

A Nilfisk autonomous floor cleaning robot is positioned in a modern office lobby. The robot is black with blue LED lights and is situated on a polished floor. In the background, there are several grey concrete pillars and a glass wall with plants. The overall atmosphere is clean and professional.

NILFISK

2025

Remuneration report

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In accordance with section 139b of the Danish Companies Act, this Remuneration Report for Nilfisk Holding A/S includes information on the total remuneration received by each member of the Board of Directors and the Executive Management Board. Nilfisk Leadership Team is included in the report as a collective entity.



Remuneration Report

Introduction to the Remuneration Committee

The overall responsibility of the Remuneration Committee, as laid out in the Remuneration Committee Charter, is to oversee and recommend the remuneration of the Executive Management Board, The Nilfisk Leadership Team, and the Board of Directors. The Committee works to ensure that Nilfisk's remuneration practice is appropriate, balanced, and effective to achieve growth, profitability, and shareholder value. This responsibility includes establishing the Remuneration Policy, making proposals on changes to the Remuneration Policy and obtaining the approval of the Board of Directors prior to seeking shareholders' approval at the AGM.

The Remuneration Committee oversees the company's short-term and long-term incentive programs, including the granting of awards, setting performance targets, and annually reviewing target achievements. Awards under these programs are designed to align with company objectives and drive performance while ensuring fairness and compliance with established policies. The Remuneration Committee reports to the Board of Directors at all regular board meetings to ensure transparency and efficient decision making.

Main activities in 2025

An annual wheel governs the regular meetings of the Remuneration Committee during the year. During spring 2025, the Remuneration Committee decided to reduce the annual number of planned meetings from five to two, effective from late 2025.

The Remuneration Committee had four meetings in 2025. In addition, the Remuneration Committee engaged in dialogues related to the CFO transition as well as securing competitive remuneration for new members of the Nilfisk Leadership Team.

The future annual wheel lays out the plan for the meetings as follows:

- **January meeting:** Endorsement of Remuneration Report. Update on the ending long-term incentive program and the estimated annual bonus payment for the prior year. Endorsement of the coming year's annual long-term incentive program and participants. Approval of the coming year's annual bonus program including KPIs and targets. Annual salary review for Executive Management.
- **November meeting:** The coming year's annual bonus program and long-term incentive plan. The focal points for the upcoming Remuneration Report and review of The Remuneration Policy and Terms of Reference.



Summary of the Remuneration Policy

A revised version of the Remuneration Policy was presented and approved at the AGM March 19, 2025. Updates were an option for stay-on bonuses including a cap, in line with Danish Market Practice as well as a gender-neutral approach to remuneration in Nilfisk. The Nilfisk Remuneration Policy governs the remuneration for the Board of Directors and the Executive Management Board.

The Board of Directors receives a fixed fee in alignment with the Danish Recommendations on Corporate Governance

There is a clear alignment between shareholder value creation and the current Remuneration Policy for the Executive Management Board.

The Executive Management Board receives a fixed salary, a short-term cash-based incentive, and long-term incentives consisting of a long-term performance sharebased incentive (Performance Shares Program, or PSP) and a Management Incentive Program (MIP). Long-term incentives are offered to the Executive Management Board and Nilfisk Leadership Team. The Executive Management Board is comprised of the CEO and the CFO, while the Nilfisk Leadership Team consists of Executive Vice Presidents, who report to the CEO.

The Remuneration Policy is designed to ensure commonality of interest between the management and shareholders of Nilfisk and maintain management's motivation to achieve short-term results and pursue long-term strategic goals.

In 2025, there have been no deviations from the Remuneration Policy.

Key components in the remuneration of the governing bodies of Nilfisk

Remuneration	Board of Directors	Executive Management Board	Comments
Fixed fee/base salary	●	●	Salary levels take into account market remuneration as well as the executives' skills, performance and experience, increases for the broader workforce and external market data for peers
Fee for committee work	●		Members of Audit Committee, Nomination Committee, and Remuneration Committee
Short-term cash-based incentive		●	Maximum award of 100% of base salary for the Executive Management Board
Long-term share-based incentive (PSP - Performance Shares Program)		●	Maximum award of 100% of base salary
Long-term share-based incentive (MIP - Management Incentive Program)		●	Maximum awarding value corresponding to 45% of base salary
Benefits		●	Company cars, phone, private health care etc. are set taking into account the wider workforce rate and market practice in the country in which the executive resides
Pension		●	Set to take into account the wider workforce rate and market practice in the country in which the executive resides. No member of the Executive Management Board has a defined pension contribution, however this has been taken into account when setting the total remuneration

Remuneration of the Executive Management Board and the Nilfisk Leadership Team

Members of the Executive Management Board and the Nilfisk Leadership Team receive a fixed salary, benefits, a pension plan where appropriate, a short-term cash-based incentive (STI), and a long-term share-based incentive (PSP). Alongside PSP, members of the Executive Management Board and the Nilfisk Leadership Team are offered participation in a long-term Management Incentive Program (MIP).

This structure is designed to ensure commonality of interest between the management and shareholders of Nilfisk and maintains management's motivation to achieve both short- and long-term strategic goals. The structure is governed by the Nilfisk Remuneration Policy. Benchmarking on total remuneration level is used to ensure retention and alignment with comparable companies.

The CEO position has an STI target at 50% (max STI 100%) compared to annual base salary. The CEO is eligible for a PSP award in the annual long-term incentives program (LTIP) at 35% compared to base salary (70% face value).

The CFO position has an STI target at 35% (max STI 70%) compared to pro-rated annual base salary. The CFO is eligible for a PSP award in the annual LTIP at 35% compared to base salary (70% face value).

Both the CEO and the CFO are enrolled in the MIP program. The CFO was enrolled in the MIP program during 2025 and the CEO in 2024. The annual LTIP and MIP are described in more detail starting from page 6 of this report.

Total remuneration for the Executive Management Board and the Nilfisk Leadership Team – 2025

kEUR	Salary and pension	STI awarded ¹	Other short term compensation ⁵	PSP awarded ¹	MIP awarded ¹	Other benefits	Total	LTI expensed ³	STI paid ²	LTI vested and paid
Jon Sintorn	1,139.0	474.4	-	307.1	-	34.5	1,955.0	370.2	67.0	-
Carl Bandhold	435.2	165.0	-	185.1	253.7	20.4	1,059.4	128.9	-	-
Reinhard Mayer	177.6	-	749.8	-	-	12.5	939.9	4.3	79.5	47.7
Nilfisk Leadership Team ⁴	2,201.1	469.9	962.3	318.5	84.6	200.6	4,237.0	350.3	131.7	26.9
Total Nilfisk Leadership Team	3,952.9	1,109.3	1,712.1	810.7	338.3	268.0	8,191.3	853.7	278.2	74.6

¹ Amounts shown in these columns are expected pay-out of short-term incentives (STI) for 2025 performance and long-term incentives (LTI) awarded for 2025. STI amounts will be settled and paid out in 2026 at the displayed value.

The LTIs are displayed at fair value, meaning that values are based on expected financial performance during the program's performance period. LTI amounts will be settled (depending on performance) in 2028.

² STI amounts shown in this column are actual amounts settled and paid out in financial year 2025 regarding 2024 performance.

³ Amounts shown in this column are accrued amounts for long-term incentives earned in financial year 2023, 2024, and 2025 regarding 2025 performance. LTI amounts will be settled (depending on performance) in 2026-2028.

⁴ Amounts displayed also include payments for former Nilfisk Leadership Team members that have been a part of the leadership team during 2025. No additional costs related to terminations have been included.

⁵ Amount displayed includes severance and entry costs during 2025.

Development in total remuneration of the Executive Management Board and the Nilfisk Leadership Team

The overview of executive remuneration is impacted by the change in the CFO position. The mix of compensation elements are displayed in the table. The table shows the value of the total remuneration for the Executive Management Board and the Nilfisk Leadership Team including former members of the Nilfisk Leadership Team during 2025 as determined under IFRS 2.

Nilfisk's CEO, Jon Sintorn, is included with full-year remuneration in 2025, whereas in 2024 he was included from June 17, 2024.

Nilfisk's CFO, Carl Bandhold, started March 24, 2025. Hence, the compensation elements shown are from March 24 and forward. The PSP awarded field represents the prorated value of Nilfisk Performance Share Program. MIP is included with the value based upon time of award.

Reinhard Mayer held the position as CFO until March 18, 2025. Other short-term compensation reflects 12 months' severance payment of base salary, short term incentives and benefits paid out as a lump sum on June 30, 2025. Reinhard Mayer kept eligibility for the long-term incentive programs (PSP) 2022, 2023, and 2024 prorated. Warrants under the Management Incentive Program (MIP) lapsed.

Alignment between remuneration, performance and remuneration policy

The total remuneration of the Executive Management Board in 2025 has been determined in accordance with the approved Remuneration Policy and reflects the company's performance during the year. Variable remuneration is based on pre-defined performance criteria established by the Board of Directors and applied in line with the incentive framework. Performance assessments, including consideration of underlying business and market conditions, were conducted within the company's governance structure and delegated authorities. The resulting remuneration outcomes are considered to appropriately reflect company performance and support long-term value creation. No remuneration elements were awarded outside the framework of the approved remuneration structures.

Short-term cash-based incentive plan for 2025 (STIP)

The Executive Management Board and the Nilfisk Leadership Team participate in the annual short-term cash-based incentive plan (STIP). The STIP targets have been defined in the Remuneration Policy as consisting of at least 50% financial targets and will only pay out if the threshold targets have been reached.

Short-term incentives for 2025 represent an increase compared to 2024, with a realization rate of 54.2% compared to 14.1% in 2024. Organic growth and ESG target performance were above target, EBITDA was meeting target, while net debt fell short of target.

Executive Management Board's 2025 short-term incentive plan and overall achievement rate:

KPI	Weights	Outcome (0%-100%)
Organic growth in %	30%	
EBITDA margin bsi ¹	40%	
Net debt	20%	
ESG target	10%	
Total	100%	54.2%

¹ Before special items.

Short-term cash-based incentive plan for 2026

Building on the solid foundation established in previous years the STI targets for 2026 will be a continuation of 2025 targets on updated KPI metrics. Net Debt will change to Free Cash Flow and EBITDA margin bsi to EBIT margin bsi to strengthen alignment between management incentives, sustainable value creation, and shareholder returns.

Overview 2026 STI targets and target weights

KPI	Weight
Organic growth in %	20%
EBIT margin bsi ¹	40%
Free Cash flow	30%
ESG target	10%
Total	100%

¹ Before special items.

Long-term incentive programs overview for 2025 (LTIP)

Nilfisk has two different long-term incentive programs offered to the Executive Management and the members of the Nilfisk Leadership Team. The first is a Performance Shares Program (PSP), which is awarded annually. The second is a Management Incentive Program (MIP) based upon a matching warrant program based on self-investment, exclusively offered to the Executive Management and the members of the Nilfisk Leadership Team.

Nilfisk Performance Shares Program

Nilfisk has undertaken not to accelerate vesting of the Warrants and PSUs as a result of the recommended voluntary takeover offer, announced in December 2025.

The 2025 LTIP award, governed by the Remuneration Policy, is a Performance Shares Program (PSP). Shares will be granted to the participant after a three-year period contingent upon meeting long-term targets tied to Nilfisk's strategic objectives and business plan. The PSP's purpose is to promote sustainable growth and enhance shareholder value by offering performance share units (PSUs) directly linked to long-term financial performance. The performance conditions will be determined at award and will be a combination of different financial metrics designed to ensure alignment of long-term interests with shareholders.

According to the Remuneration Policy and to the terms of the LTIP, the Board of Directors has a discretionary right to

adjust the incentive program in case of certain extraordinary circumstances to cater for shareholder interests if there is any unforeseen impact on the value of the program. The value at vesting with respect to each individual award cannot exceed three times the participant's fixed annual salary as of the time of award. In cases where this cap is applied, the number of shares vesting will be reduced accordingly.

In 2025, participants in the LTIP have been awarded performance share units that will vest in 2028 depending on the company's achievement of targets, specifically relating to total shareholder return, EBITDA before special items, and ESG targets.

Total shareholder return

The first 40% of the LTIP award is based on Nilfisk's total shareholder return (TSR) performance, which for the 2025 award is measured from the release of Nilfisk's 2024 Annual Report to the release of the Nilfisk 2027 Annual Report.

TSR calculates the shareholder value created over the mentioned period, taking into account share price growth and the value of any dividends. TSR is determined via a calculated total return and compound annual growth rate (CAGR). CAGR provides the annual return for such an investment as if it had grown at a steady, even pace over the relevant three years. TSR is commonly used in incentive plans to reward value delivered to shareholders over the performance period.

EBITDA before special items

40% of the LTIP award is based on Nilfisk's publicly reported EBITDA before special items, measured in mEUR.

Performance is assessed based on the accumulated EBITDA results compared to the accumulated targets over the three-year period (2025-2027). EBITDA represents earnings in mEUR before interest, tax, depreciation, and amortization, excluding special items. EBITDA before special items is publicly disclosed in both quarterly and annual reports.

ESG target – CO₂ emissions

The last 20% of the LTIP is based on Nilfisk performance in relation to CO₂ emissions from product usage, according to category 11 of the Greenhouse Gas Protocol, reported for the performance period. Also known as Scope 3 targets. They are set according to the Science Based Targets Initiative and

cover the emissions from our products during their lifetime in use, measured in kilograms (kg) CO₂e pr EUR gross profit. The targets are set and measured as a percentage reduction of the 2021 baseline. Actual performance is reported in Nilfisk's Annual Report.

Status for 2025 PSP award allotments

Nilfisk made a total award of 139,122 contingent performance shares to members of the Executive Management Board and the Nilfisk Leadership Team. The number of performance shares awarded to each participant is based on a percentage of their base salary, also referred to as the face value. The actual number of share units awarded is calculated by dividing the face value by a fixed share award price, equal to the volume weighted average share price (VWAP) over the 10 trading days following the release of the annual report. For 2025, the VWAP used in the LTIP was 95.5 DKK for all participants.

PSP 2022 program shares vested in 2025

Following the performance evaluation of the PSP 2022 program, the predetermined performance criteria were partially met and 20% of shares vested under this program.

PSP 2022 program vested in 2025

KPI	Weight	Vesting
Operational EBITDA bsi 2024	30%	
Total shareholder return	50%	
Sustainability	20%	
Total	100%	20%

Movements in the Nilfisk Performance Shares Program – 2025

Number of Performance Shares	2022 Program		2023 Program		2024 Program		2025 Program		Total performance shares December 31, 2025	Total fair value at grant of performance share programs (kEUR)
	January 1, 2025	December 31, 2025	January 1, 2025	December 31, 2025	January 1, 2025	December 31, 2025	June, 2025	December 31, 2025		
Jon Sintorn (CEO)	-	-	-	-	19,254	19,254	47,922	47,922	67,176	473.4
Carl Bandhold (CFO)	-	-	-	-	-	-	28,891	28,891	28,891	185.1
Reinhard Mayer (Former CFO)	16,810	-	26,230	26,230	28,538	21,404	-	-	47,634	420.8
Nilfisk Leadership Team ¹	9,478	-	24,484	24,485	41,030	32,186	62,309	49,705	106,376	817.0
Total	26,288	-	50,715	50,715	88,822	72,844	139,122	126,518	250,077	1,896.3

¹ This table displays outstanding performance shares for current members of the Nilfisk Leadership Team.

Management Incentive Program (MIP)

In 2023, Nilfisk introduced the Management Incentive Program (MIP) to retain strategically important employees by offering a competitive total compensation package aligned with standard market practices. In 2025, the program was extended to include new members of the Nilfisk Leadership Team as well as the newly-appointed CFO.

The MIP is designed to drive performance and engagement among the participants and align the interests of the participants with those of the shareholders.

The program was offered to members of the Executive Management Board and the Nilfisk Leadership Team and runs alongside the existing performance shares program (PSP). MIP is not intended to roll out every year but is a program designed to further strengthen efforts from the Executive Board and the Nilfisk Leadership Team to drive company performance.

The MIP is structured as a matching warrant program, meaning that participation in the program is conditional upon the participants' own investment in shares in Nilfisk.

The value of the warrants may not at the time they are awarded exceed an amount corresponding to 45% of the participant's annual base salary. The participants will be awarded warrants, which give the holder the right to convert one warrant into one share after a three-year vesting period at a given strike price at 200 DKK, contingent upon employment as well as holding all investment shares throughout the vesting period. The number of warrants awarded are based on the Black-Scholes valuation at time of award. After exercise, participants may sell a portion of the converted warrants to fund the strike payment and taxes. Remaining shares (converted from warrants) must be held for a minimum of 12 months.

Warrants are issued upon the participants' acceptance, fulfilment of the conditions for participation, and approval by the Board of Directors. The MIP overview below shows outstanding warrants beginning and end of 2025. During 2025 385,320 warrants have been awarded, and 80,012 warrants lapsed.

Movements in the Nilfisk Management Incentive Program – 2025

	Own investment (shares) 2025	Total outstanding warrants January 1, 2025	Total outstanding warrants December 31, 2025	Total fair value at grant of MIP (kEUR)
Jon Sintorn (CEO)	17,270	90,469	90,469	394.8
Carl Bandhold (CFO)	14,000	-	288,990	253.7
Reinhard Mayer (Former CFO)	-	80,012	-	-
Nilfisk Leadership Team	12,505	67,613	163,943	330.6
Total	43,775	238,094	543,402	979.1

¹ This table displays outstanding warrants for current members of the Nilfisk Leadership Team.

Sustainability-targets in incentive schemes

To ensure the organization is working towards Nilfisk's sustainability commitments and targets, sustainability targets are an integral part of both long- and short-term incentive programs, supplementing the financial targets for the Nilfisk Leadership Team. The sustainability-related targets included in the incentive programs are:

- Long-term incentive program (LTIP): The GHG Scope 3, Category 11 emissions reduction target, and is weighted at 20%.
- Short-term incentive program (STIP): The GHG Scope 1, 2, and 3 emissions reduction targets, along with employee engagement and EcoVadis rating targets, and are weighted at 10%.

In 2025, 16% (2024: 28%) of the expensed variable remuneration to the Nilfisk Leadership Team was related to sustainability-related targets, while climate-related targets made up 2% (2024: 2%) of their total remuneration for the same year.

Shareholdings of the Executive Management Board and the Nilfisk Leadership Team

Executive Management Board and the Nilfisk Leadership Team's shareholding in Nilfisk – 2025

Number of Nilfisk shares	January 1, 2025	Movements in 2025	December 31, 2025	Market value on December 31, 2025 in kEUR (closing price)
Jon Sintorn (CEO)	17,270	1,500	18,770	349.2
Carl Bandhold (CFO)	-	14,000	14,000	260.5
Camilla Ramby	4,861	683	5,544	103.2
Eerikki Mäkinen	-	16,000	16,000	297.7
Siam Schmidt	4,261	89	4,350	80.9
Christopher Riau	2,100	1,900	4,000	74.4
Thomas Dragø Nielsen	3,552	263	3,815	71.0
Total	32,044	34,435	66,479	1,236.9

Terms and conditions for notice of termination for the Executive Management

Nilfisk does not have a standard notice policy. However, our notice period is normally:

- 6-9 months by the executive
- 12-18 months by the company

In exceptional circumstances, the Board of Directors may appoint an executive with a regular notice period (by the company) of up to 24 months. Where such deviation from the normal notice period has been agreed to, the Board of Directors will endeavor to provide an appropriate supporting rationale within the following annual Remuneration Report. In 2025 a change of control clause was implemented in the CEO and CFO employment contracts with 24 and 18 months' notice respectively.

Members of the Executive Management Board are not entitled to severance pay beyond ordinary remuneration during their notice period.

Terms and conditions for indemnity for the Executive Management Board

Nilfisk has taken out a standard D&O insurance for the Executive Management Board. In line with international practice, should the insurance coverage be insufficient, Nilfisk will in certain cases cover additional claims that a member of the Executive Management Board may personally incur.

Remuneration of the Board of Directors

Members of the Board of Directors receive a base fee as well as fees for committee duties. Fees are evaluated relative to Danish and other European companies of comparable size and complexity to Nilfisk. No member of the Board of Directors participates in any of the company's incentive plans. Each member of the Board of Directors receives a fixed annual fee while the Chair receives three times the base fee and the Deputy Chair receives two times the base fee. In addition, a member of a board committee may receive a supplemental annual fee per committee. Members of the Board of Directors are not entitled to any kind of compensation upon resignation as a member of the Board of Directors.

Annual Board of Directors and Committee Fees – 2025 (Fee level before AGM 2025 in (€))

KEUR/year	Chair	Deputy Chair	Member
Board of Directors	150.8 (130.8)	100.5 (87.2)	50.3 (43.6)
Audit Committee	33.5 (29.1)	-	16.8 (14.5)
Remuneration Committee	16.8 (14.5)	-	13.4 (7.3)
Nomination Committee	16.8 (14.5)	-	13.4 (7.3)

Total remuneration of the Board of Directors – 2025

KEUR	Board of Directors	Audit Committee	Remuneration Committee	Nomination Committee	Total
Peter Nilsson (Chair)	146.0	-	16.2	16.2	178.4
Are Dragesund (Deputy chair) ¹	86.4	-	1.8	10.1	98.3
Viveka Marianne Ekberg	48.7	32.4	-	-	81.1
Bengt Anders Lennart Thorsson	48.7	16.3	-	-	65.0
Ole Kristian Jødahl	48.7	-	10.1	-	58.8
Franck Falezan	48.7	-	-	1.8	50.5
René Svendsen-Tune ²	21.8	-	-	1.8	23.6
Gerner Andersen	48.7	-	-	-	48.7
Marcus Faber Kappendrup	48.7	-	-	-	48.7
Claus Dalmose ³	36.1	-	-	-	36.1
Nadia Damiri ⁴	37.3	-	-	-	37.3
Wannie Kristina Trolle Hansen ⁵	13.6	-	-	-	13.6
Alexander Kjær Rasmussen ⁶	11.3	-	-	-	11.3
Total	644.7	48.7	28.1	29.9	751.4

¹ Board member until March 19, 2025, and subsequently Deputy Chair.

² Board member until June 30, 2024, and subsequently Deputy Chair until resignation from Board March 19, 2025.

³ Resigned from the board effective on September 23, 2025.

⁴ Resigned from the board effective on October 9, 2025.

⁵ Appointed to the board with effect from September 23, 2025.

⁶ Appointed to the board with effect from October 9, 2025.

Board of Directors' shareholding in Nilfisk – 2025

Number of Nilfisk shares	January 1, 2025	Movements in 2025	December 31, 2025	Market value on December 31, 2025 in KEUR (closing price)
Peter Nilsson (Chair)	40,104	4,000	44,104	820.6
Are Dragesund (Deputy chair)	-	-	-	-
Viveka Marianne Ekberg	9,500	-	9,500	176.8
Bengt Anders Lennart Thorsson	1,000	-	1,000	18.6
Ole Kristian Jødahl	5,515	567	6,082	113.2
Franck Falezan	-	-	-	-
Gerner Andersen	500	-	500	9.3
Marcus Faber Kappendrup	32	-	32	0.6
Wannie Kristina Trolle Hansen	238	-	238	4.4
Alexander Kjær Rasmussen	-	-	-	-
Total	56,889	4,567	61,456	1,143.5

Comparative overview of remuneration and key figures

Six years key figures (amounts in kEUR)	2025	% Change	2024	% Change	2023	% Change	2022	% Change	2021	% Change	2020
Remuneration of the Board of Directors											
Peter Nilsson (Chair)	178.4	12%	159.8	1%	158.0	38%	114.6	100%	-	-	-
Are Dragesund (Deputy-chair) ¹	98.3	157%	38.2	100%	Fee waived	-	Fee waived	-	Fee waived	-	Fee waived
Viveka Marianna Ekberg	81.1	18%	69.0	58%	43.6	100%	-	-	-	-	-
Bengt Anders Lennart Thorsson	64.9	-15%	76.3	55%	49.1	100%	-	-	-	-	-
Ole Kristian Jødahl	58.8	35%	43.6	0%	32.7	100%	-	-	-	-	-
Franck Falezan	50.5	-1%	50.9	0%	50.9	2%	49.9	6%	47.0	86%	25.3
René Svendsen-Tune ²	23.6	-68%	72.7	-9%	80.0	-20%	99.8	18%	84.4	78%	47.5
Gerner Andersen	48.7	12%	43.6	0%	43.6	2%	42.8	6%	40.3	0%	40.3
Claus Dalmoose ³	36.1	12% ⁷	43.6	0%	43.6	0%	32.7	100%	-	-	-
Nadia Roya Damiri ⁴	37.3	12% ⁷	43.6	0%	43.6	0%	32.7	100%	-	-	-
Marcus Faber Kappendrup	48.7	12%	43.6	0%	43.6	0%	32.7	100%	-	-	-
Wannie Kristina Trolle Hansen ⁵	13.6	100%	-	-	-	-	-	-	-	-	-
Alexander Kjær Rasmussen ⁶	11.5	100%	-	-	-	-	-	-	-	-	-
Jutta af Rosenborg	-	-100%	18.2	0%	72.7	-3%	74.7	-7%	80.5	0%	80.5
Remuneration of the Executive Management Board and the Nilfisk Leadership Team											
Jon Sintorn (CEO)	1,955.0	55%	1,259.7	100%	-	-	-	-	-	-	-
Carl Bandhold (CFO) ⁸	1,059.4	100%	-	-	-	-	-	-	-	-	-
René Svendsen-Tune (Interim CEO)	-	-100%	1,048.8	1%	851.5	100%	-	-	-	-	-
Reinhard Mayer (Former CFO)	939.9	-4%	1,079.3	-26%	1,466.6	36%	1,074.7	-22%	1,380.3	100%	-
Nilfisk Leadership Team	4,237.0	36%	3,106.4	-22%	3,986.6	21%	3,295.5	-14%	3,686.7	26%	2,927.8

Note: Remuneration figures for 2020 are shown excluding the value of earned long-term incentives. Figures for 2020 stated according to latest account standard IFRS 16. Please refer to note 1 of the annual report.

¹ Board member until March 19, 2025, and subsequently Deputy Chair.

² Board member until June 30, 2024, and subsequently Deputy Chair until resignation from Board March 19, 2025.

³ Resigned from the board effective on September 23, 2025.

⁴ Resigned from the board effective on October 9, 2025.

⁵ Appointed to the board with effect from September 23, 2025.

⁶ Appointed to the board with effect from October 9, 2025.

⁷ Calculated as annualized change.

⁸ Appointed CFO on March 24, 2025.

Comparative overview of remuneration and key figures (continued)

Six years key figures (amounts in kEUR)	2025	% Change	2024	% Change	2023	% Change	2022	% Change	2021	% Change	2020
Financial measures, Nilfisk Group											
Revenue (mEUR)	996.3	-3%	1,027.9	-1%	1,033.6	-3%	1,069.5	7%	994.9	19%	832.9
EBITDA margin (before special items)	13.0%	-0.2pp	13.2%	0.4pp	12.8%	(0.4)pp	13.2%	(1.3)pp	14.5%	2.4pp	12.1%
Organic growth	0.2%	-1.0pp	1.2%	1.5pp	-0.3%	(5.2)pp	4.9%	(15.8)pp	20.7%	32.2pp	-11.5%
Average number of full-time equivalents	4,622	-4%	4,794	2%	4,680	-2%	4,772	2%	4,696	5%	4,460
Average staff costs per full-time equivalent (thousand EUR) ⁹	67.4	4%	64.9	1%	64.5	9%	59.3	6%	56.1	-2%	57.0

Note: Financial figures for the parent company, Nilfisk Holding A/S, are not included, as fixed and variable remuneration for the Executive Management Board is based upon Group responsibility and performance. Remuneration figures for 2020 are shown excluding the value of earned long-term incentives. Figures for 2020 stated according to latest account standard IFRS 16. Please refer to note 1 of the annual report.

⁹ Average staff costs are calculated as total staff costs divided by average full-time equivalents as per the annual report.

Shareholder feedback

The Remuneration Report 2024 was adopted by 95.4% of the valid votes cast. No comments or questions regarding the contents of the Remuneration Report were received ahead of or at the Annual General Meeting in 2025.



Statement by the Board of Directors

The Board of Directors has today considered and approved the Remuneration Report of Nilfisk Holding A/S for the financial year January 1 to December 31, 2025.

The Remuneration Report has been prepared in accordance with section 139b of the Danish Companies Act.

In our opinion, the Remuneration Report is in accordance with the Remuneration Policy adopted at the Annual General Meeting, and is free from material misstatement and omissions, whether due to fraud or error.

The Remuneration Report will be presented for an advisory vote at the Annual General Meeting.

Copenhagen, February 19, 2026

Board of Directors

Peter Nilsson

Chair

Bengt Thorsson

Franck Falezan

Marcus Faber Kappendrup

Wannie Kristina Trolle Hansen

Are Dragesund

Deputy Chair

Viveka Marianne Ekberg

Ole Kristian Jödahl

Gerner Raj Andersen

Alexander Kjær Rasmussen

Independent auditor's report

To the shareholders of Nilfisk Holding A/S

We have examined whether the remuneration report for Nilfisk Holding A/S for the financial year January 1 to December 31, 2025, contains the information required by section 139b(3) of the Danish Companies Act.

We express a conclusion providing reasonable assurance.

The Board of Directors' responsibility

The Board of Directors is responsible for the preparation of the remuneration report in accordance with section 139b(3) of the Danish Companies Act and the remuneration policy adopted at the Annual General Meeting.

Further, the Board of Directors is responsible for the internal control that the Board of Directors considers necessary to prepare the remuneration report without material misstatement and omissions, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express a conclusion on the remuneration report based on our examinations.

We conducted our examinations in accordance with ISAE 3000, Assurance Engagements Other than Audits or Reviews of Historical Financial Information, and additional requirements under Danish audit regulation to obtain reasonable assurance about our conclusion.

Deloitte Statsautoriseret Revisionspartnerselskab applies International Standard on Quality Management 1, ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the requirements for independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, and ethical requirements applicable in Denmark.

As part of our examinations, we have checked whether the remuneration report, to the extent relevant, includes the information required by section 139b(3), items 1-6, of the Danish Companies Act for the remuneration of each member of the Executive Management and the Board of Directors.

We believe that the procedures performed provide a sufficient basis for our conclusion.

Our examinations have not included an examination to verify the accuracy and completeness of the information provided in

the remuneration report, and therefore we do not express any conclusion in this regard.

Conclusion

In our opinion the remuneration report contains, in all material respects, the information required by section 139b(3) of the Danish Companies Act.

Copenhagen, February 19, 2026

Deloitte

Statsautoriseret Revisionspartnerselskab
Business Registration No 33 96 35 56

Sumit Sudan
State-Authorised Public Accountant
MNE no mne33716

Niels Skannerup Vendelbo
State-Authorised Public Accountant
MNE no mne34532

About Nilfisk

Nilfisk is a global provider of cleaning equipment and solutions, including floorcare machines, vacuum cleaners, and high-pressure washers. Serving a broad range of industries, Nilfisk maintains a strong market presence globally. Nilfisk's growth strategy is driven by targeted product development, high service levels, and close collaboration with customers. Nilfisk operates in a resilient market focused on hygiene, automation, and sustainability. Headquartered in Copenhagen, the company was founded in 1906.

For more information, visit nilfisk.com

Nilfisk's Remuneration Report 2025 was published on February 19, 2026.

Nilfisk Holding A/S

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