



Nilfisk full-year results 2024

CONFERENCE CALL PRESENTATION
February 20, 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.





Key highlights FY 2024

FY 2024: Growth in EMEA, headwinds in Americas and APAC

- Organic growth and EBITDA margin bsi in line with revised outlook from October 24, 2024
- Growth in Consumer and Specialty, Service and Professional negatively impacted by performance in US and Hurricane Milton
- Mixed regional performance with strong growth in EMEA, demand slowdown in the Americas, market headwinds in APAC
- Financial outlook for 2025: organic growth between 1% and 3%, EBITDA margin bsi of 13% to 14%

1,027.9 mEUR

Revenue

1.2%

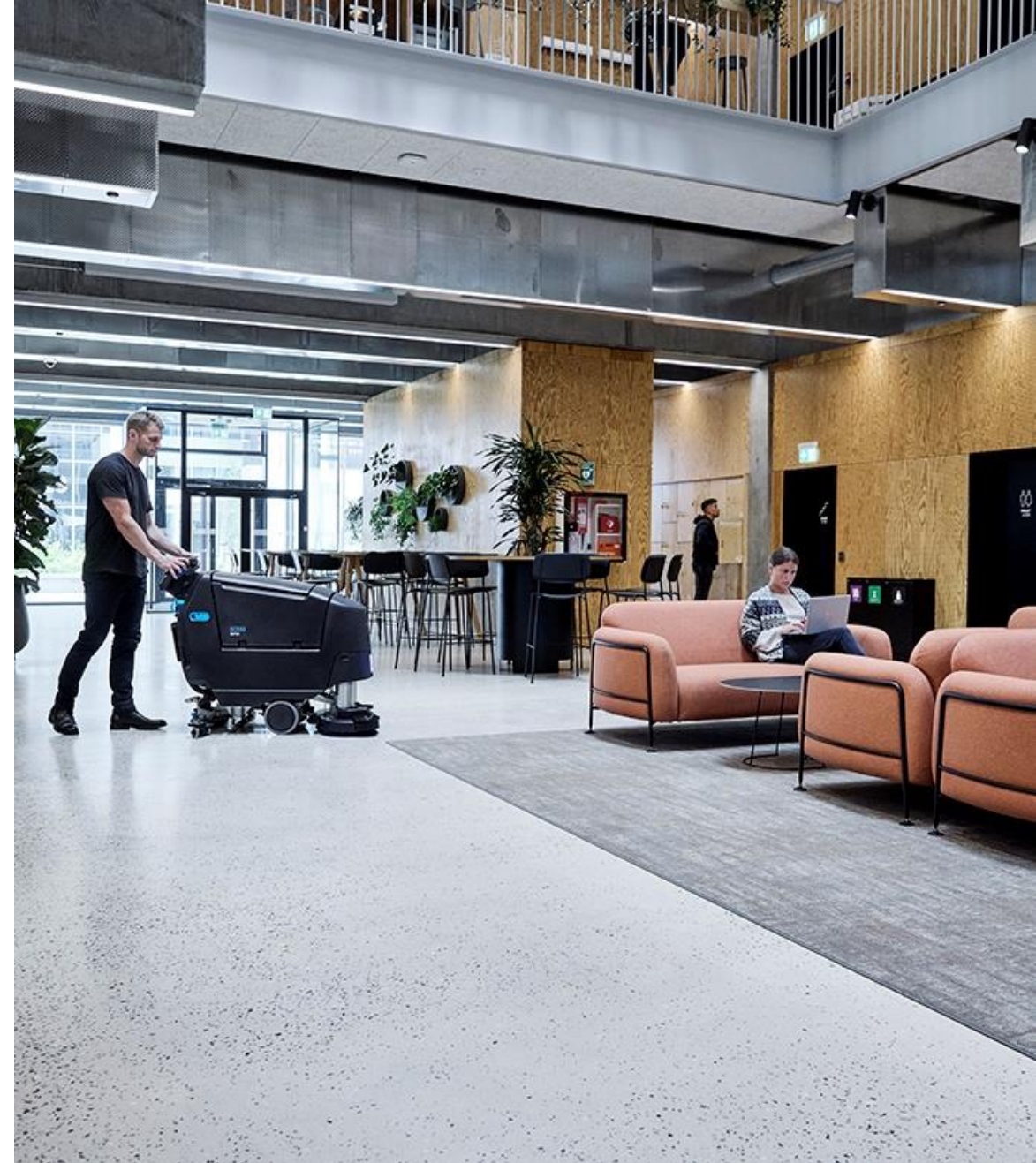
Organic growth

135.8 mEUR

EBITDA (bsi)

13.2%

EBITDA margin (bsi)



Strategic roadmap for 2025

Organisational changes and enhanced operating model better position Nilfisk for long-term growth

Improve competitive position in North America

- Results in North America below expectations for 2024, continued uncertainty in 2025
- Key focus areas:
 - Increasing sales density
 - Refreshing core product portfolio
 - Strengthening product and parts delivery
 - Implementing organizational changes
- Clear areas for improvement, turning around performance is a key priority in 2025

Enhance the operating model

- Responsibilities that should sit closer to customers currently reside in centralized functions
- Enhanced operating model will better support customer-facing functions through increased accountability for local business leaders
- Less centralized decision-making will allow for more attractive value propositions across customer verticals

Execute structural efficiency improvements

- Reduction in support functions will deliver overhead cost savings of 8 million euros by Q4 2025. Savings are being reallocated to increasing commercial activity in key markets
- Production and distribution optimization ongoing:
- Consolidation of Hungarian production sites will be completed in H1 2025
 - Sales entity optimization in APAC ongoing
 - Initiated a strategic review of US high-pressure washer business

Product launches in 2025

Number of product launches will increase, refreshing core portfolio and addressing new market segments



Lead with innovation and **sustainable products**

2024 launches

Floorcare

- SC25 (new autonomous range)
- SC550 (next gen scrubber dryer)
- Nilfisk Dryft (new microscrubber)



Vacuums

- Mini-IVS
- VHB120
- VHS 210
- VP300 R



2025 launches

- Nilfisk is well-positioned to launch multiple new products in 2025:
 - Full innovation funnel supported by elevated investments into research and development since 2022
 - More new products will be launched in 2025 compared to 2024
 - New innovation will refresh core product portfolio and address new market segments
- Product launches will be ongoing throughout 2025

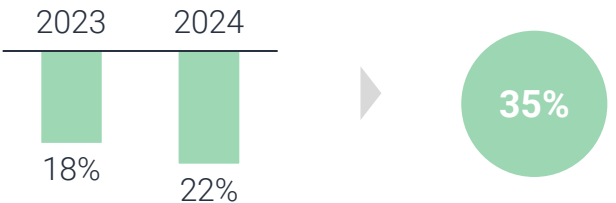
Accelerating our sustainability efforts

Sustainability results for 2024, targets for 2026 and towards 2030

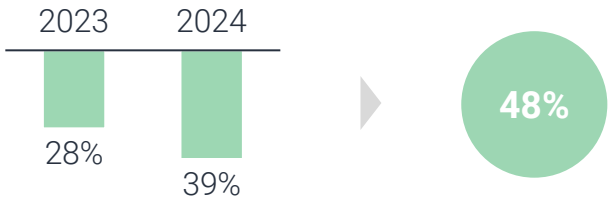
□ : 2023 and 2024 results
 ○ : Target in 2026
 ● : Target towards 2030



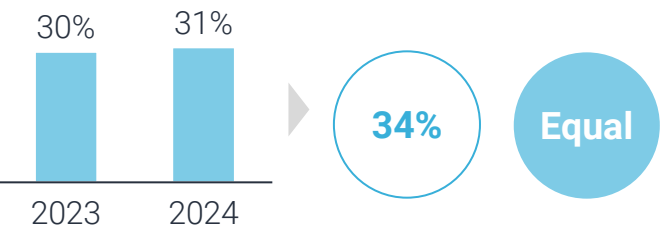
Scope 1 & 2 absolute emissions reductions



Scope 3 emissions intensity reductions



Women in top management



- Women in top management increased for a third straight year
- Since base year of 2022, women in top management has increased to 31% from 26%

EcoVadis rating



- Scoring 80 out of 100 points, Nilfisk was among the top 5% of global companies rated Gold by EcoVadis in 2024
- Strong CDP Climate Change Score of A- maintained for a fifth consecutive year



Financial Update

Q4 2024: Growth in Consumer and Specialty offset by Professional

- Organic growth in EMEA offset by a continued demand slowdown in the Americas and market headwinds in APAC
- Business performance in the US remained challenged, impacting the Professional and Service Businesses. US high-pressure washer impact of 7 mEUR in lost revenue from Hurricane Milton
- Growth in Consumer and Specialty continued in Q4
- EBITDA bsi and EBITDA margin bsi adversely affected by increased overhead costs, partially offset by continued gross margin expansion

249.9 mEUR
Revenue

-0.6%
Organic growth

32.0 mEUR
EBITDA (bsi)

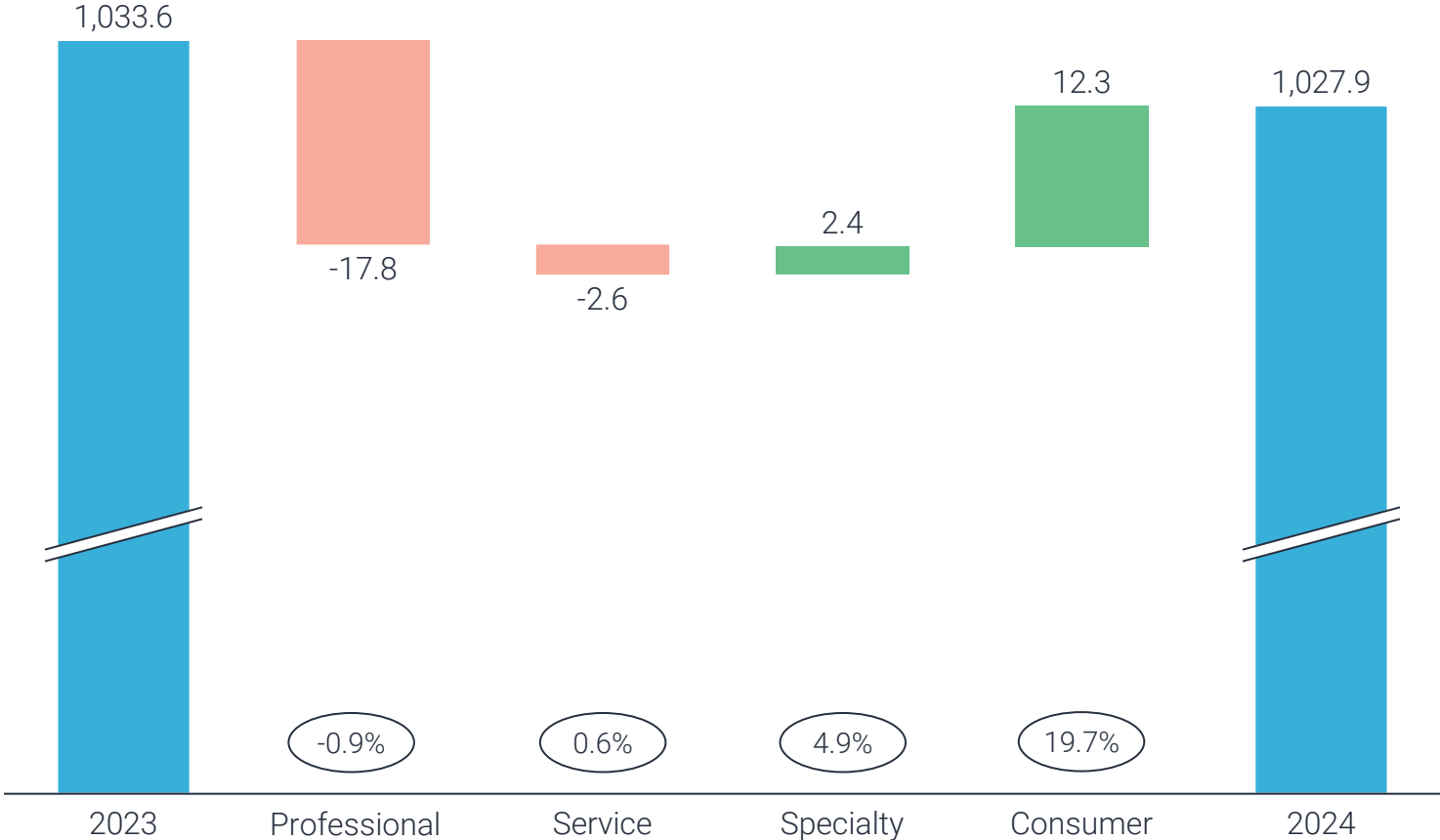
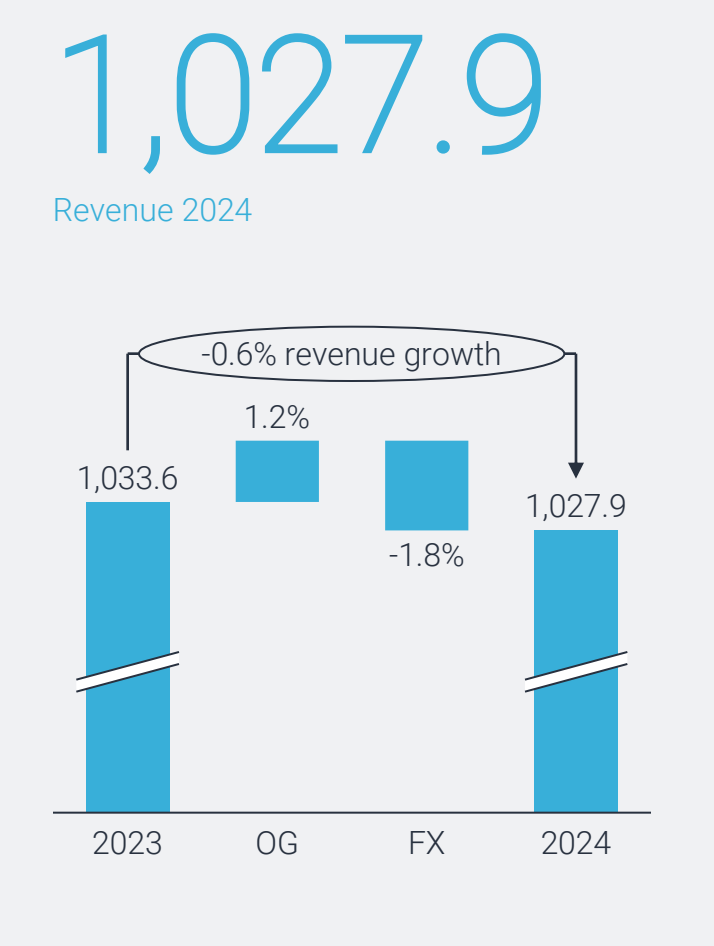
12.8%
EBITDA margin (bsi)



FY 2024: Organic growth of 1.2% with varying business performance

Revenue (mEUR), organic revenue growth (%)

○ = Organic growth (%)

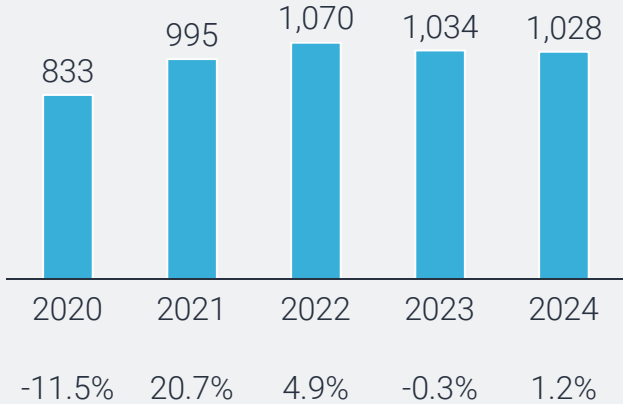


Strong organic growth in EMEA partially offset by Americas and APAC

Revenue (mEUR), organic revenue growth (%)

1.2%

Organic revenue growth 2024



-4.3%
341.2 mEUR
Americas region

5.9%
612.4 mEUR
EMEA region

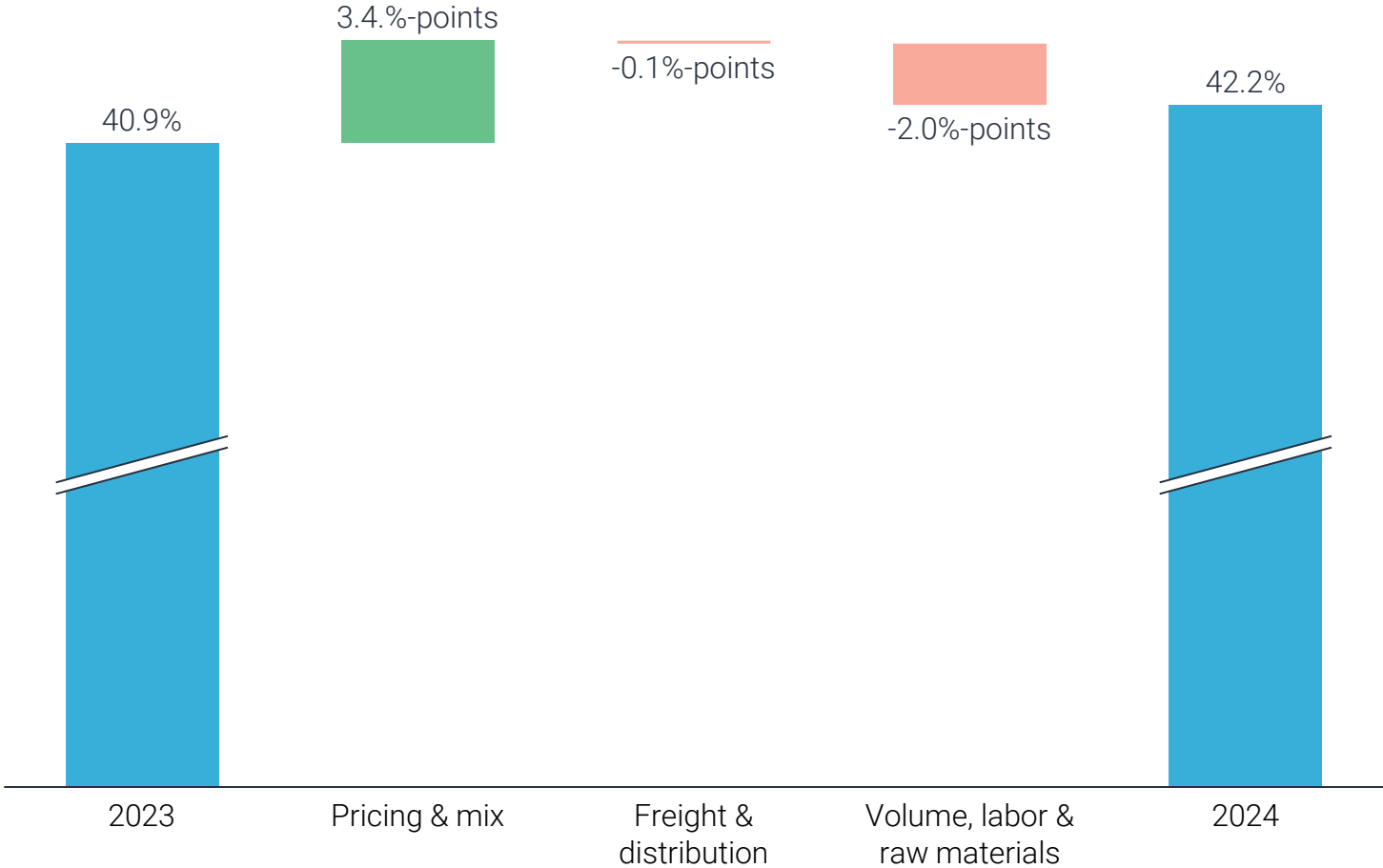
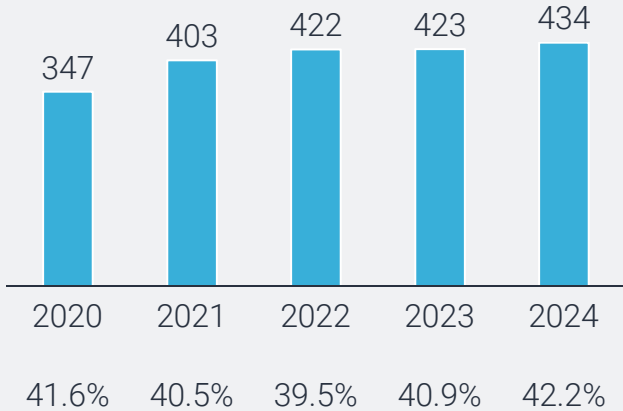
-8.0%
74.3 mEUR
APAC region

Gross margin improvement driven by pricing and favorable mix

Gross profit (mEUR), gross margin (%)

42.2%

Gross margin 2024

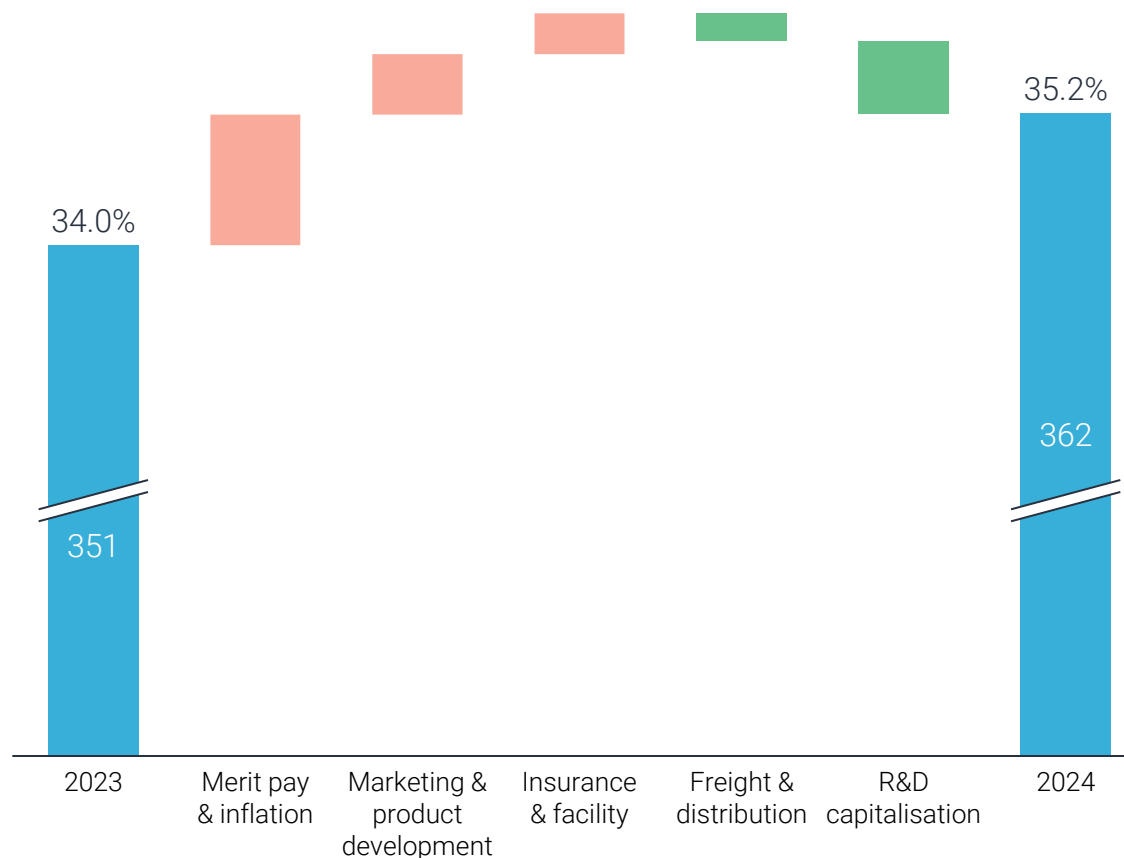
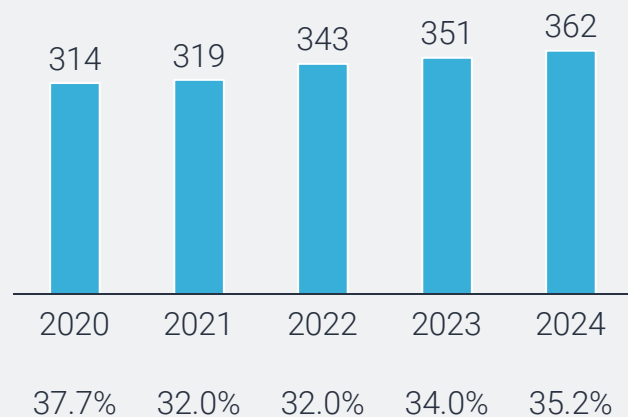


Increase in overhead costs driven by higher R&D and merit

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

35.2%

Overhead costs ratio 2024



Sales and distribution

Up 7.7 mEUR from 2023, driven primarily by investments in product launches and merit increases

Administration

Increased by 1.6 mEUR compared to 2023, driven by strategic projects and merit increases

R&D

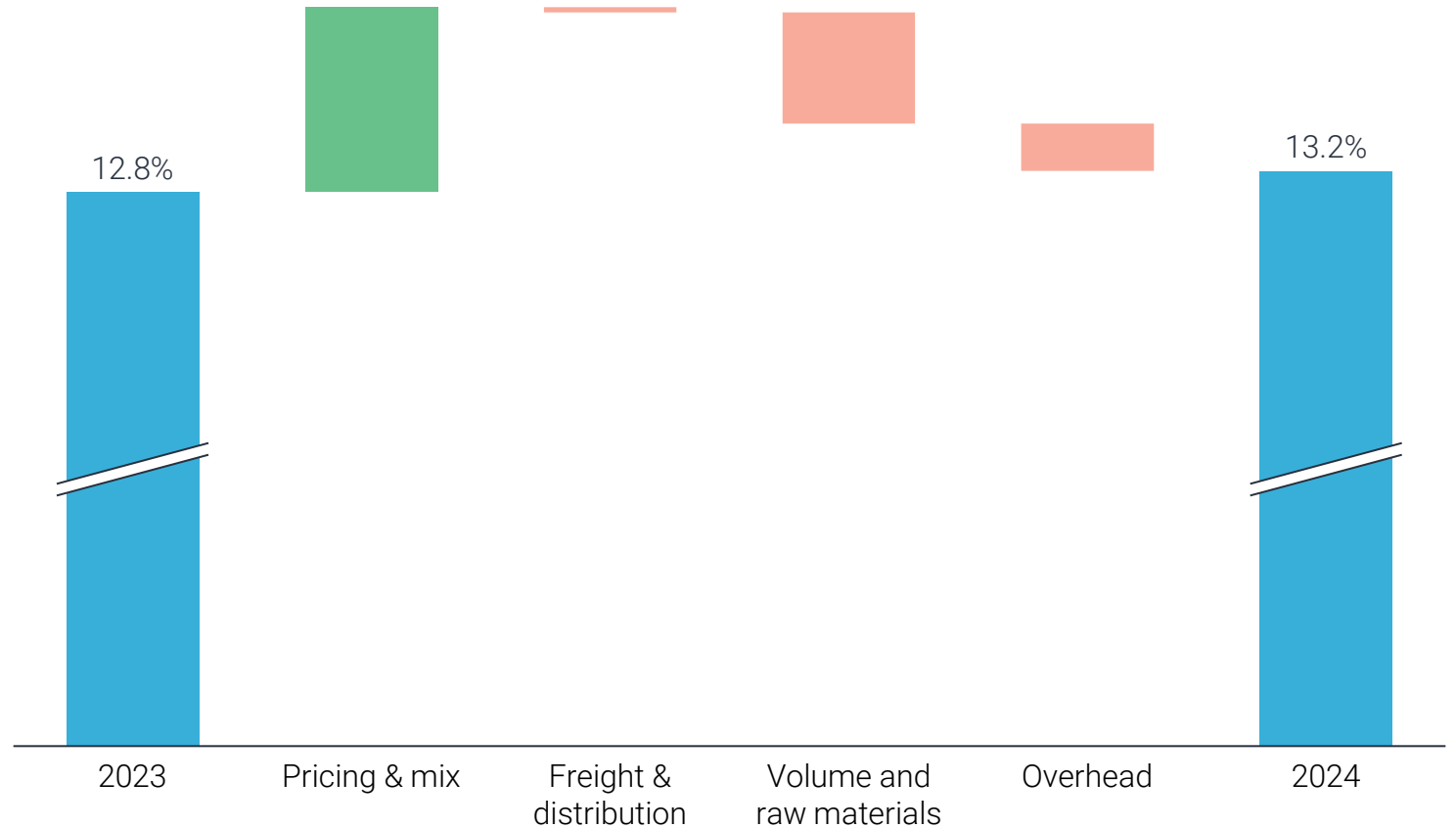
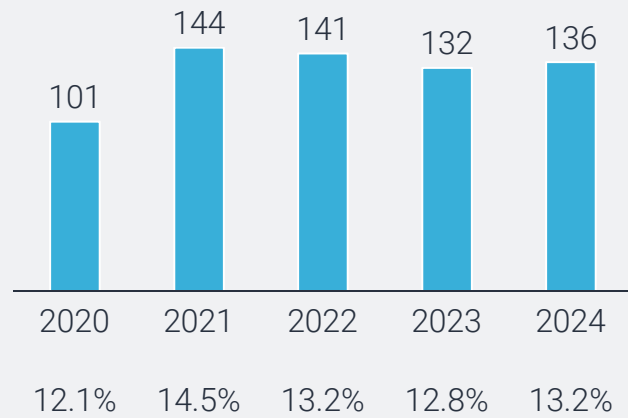
Increased by 1.2 mEUR driven by continued investments into new product innovation

EBITDA margin bsi supported by pricing, offsetting volume decline

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

13.2%

EBITDA margin bsi 2024



Free cash flow decrease due to working capital and higher capital expenditures

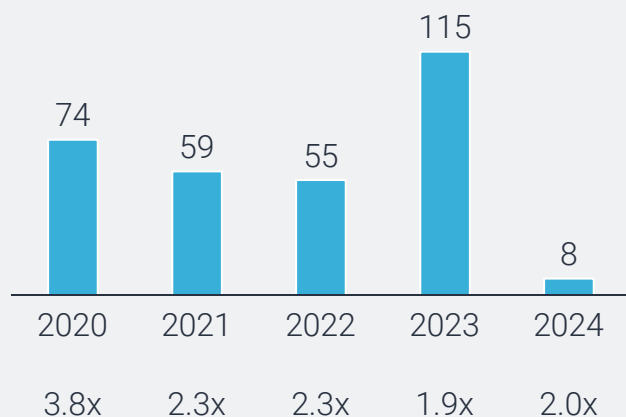
Working capital (mEUR), CAPEX ratio (%), cash flow (mEUR), NIBD (mEUR) and gearing ratio (%)

7.7 mEUR

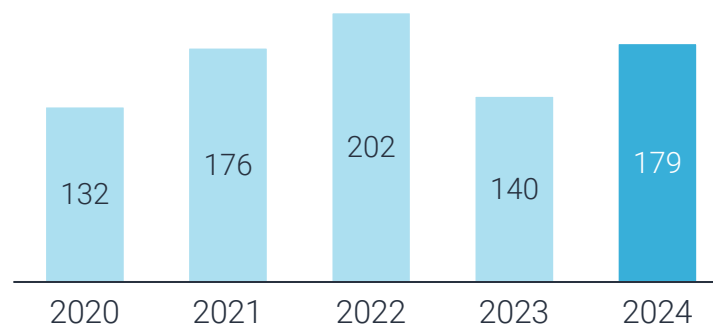
Free cash flow 2024

2.0x

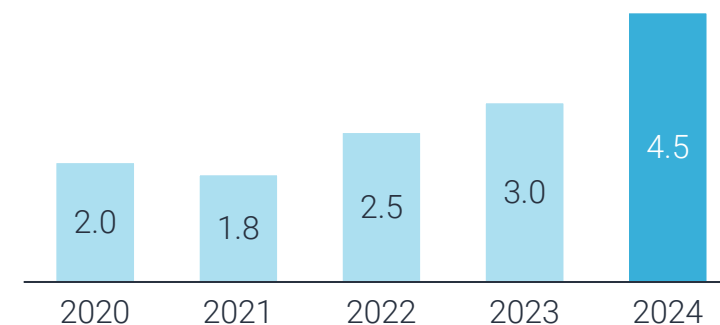
Gearing 2024



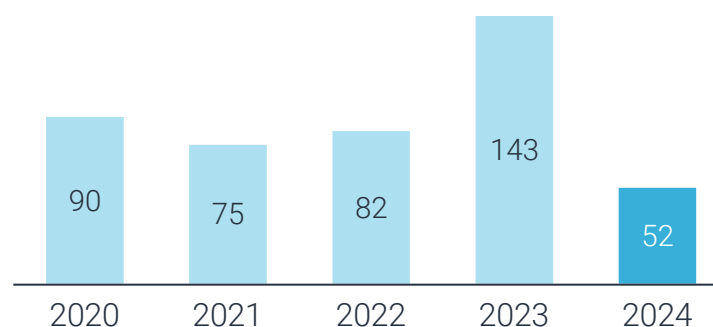
Working capital



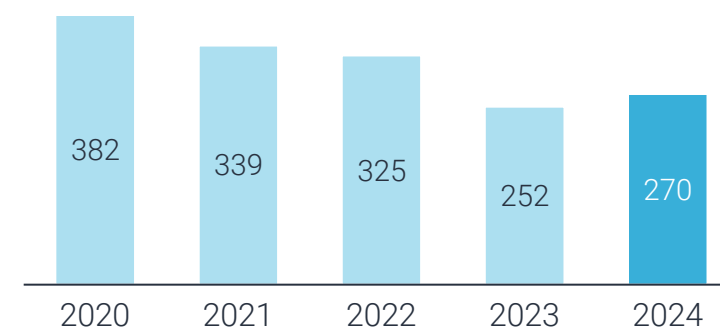
CAPEX ratio



Operating cash flow



NIBD



Outlook for 2025

The financial outlook for 2025 is expected to be driven by continued positive momentum in EMEA, supported by the launch of new products in the second half of 2024.

A normalized order book in the Americas is expected to influence the Professional and Service Businesses, while the outlook for Consumer and Specialty remains strong. Potential trade barriers present additional uncertainty for Nilfisk.

The financial outlook is based on several assumptions including:

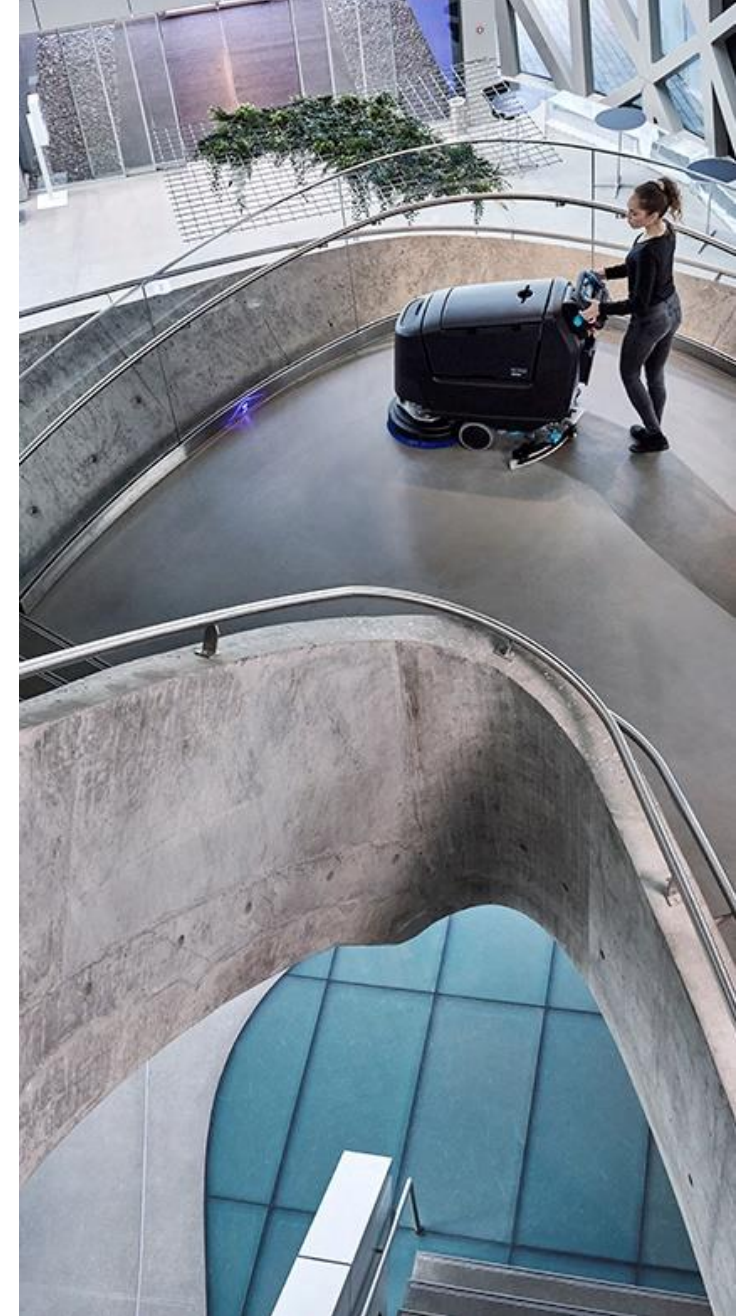
- Stable market conditions in EMEA
- Neutral development in the US versus 2024
- The APAC region returning to moderate growth
- Limited impact from tariffs in 2025

1% to 3%

Organic revenue growth

13% to 14%

EBITDA margin before special items





Q&A