



Nilfisk Q2 2025

CONFERENCE CALL PRESENTATION

August 14, 2025

Forward-looking statements

This presentation contains forward-looking statements.

Any such statements are subject to risks and uncertainties, and several different factors, of which many are beyond the Group's control, can mean that the actual development and the actual result will differ significantly from the expectations contained in the Interim Report and this presentation.

Accordingly, forward-looking statements should not be relied on as a prediction of actual results.



About Nilfisk

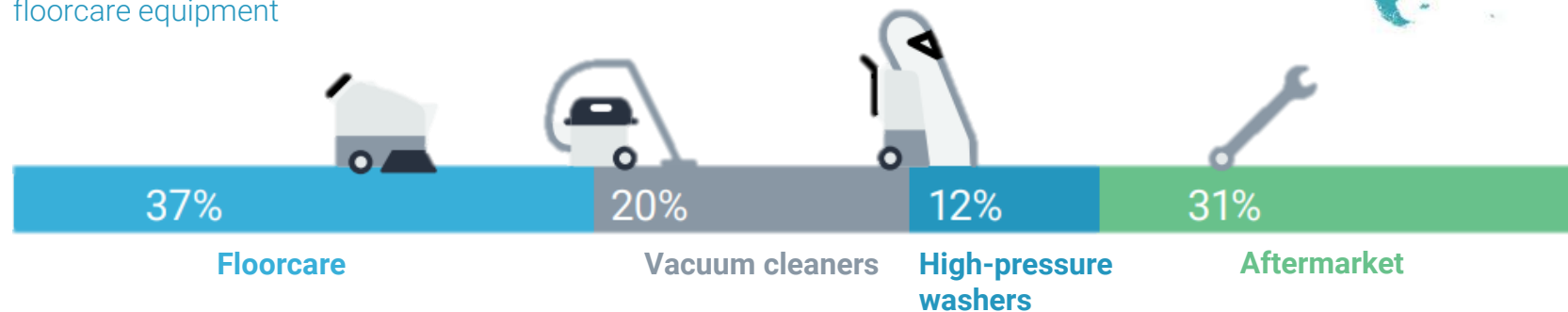
Who we are and what we do

100+ countries, 40+ sales companies

Our products and services are sold in more than 100 countries across the globe. We have sales companies in more than 40 countries around the world

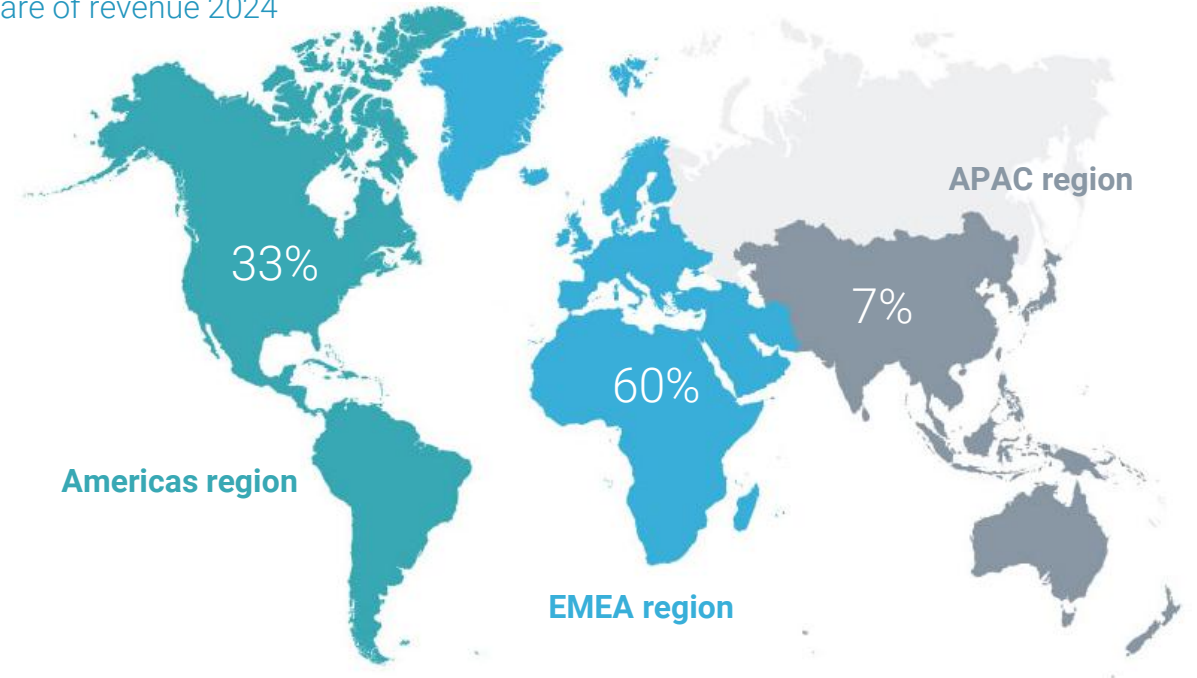
Our solutions

A portfolio spanning from advanced industrial vacuum solutions to high-pressure washers and floorcare equipment


















Regions

Share of revenue 2024



Our customers

Serving key industries with professional and consumer cleaning solutions worldwide

Contract cleaners and institutions	 Contract cleaners	 Education	 Offices & Public buildings	 Retail	 Healthcare	 Hospitality
Industry	 Manufacturing	 Warehousing & Logistics	 Food & Beverage	 Iron & Metal	 Pharma	
Agriculture, building & construction, and automotive	 Agriculture	 Building & Construction	 Automotive			
Consumer	 Consumer					



Key highlights Q2 2025

Q2 Operational highlights

- Completion of our production consolidation in Hungary
- Reallocation of resources from back-office roles to frontline commercial positions
- Cost reduction measures including workforce reductions were implemented during this quarter
- Launch of SW3000, a mid-size sweeper designed for contract cleaners, retail, education, and light-industry
- Net-Zero greenhouse gas (GHG) emissions reduction targets by 2040 were officially validated by the Science Based Targets initiative (SBTi)
- Managing tariffs





Q2 2025: Continued progress in line with the strategic roadmap for 2025

268.9 mEUR
Revenue

-1.1 %
Organic growth

36.4 mEUR
EBITDA (bsi)

13.5 %
EBITDA margin (bsi)

Update per region

EMEA

- Continued growth in EMEA
- Consumer market share gain in a declining market
- Solid contributions from Southern Europe and the UK

Americas

- Sequential improvement
- Negative growth driven by a high backlog in the same quarter last year, a soft demand, and a lower production capacity in the hurricane-affected US high-pressure washer business

APAC

- Another quarter of growth under new leadership, with major wins in India, South Korea, and Australia





Nilfisk's largest robotic deployment in APAC

In just 60 days, the SC25 fleet autonomously cleaned over 5 million m², delivering measurable gains in efficiency and sustainability:

- Average efficiency of the fleet: 800 m²/hour cleaning rate, 730 kWh/month, and 345 m²/L water efficiency
- Sustainability: high water use efficiency



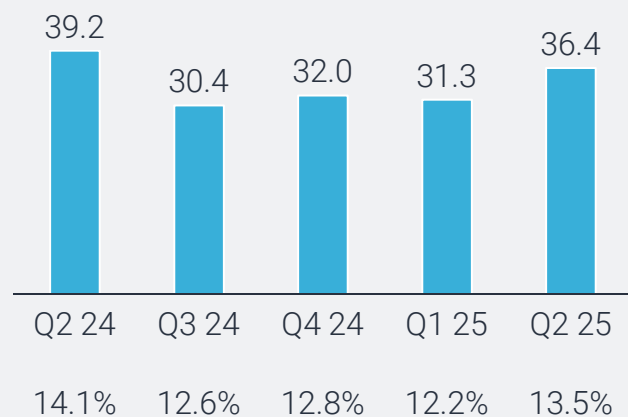
Financial update

Margins in line with target despite slight decline

EBITDA bsi (mEUR), EBITDA margin bsi (%)

13.5%

EBITDA margin bsi Q2 2025



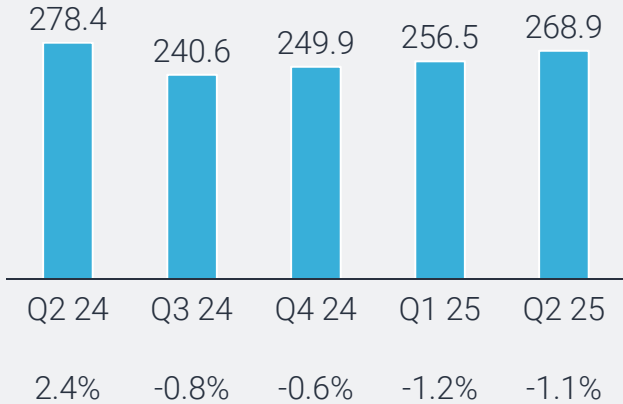
EUR million	Q2 2025	Q2 2024
Revenue	268.9	278.4
Gross profit	112.9	117.6
Overhead costs	92.2	94.2
EBITDA before special items	36.4	39.2
Profit for the period	6.5	14.2
Financial ratios:		
Organic growth	-1.1%	2.4%
Gross margin	42.0%	42.2%
EBITDA margin before special items	13.5%	14.1%
Overhead cost ratio	34.3%	33.8%

Continued growth in EMEA and APAC

Revenue, organic revenue growth

-1.1%

Organic revenue growth Q2 2025



-4.9%
87.6 mEUR
Americas region

0.7%
162.6 mEUR
EMEA region

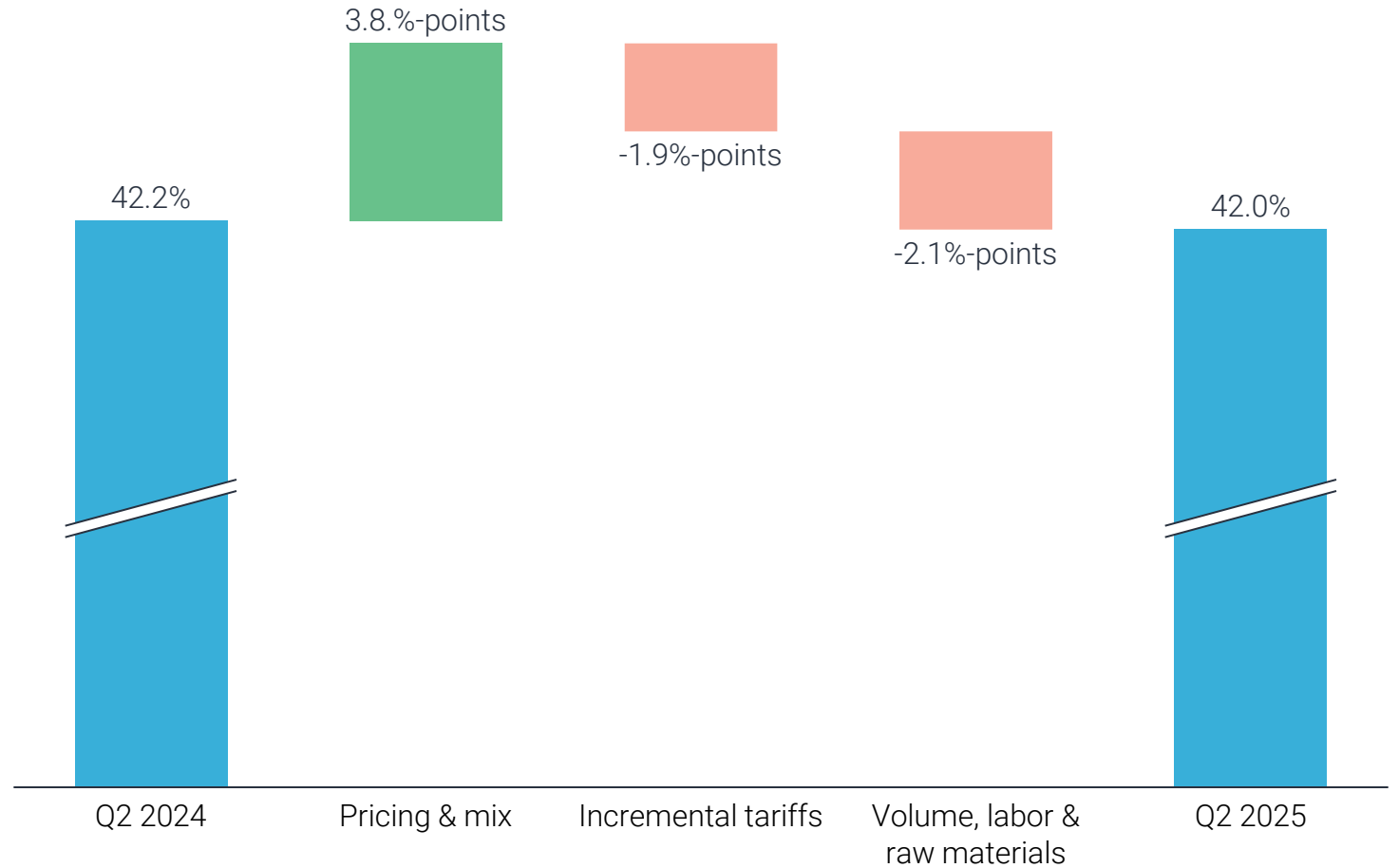
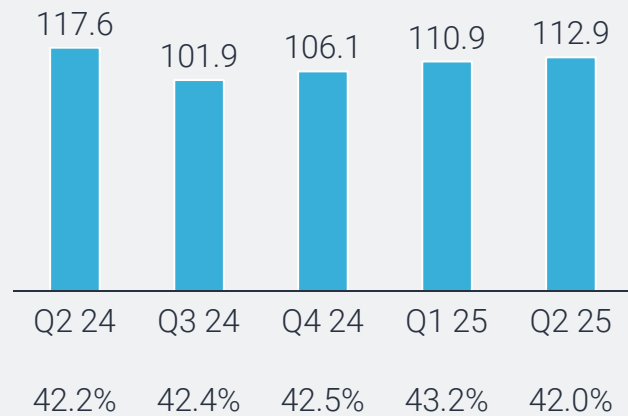
2.7%
18.7 mEUR
APAC region

Gross profit impacted by incremental tariffs offset by a favorable price and product mix

Gross profit (mEUR), gross margin (%)

42.0%

Gross margin Q2 2025

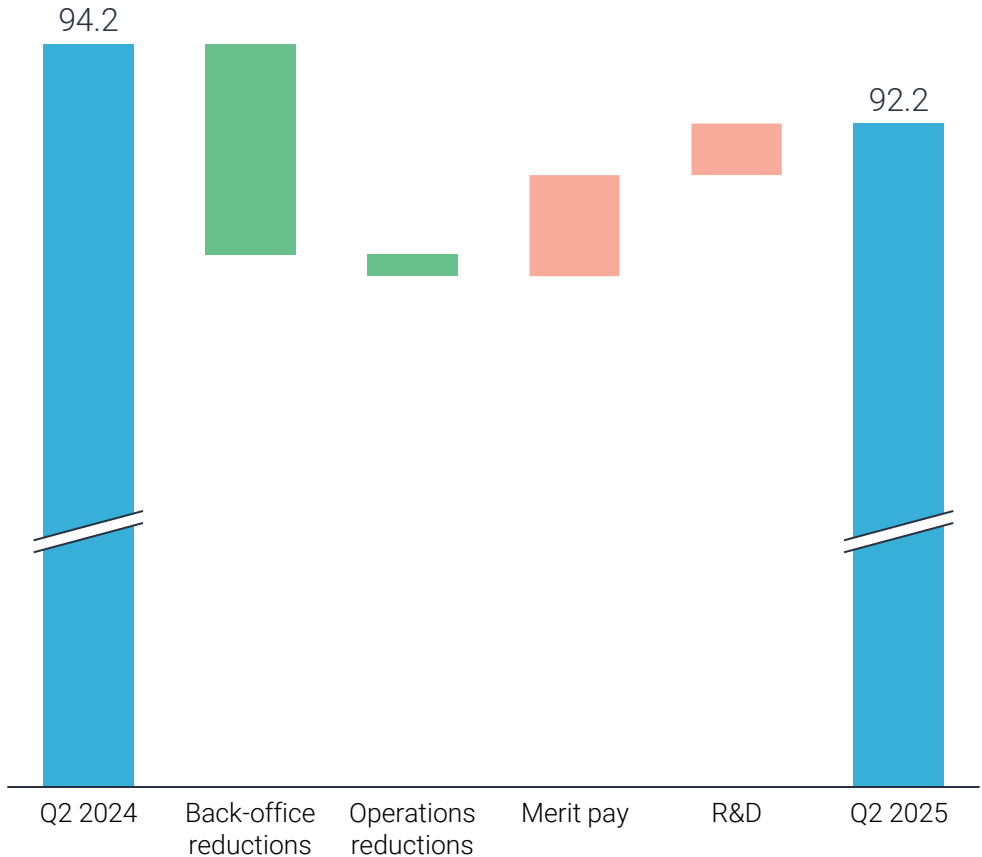
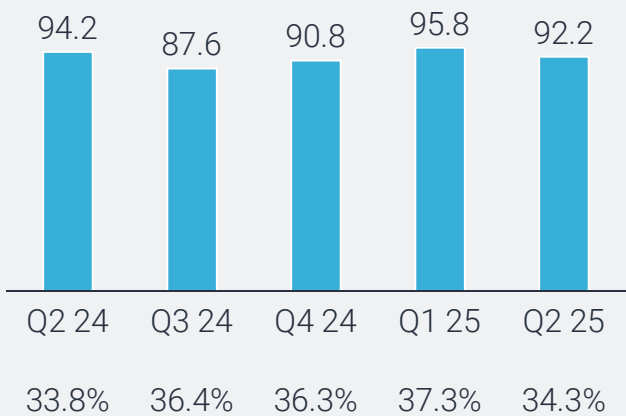


Overhead cost down driven by back-office reductions

Overhead cost (mEUR), overhead cost ratio (%)

34.3%

Overhead costs ratio Q2 2025



Sales and distribution

Up 0.8 mEUR from Q2 2024, driven by increased investments in the sales force and sales supporting roles

R&D

Increased by 1.3 mEUR from Q2 2024, driven by higher investments in future product development and increased amortization of newly launched products

Administration

Decreased by 4.6 mEUR compared to Q2 2024, following restructuring efforts aligned with the new operating model

Other

Increased by 0.5 mEUR compared to Q2 2024 driven by a one-off loss of receivables in the US

Negative cash flow in Q2 driven by increasing working capital and high restructuring costs

Key balance sheet metrics

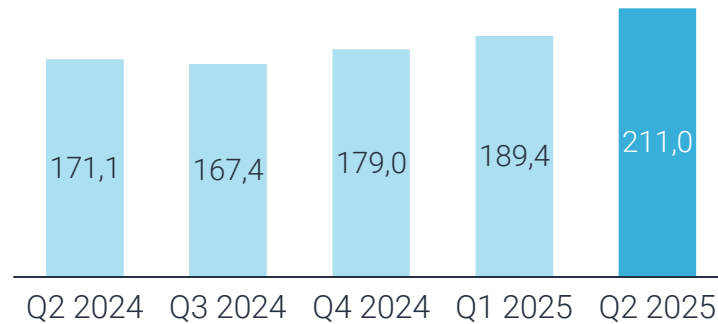
-16.3 mEUR

Free cash flow Q2 2025

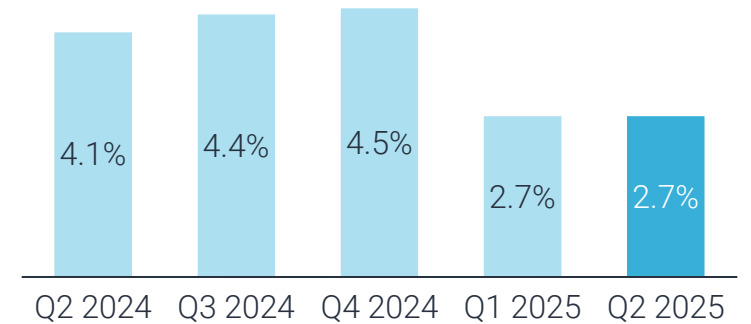
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Gearing Q2 2025

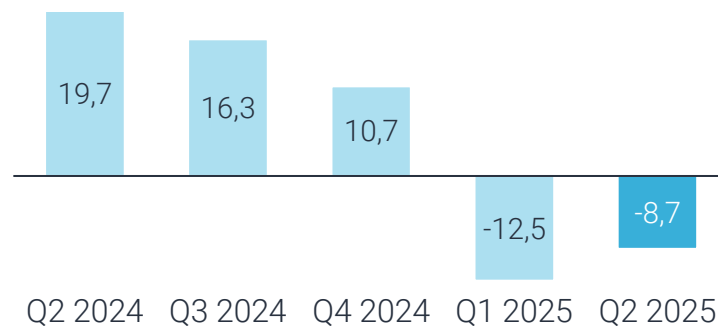
Working capital (mEUR)



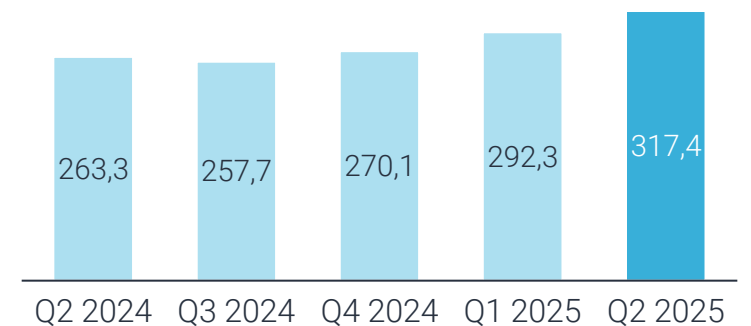
CAPEX ratio (%)



Operating cash flow (mEUR)



NIBD (mEUR)



Outlook for 2025

The financial outlook for 2025 remains unchanged as originally communicated.

This is based on several assumptions including:

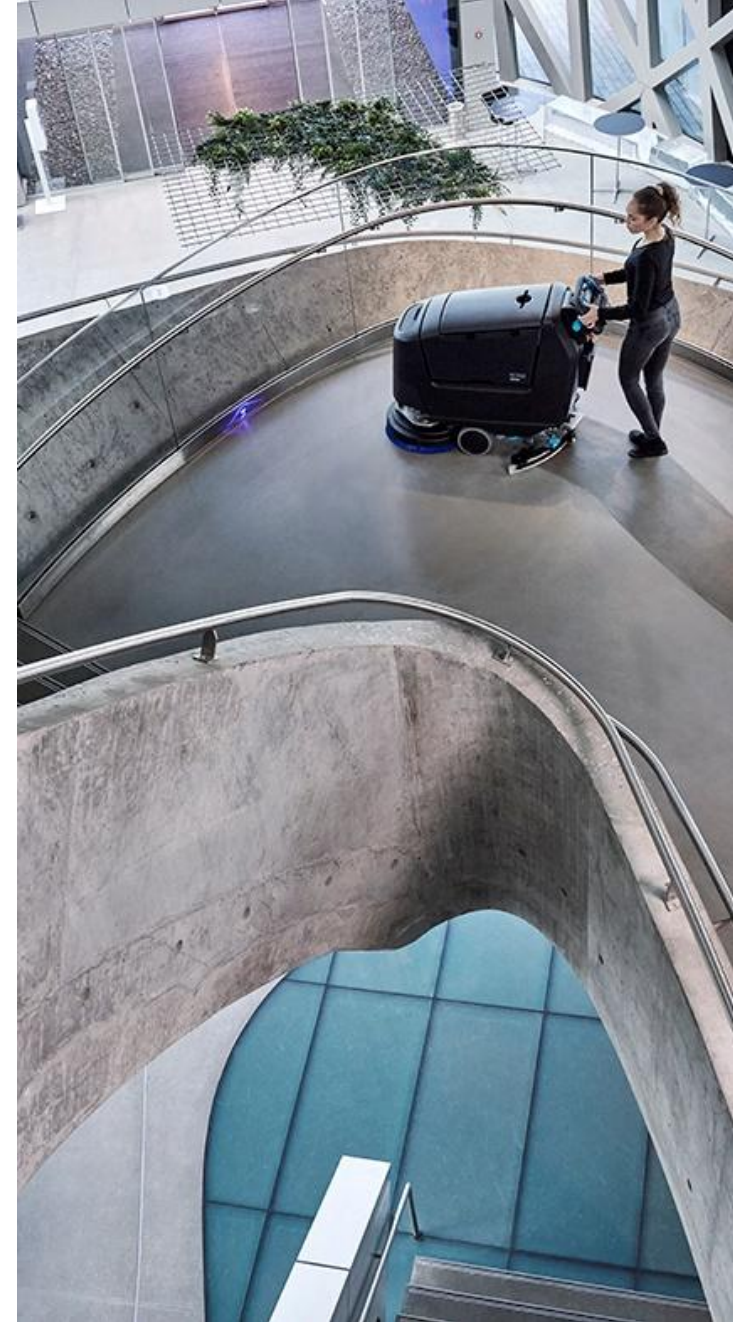
- Stable market conditions in EMEA
- Neutral development in the US versus 2024
- The APAC region maintaining moderate growth
- Ability to offset tariffs through supply chain optimization and price increases
- Trade wars do not intensify and/or lead to a recession in key markets

1% to 3%

Organic revenue growth

13% to 14%

EBITDA margin before special items



Strategic roadmap for 2025

	Improve competitive position in North America	Enhance the operating model	Execute structural efficiency improvements
Progress in H1	<ul style="list-style-type: none"> • Reduced backlog, improved delivery performance • Delayed the commercial organization • Continued work to increase sales activity 	<ul style="list-style-type: none"> • Reshaped cost structure • Implemented new decentralized operating model • Reorganization to reflect the new operating model 	<ul style="list-style-type: none"> • Completed production consolidation in Hungary • Workforce reductions were implemented during this quarter • Ongoing efforts to divest US high-pressure washer business • Sales entity optimization in APAC
Priorities for H2	<ul style="list-style-type: none"> • Increase sales density • Drive sales of the new products • Continue to improve product and parts delivery performance 	<ul style="list-style-type: none"> • Tailor value propositions more effectively across customer verticals • Continue to reshape cost structure • Adapt the financial performance management 	<ul style="list-style-type: none"> • Realize targeted cost savings • Finalize divestment of the US high-pressure washer business • Address working capital



Q&A