

Annual General Meeting 2018

March 23, 2018

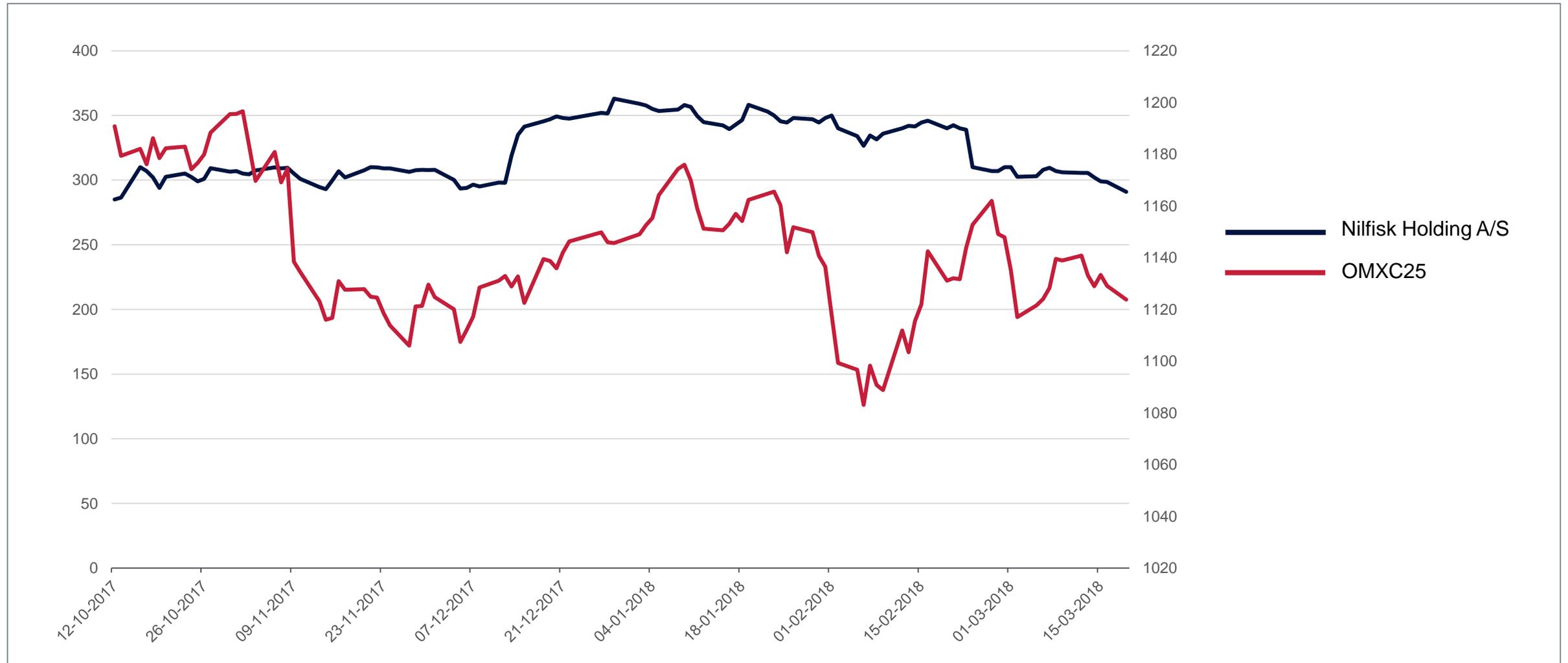


Nilfisk listed on Nasdaq Copenhagen October 12, 2017



Nilfisk share price development

October 2017 - March 2018



Overall 2017 performance

3.7%

Organic growth

EMEA 5.9%
Americas 5.7%

42.2%

Gross margin

11.4%

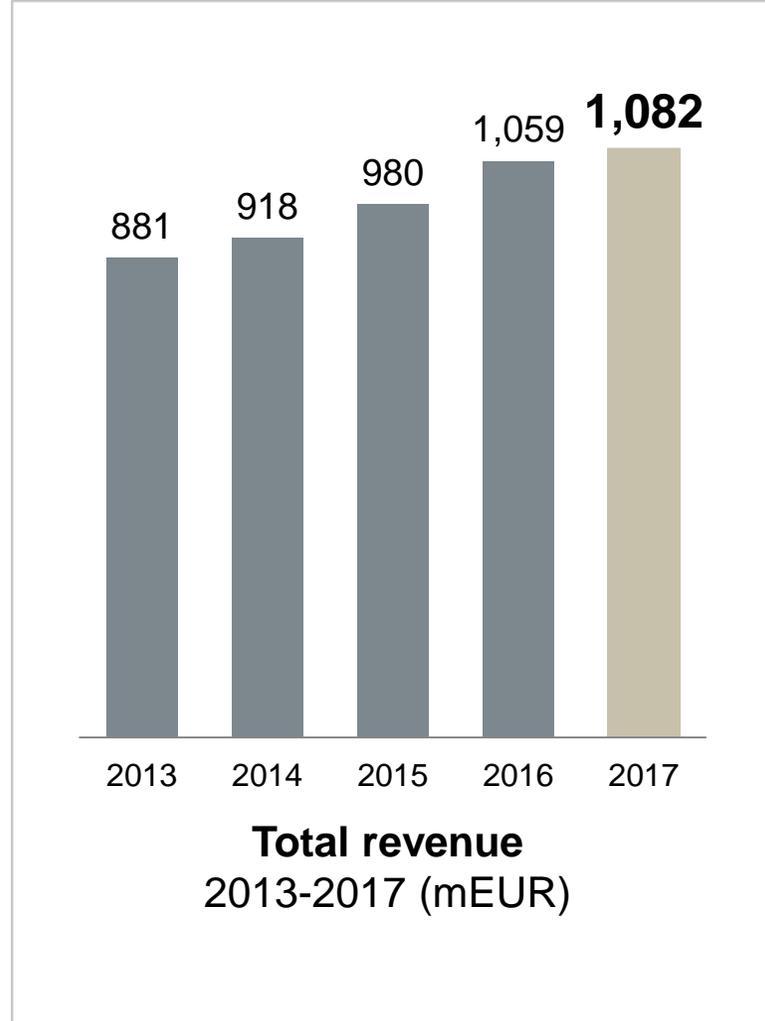
Operating
performance

16.0%

Return on Capital
Employed

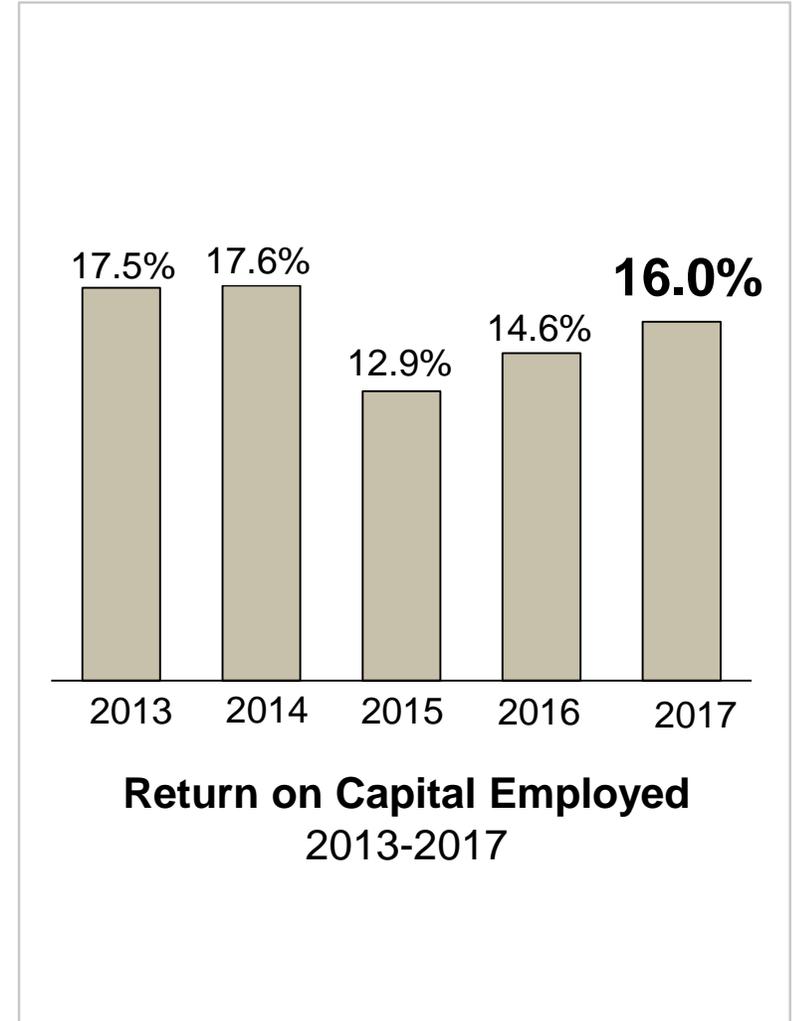
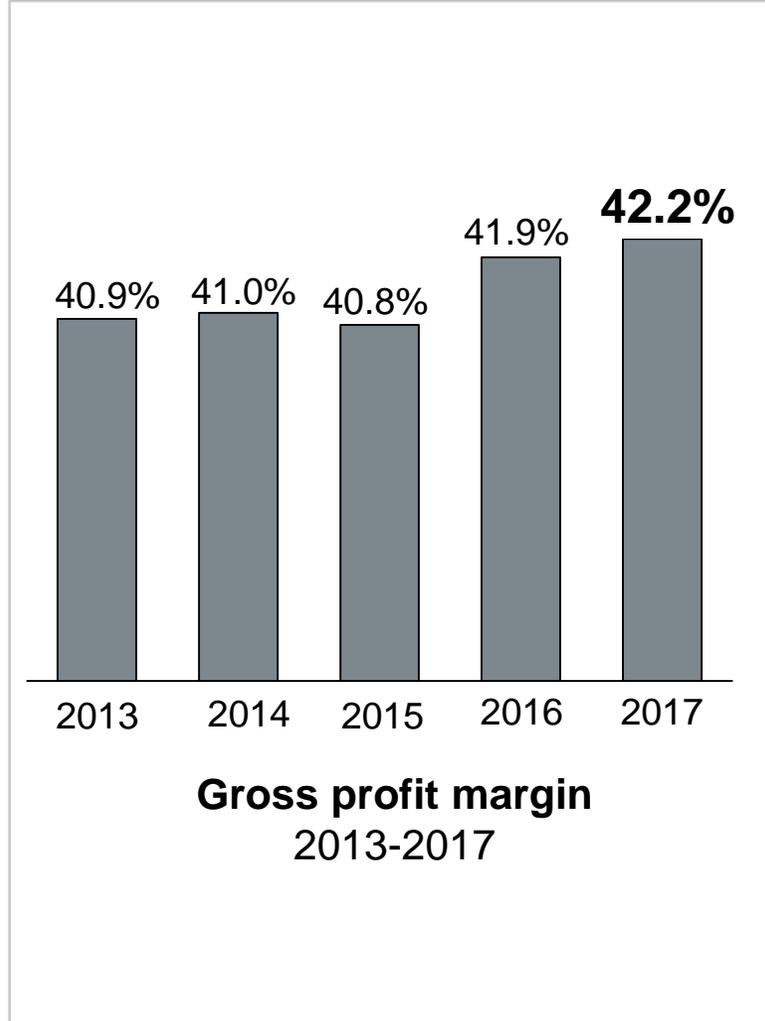
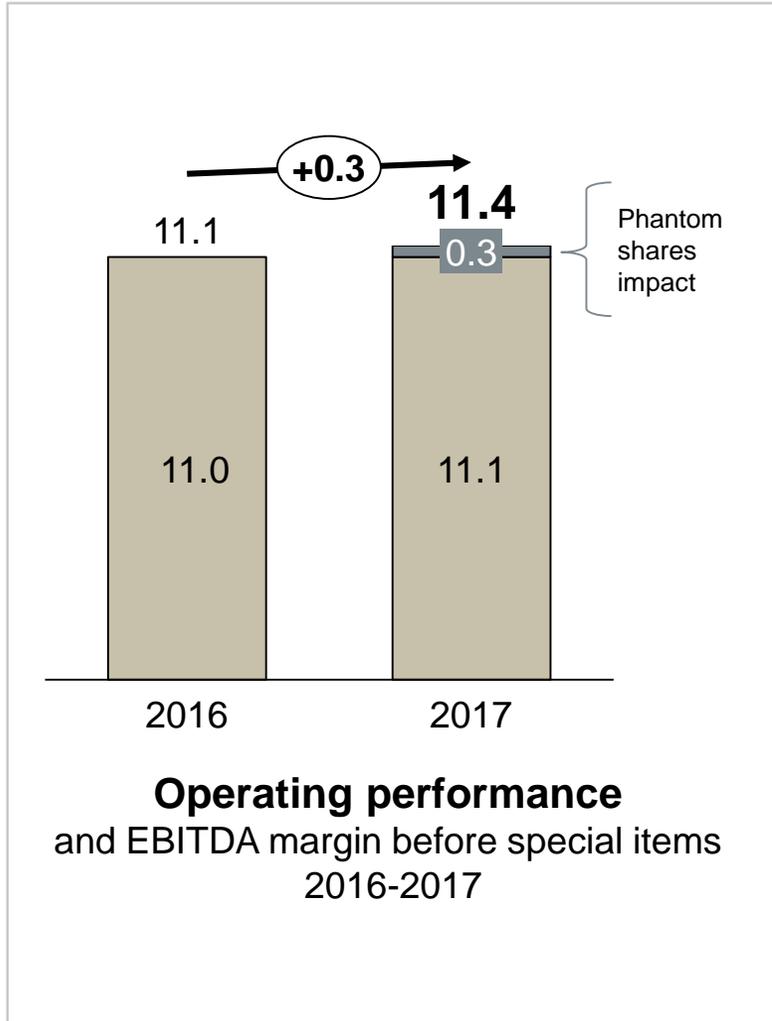
2017 Annual results

Revenue and organic growth



2017 Annual results

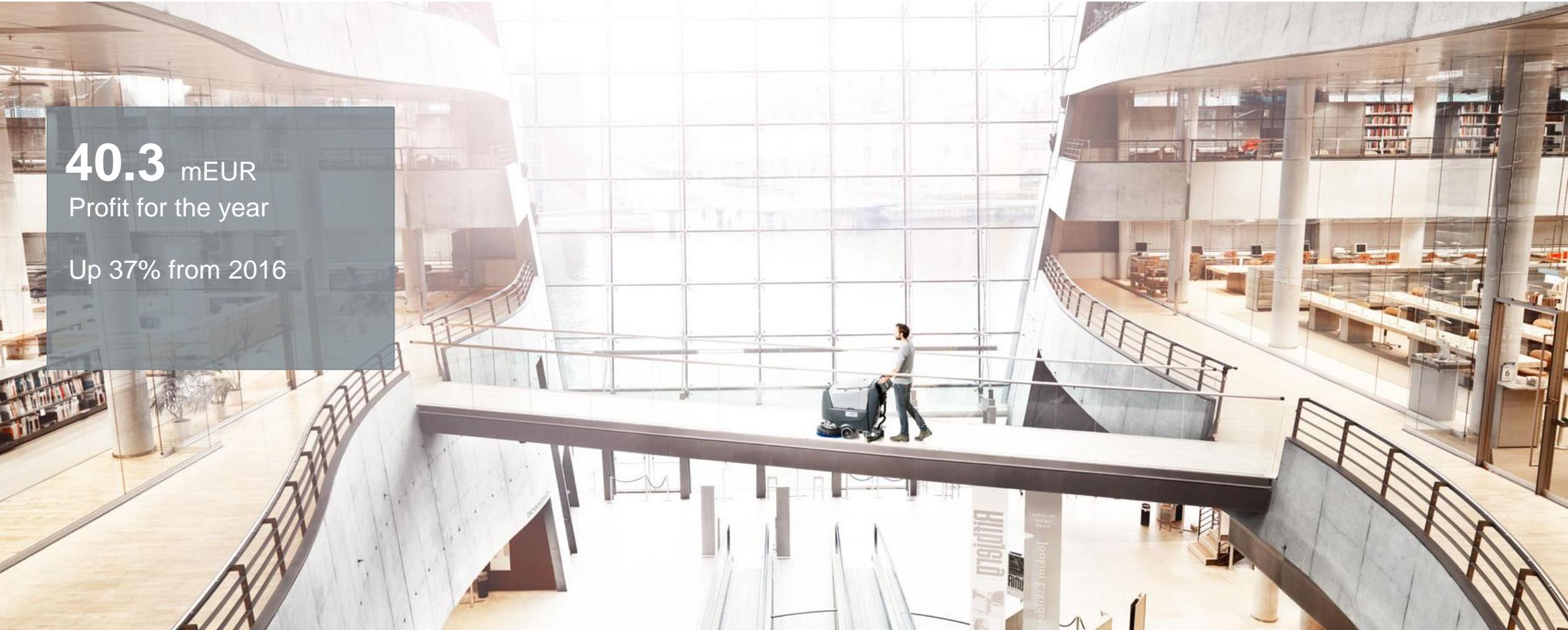
Improved operating performance and solid gross margin



2017 Annual results

Profit and dividend policy

40.3 mEUR
Profit for the year
Up 37% from 2016



2017 key highlights

New operating model implemented

Cost saving program on track

The first units of the Nilfisk Liberty A50 shipped to customers

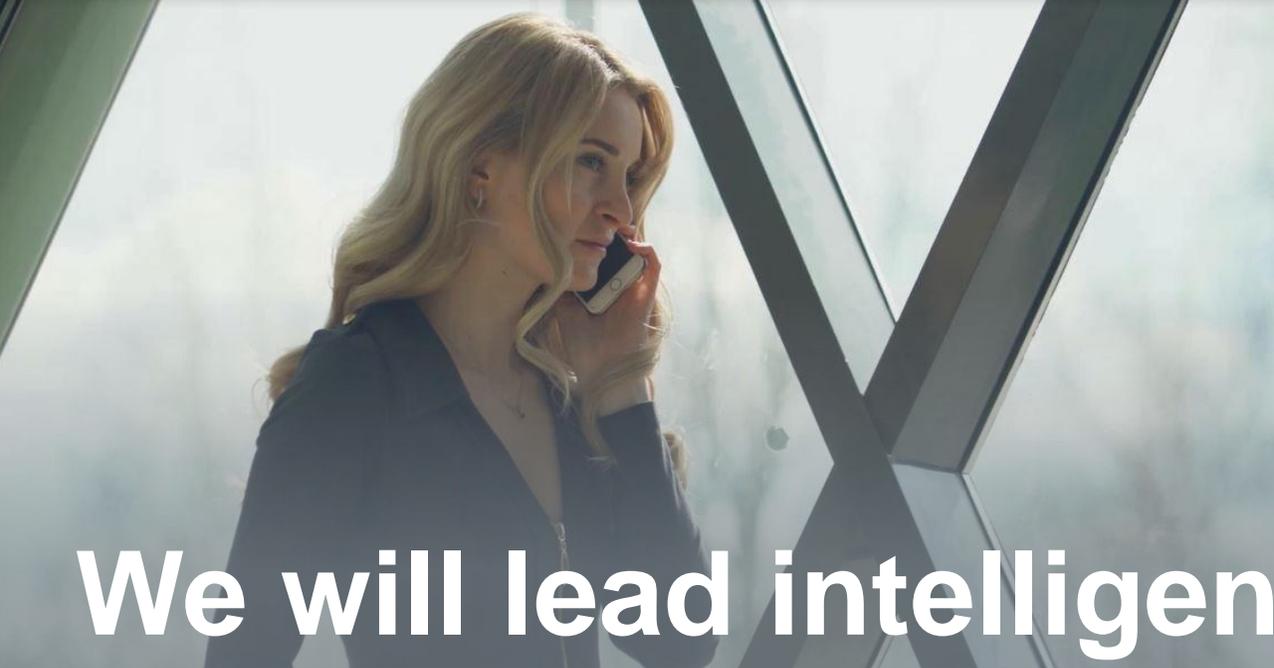
New robotics partnerships

CEO Hans Henrik Lund

New Nilfisk Leadership Team

Nilfisk innovations





**We will lead intelligent cleaning
to make your business smarter**



The future of cleaning

Autonomous solutions

- A substantial part of cleaning costs relates to labor
- Self-operating cleaning solutions free up cleaning operators
- Repetitive tasks - consistent performance
- Estimated 10% of revenue in 5-7 years

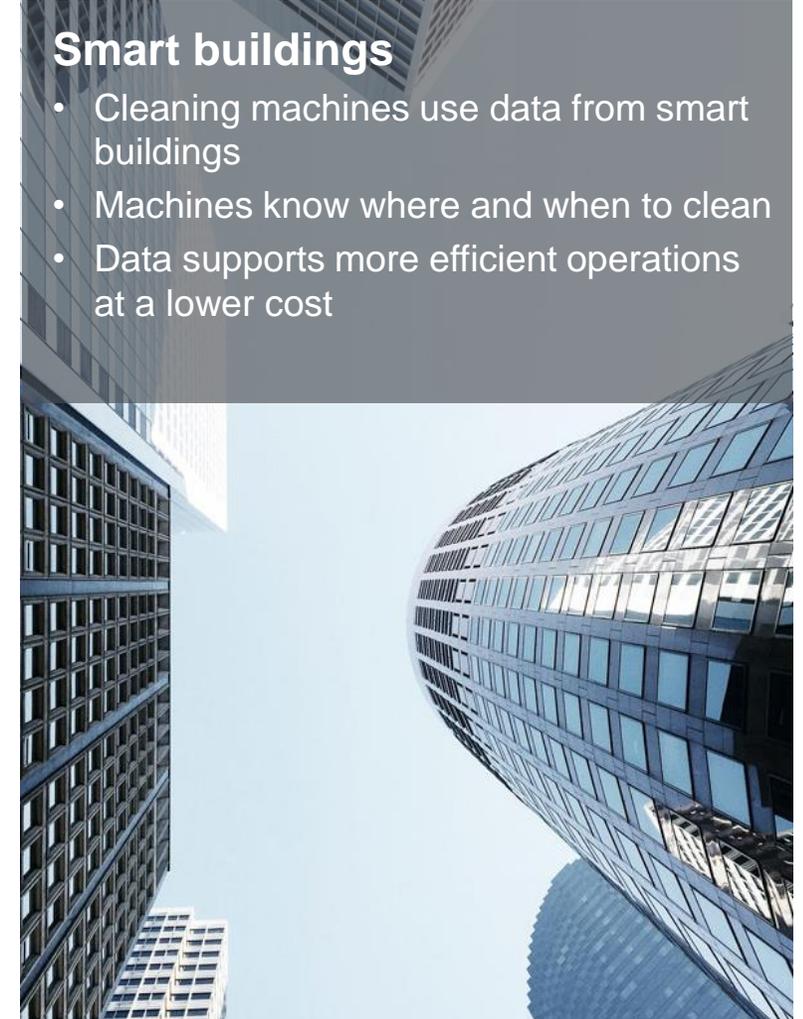
A central image showing a cleaning robot in a building atrium. The image is overlaid with a network of white lines and three circular icons: a bell for 'PERFORMANCE ALERTS', a person with a checkmark for 'OPERATOR ID', and a bar chart for 'CLEANING PERFORMANCE'.

Digital fleet management

- Collect data on when, where and how machines are being used
- Use data to optimize cleaning program
- Increase productivity
- Obtain better cleaning results

Smart buildings

- Cleaning machines use data from smart buildings
- Machines know where and when to clean
- Data supports more efficient operations at a lower cost



Nilfisk's strategy – Nilfisk Next

Vision

We will lead intelligent cleaning to make your business smarter

Strategic drivers

One team, one agenda

Simplify and grow

Build the future

Transformations (2018-)

- ▶ *Our offerings*
- ▶ *Our marketing*
- ▶ *Our IT*
- ▶ *Our operations*
- ▶ *Our culture*

Board of Directors Nilfisk Holding A/S

Members of the Board of Directors elected by the General Meeting



Jens Due Olsen

Chairman
Born 1963
Independent



Lars Sandahl Sørensen

Deputy Chairman
Born 1963
Independent



Jens Maaløe

Member
Born 1955
Independent*



Jutta af Rosenberg

Member
Born 1958
Independent



Anders Runevad

Member
Born 1960
Independent



Rene Svendsen-Tune

Member
Born 1955
Independent

Newly elected Board members elected by the employees

(enter the Board after the Annual General Meeting on March 23, 2018)



Gerner Raj Andersen

Employee-elected member
Born 1966
Independent



Michael Gamtofte

Employee-elected member
Born 1966
Independent



**Søren Giessing
Kristensen**

Employee-elected member
Born 1986
Independent

Meetings in the Board of Directors since October 10, 2017

Board of Directors

- 7 meetings

Audit Committee

- Jutta af Rosenborg (Chair)
- Jens Maaløe

- 4 meetings

Remuneration Committee

- Jutta af Rosenborg (Chair)
- Jens Maaløe

- 6 meetings

Nomination Committee

- Lars Sandahl Sørensen (Chair)
- Jens Due Olsen

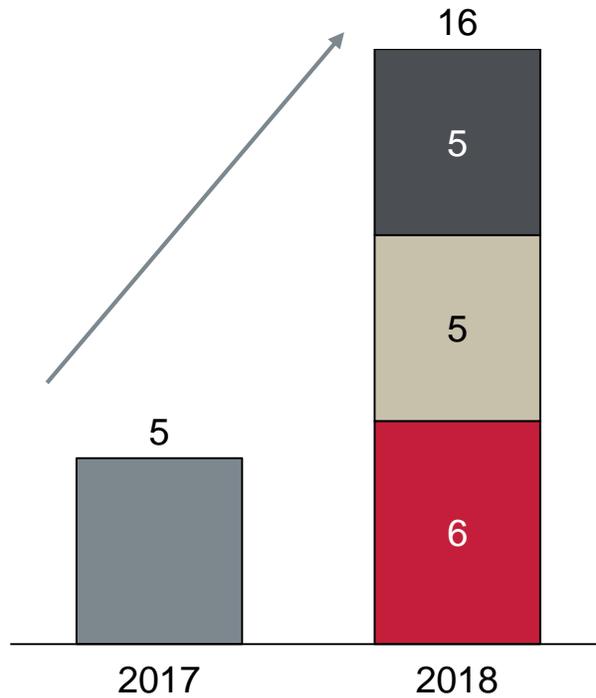
- 1 meeting

Remuneration policy

The Remuneration Policy includes general guidelines concerning the remuneration of the Board of Directors and the Executive Management Board of Nilfisk Holding A/S



Our investments to build the future



Comments

- Significant increase in our investments to build the future
- Our investments fall into three categories:
 - Front-end investment of 5 mEUR
 - Digitalization and autonomous of 5 mEUR
 - IT investments of 6 mEUR

Outlook

Organic growth

3.0%-4.0%
2018 guidance

3.0%-5.0% p.a.
2020-2022

EBITDA margin before special items

11.5%-12.0%
2018 guidance

13.0%-15.0%
2020-2022

RoCE

>20%
2020-2022

