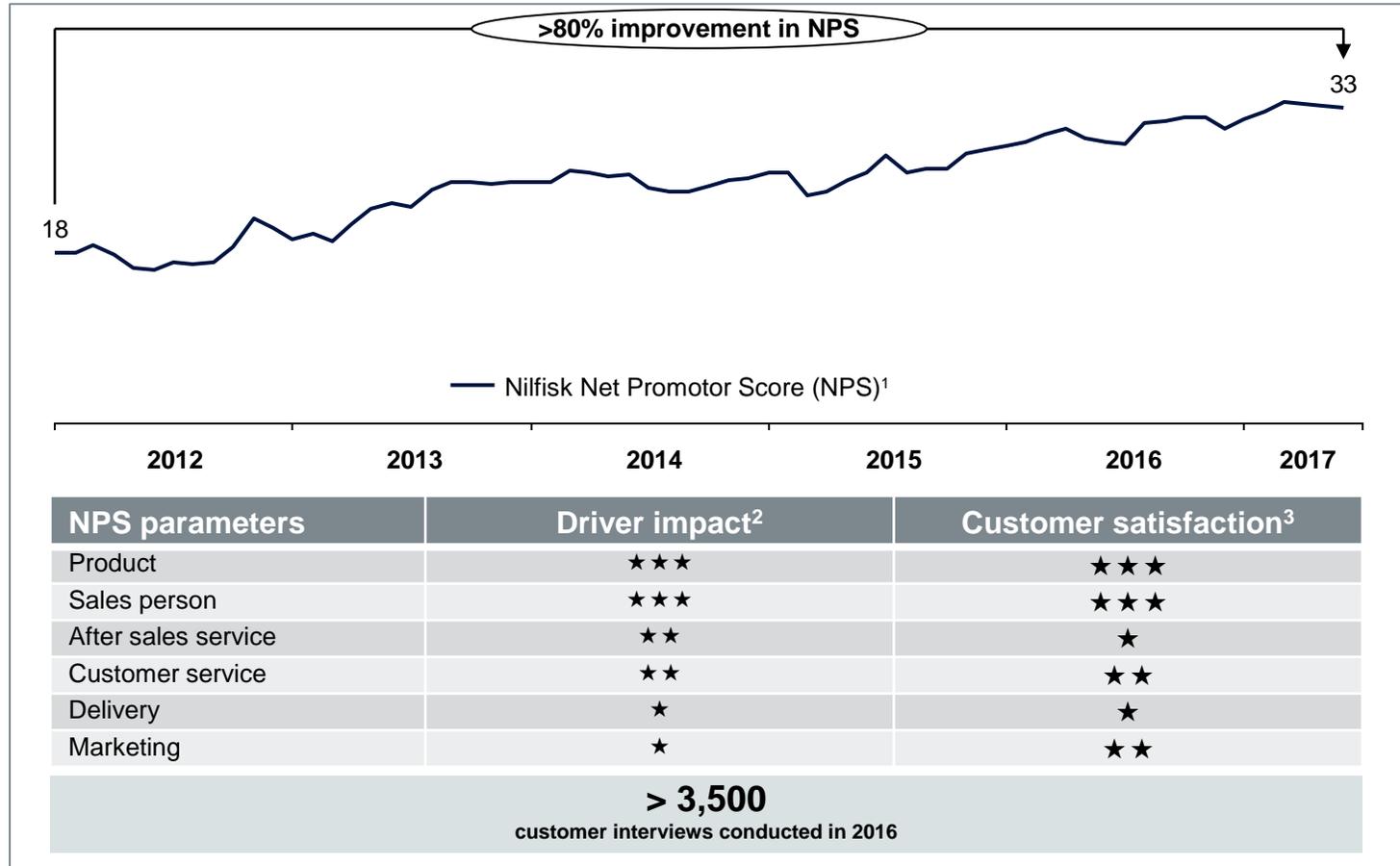
- ### Highlights
- Regional and local distribution setup
 - Central distribution centres in Americas and EMEA and local distribution centres in APAC
 - Local warehouses in 45 countries
 - Timely and reliable delivery important for customer satisfaction
 - Delivery accuracy improved from 82% in Q2 2013 to 92% in Q2 2017

Balance efficiency and responsiveness with working capital requirements

Note: (1) Percentages indicate estimated share of order lines (2) Measured as committed orders reaching customer's address on agreed day

We have strengthened customer relationships

Focused activities supporting higher customer satisfaction



*"I consider Nilfisk products to be **first in class** and way above the competition with regards to **ease of use**, efficiency and most important, **labor savings**"*

– Dealer, US

*"From our side, there are no suggestions for improvement, we are very pleased, especially with the **fast and competent sales force**"*

– End-user, Germany

*"**Excellent quality** of the machines, **very good service**, **fast supply of spare parts**"*

– End-user, Belgium

Note: (1) Countries participating in NPS represent >95% of revenue in 2016 (2) Indication of the parameters' relative impact on Nilfisk's overall NPS (3) 2016 customer satisfaction

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Industry leading product offering with significant aftermarket exposure

 Professional  Consumer

Aftermarket



Floorcare





High pressure washers

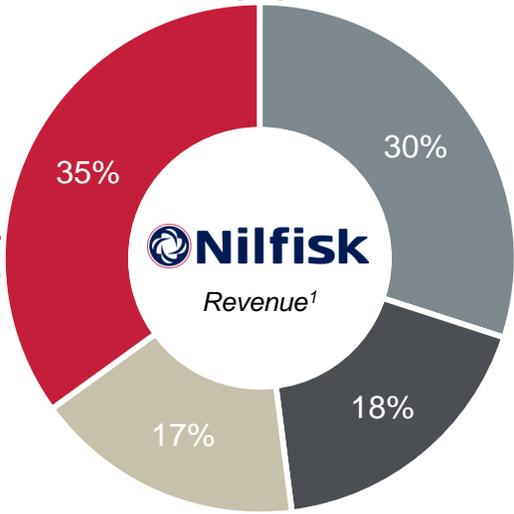


Vacuum cleaners



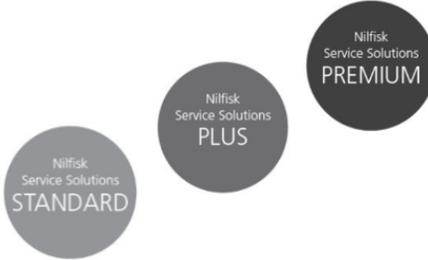


Note: (1) Based on 2016 figures

Strong aftermarket and service offering maximizes product uptime

Maximizes uptime

Service offerings



- ✓ Easy and quick access to professional service ensuring maximum uptime for customers
- ✓ Three core alternative service contracts differentiated to meet customer expectations and needs
- ✓ 700+ field technicians worldwide handle service assistance to maintain and repair machines



Fleet management system



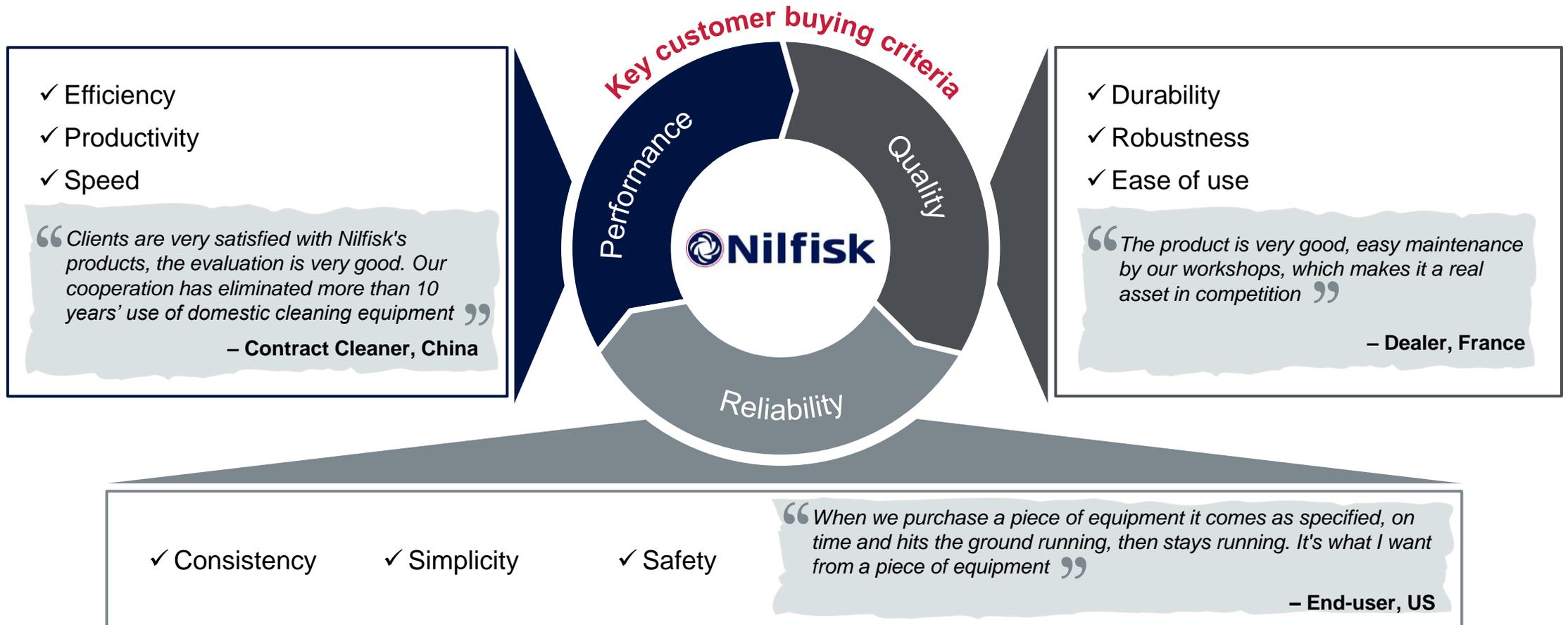
- ✓ Remote access to cleaning machines to monitor, verify and improve operational effectiveness

Spare parts, accessories and other



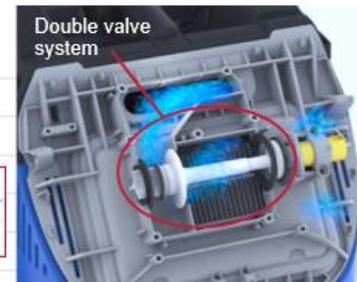
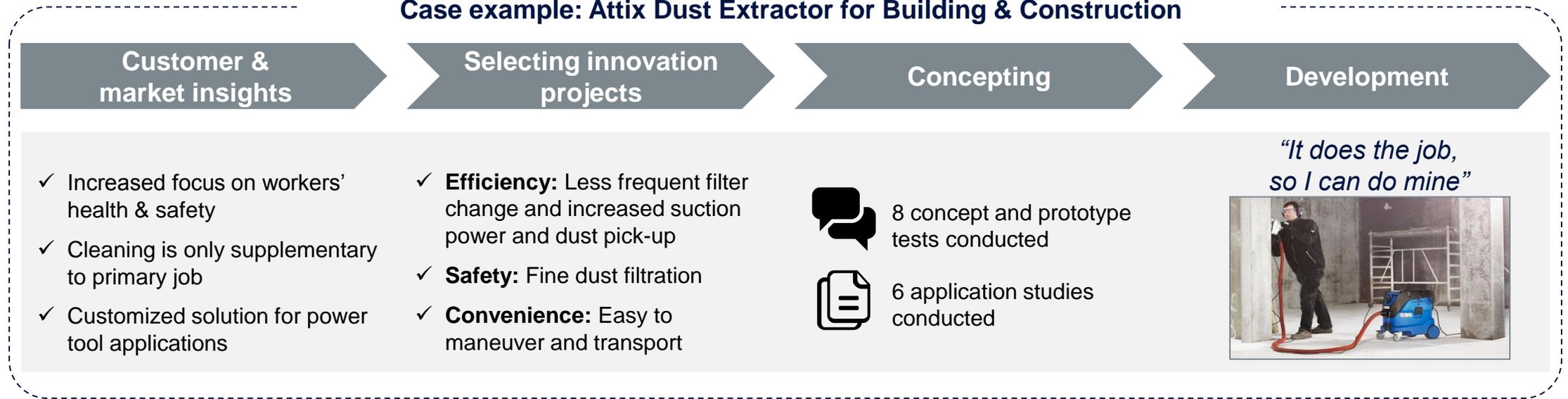
- ✓ Maximum availability of critical spare parts with overnight and 48 hour delivery options
- ✓ Wide range of accessories and consumables available

Customers choose Nilfisk products for Performance, Quality & Reliability



Product development driven by customer insights

Case example: Attix Dust Extractor for Building & Construction



We have done it more than once

Customer-insights driven product development

New segment – SC100/SC250



Compact micro scrubbers optimal for cleaning of narrow areas

- ✓ **Maneuverability:** Easy to use, transport and store
- ✓ **User friendliness:** Intuitive interfaces and ergonomic handles
- ✓ **Productivity:** 2 solution flows setting, easy to clean recovery tank, battery mgmt. system

New platform – SC500



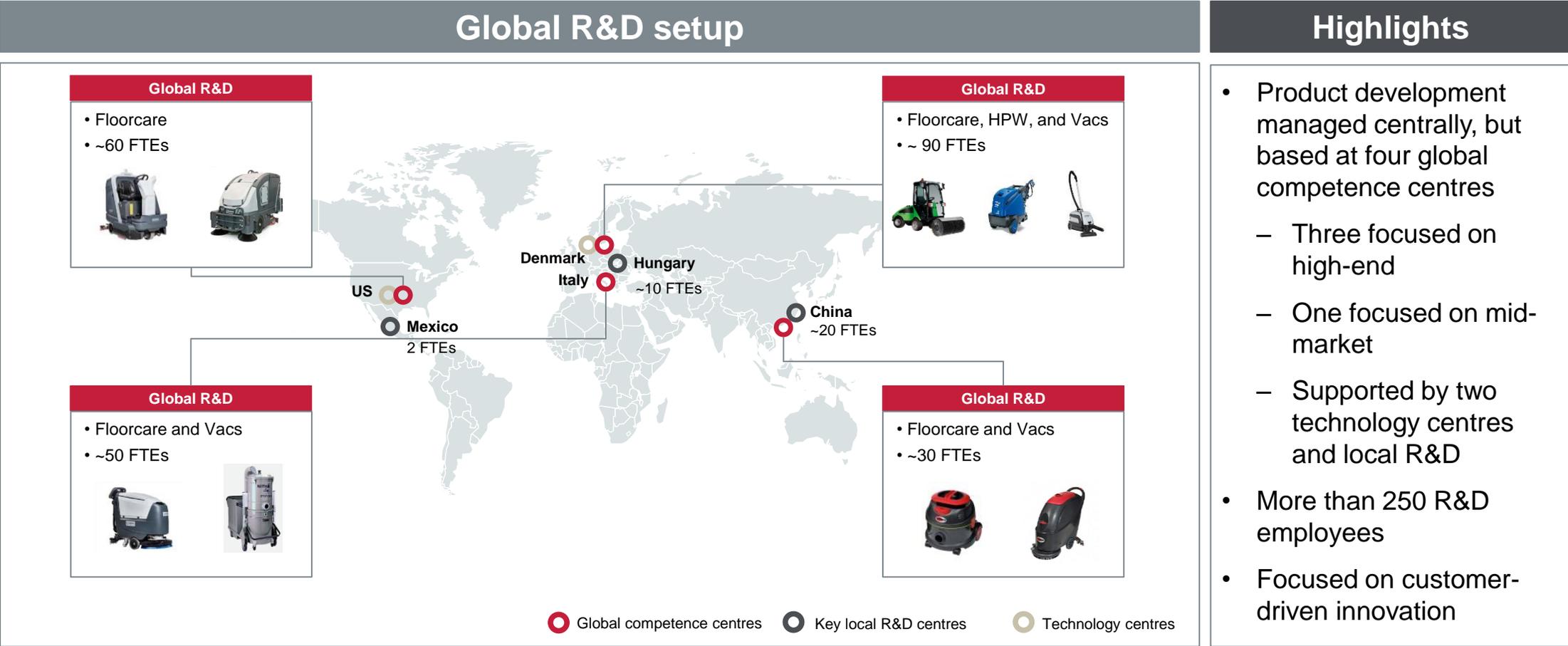
Fully electronically controlled walk-behind scrubber

- ✓ **Productivity:** Long run-time (energy saving system and SmartFlow)
- ✓ **Performance:** Equipped with EcoFlex, SmartFlow, etc.
- ✓ **Sound level:** Enable day-time cleaning

Highlights

- Products developed through deep customer insight and involvement
- Products launched with innovative technologies
 - EcoFlex
 - SmartFlow
 - TrackClean
 - SilentTech
- Solutions focused on key customer requirements in key applications

Product innovation driven through a global R&D set-up



Highlights

- Product development managed centrally, but based at four global competence centres
 - Three focused on high-end
 - One focused on mid-market
 - Supported by two technology centres and local R&D
- More than 250 R&D employees
- Focused on customer-driven innovation

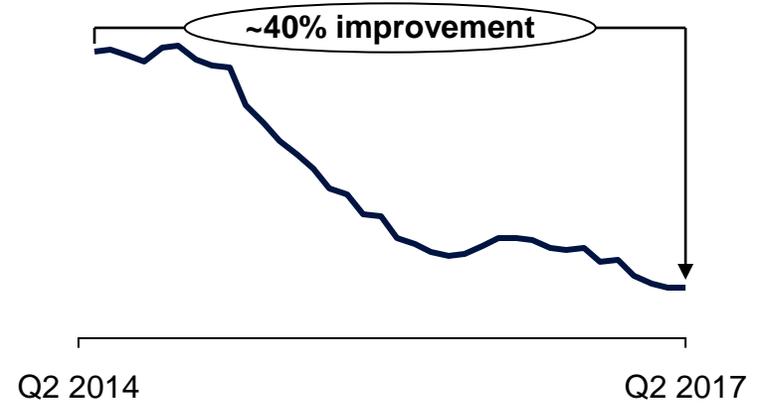
Quality designed into products and supported through the value chain

Quality improvements with direct operational and financial impact

Highlights

Technical Failure Reports

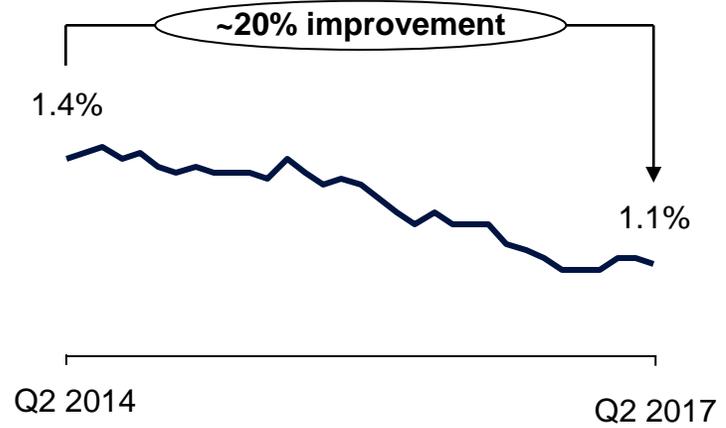
 Number of technical failure reports received on a 12 months rolling basis reduced by ~40% over the past 3 years



— TFRs received (indexed)¹

Warranty costs

 Declining warranty costs as percentage of revenue with a ~20% improvement over the past 3 years



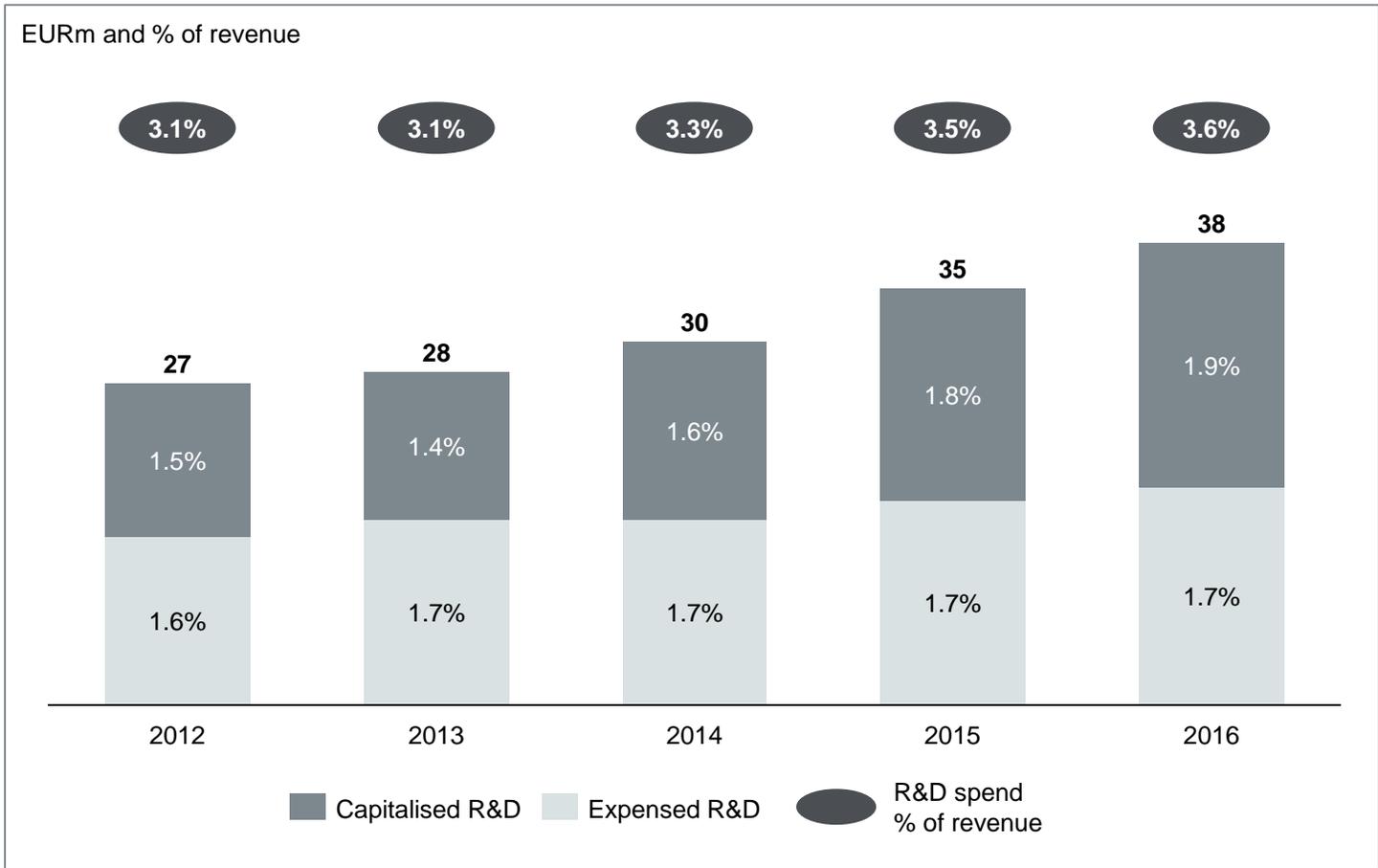
— Warranty cost as % revenue¹

- Focused on designing quality into the products – from reactive to proactive
- Supported by quality control points through the value chain
- Improving corrective action processes through value chain
- Direct financial impact from declining warranty costs

Note: (1) On a 12 months rolling average basis

Increased focus on innovation driving higher R&D spend

R&D spend increasing from 2012 to 2016



Comments

- Product offering is the primary driver of customer satisfaction
- Continuous improvement of product offering through customer-centric product development
- Increased focus on innovation has resulted in R&D spend increasing from 3.1% of revenue in 2012 to 3.6% in 2016
- Level expected to remain between 3% and 4% going forward

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Global sourcing is essential in securing overall product competitiveness

Global procurement organization of 80 sourcing professionals with full supplier responsibility



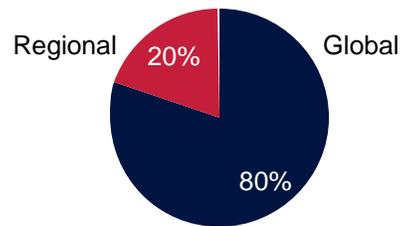
Cross functional global and regional category management teams

TCO

Spend optimized with aim of **minimizing Total Cost of Ownership**



Category teams **negotiate commercial terms with individual suppliers** to secure best possible portfolio of suppliers in specific component categories



~80% of total sourcing spend is handled globally and ~20% is handled regionally

Sourcing vs. in-house production

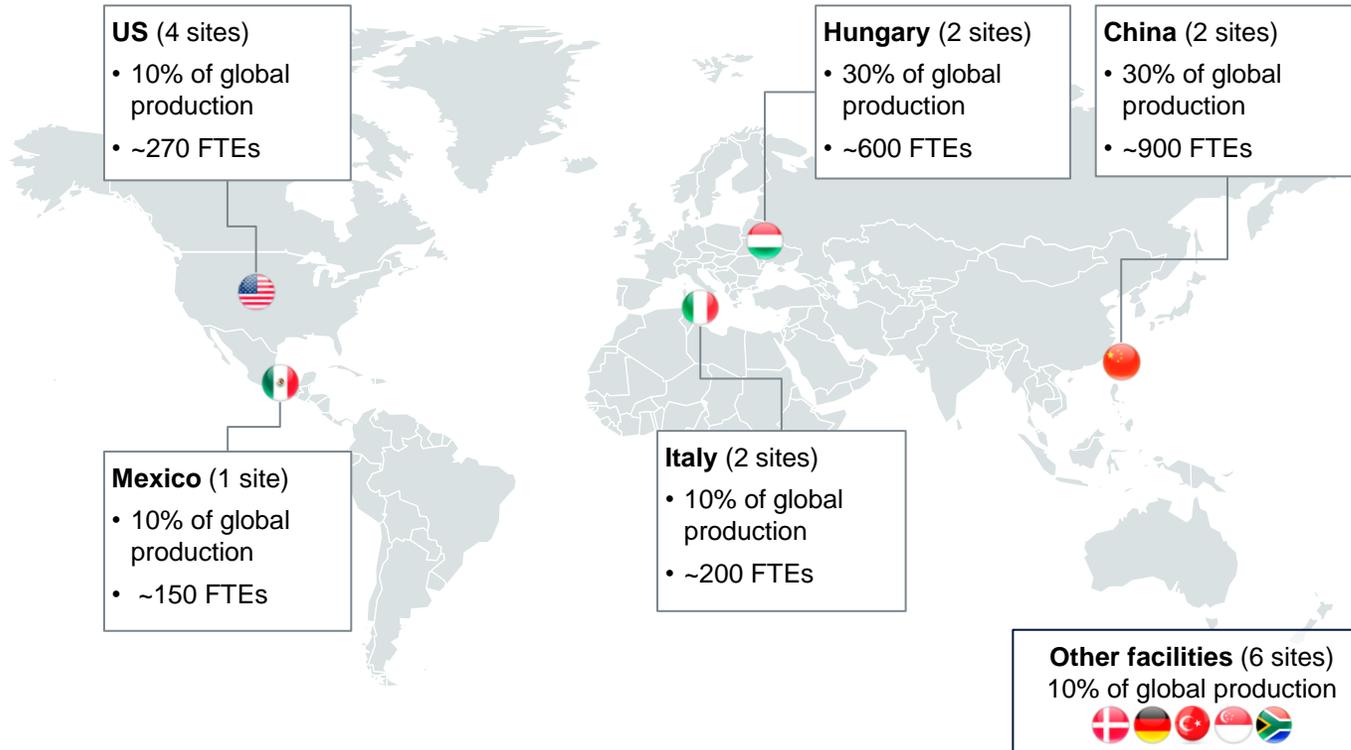
Continuous make / buy evaluation



Nilfisk **Code of Conduct** embedded in contracts with suppliers

Global production footprint for cost efficiency and closeness to market

Asset-light assembly focused setup

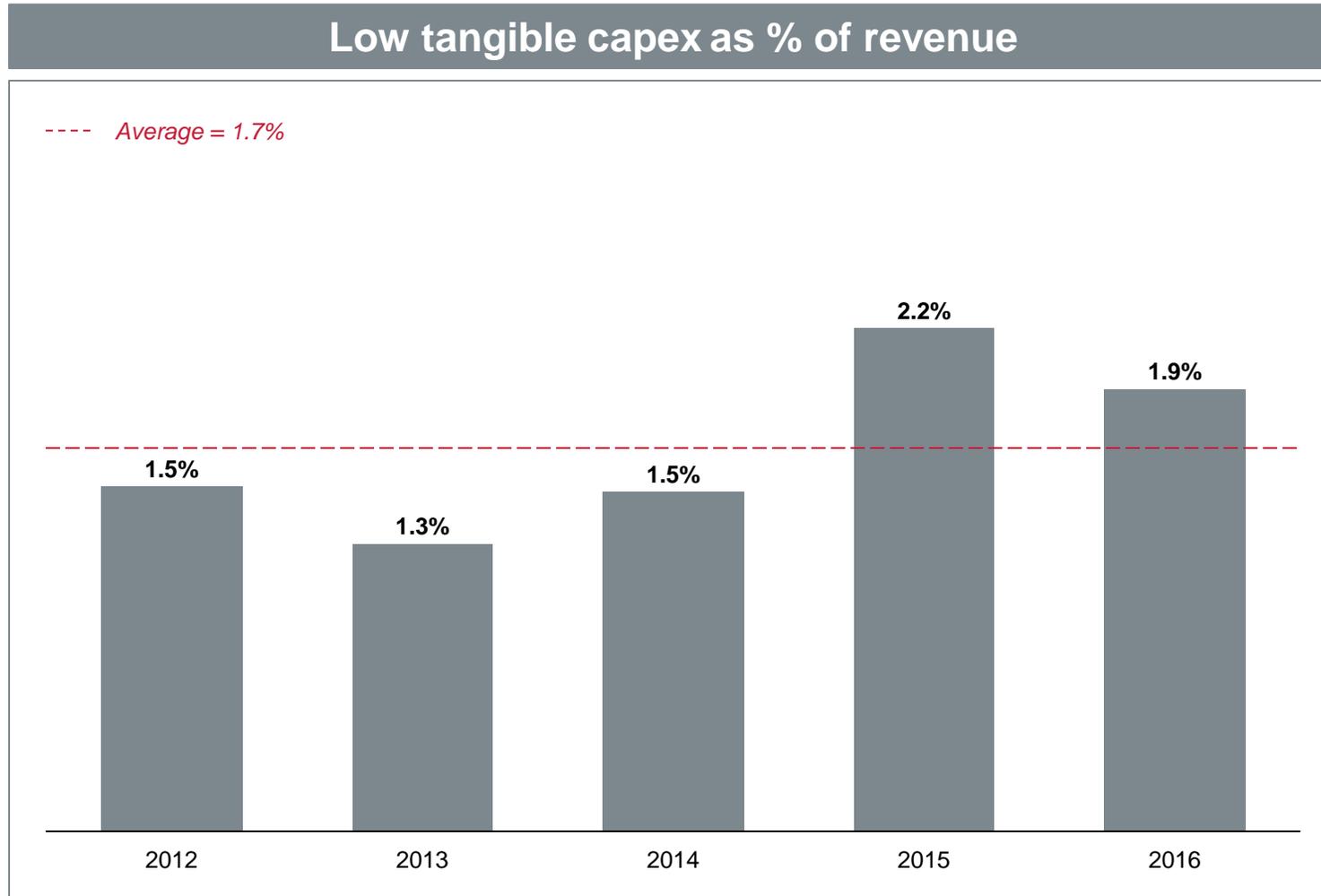


Nilfisk footprint

- Production in all major regions
- Developed through consolidation and low-cost country migration over the past 10-15 years
- Opportunities for further footprint optimization
- Site selection based on
 - Product cost competitiveness
 - Customer proximity / major markets
 - Supplier base competitiveness
 - Labor skills vs product complexity

> 70% of production value is based in low-cost countries

Low capital intensive business model



- ### Highlights
- Asset-light business enabling low tangible capex requirements of approx. 2% of annual revenue
 - Approx. 95% of production is assembly-only
 - Significant available capacity to support future growth
 - Factories typically operating at one-shift only

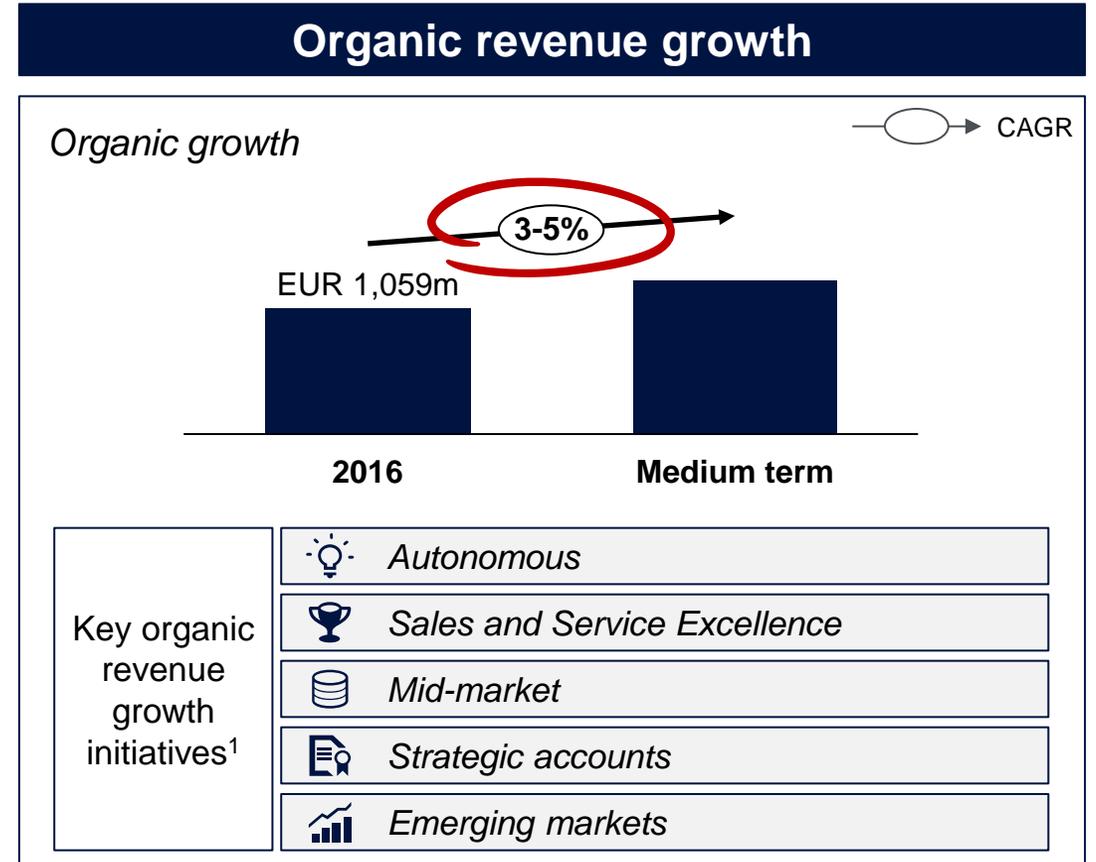
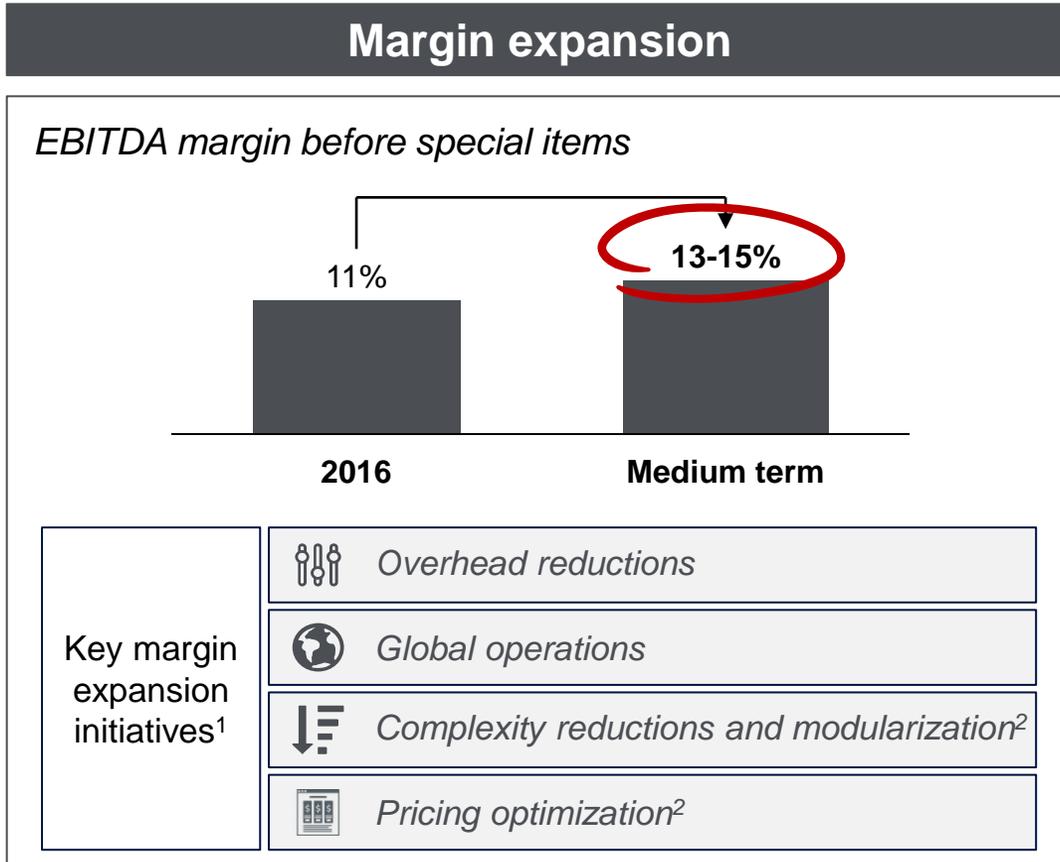


Agenda



- 1** Introduction to Nilfisk
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- 3** **Simplify and grow**
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Simplify and grow



Acquisitive growth on top

All initiatives are supported by a comprehensive bottom-up approach with clearly stated targets

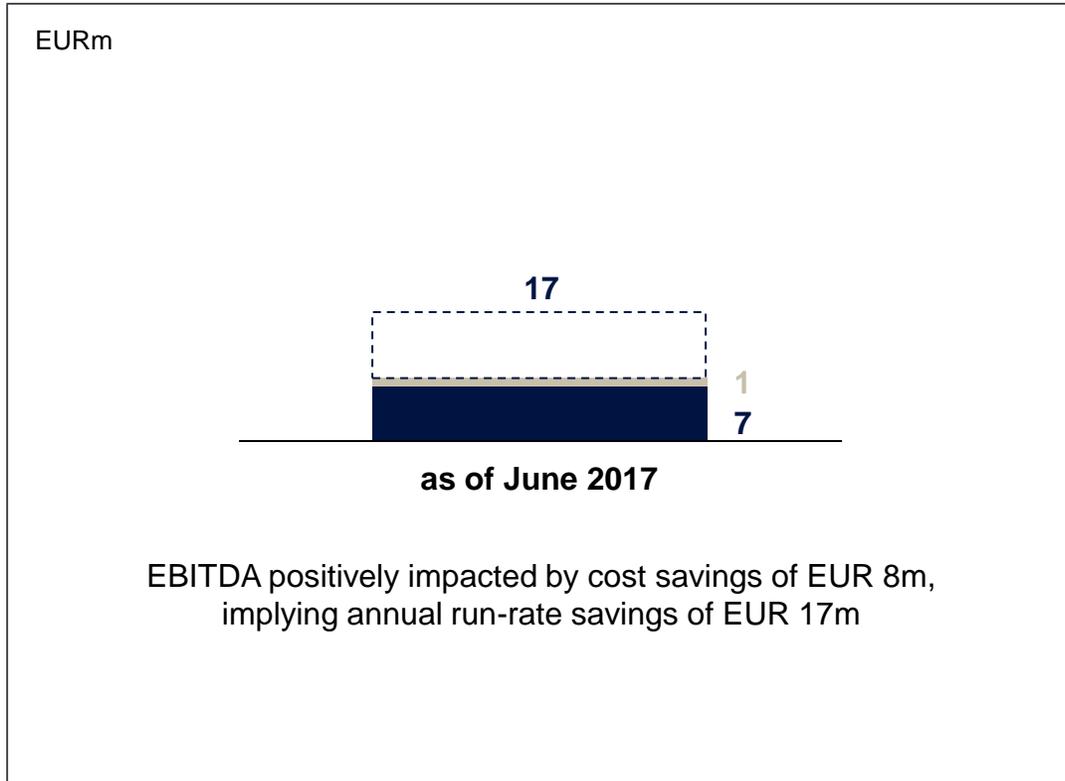
Note: (1) The key initiatives shown do not comprise an exhaustive list of initiatives (2) Classified as Other initiatives in company filings

Agenda

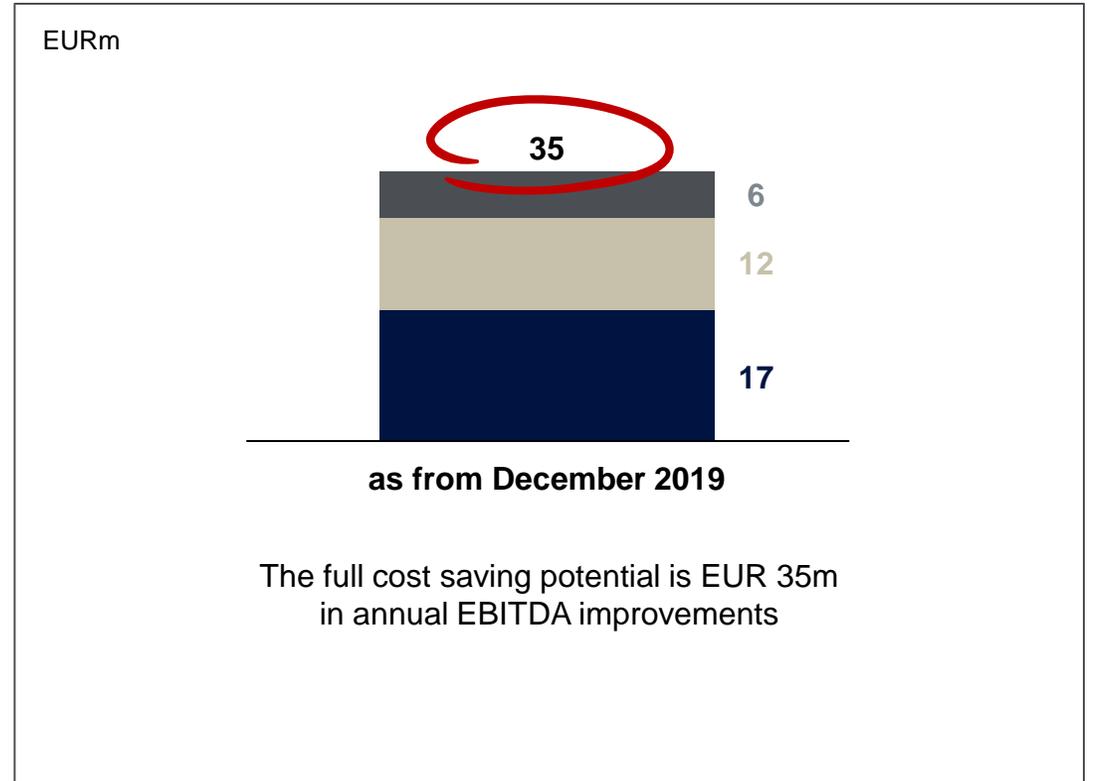
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B	Organic growth
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Execution of the EUR 35m cost savings program on track

Initiatives realized as of June 2017...



...full potential as from Dec 2019



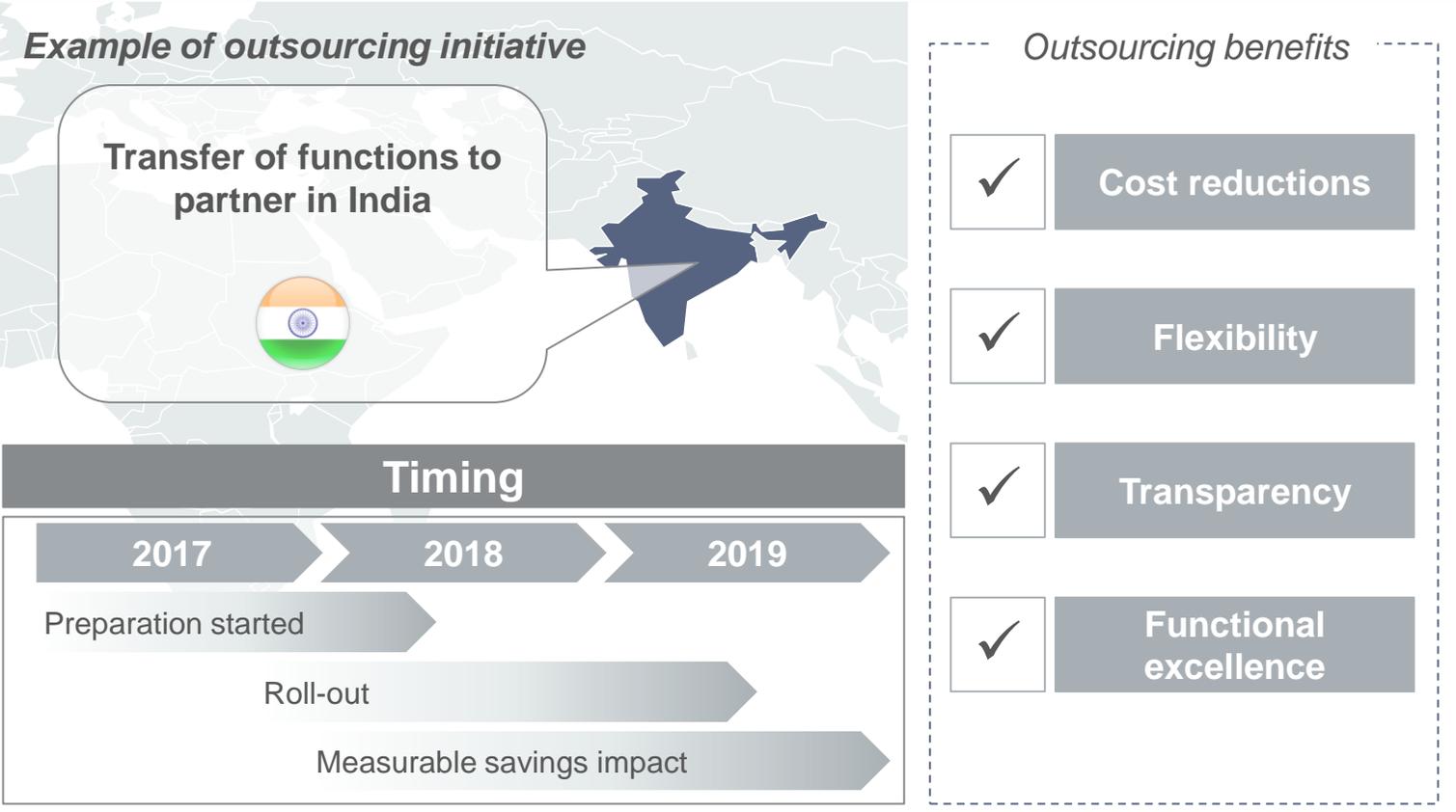
Overhead reductions
 Global operations initiatives
 Other initiatives
 Annual run-rate effect

Overhead reductions through structural changes

Highlights

- A program of structural changes rather than incremental savings:
 - Optimizing span of control and delayering
 - Process optimizations including the use of IT tools
 - Relocating from high-cost to low-cost countries
 - Building shared service functions
 - Outsourcing of activities
 - Consolidation of tasks to reduce redundant work
 - General staff reductions

Example of FTE outsourcing initiatives



Simplification opportunities in global operations

Optimization of sourcing



Ongoing category reviews



Renegotiation and replacements of existing contracts



Supplier base reduction of 25 - 50%



Ongoing optimization and review of sourcing efforts to drive down costs and enhance competitiveness

Optimization of global production footprint

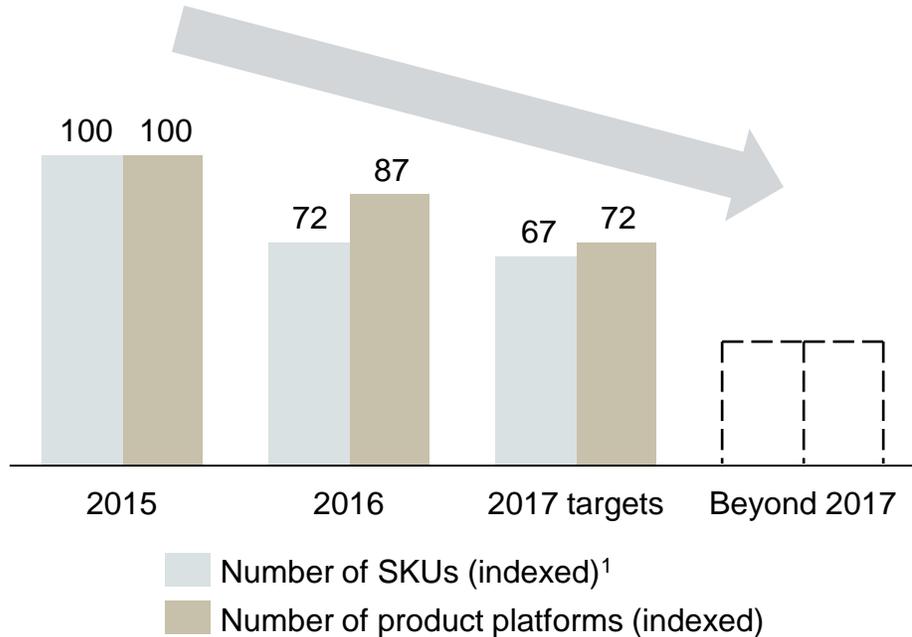


Future production footprint based on competitive cost, closeness to market and regional capabilities

Simplifying our product portfolio

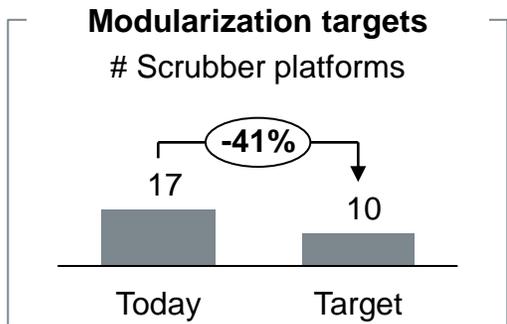
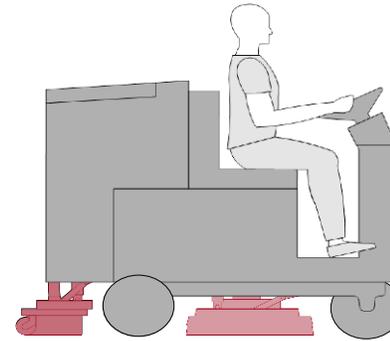
Streamlining existing product portfolio...

Actively focusing on **streamlining product portfolio** with clearly defined targets and progress follow-ups



... combined with clear modularization strategy

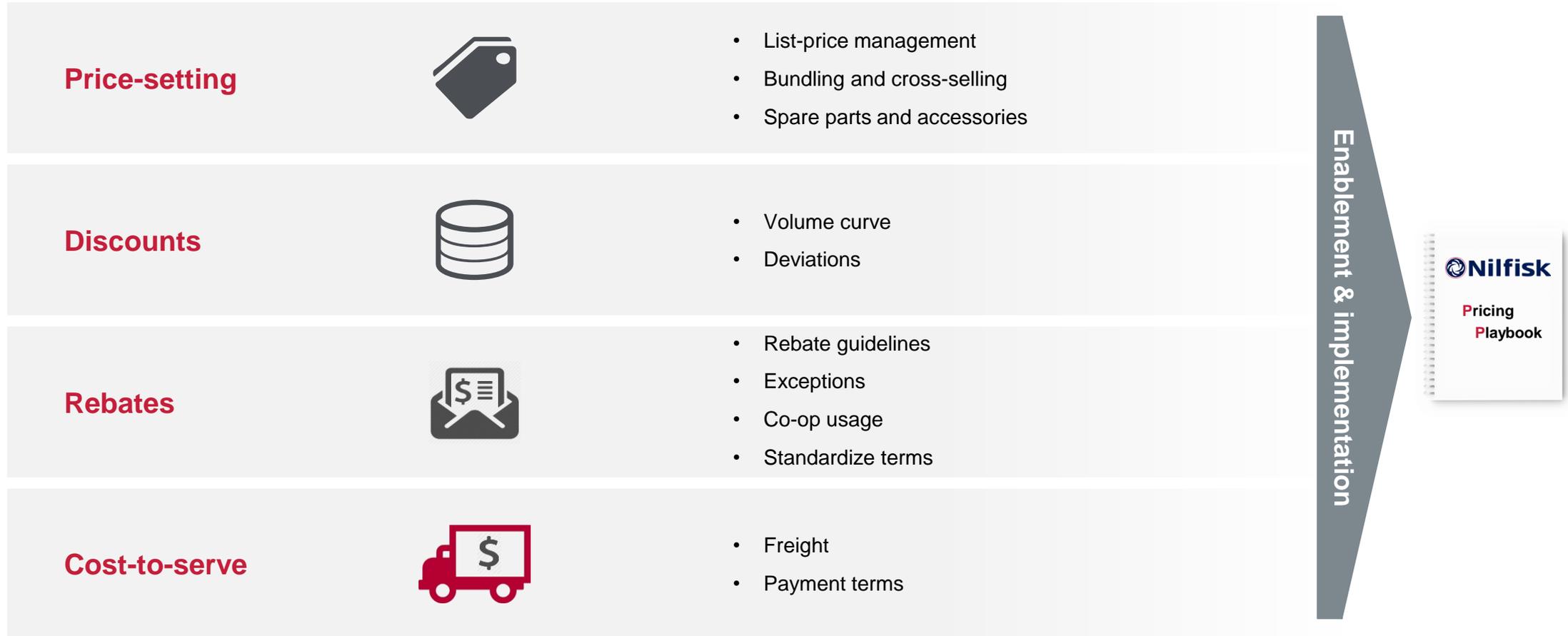
Integration of **modular part strategy** to increase scale advantages and reduce production complexity



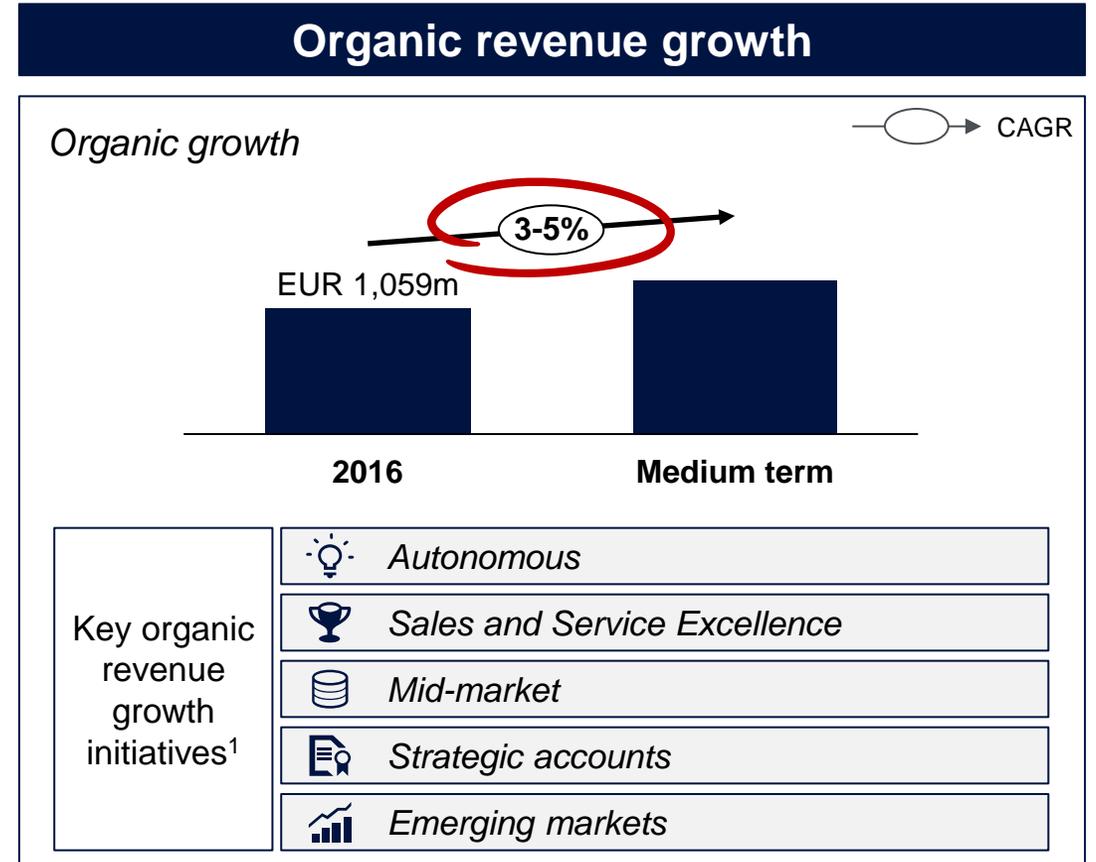
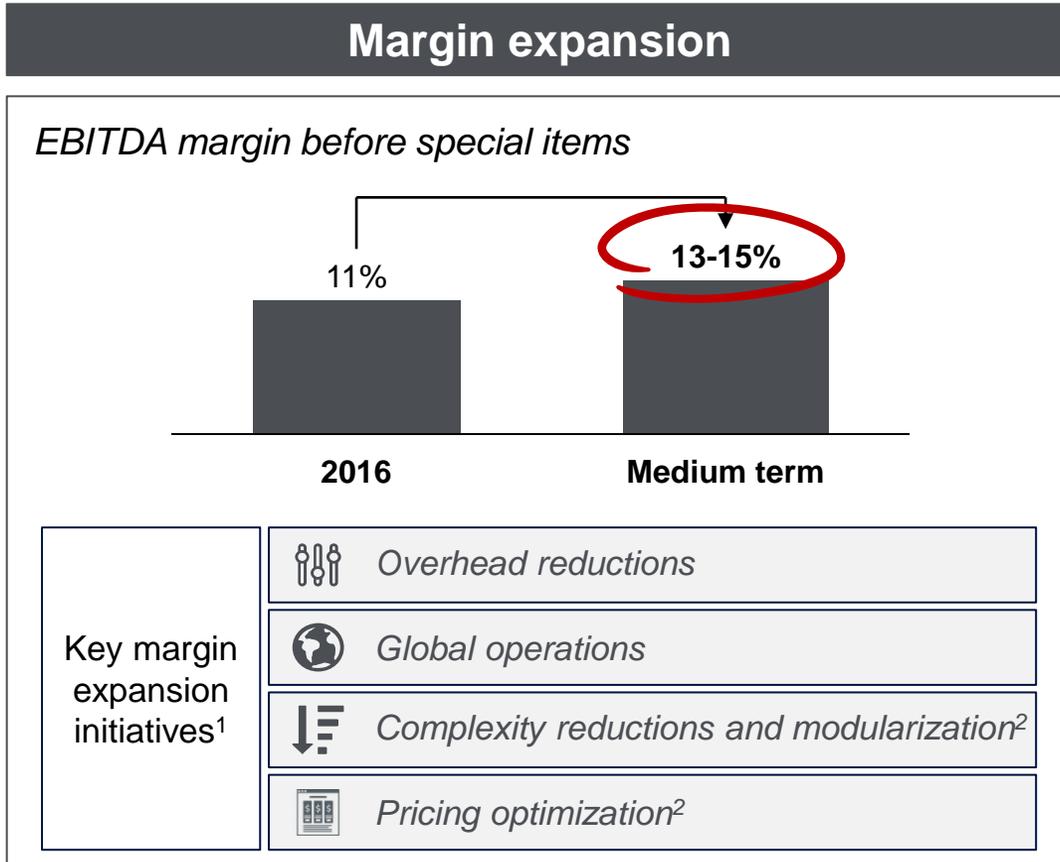
- ✓ Reduce complexity
- ✓ Shorten time to market
- ✓ Accelerate commercial launches

Note: (1) SKU = Stock Keeping Unit

We implement best practice for price management



Simplify and grow



Acquisitive growth on top

All initiatives are supported by a comprehensive bottom-up approach with clearly stated targets

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Liberty A50 – an industry leading autonomous cleaning solution

Value proposition

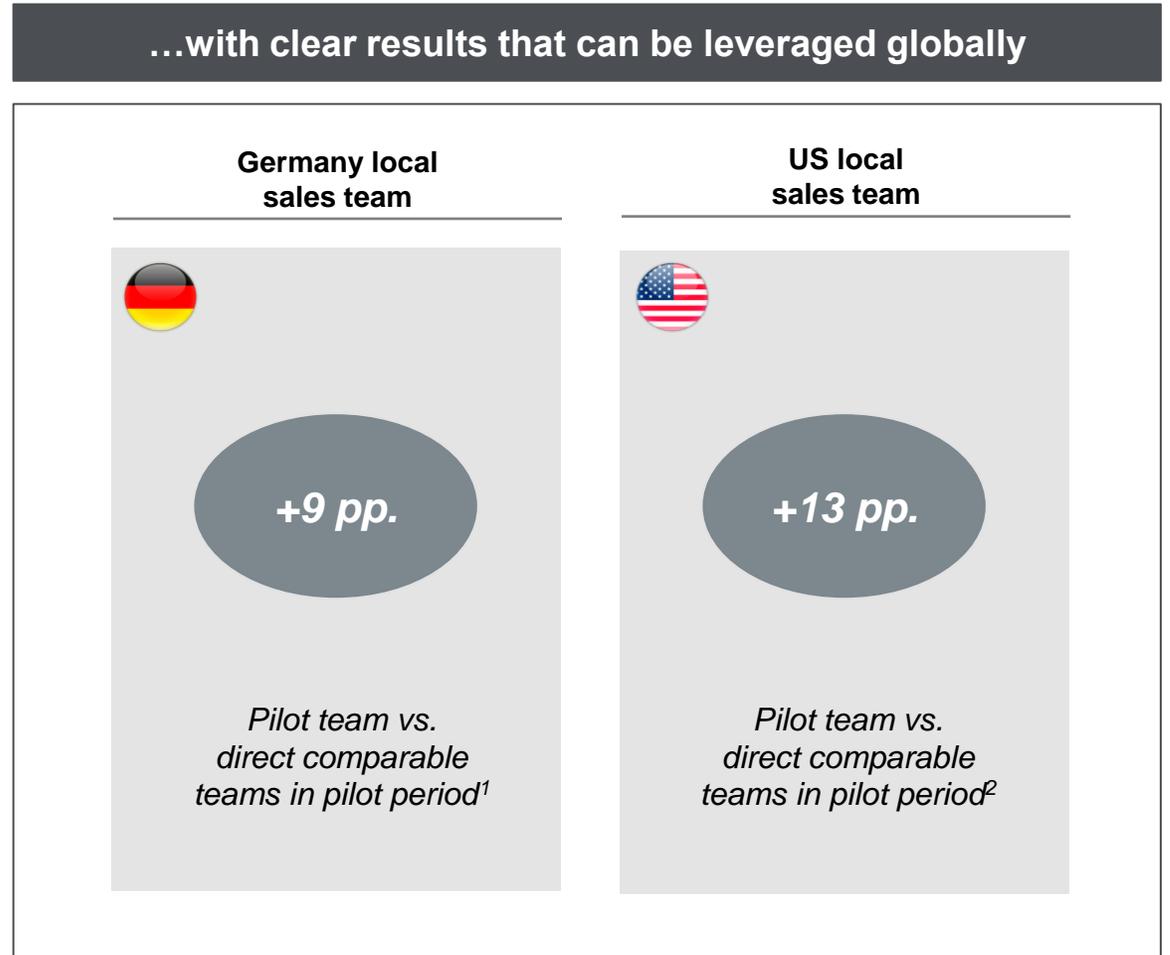
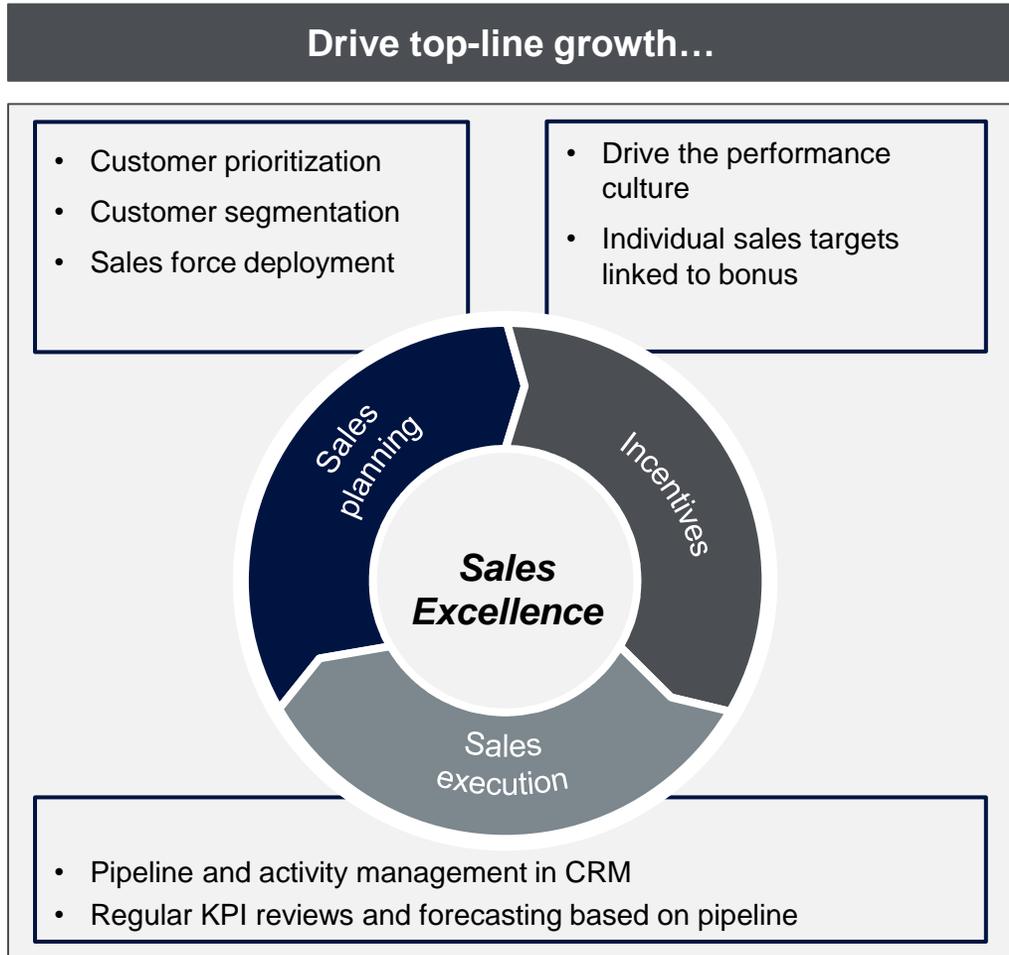


Nilfisk
Carnegie Robotics

 **Liberty A50**

Productivity	Performance	Safety
		
<ul style="list-style-type: none">• Self-learning with intelligent mapping• No supervision required• Reduces labor costs	<ul style="list-style-type: none">• Precision cleaning (2 inches from the wall)• Consistency and reliability	<ul style="list-style-type: none">• Adapts to changing environment• Stops when safety is compromised• Prevents inventory damage and unsafe operations

Sales Excellence to maximize top-line growth

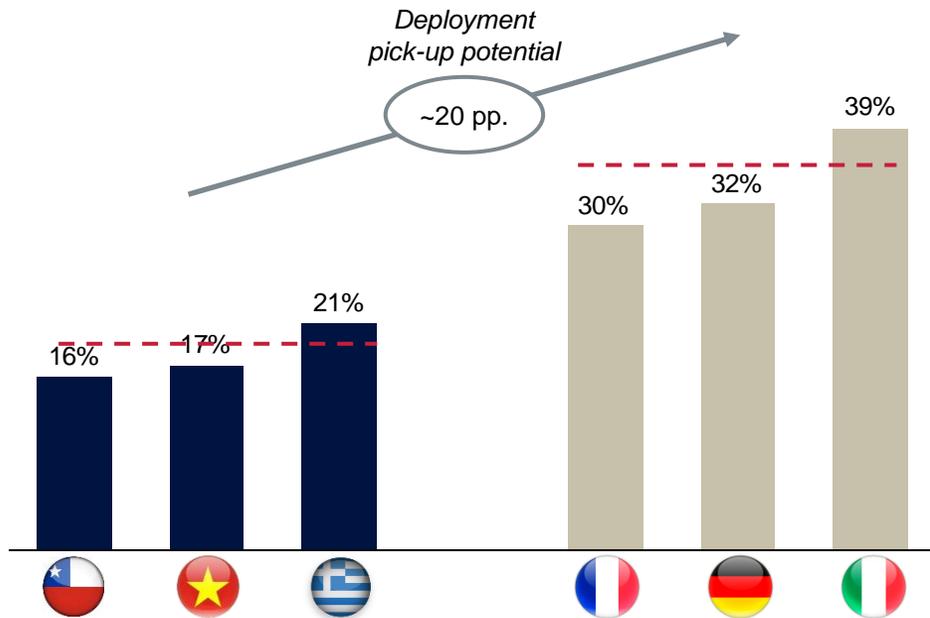


Note: (1) Based on a three-month period (2) Based on a four-month period

A growing service business

Deployment of best practice across countries...

Aftermarket revenue share of total revenue



Deploy current best practice from high service revenue countries to lower service revenue countries

...and digitalizing customer service experience

Discover and adapt offering...

...improving customer experience

- Optimize digital systems and customer facing contact points
- Apply advanced analytics to better understand customers
- Set up back-end with relentless commitment to customer presence



- Engage with customers in exactly the right way at the right time
- Collect data on customers' digital interface usage
- Give customers access to all digital interfaces

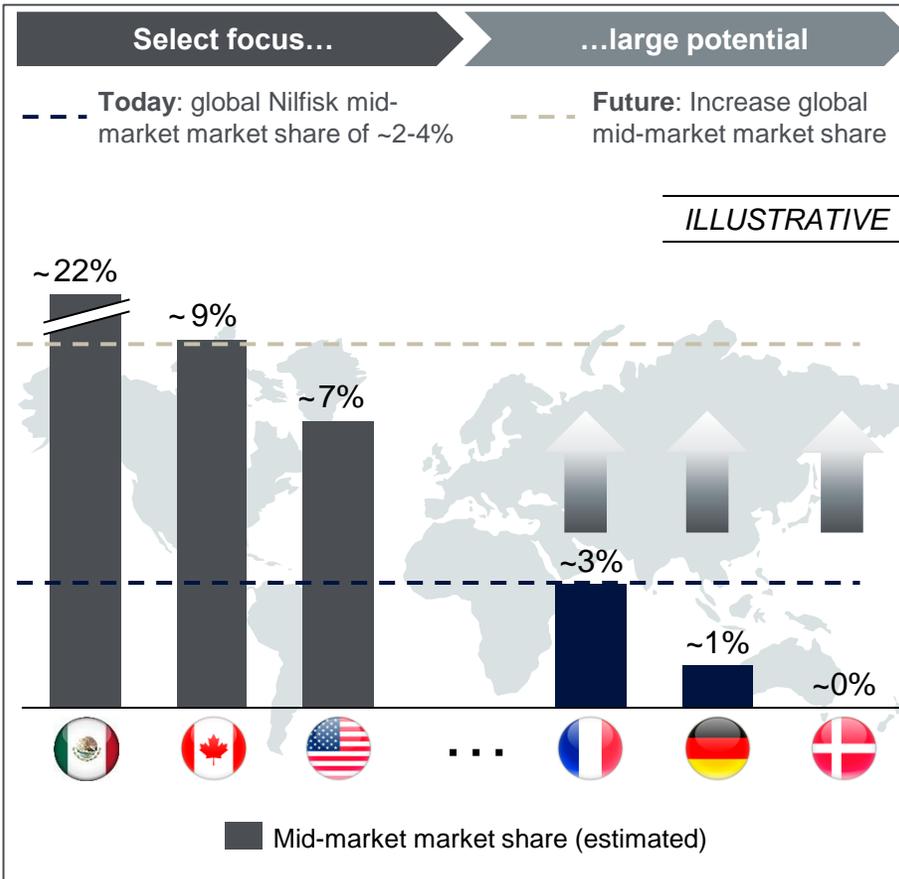
Digitalize customer service experience to make it faster and better

Increased focus on the mid-market to tap into growth potential

Focus on select mid-markets...

- Historically, focus on select mid-markets, especially Americas
- In Americas, strong growth within Viper brand primarily driven by:
 - Increased focus on dealers relevant to Viper
 - Select large strategic accounts

...yielding strong position in Americas...



...to be leveraged globally

- Initiatives initiated to secure larger market share in mid-market globally
- Primarily driven by roll-out of Viper brand by:
 - Dedicating sales teams and adding sales resources
 - Expanding dealer network

Strategic accounts initiative implemented to target growth

Strategic account focus...

Ensure focus on potential high value and growth accounts

Shift focus from selling a single product to offering complete customer solutions

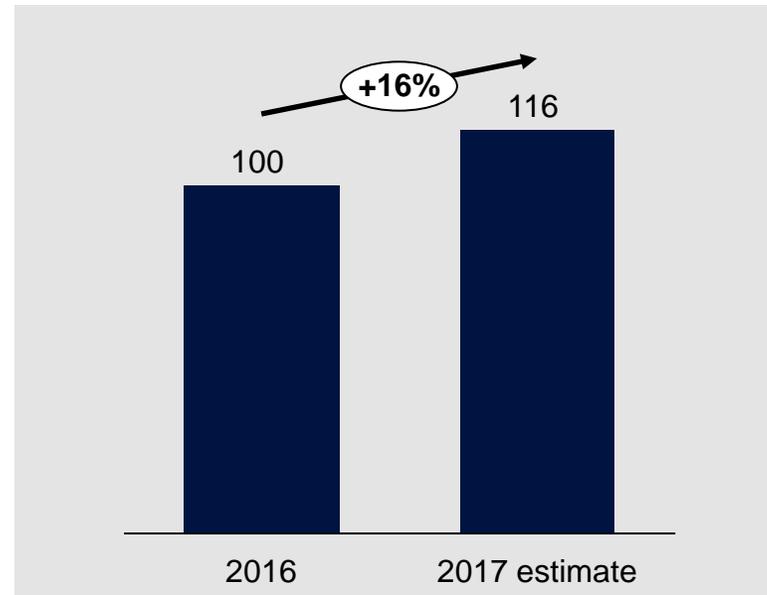
Closer cooperation with dealers

Involvement of all relevant functions to support the shift in focus and mindset

...providing strong US results...



US example



■ Sales growth in US large strategic accounts (indexed) → CAGR

...being scaled globally

- Piloting in the US
- Hired new global VP of Strategic Accounts to build global organization
- Prioritizing accounts and developing account-specific plans

Continue focus on select emerging markets

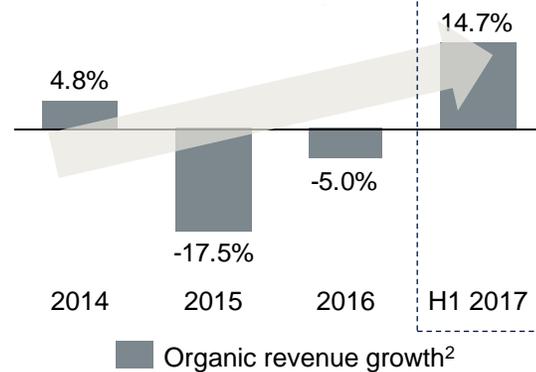
Current achievements...

- Successful country-specific penetration strategies executed in Mexico, Russia and Turkey
 - Annual growth rates of 15-17% from 2014 to 2016
 - Same approach of country-specific penetration strategies to be applied in e.g. China

...being leveraged in China...



Increased growth in China...



...driven by new strategy for Chinese expansion

- New dedicated and experienced country manager hired
- Ramp up in sales organization to capture demand
- Value-creating partnerships established
- Increased focus on tailor-making offerings to the large growing Chinese market

...and further into other geographies

- Top 5 largest emerging markets¹ account for approximately 6% of total revenue
- Markets continuously monitored to evaluate their potential
- Nilfisk will continue to focus on a select number of emerging markets to further drive growth

Note: (1) Nilfisk's definition of emerging markets and in terms of 2016 revenue (2) Excluding Outdoor

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A	Margin expansion
B	Organic growth
C	M&A
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M&A will continue to be important

Average revenue growth of 1.8% from M&A over the past 10 years

Target evaluation criteria

- Fit with professional segment
- Proven business model
- Primarily front-end focused

Acquisitions focused on dealers and product companies

Access to channels

- Typically EUR 2-5m in revenue
- Frequent bolt-on acquisitions

Dealers¹

Access to markets or products

- Typically more than EUR 10m in revenue
- Acquisitions typically not made every year

Product companies¹

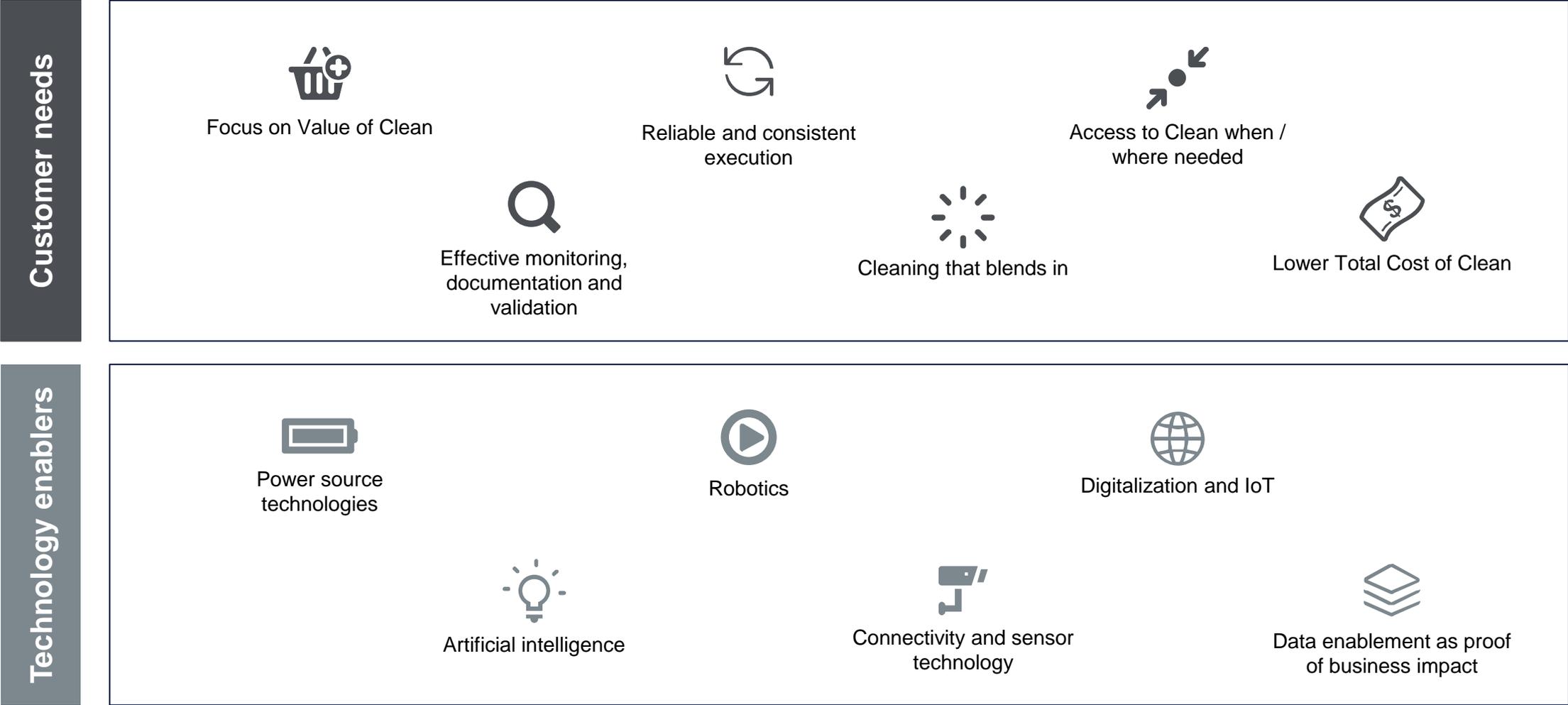
Note: (1) Select acquisitions

Agenda

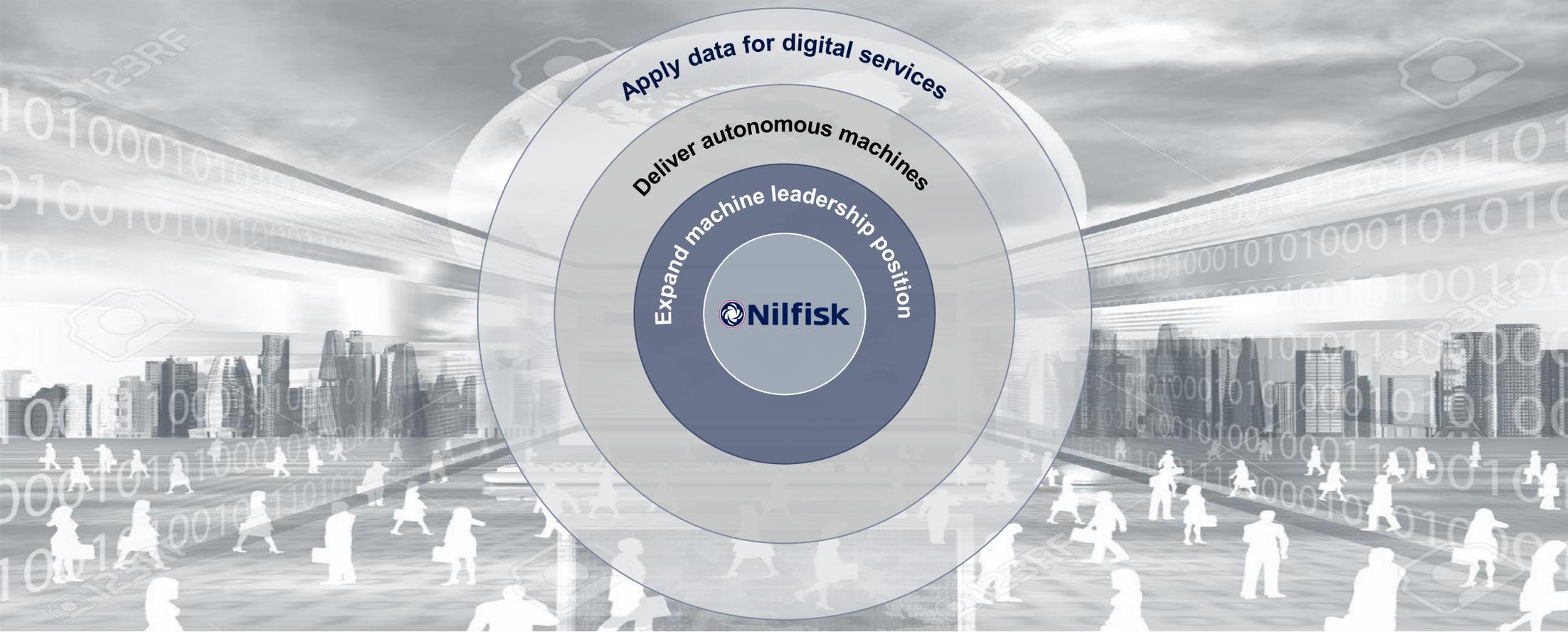


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Customer needs are shifting – enabled by technology



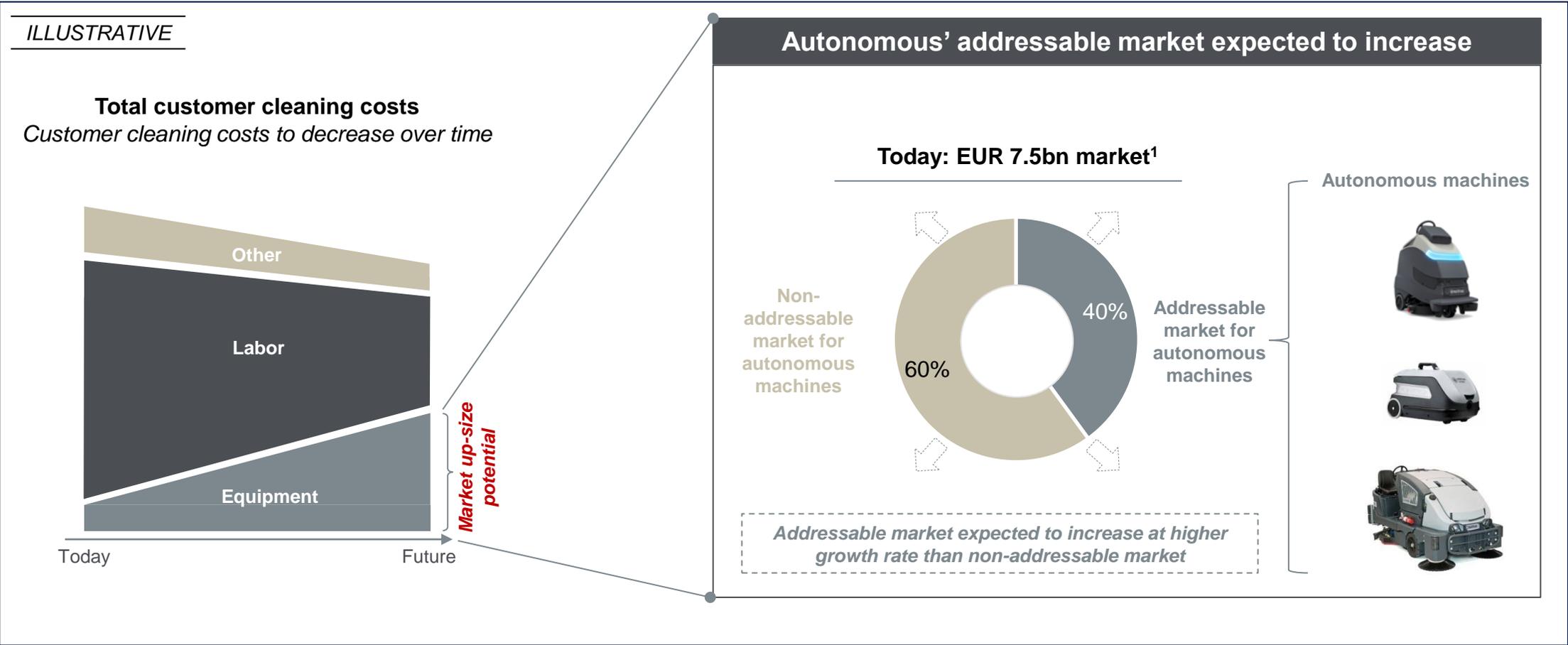
Nilfisk is focused on the future together with customers



▶ Nilfisk is uniquely positioned to leverage its heritage into the digital age

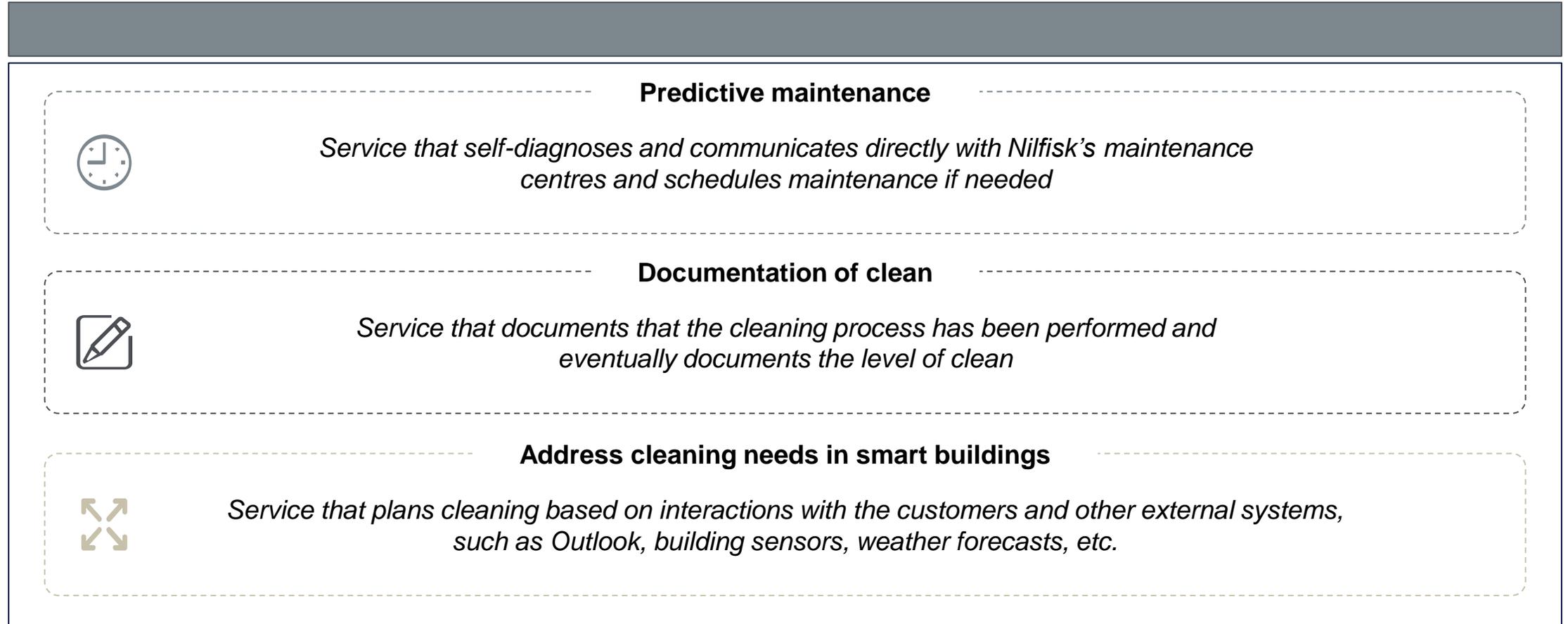
We believe up to 10% of Nilfisk's revenue will come from autonomous machines within 5-7 years

Nilfisk to focus on offering a portfolio of autonomous machines and services



Note: (1) Executive Management estimate of the market for professional cleaning equipment and services
Source: Executive Management estimate

Digitalized services will lead to higher customer value and loyalty



“We lead **intelligent cleaning to make your business **smarter**”**

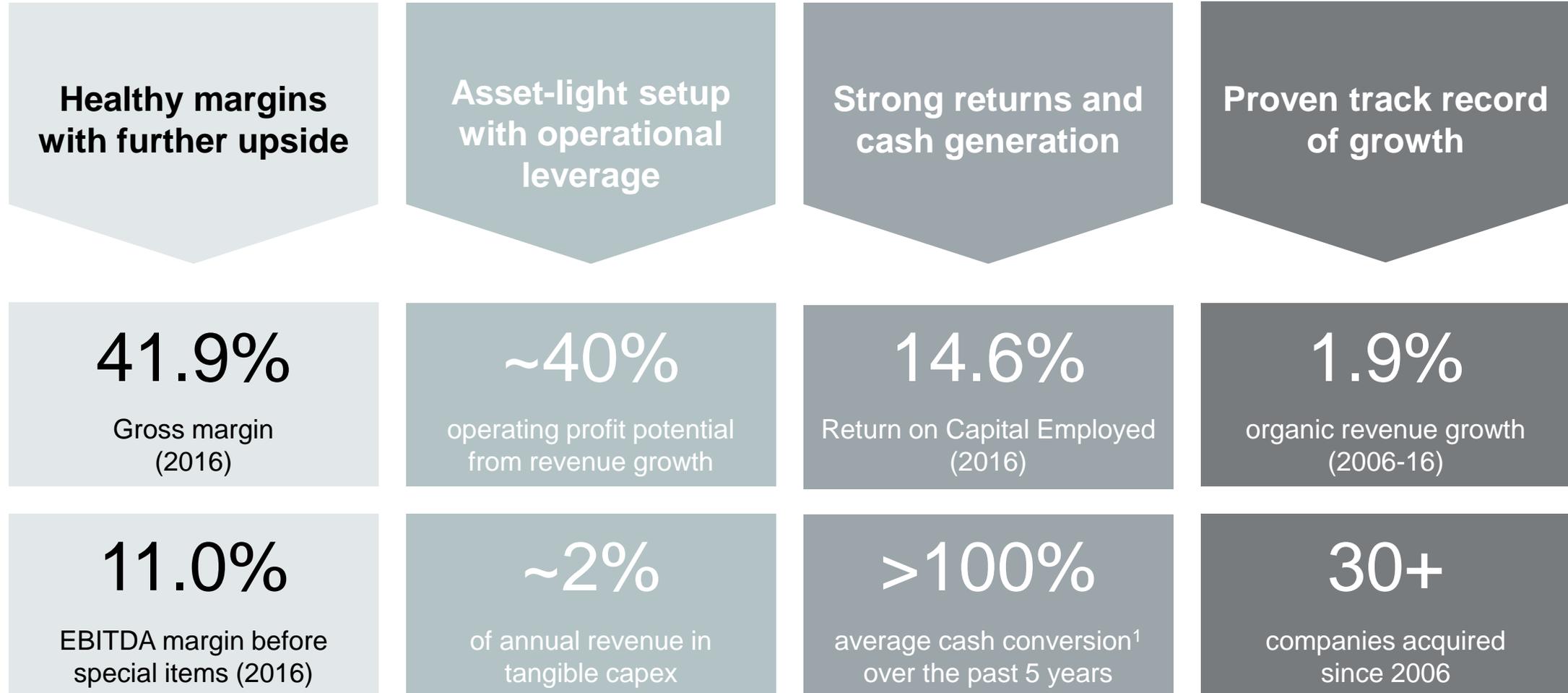




Agenda

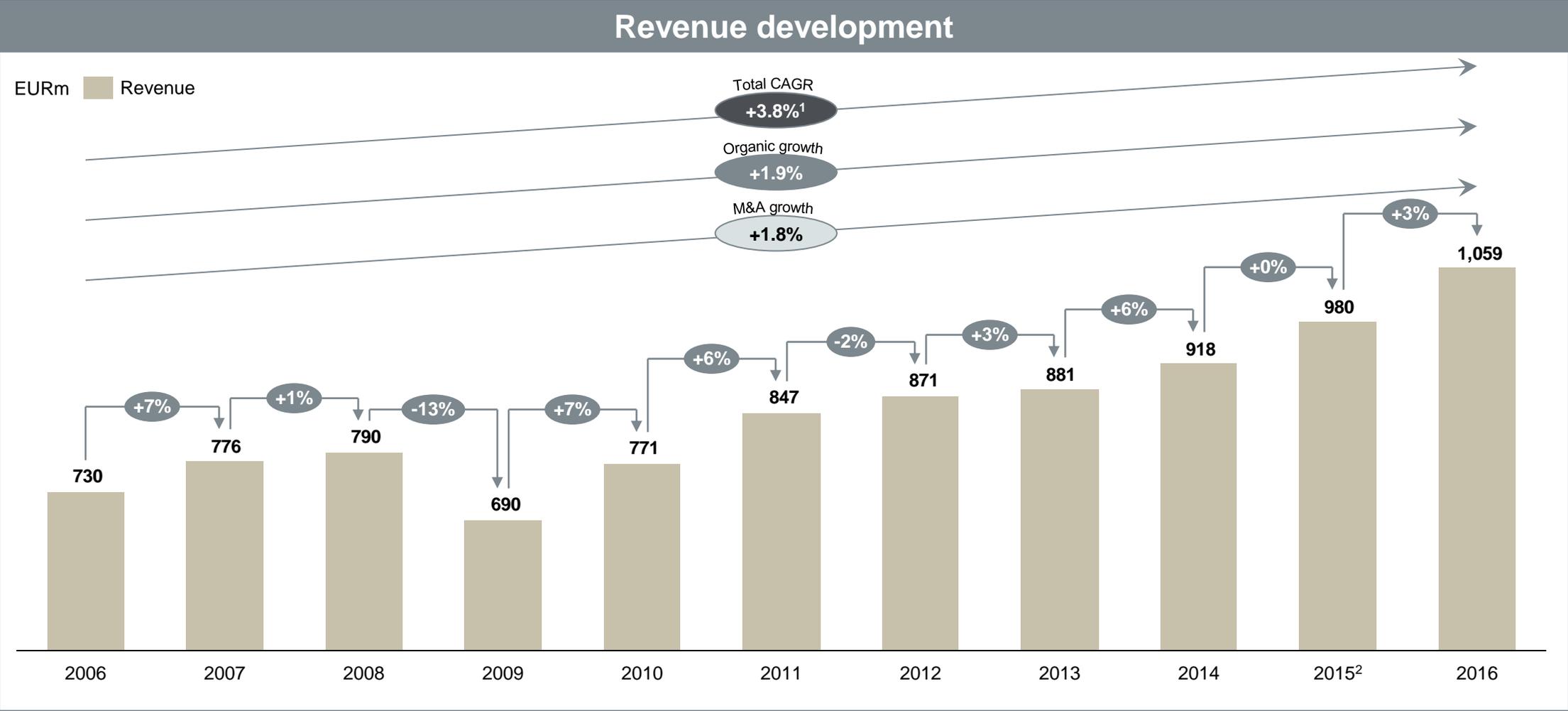
- 1** Introduction to Nilfisk
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Attractive business model and financial profile



Note: (1) Cash conversion = Cash flow from operations before financial items and income taxes as a percentage of EBITDA

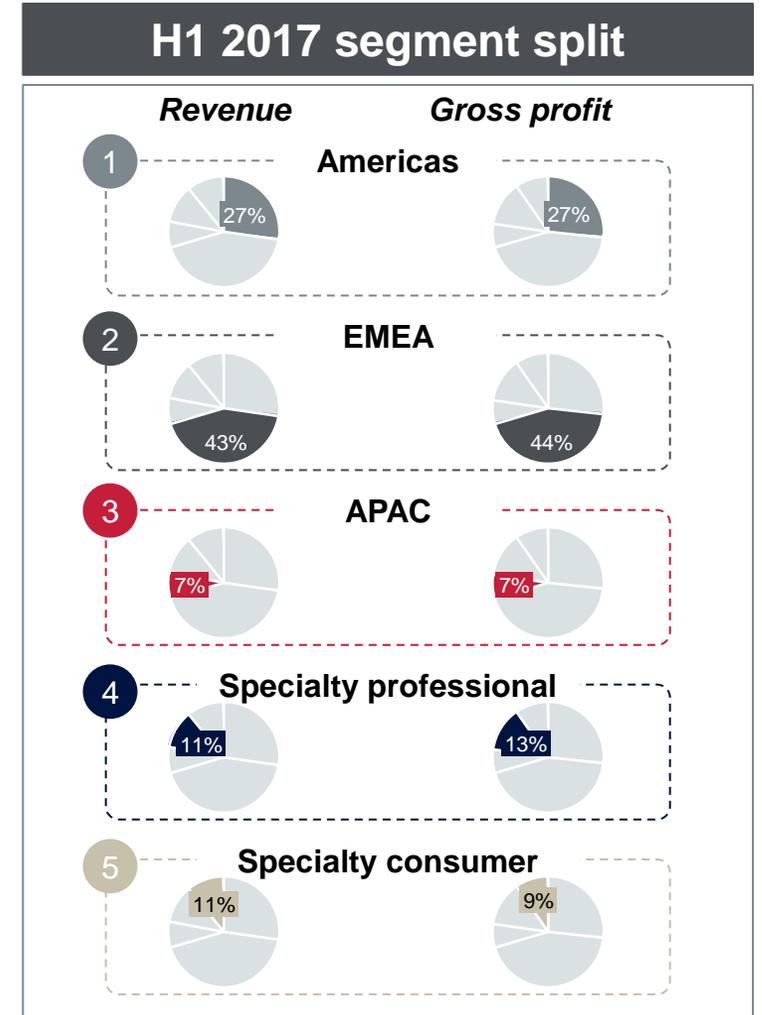
Growth over the past decade



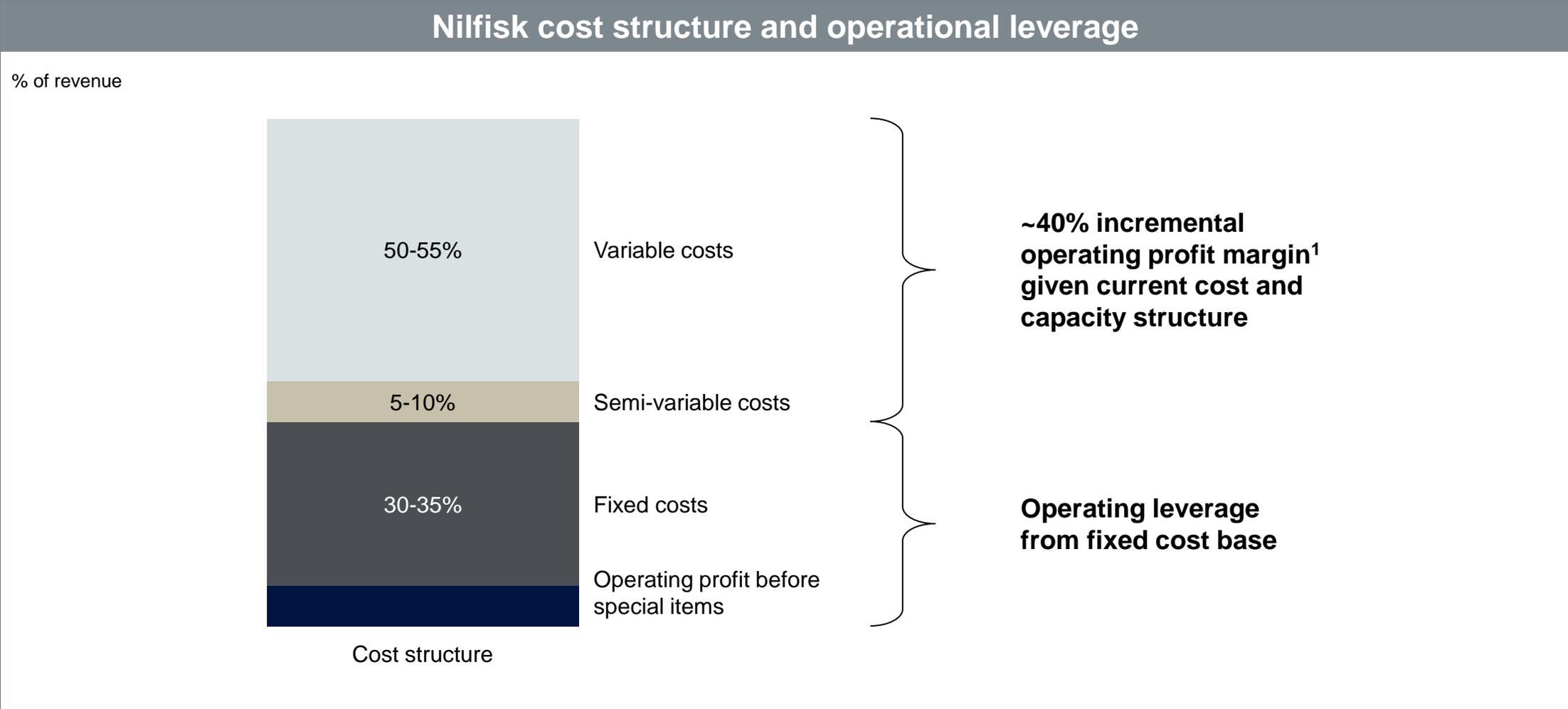
Note: (1) Includes organic growth, acquisition growth and impact from changes in currency exchange rates (2) Restated for reclassification of certain freight costs of EUR 8.4m

Organic revenue growth and gross profit

EURm		2016	H1 2017
Total revenue growth		8.0%	3.2%
Net acquisitions		5.8%	(0.4%)
Currency		(0.9%)	0.6%
Organic		3.1%	3.0%
- Americas	1	2.6%	7.9%
- EMEA	2	5.4%	3.6%
- APAC	3	1.1%	1.0%
Subtotal excluding specialty		4.0%	4.9%
- Specialty professional	4	(2.9%)	2.5%
- Specialty consumer	5	5.3%	(7.9%)

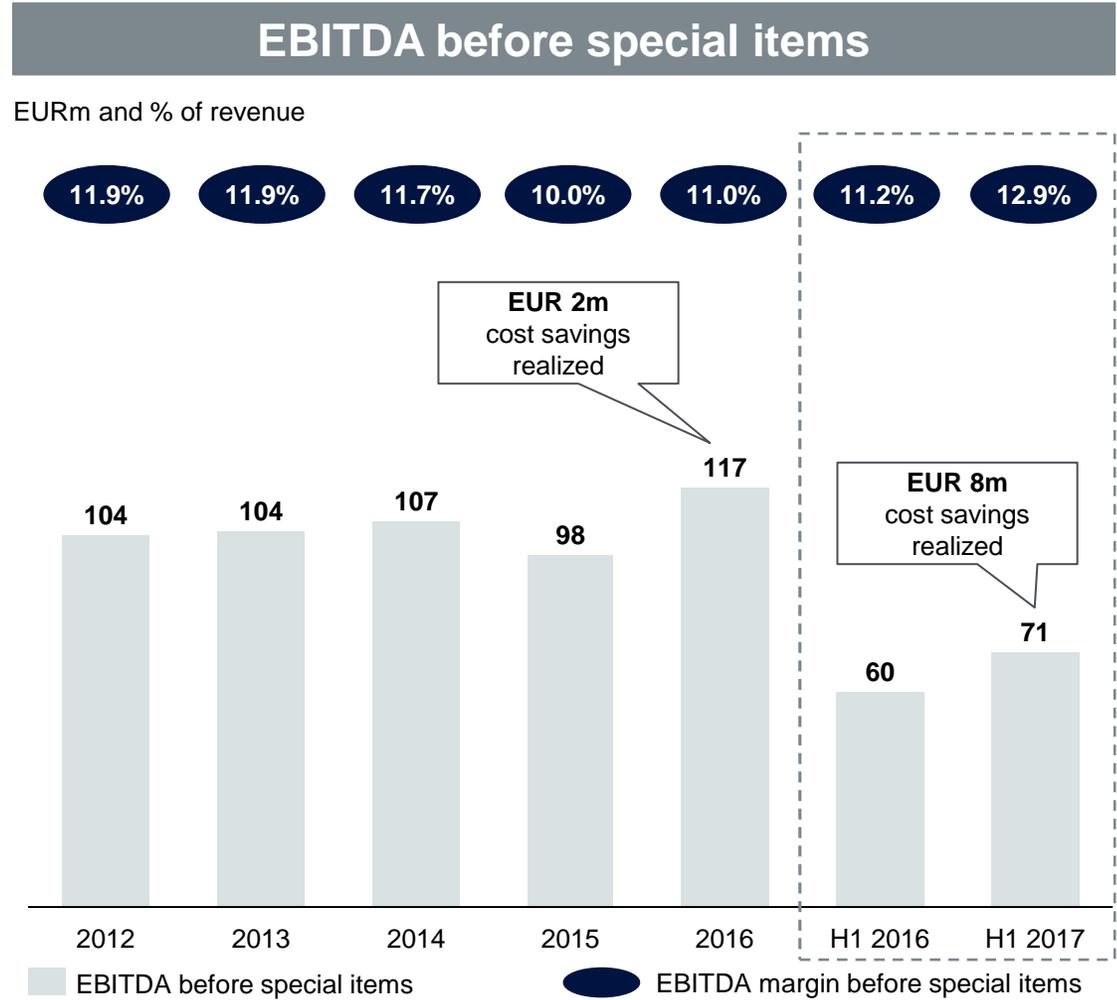


Margin growth through operational leverage



Note: (1) Semi-variable costs treated as variable in calculating the incremental operating profit margin potential

Increasing EBITDA margin before special items driven by underlying revenue growth and cost saving initiatives



Key margin expansion initiatives

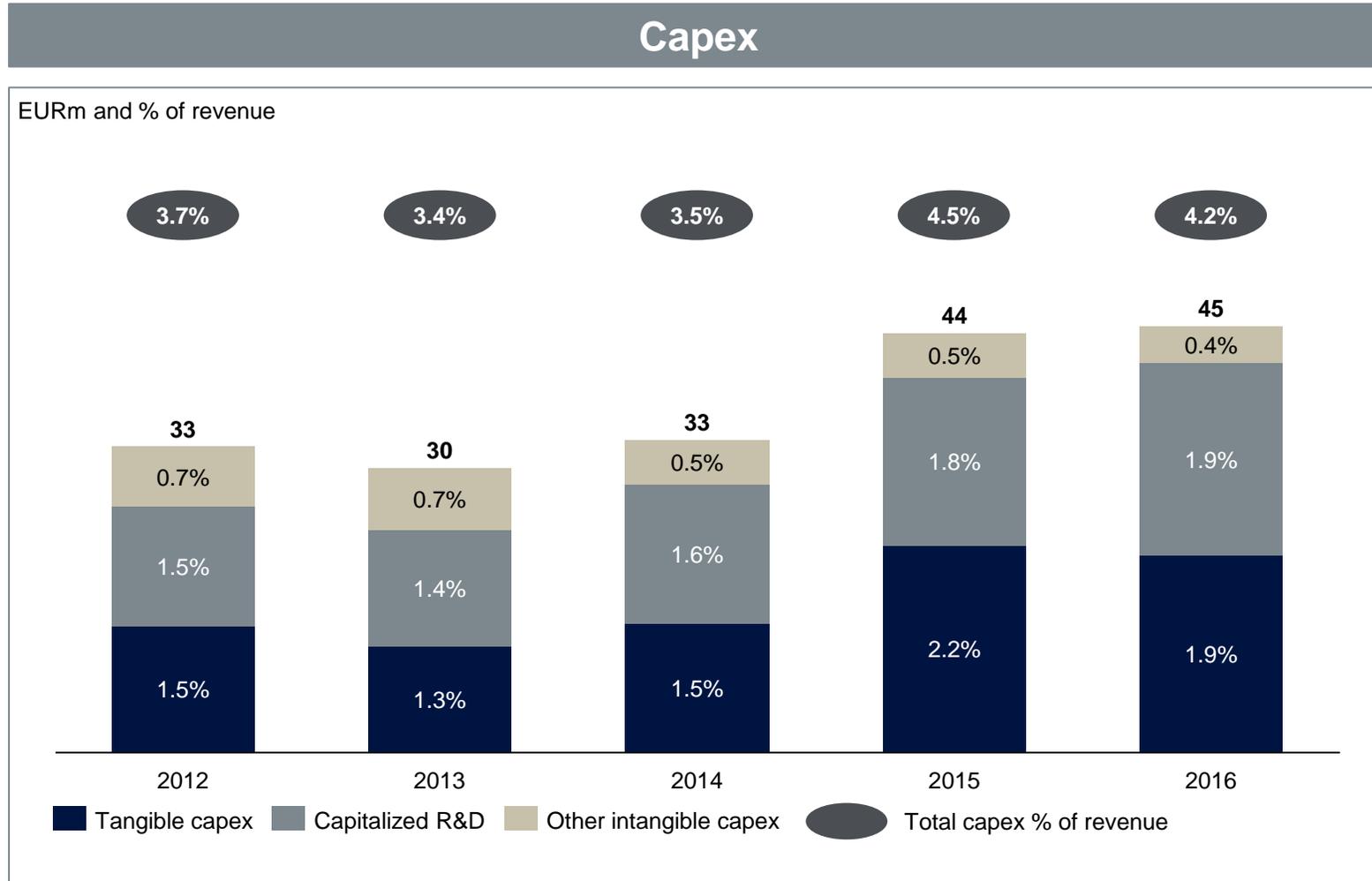
Cost savings impact on EBITDA before special items (EURm)¹

2016	H1 2017	2017E	2018E	2019E	Full potential end-2019E ²
2	8	17-18	20-25	25-32	35

Initiative	Progress	Full potential (EURm) ²
Overhead reductions		17
Global Operations		12
Complexity reductions, modularization and pricing optimization ³		6

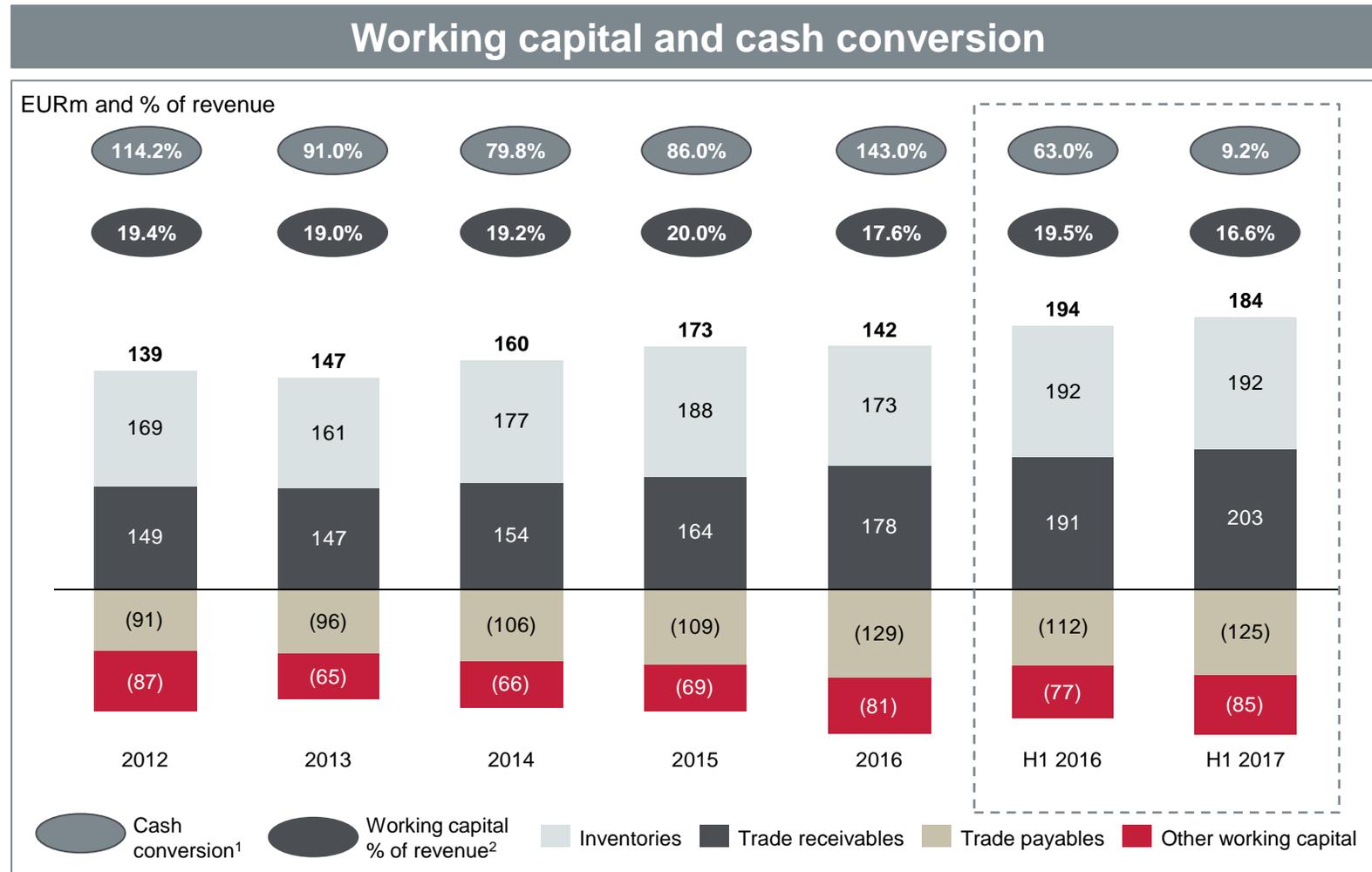
Note: (1) Restructuring and implementation costs of EUR 40m accounted for as special items in order to realize cost savings (2) Target of realizing EUR 35m in annual EBITDA improvements with full EBITDA impact from the financial year 2020 (3) Classified as Other initiatives in company filings

Asset-light business model with low capex requirements



- Comments**
- Low tangible capex requirements (approx. 2% of revenue)
 - ~95% of production is assembly only
 - Significant available capacity to support future growth
 - Tangible capex mainly consists of investments in tools and products leased to customers
 - Other intangible capex primarily consists of software
 - Capitalized R&D in % of revenue expected to decrease going forward

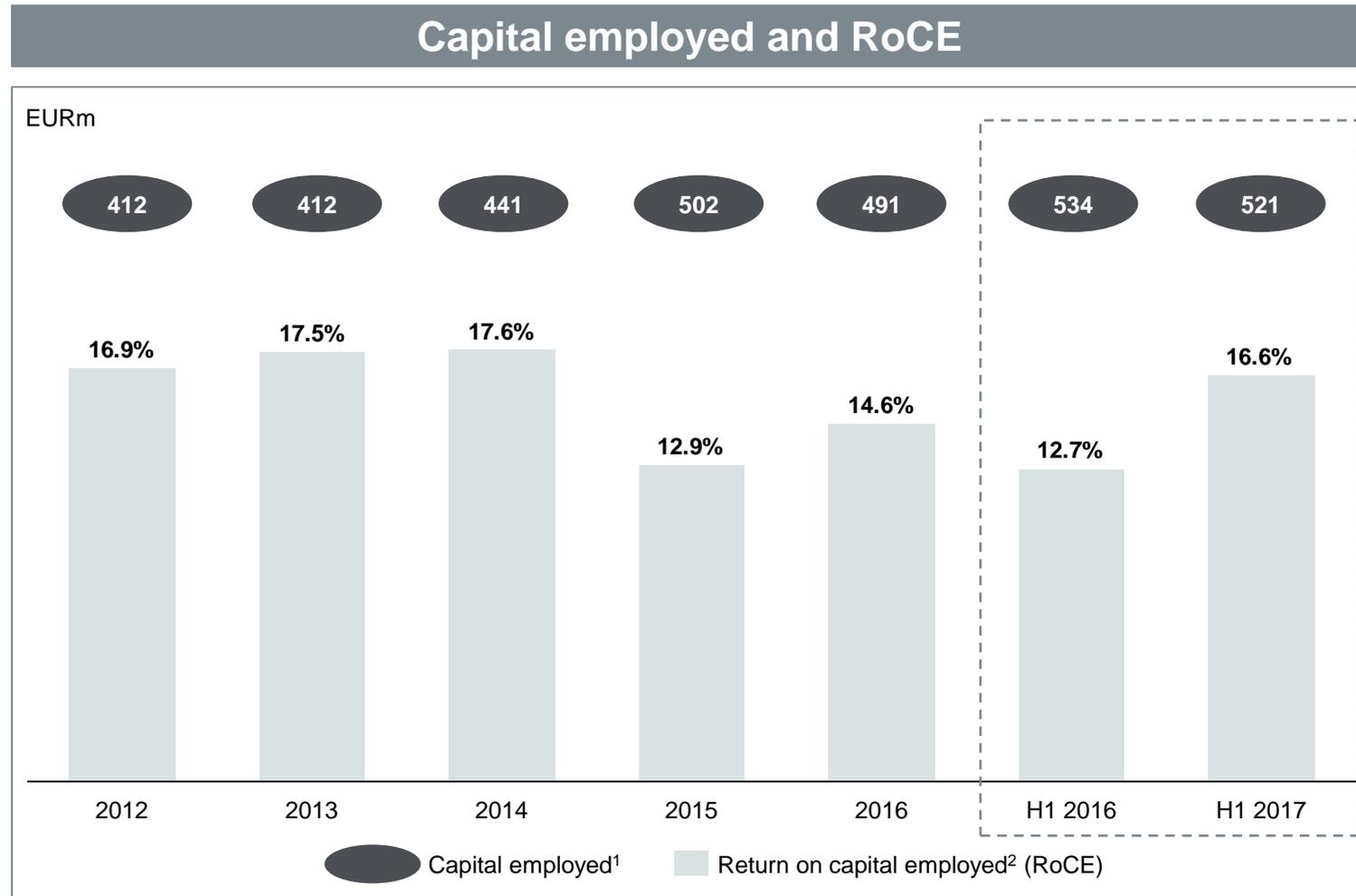
Improving working capital



- ## Comments
- Working capital improvements driven by focused initiatives
 - Cash conversion average >100% over the past five years
 - 2016 year-end positively impacted by one-offs estimated at EUR 24m also impacting H1 2017 negatively
 - H1 2017 includes unusually high payables

Note: (1) Cash conversion = Cash flow from operations before financial items and income taxes as a percentage of EBITDA (2) Calculated as average 12 months working capital / 12 months rolling revenue

Increase in return on capital employed



Comments

- Increase in RoCE in 2017 driven by:
 - Increase in EBIT before special items driven by operational improvements
 - Decrease in capital employed from improvement in working capital
- Continued focus on working capital and margin expansion will increase RoCE even further

Note: (1) Defined as equity + financial liabilities - financial assets (2) Defined as EBIT before special items / average capital employed at the end of period and at the end of the preceding four quarters

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Post-demerger adjusted net income and capital structure

Reported net income and adjusted net income

EURm	2016 reported	2016 adjusted
EBIT after special items	54	54
Financial income	13	7
Financial expenses	(24)	(17)
Net financial income	(11)	(10)
Profit before tax	43	44
Tax	(14)	(14)
Net income	30	30

Adjusted for the effects of Nilfisk's capitalization and indebtedness following the demerger¹

Based on 2016 effective tax rate applied to adjusted profit before tax

Post-demerger capital structure²

Facility	Amount (EURm)	Maturity
Demerger facility	450	Jul 2020
Acquisition facility	75	Dec 2018
Total interest-bearing liabilities	419	
Total interest-bearing assets	24	
Net interest-bearing debt	395	
Leverage (LTM H1 2017) ³	3.1x	

- Before the demerger, Nilfisk's capital structure has been based on intercompany loans from NKT Holding
- Nilfisk's interest rate risk management policies recommend operating with fixed interest rates for 25-75% of net interest-bearing debt
- Continuous strong cash conversion will quickly delever Nilfisk to leverage target at or below 2.5x

Note: (1) Assumed static over time (2) Adjusted as of 30 June 2017 with the post-merger capital structure (3) Leverage ratio defined as net interest bearing debt / EBITDA before special items

Foreign currency and raw materials risk management

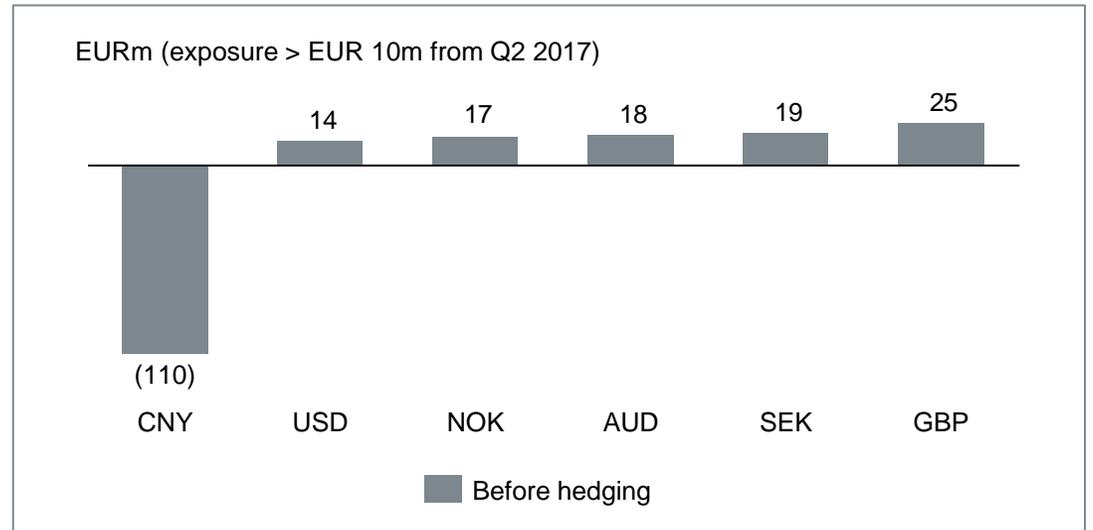
Currency risk management principles

- A hedging policy is in place to limit the net P&L exposure from exchange rate changes
 - The objective of Nilfisk’s currency risk management is to reduce currency risk with a 12 month horizon
 - Significant currency exposures of future cash flows are generally hedged based on a value-at-risk assessment
 - Translation effects generally not hedged
- The geographical split of revenue and operating costs provide a certain degree of natural hedge

Raw materials risk management principles

- Nilfisk does not hedge its direct or indirect raw materials exposure

Expected net currency exposure, next 12 months



Raw materials exposure

- Around 1/3 of supplier spend includes clauses related to raw materials prices¹
- The main raw materials exposure is on steel, copper, lead and plastic

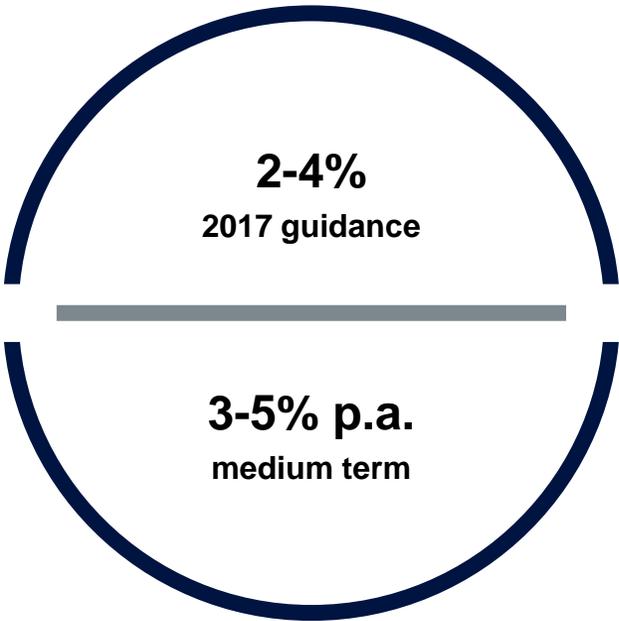
Note: (1) Clauses included in contracts with suppliers that determine that the raw material prices, which a supplier can include in its price of components, fluctuate based on changes in a predetermined raw material price index

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2017 guidance and medium term targets (3-5 years)

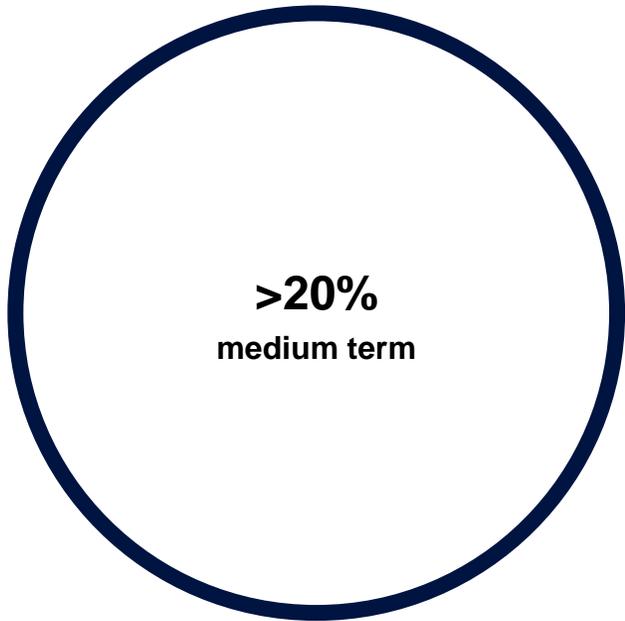
Organic revenue growth



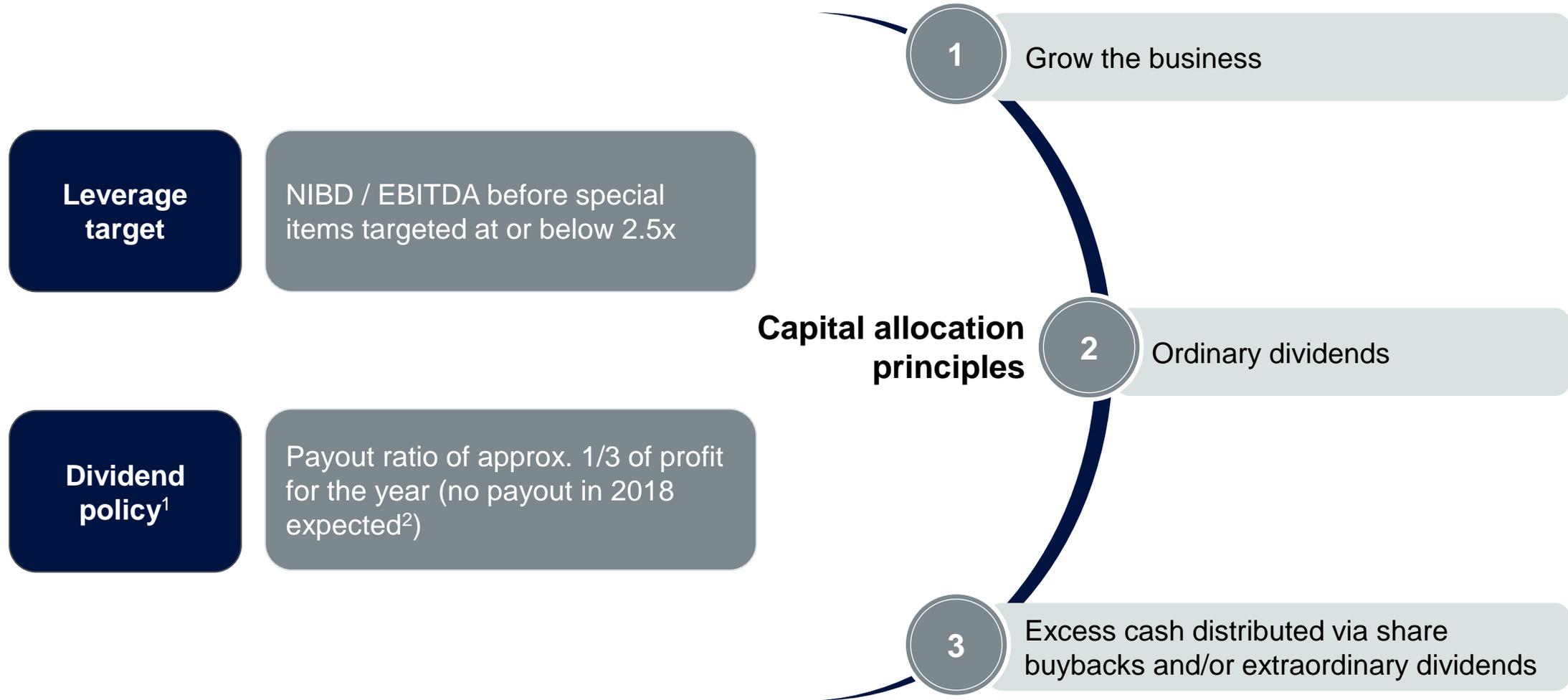
EBITDA margin before special items



RoCE



Financial policy and capital allocation principles



Note: (1) Payment of dividends, if any, will in general be determined with a view to balance the pay-out ratio and the target leverage ratio and will further depend on a number of factors, including future revenue, profits, financial conditions, leverage ratio, general economic and business conditions, future prospects, strategic initiatives, etc. (2) Regarding 2017 results

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Nilfisk equity story highlights





Q&A

Appendix



Board of Directors



Jens Due Olsen
Chairman

- Professional board member with experience from Bladt Industries, Royal Unibrew, Kompan, KMD and others



René Svendsen-Tune
Deputy Chairman

- CEO of GN Store Nord and GN Audio
- Board experience from GN Store Nord A/S, Polewall, NKT Holding and others



Jens Maaløe
Non-executive director

- CEO of Terma
- Board experience from Grundfos Holding, Topdanmark and others
- PhD in radar technology



Jutta af Rosenberg
Non-executive director

- Board experience from Aberdeen Asset Management, JPMorgan European Investment Trust, PGA European Tour, Zealand Pharma and others



Anders Runevad
Non-executive director

- CEO of Vestas Wind Systems
- Board experience from NKT Holding, MHI Vestas Offshore Wind and others



Lars Sandahl Sørensen
Non-executive director

- Group Director and COO, SAS
- Board experience from Wexøe, Industriens Fond, SAS Danmark and others



Gitte Toft Nielsen
Finance



Yvonne Markussen
HR

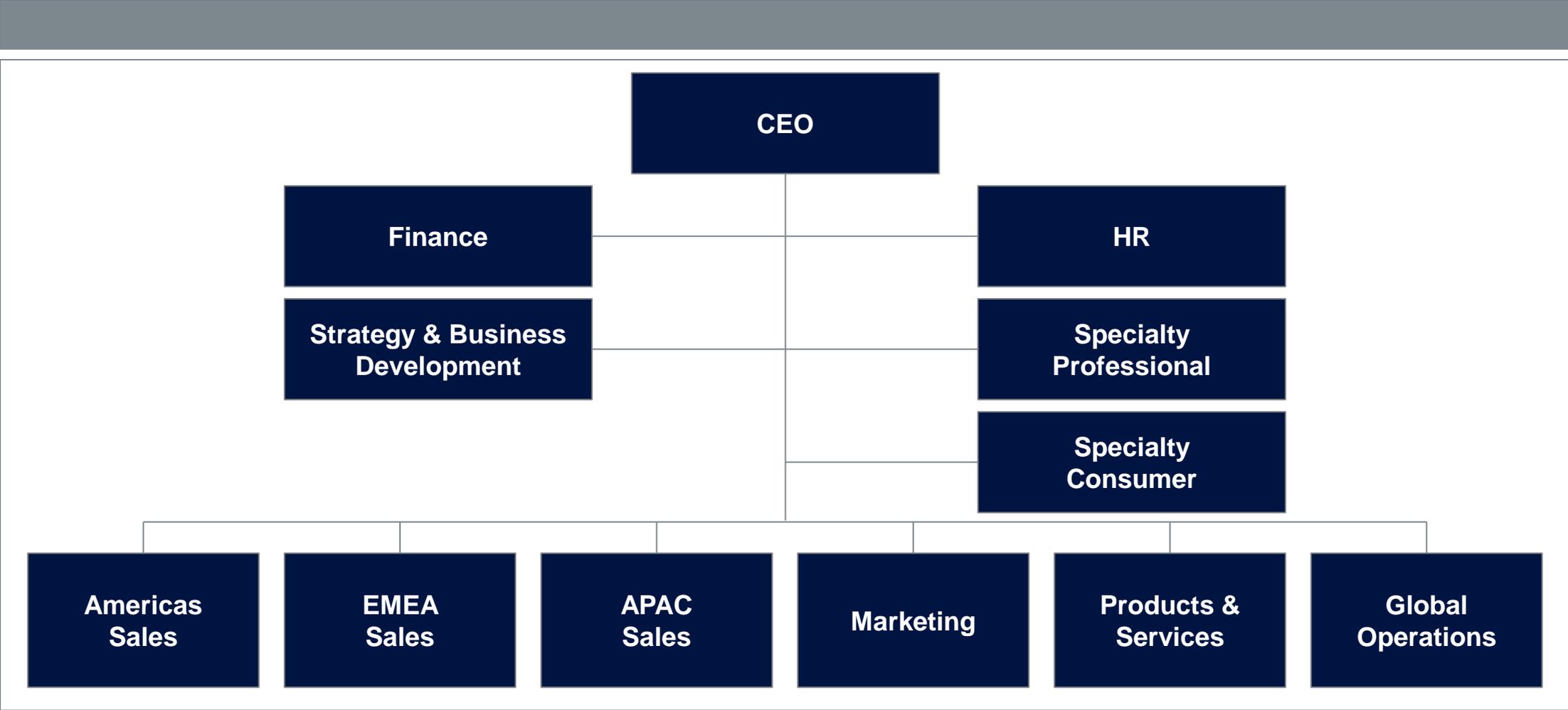


Michael Gamtofte
Corporate Responsibility

Employee representatives

Note: Selected experience shown

Nilfisk organizational overview



Floorcare

Professional Consumers

Product overview¹

Products

<p>Scrubber dryers</p> 	<p>Sweepers</p> 	<p>Combination machines</p> 
<p>Carpet extractors</p> 	<p>Burnishers</p> 	<p>Single discs</p> 

Outdoor machines



Key customer segments

Wide range of industries, including all 10 strategic customer segments

Municipalities

Competitive advantages

Portfolio characteristics

- Complete product range with a wide range of sizes and features, covering all customer segment needs
- Best in class machines designed to increase productivity

Innovations

- EcoFlex and SmartFlow offer automatic adjustment of water and detergent flow to reduce the Total Cost of Ownership
- TrackClean fleet management system monitors location and operation, providing greater control and optimized cleaning
- REV orbital scrubbing technology secures a deep, reliable cleaning performance

Note: (1) Pie chart based on 2016 revenue split

Vacuum cleaners

Professional Consumers

Product overview¹ 18%

Products	Key customer segments
<p>Commercial Vacs</p> 	<p><i>Contract Cleaners, Education and Healthcare</i></p>
<p>Industrial Vacs</p> 	<p><i>Automotive, Building & Construction, Agriculture, Food & Beverage and Pharma</i></p>
<p>Consumer Vacs</p> 	<p><i>Consumer</i></p>

Competitive advantages

Portfolio characteristics
<ul style="list-style-type: none"> • Outstanding power and refined technology for perfect cleanliness • Extensive range and accessories for durability and versatility in all environments
Innovations
<ul style="list-style-type: none"> • Strong filtration solutions minimize maintenance, ensure high performance and reduce overall service costs • InfiniClean filtration system ensures continuously cleaning performance and improves productivity • Low sound level product range offers minimal disturbance

Note: (1) Pie chart based on 2016 revenue split

High pressure washers

Professional Consumers

Product overview¹ 17%

Products

Mobile HPW



Key customer segments

Automotive, Building & Construction, Agriculture, Retail, Food & Beverage, Manufacturing and Warehousing

Consumer



Food & Beverage and Processing Plants

Competitive advantages

Portfolio characteristics

- High boiler efficiency
- Intuitive, easy-to-use machines by optimal interfaces and ergonomic accessories
- Wide range of quality accessories meet all customer segment needs

Innovations

- EcoPower boiler system reduces fuel consumption and optimizes Total Cost of Ownership
- Easy-to-use wireless pressure adjustment and excellent grip of PowerGrip give flexibility and saves water and energy
- Durable and robust high quality premium pumps
- Best-in-class Man-Machine interface

Note: (1) Pie chart based on 2016 revenue split

Income statement

EURm	2016	H1 2016	H1 2017
Revenue	1,058.5	532.0	548.9
Cost of sales	(615.1)	(306.3)	(308.4)
Gross profit	443.4	225.7	240.5
<i>Gross margin (%)</i>	<i>41.9%</i>	<i>42.4%</i>	<i>43.8%</i>
Research and development costs	(30.0)	(14.9)	(16.1)
Sales and distribution costs	(236.4)	(120.8)	(128.7)
Administrative costs	(93.0)	(47.2)	(42.5)
Other operating income, net	0.8	1.6	1.4
Operating profit before amortization / impairment of acquisition-related intangibles and special items	84.8	44.4	54.6
Amortization / impairment of acquisition-related intangibles	(9.0)	(4.0)	(3.2)
Special items	(21.8)	0.0	(6.9)
Profit before financial items and income taxes (EBIT)	54.0	40.4	44.5
Financial income	13.0	6.0	3.6
Financial expenses	(24.0)	(13.1)	(8.1)
Profit before income taxes	43.0	33.3	40.0
Income taxes	(13.5)	(8.3)	(11.2)
Profit for the year	29.5	25.0	28.8

Balance sheet

EURm	2016	H1 2016	H1 2017
Goodwill	179.3	173.6	169.6
Trademarks	14.8	16.6	13.1
Customer related assets	17.2	18.9	14.9
Development projects completed	39.4	33.9	36.7
Software, know-how, patents and competition clauses	24.9	29.8	22.6
Development projects and software in progress	21.8	24.3	26.4
Intangible assets	297.4	297.1	283.3
Land and buildings	12.4	12.6	11.4
Plant and machinery	5.6	5.5	5.2
Tools and equipment	38.2	34.7	38.8
Assets under construction incl. prepayments	5.5	8.6	3.6
Property, plant and equipment	61.7	61.4	59.0
Investments in associates	17.7	17.9	19.4
Other investments and receivables	6.2	6.5	6.4
Deferred tax	16.2	14.4	16.6
Other non-current assets	40.1	38.8	42.4
Total non-current assets	399.2	397.3	384.7
Inventories	173.3	191.9	192.0
Receivables	203.6	216.1	229.6
Interest-bearing receivables	175.7	144.1	155.7
Income tax receivable	2.8	4.9	4.7
Cash at bank and in hand	28.5	21.3	19.7
Total current assets	583.9	578.3	601.7
Total assets	983.1	975.6	986.4

EURm	2016	H1 2016	H1 2017
Share capital	67.2	67.2	67.2
Reserves	3.1	(4.5)	(10.0)
Retained comprehensive income	154.5	155.3	186.1
Proposed dividends	0.0	0.0	0.0
Total equity	224.8	218.0	243.3
Deferred tax	23.5	20.7	21.9
Pension liabilities	7.5	5.5	7.1
Provisions	6.8	7.1	6.6
Interest-bearing loans and borrowings	191.5	0.2	182.5
Other liabilities	1.4	1.2	1.3
Non-current liabilities	230.7	34.7	219.4
Interest-bearing loans and borrowings	278.5	492.2	271.0
Trade payables and other liabilities	232.1	208.0	230.0
Income tax payable	4.5	10.0	10.9
Provisions	12.5	12.7	11.8
Current liabilities	527.6	722.9	523.7
Total liabilities	758.3	757.6	743.1
Total equity and liabilities	983.1	975.6	986.4



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