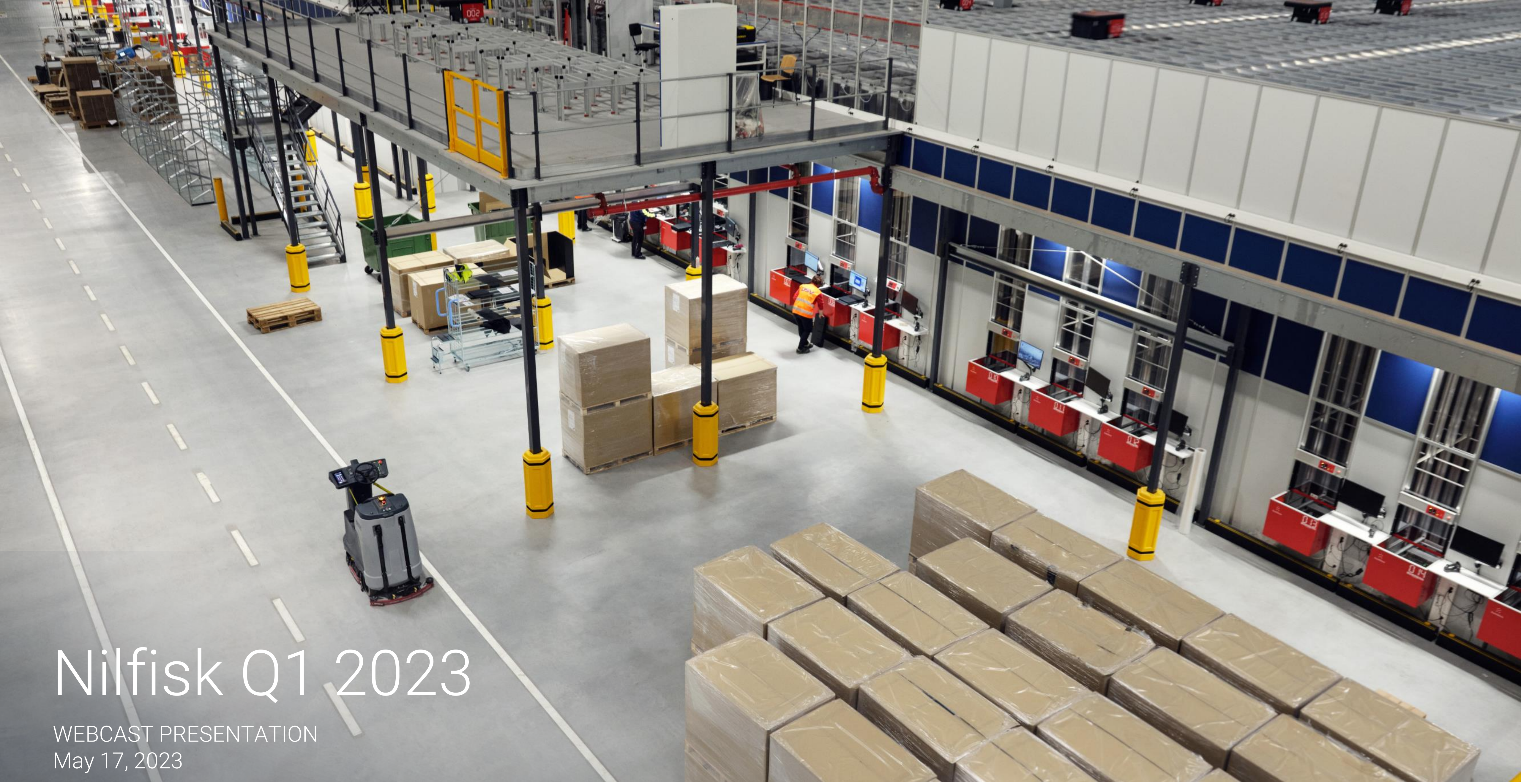

Nilfisk Q1 2023

WEBCAST PRESENTATION
May 17, 2023

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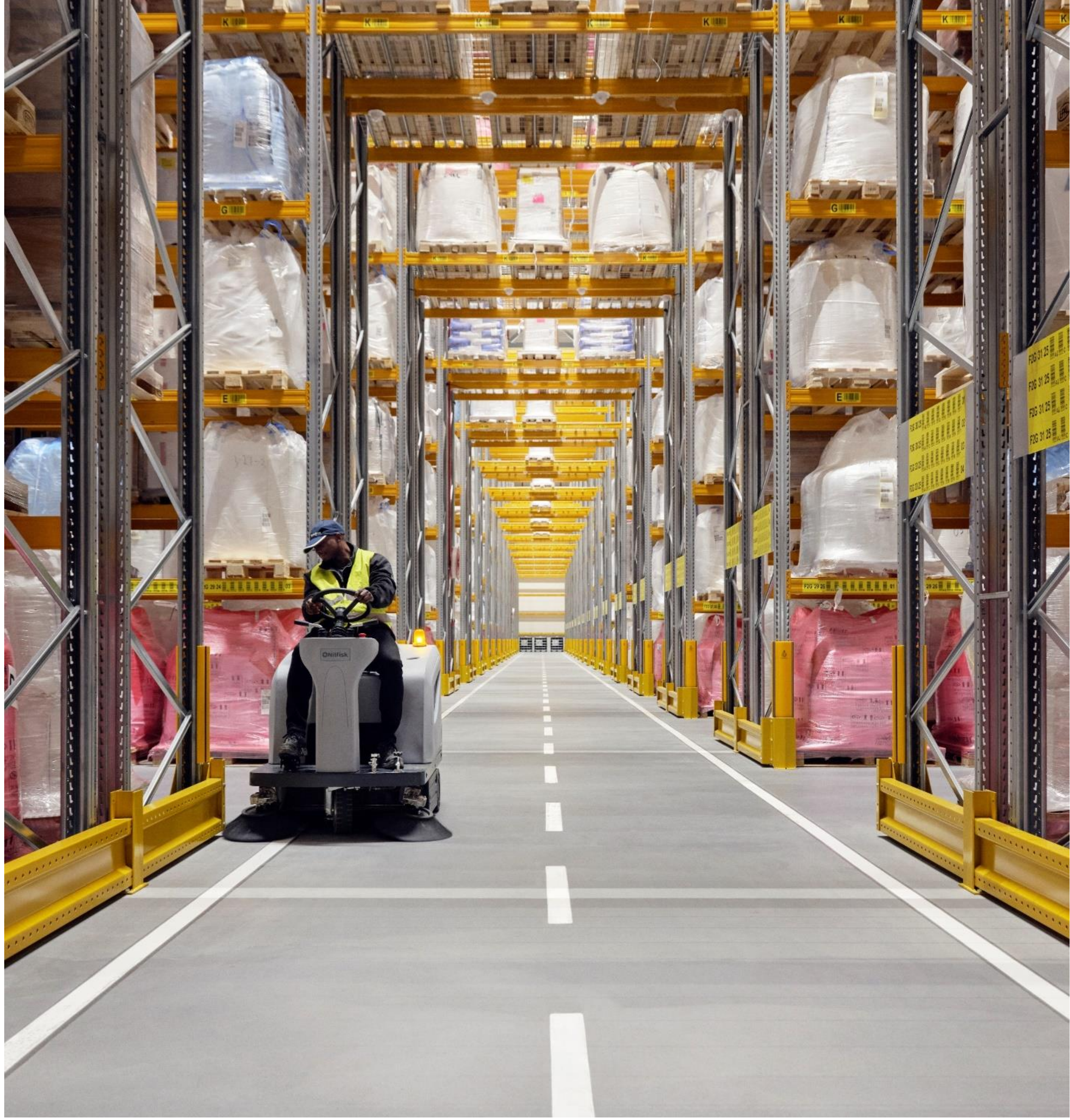
Forward-looking statements

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 annual report and this presentation.

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



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Key highlights Q1
Business Plan 2026 update

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Q1 2023: In line with company plan, outlook for 2023 confirmed

256.4 mEUR
Revenue

-2.0 %
Organic revenue growth

40.2 %
Gross margin

28.1 mEUR
EBITDA (bsi)

11.0 %
EBITDA margin (bsi)

13.1 mEUR
Free cash flow

Revenue dynamics

- Large decline in Consumer and Private label part of Professional
- Service and Specialty delivered strong growth
- Branded part of Professional delivered moderate growth

Gross profit margin recovery

- Pricing offsetting volume
- Inflation plateauing; negative impact from USDC on parts and cost remain

Supply bottleneck with Americas manufactured Floorcare equipment

- Bottlenecks muting growth of branded part of Professional in Americas and EMEA

Higher overhead costs impacting EBITDA margin

- Annual inflationary salary adjustments (merit increase)
- Annualized effects of 2022 investments

Significantly improved free cash flow

- Strong improvement in operating cash flow leading to higher free cash flow

Outlook for 2023 confirmed

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Business Plan 2026 efficiency measures enabling future performance

Structural efficiency planning initiated end-2022 dimensioned to yield substantial OH cost savings

Creating integrated regions

H2 2022: Americas

Q1 2023: EMEA

H2 2023: APAC

Rationale

- Customer proximity
- More efficient execution

Example

- Delayering EMEA region

ISCE to promote our value proposition

2022: Establishing Service Business

Q1 2023: Integrating functions

- Innovation, R&D, Product Management, Service and Customer Care
- Gain process efficiency
- Ensure shorter time to market

Rationale

- Integration of Service and Customer Care back office

Process and entity optimization

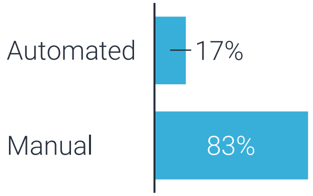
H2 2022: Process mapping

H2 2023: Roll out of ‘to be’ process – in phases

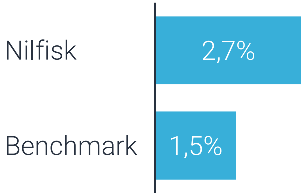
Rationale

- Standardization and reduction of complexity
- Increase share of automation to lower costs

Share of automation



Costs



Overhead cost reductions targeted around **10 – 12 mEUR** for Q2 to Q4 2023

FY effect of overhead cost reduction targeted around **15 – 18 mEUR**

Special items of around **10 – 12 mEUR** expected for 2023 including Q1 2023 special items of 2.2 mEUR

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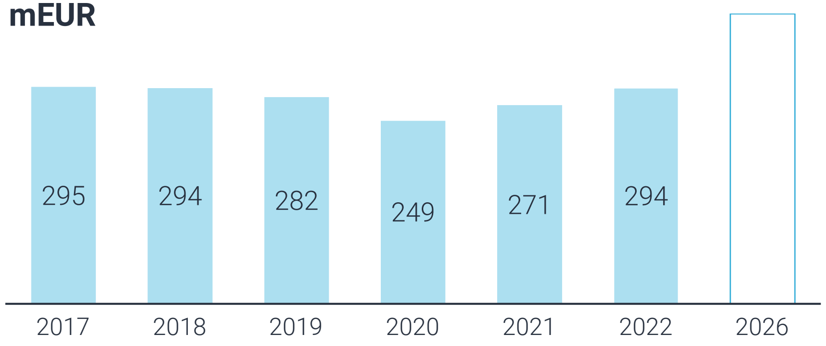
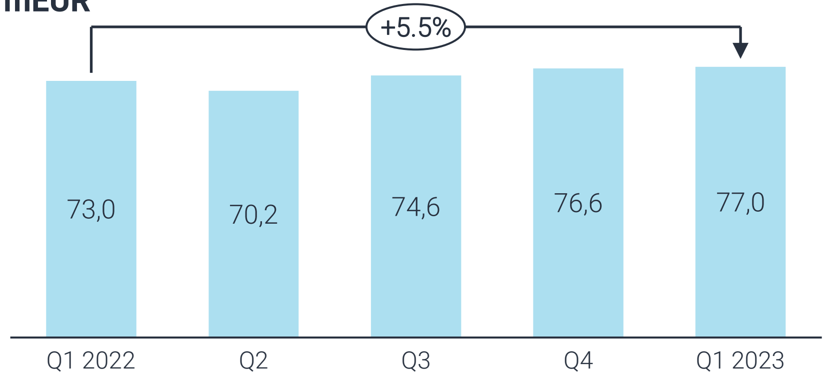
Service at Nilfisk – securing the foundation for future growth

Focus on improving delivery and customer experience

Annual Service revenue increasing since 2021
mEUR



Quarterly Service revenue growth
mEUR



	2021	2022	Q1 2023	Ambition 2026
Service (% of revenue)	27%	28%	30%	35%
Contract attachment rate (direct – new equipment)	6%	8%	11%	40%
EBITDA margin bsi (Service Business)	25.9%	26.6%	25.7%	

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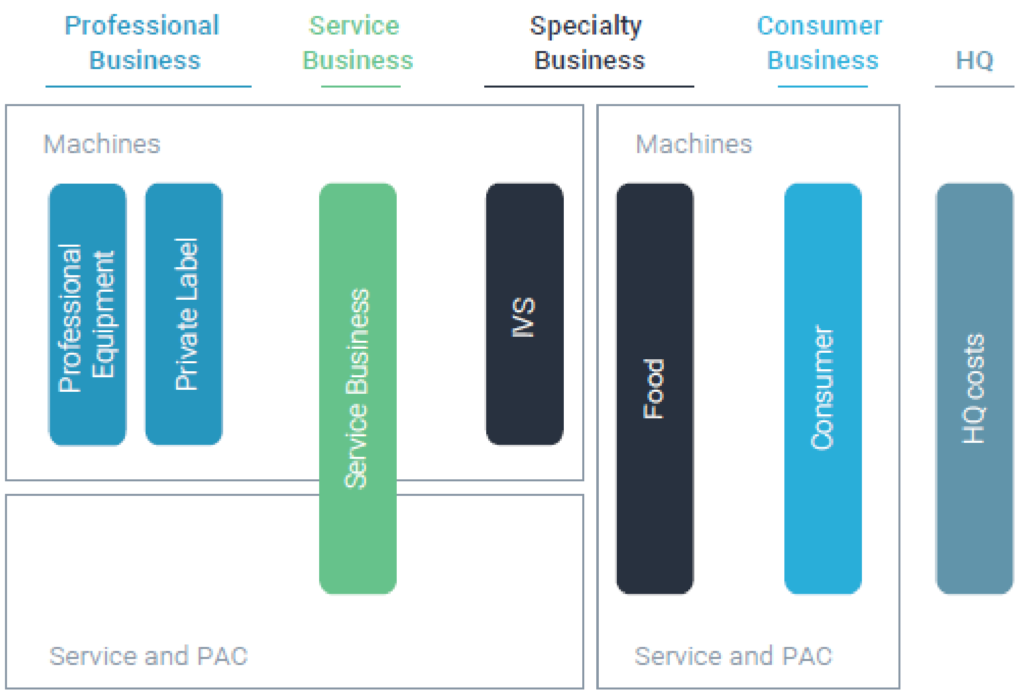
New financial reporting structure

New financial reporting structure from Q1 2023

Future segments

- Providing revenue, gross profit and EBITDA by segment.
- **Professional Business** covering all professional machines (floorcare, vacuum cleaners and high-pressure washers) including private label.
- **Service Business** contains a comprehensive range of service solutions throughout the lifecycle of our professional cleaning equipment. It captures field service offerings, including managed service packages and Parts, Accessories and Consumables (PAC) for the Professional Business and IVS.
- **Specialty Business** covering IVS and Nilfisk Food. Service and PAC are included for Nilfisk Food.
- **Consumer Business** covering consumer machines, service and PAC related to consumer products.
- **HQ (Headquarter)** covering overhead costs related to HQ activities.



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Financials

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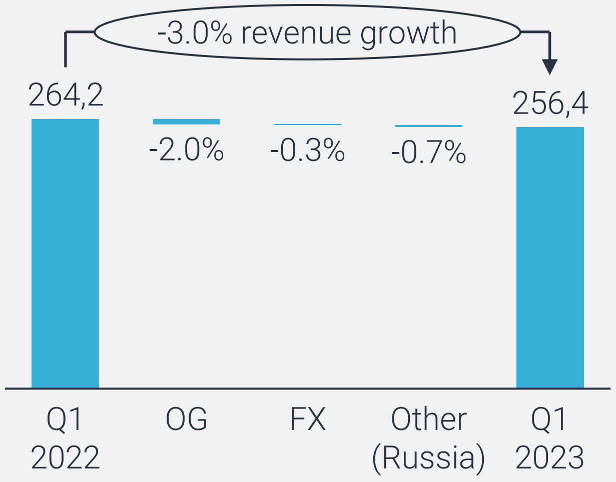
Q1 2023 revenue driven by strong Service Business

Revenue (mEUR), organic revenue growth (%)

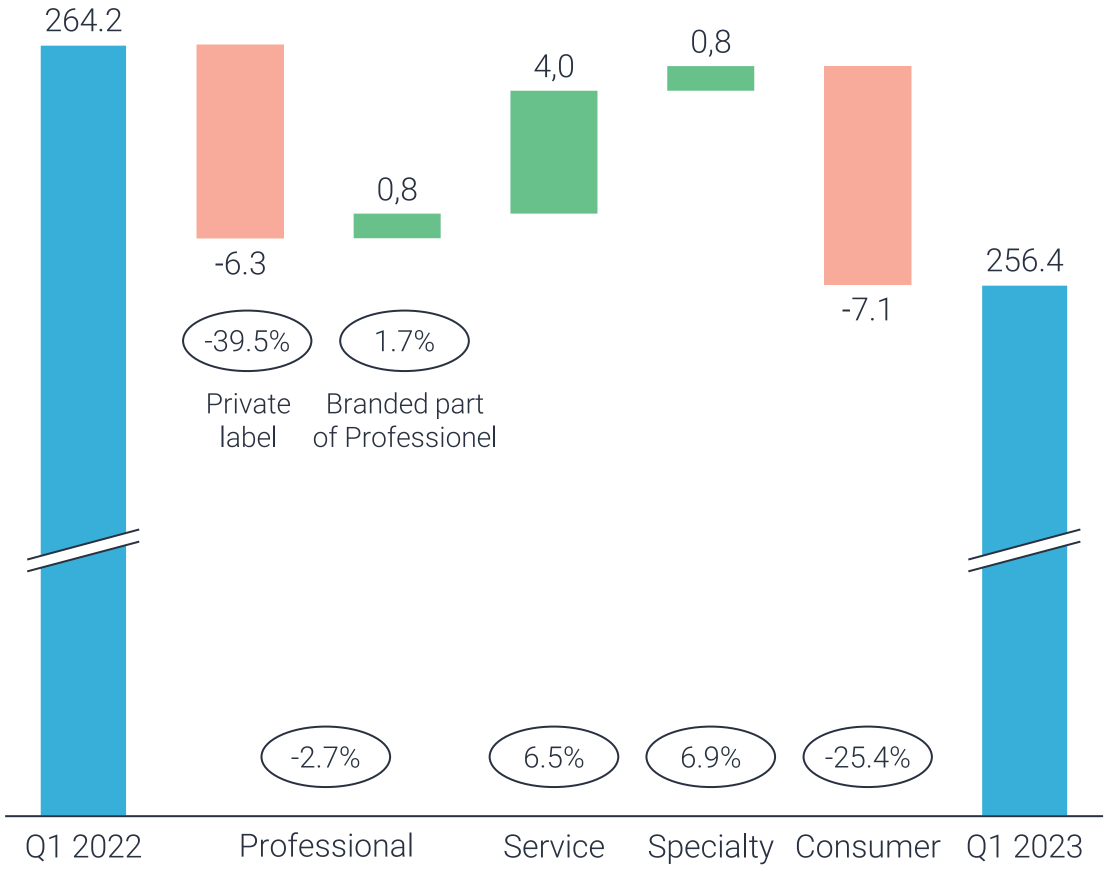
256.4 mEUR

Revenue

237.3 mEUR Q1 2021	264.2 mEUR Q1 2022	256.4 mEUR Q1 2023



(X) = Organic Growth (%)



-2.0 %

Organic growth

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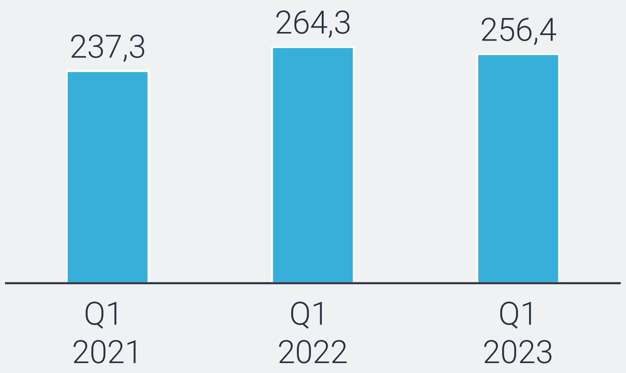
Q1 2023 organic growth impacted by slowdown in Europe

Revenue (mEUR), organic revenue growth (%)

-2.0%

Organic revenue growth

11.9%	9.3%	-2.0%
Q1 2021	Q1 2022	Q1 2023



X = Organic Growth (%)

	Americas region	EMEA region	APAC region
Organic growth	0.0%	-4.4%	10.2%
Revenue	88.8 mEUR	148.8 mEUR	18.8 mEUR
Branded Professional	0.0%	5.4%	10.8%

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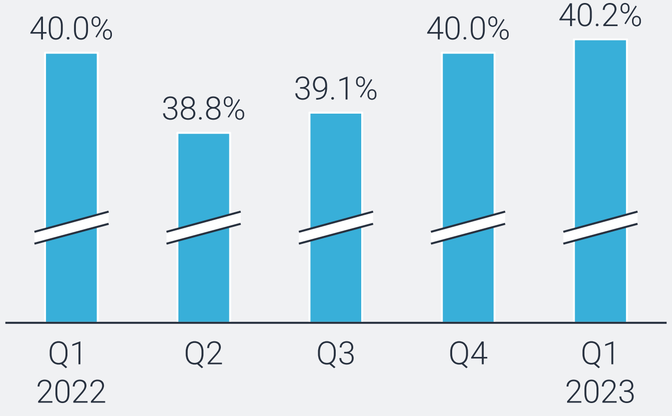
Gross margin increase from pricing, mix & freight offsetting headwinds

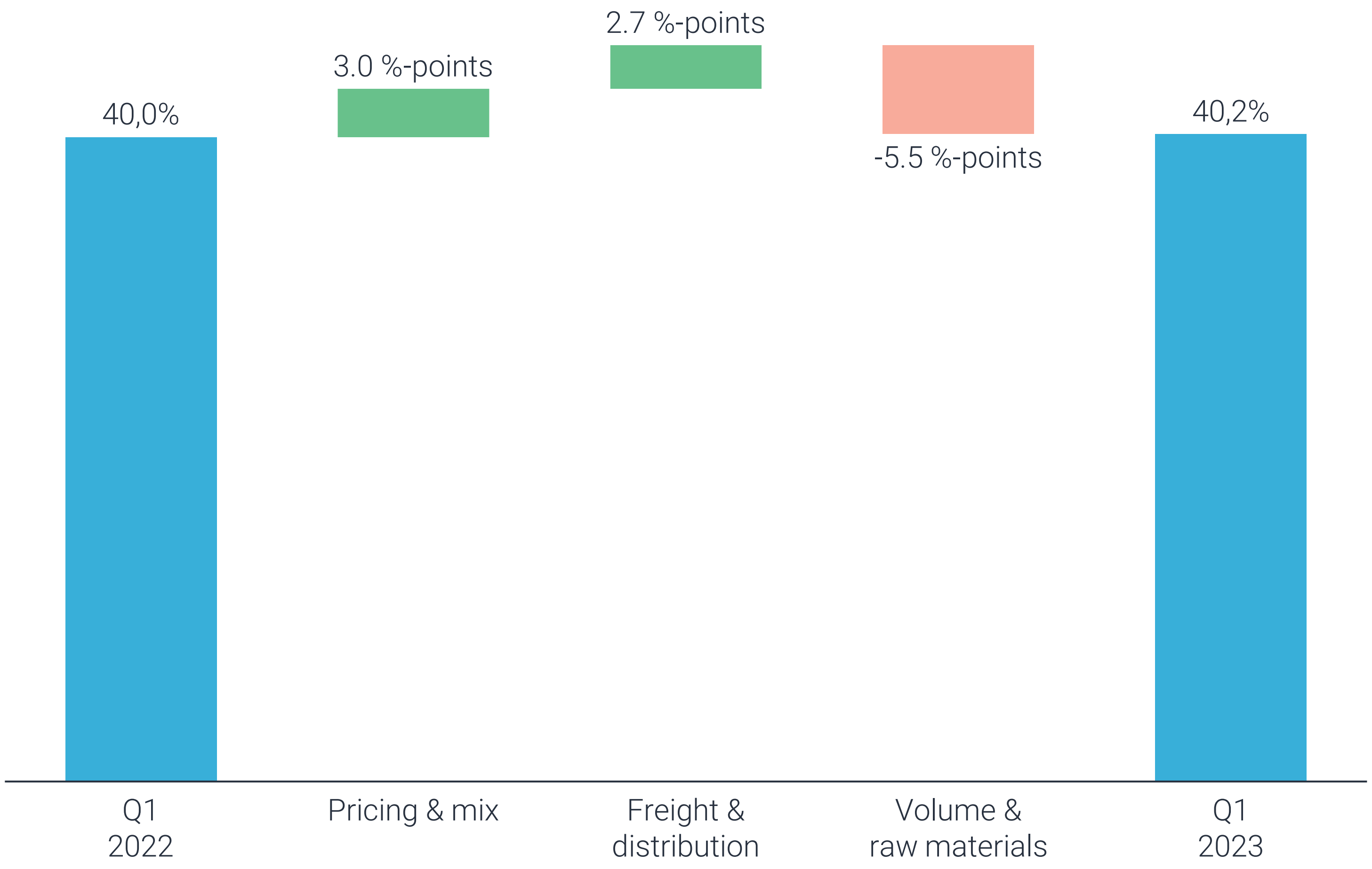
Gross margin (%)

40.2%

Gross margin

41.6% Q1 2021 | 40.0% Q1 2022 | 40.2% Q1 2023





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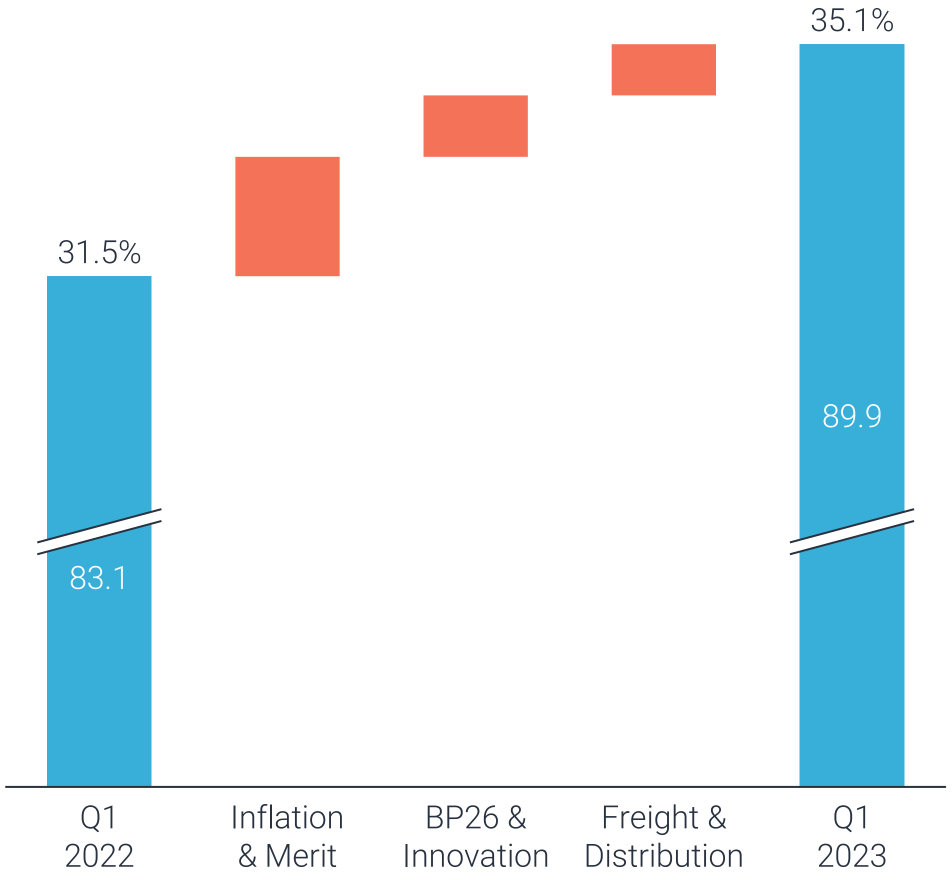
Overhead costs impacted by inflation, BP26 and innovation

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

35.1%

Overhead cost ratio

32.6%	31.5%	35.1%
77.3mEUR	83.1mEUR	89.9mEUR
Q1 2021	Q1 2022	Q1 2023



Overhead cost ratio rose to 35.1%
Overhead costs came to 89.9 mEUR, an increase of 6.8 mEUR compared to Q1 2022

Sales and distribution
Up 5.5 mEUR from Q1 2021, driven by cost inflation incl. merit, higher freight costs and investments in Business Plan 2026.

Administration
Up 2.2 mEUR from 2021, driven by cost inflation and investments in new Ways of Working including digitalization.

R&D
R&D spend increased by 0.9 mEUR from Q1 2022, equivalent to 3.1% of revenue, an increase from 2.6% in Q1 2021 driven by investments in modular platforms and software development. Total R&D expenses increased by 0.3 mEUR.

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EBITDA bsi supported by GM recovery, headwinds from overhead

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

11.0%

EBITDA margin bsi

15.3%	14.2%	11.0%
36.4mEUR	37.6mEUR	28.1mEUR
Q1 2021	Q1 2022	Q1 2023

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Significant cash flow improvement yielding substantial NIBD reduction

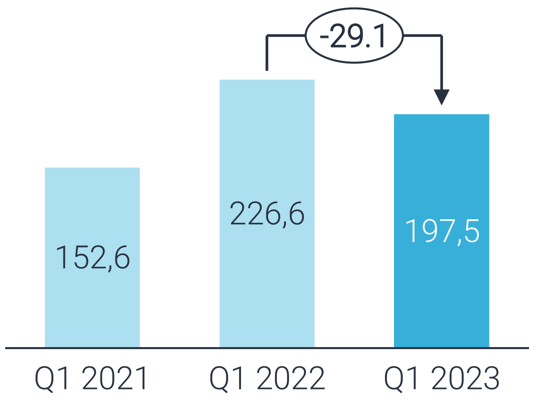
Working capital, CAPEX, cash flow and NIBD (mEUR) and gearing ratio

13.1 mEUR

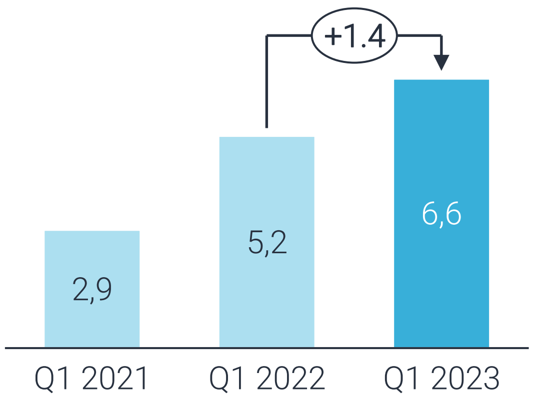
Free cash flow

9.2 mEUR Q1 2021	-22.7 mEUR Q1 2022	13.1 mEUR Q1 2023

Working capital



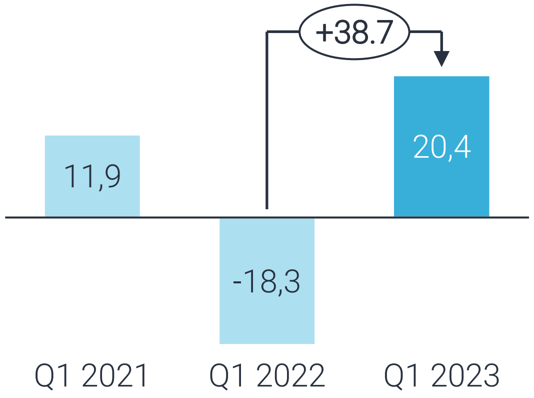
CAPEX



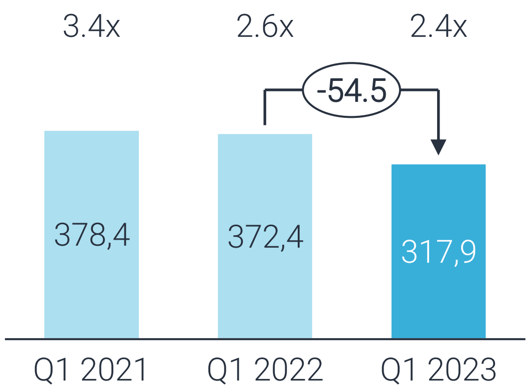
2.4 x

Gearing

Operating cash flow



NIBD and gearing ratio



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Outlook for 2023

Outlook for 2023 confirmed

-2% to 2%

Organic revenue growth

12% to 14%

EBITDA margin bsi

We expect that the current macro-economic uncertainty will continue into 2023, leading to some volume decline, particularly in the European market.

- The range for organic revenue growth is expected to be -2% to 2%. This is supported by full-year effects of pricing actions completed in 2022 and by a substantial order book at end-2022. Negative organic growth for the full year of 2023 would require a worsening of current trading conditions.

- The range for the EBITDA margin bsi is expected to be 12% to 14%.

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Q&A session