



# Reshaping for resilience

DANSKE BANK WINTER SEMINAR  
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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 Interim Report and this presentation.

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



# Nilfisk at a glance

A market leader in the professional cleaning equipment industry



**4,500** employees worldwide



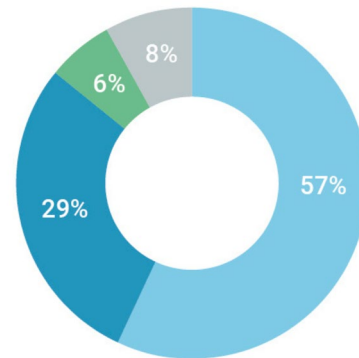
**40+** countries with sales companies



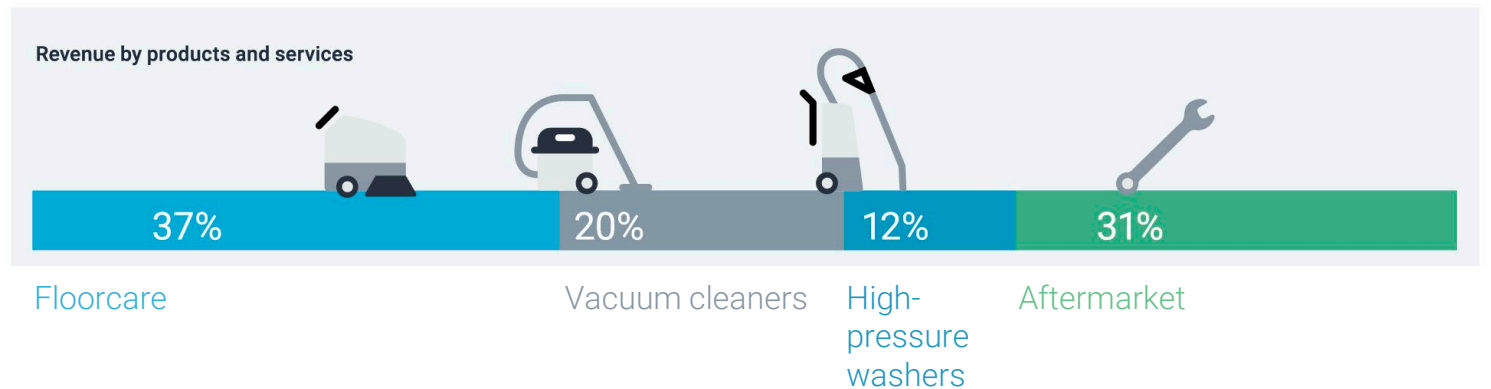
**6** manufacturing sites in six countries



Nilfisk products are sold in more than **100** countries

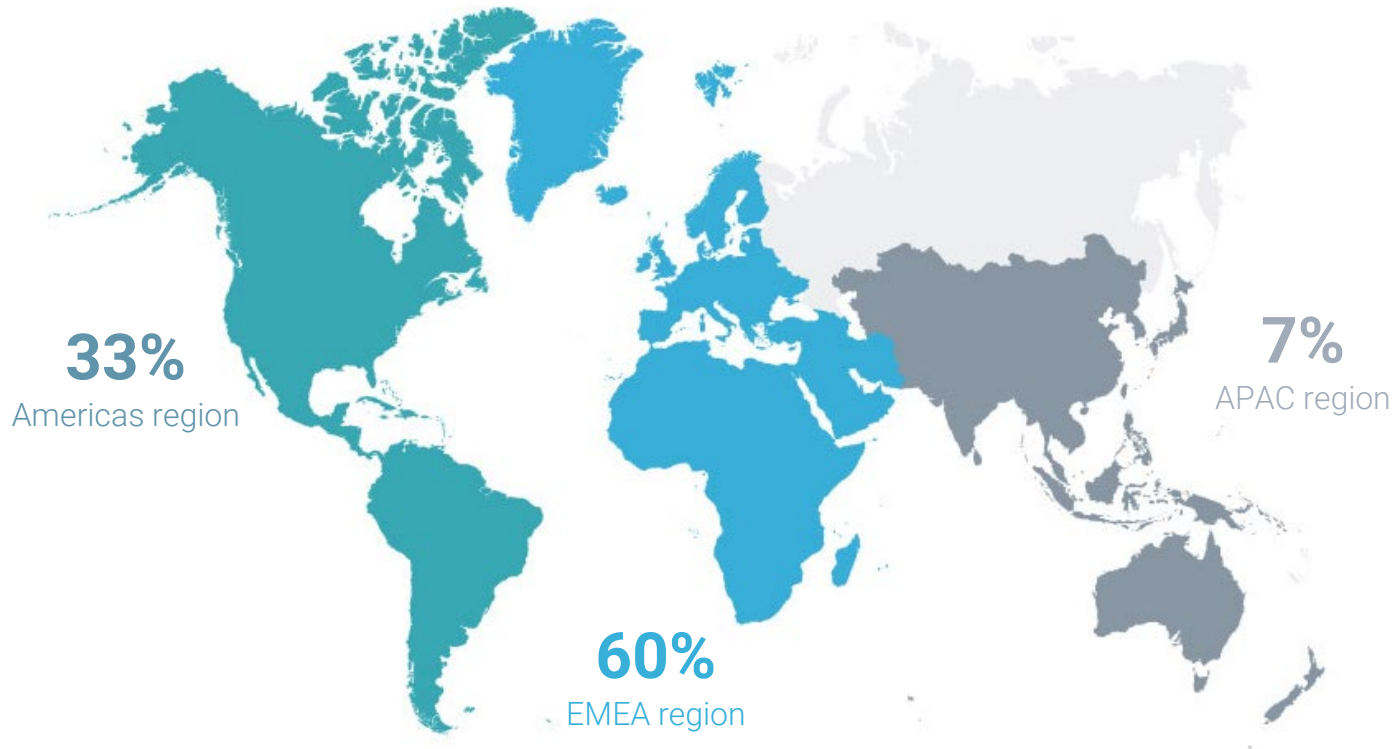


- Professional Business
- Service Business
- Specialty Business
- Consumer Business



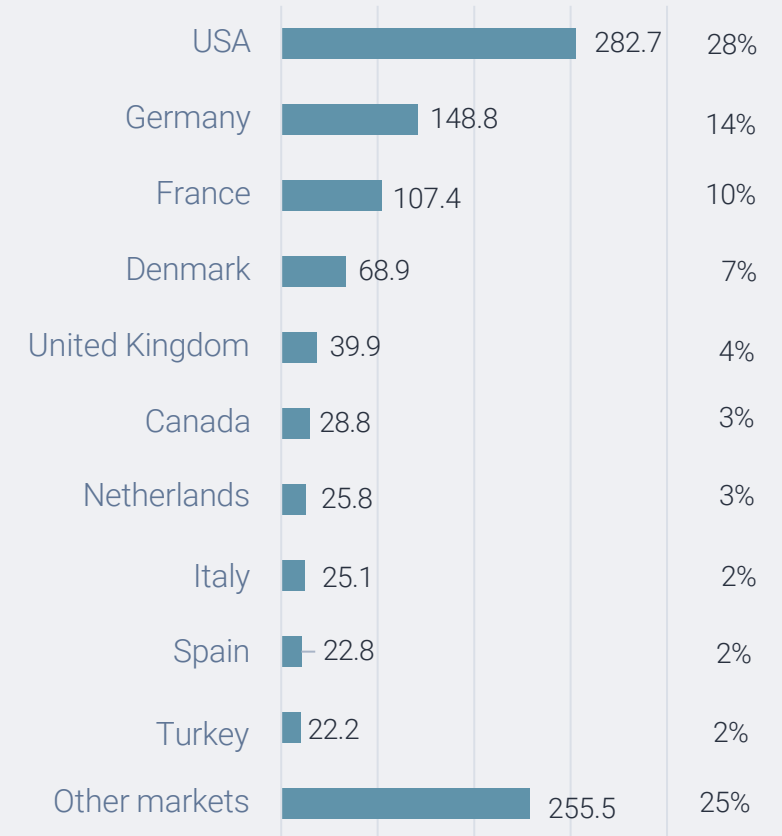
# Global presence

Nilfisk is leading player in the professional cleaning space



Annual revenue: 1,027.9 mEUR (2024)

## 10 largest Nilfisk markets by revenue, mEUR



# Investment highlights

Nilfisk will create shareholder value by becoming the benchmark for cleaning excellence

— delivering faster execution, deeper customer closeness, and a simpler, more profitable operating model.



## Attractive market, growing with GDP+

- Demand-steady, non-cyclical industry.
- Market growth supported by structural tailwinds in hygiene, automation, labor scarcity, and sustainability.
- Sub segments with higher growth and attractiveness e.g. controlled environments, automated production and warehouses, giga factories etc.



## Global player with leading positions in all key market segments

- Strong local presence with high commercial density and deep customer relationships
- Go-to-market playbook based on market leadership position in EMEA.
- Opportunity to continue increasing commercial density to drive growth by rolling out playbook.



## Established, strong brand and comprehensive portfolio

- Well-established core product portfolio enhanced by automation, connectivity.
- Opportunity to improve competitiveness through facelifts and cost downs across the portfolio.
- Room to improve component commonality to accelerate time-to-market and reduce complexity.
- Specialty and Service businesses with outsized EBITDA-margins and growth prospects.



## Margin expansion opportunity

- Reduce complexity in operations footprint.
- Component commonality to drive volume for economies of scale in sourcing and production.
- Supplier footprint optimization to reduce cost and improve resilience.
- Opportunity to reduce cost in supporting functions (G&A).

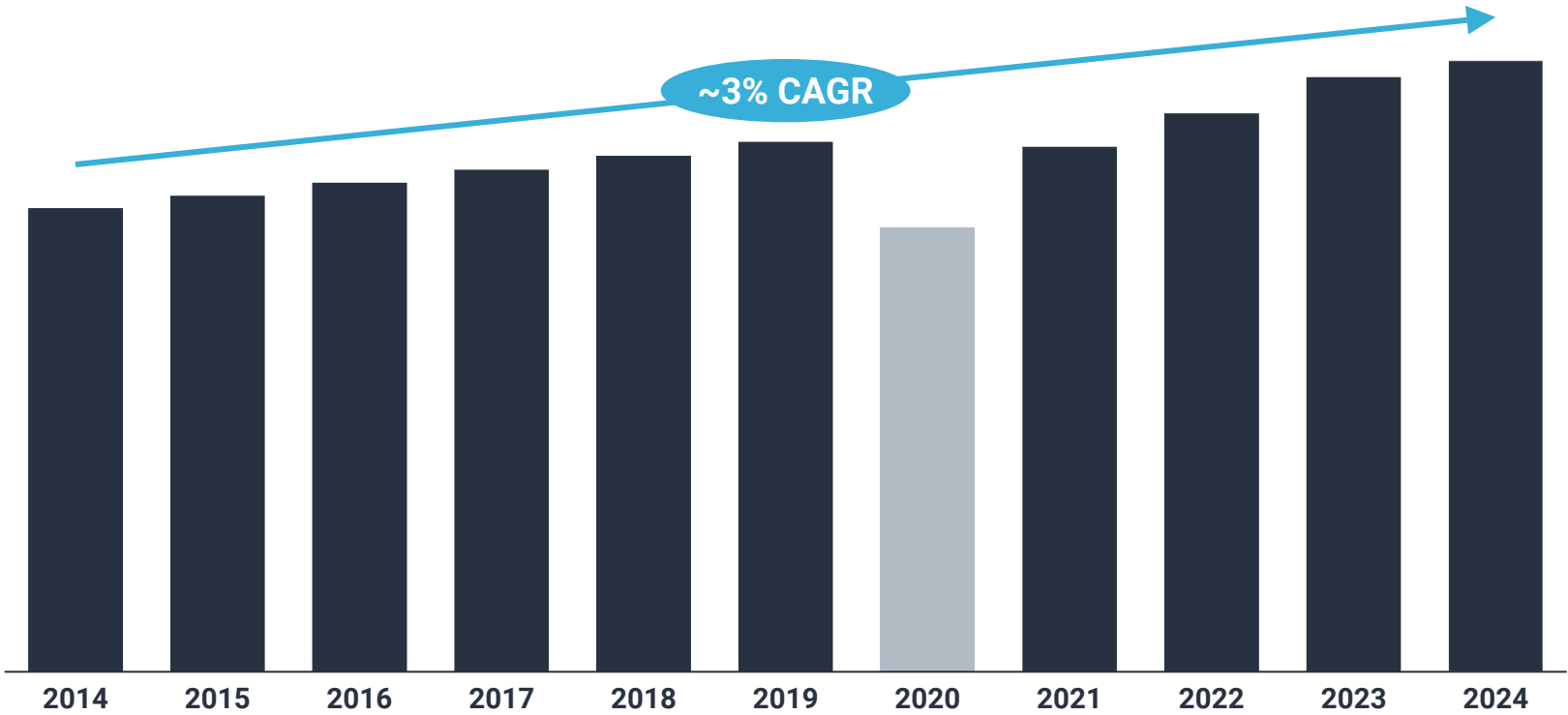


## Increased focus on cash generation and capital allocation

- Robust cash generation supported by resilient market and business model,
- Opportunity to reduce net working capital, especially inventory, after recent footprint consolidations.
- High focus on capital efficiency in managing operations and capital allocation to generate shareholder value over time.

# Our market is growing in line with GDP(+)

Market for cleaning equipment (mEUR)



### Drivers

- Economic activity
- Sub-segments growing faster
- Mid-tier growth
- Total cost of ownership
- Rental and service penetration
- Autonomous replacing labor

# Many customers with different needs



# We focus on serving three overall customer segments



Customers who **rely on a partner** to support their cleaning operations

~€3.2bn

Contract Cleaners



Customers who want a partner to **take responsibility for and guarantee cleaning outcomes**

~€4.8bn

Institution

Industry

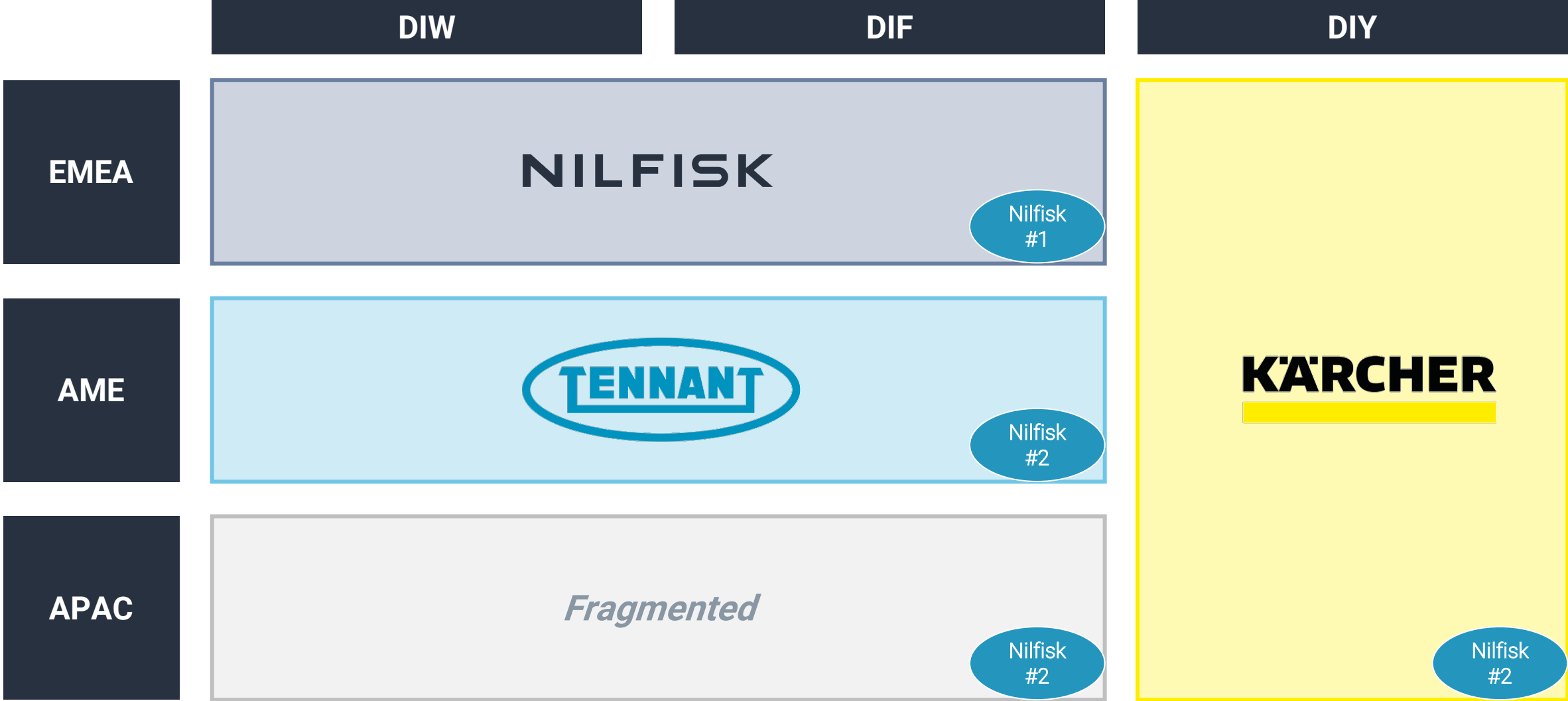


Customers who prioritize **low cost and convenience** and typically purchase through distributors or online

~€1.2bn

ABCA

# Industry Leaders Hold Distinct Territories Of Strength based on product portfolio and local commercial presence



# Few Players Offer Full Range of Indoor Professional Cleaning Equipment

## FLOORCARE

## VACUUM CLEANERS

## HPW



Scrubber Dryers

Sweepers

Combination

Other Floor Cleaning

Autonomous

Commercial Vacuums

Industrial Vacuums

Pressure Washers

Global

Regional

**NILFISK**

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**PowerBoss**

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**Minuteman**  
More Than Just Clean

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# Strategic roadmap for 2025

## Improve competitive position in North America

- Improve performance in North America, through a turnaround of the region continues to be a top priority.
- Restructure US operations, consolidating manufacturing in Querétaro, Mexico
- Reinforce strong commercial presence in the US with a new office
- Increase sales density and strengthen commercial activity across key markets.
- Refresh the core product portfolio and drive adoption of new and autonomous products (e.g., SC25, VP25).
- Improve product and parts delivery performance to support customer retention and growth.

## Enhance the operating model

- Shift responsibilities closer to customers by decentralizing decision-making and increasing accountability of regional business leaders.
- Build a simpler, more focused organization with sharper accountability across regions and functions.
- Strengthen customer-facing functions through clearer roles, improved responsiveness, and tailored value propositions across verticals.
- Continue reshaping the cost structure and realigning the organization to reflect the new operating model.
- Adapt financial performance management processes to support transparency and local ownership.

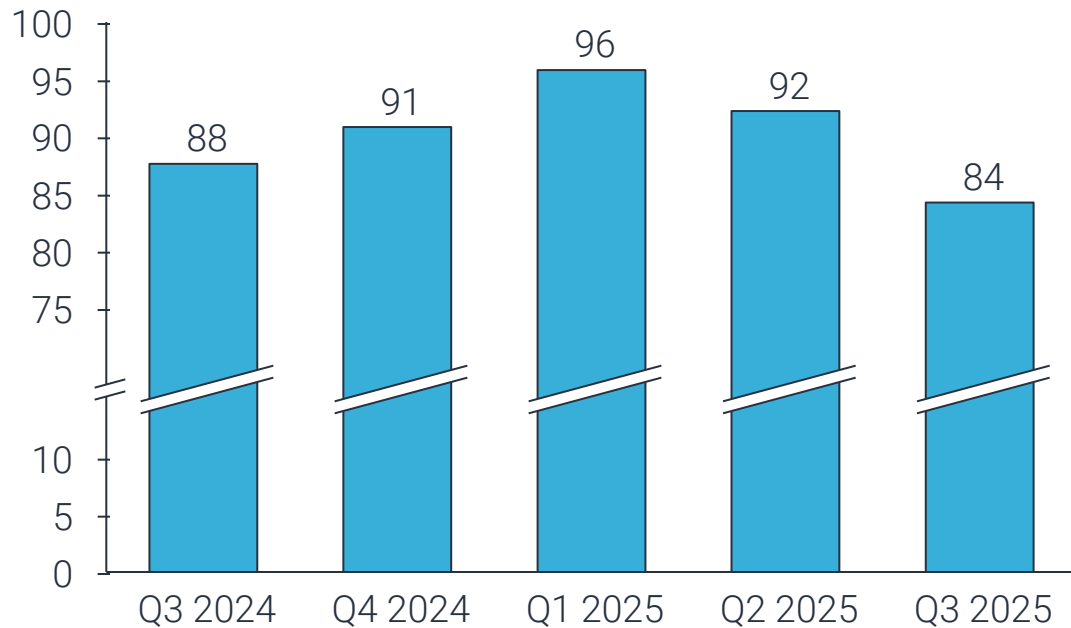
## Execute structural efficiency improvements

- Deliver targeted overhead cost savings through reductions in support functions, enabling reinvestment in commercial activity.
- Divest the US high-pressure washer business
- Optimize production and distribution through ongoing consolidation efforts, including completion of the Hungarian site consolidation and additional footprint adjustments.
- Continue sales entity optimization in APAC to streamline the commercial setup.
- Improve working capital efficiency and maintain focus on cost discipline across operations.

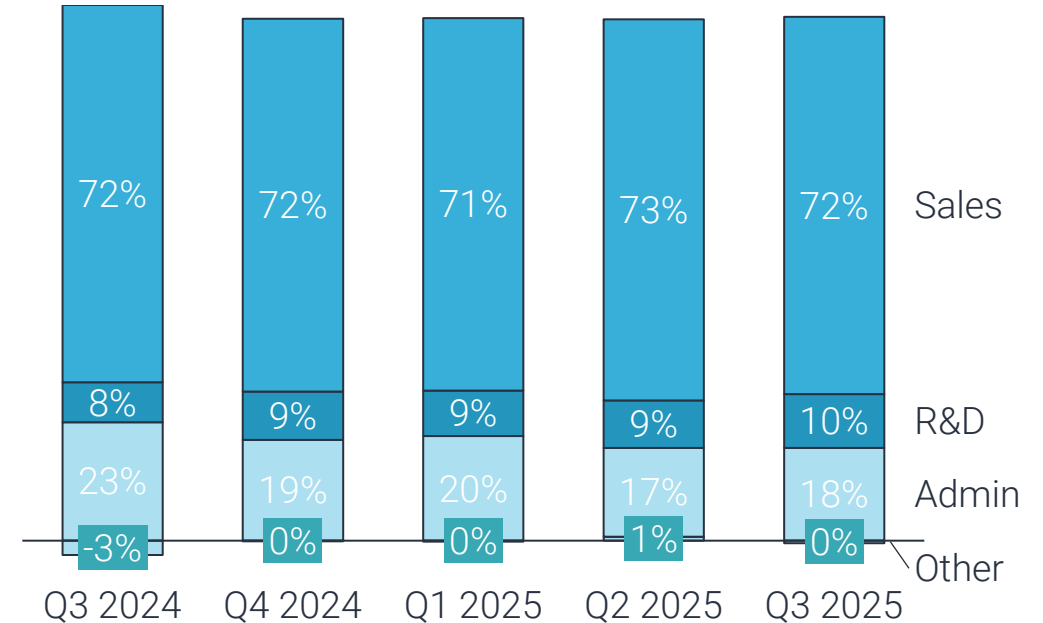
# Reshaping cost structure ahead of plan

Ahead of plan to achieve our OH cost reduction run rate of 6-8%. Share of admin cost decreased from 20% to 18% in Q3 2025

### OH-run rate coming down sequentially



### Increasing share of OH allocated to driving growth



# Global footprint with regional production hubs

Footprint optimization executed to reduce cost while maintaining flexibility, resilience



# Product portfolio activities to improve competitiveness

Facelifts and cost downs by component commonality

## New technology plan

- Defining the technology shared across the products differentiating Nilfisk
- Striving for unified value proposition relevant for all regions but achieving the global economies of scale and speed of development

~50 variants



SC4000

SC2000



SC1500

~3-5 variants



## New portfolio plan

- New products to be supported by facelifts of old popular products by customer demand

Old vs. new prototype



# Priorities going into 2026 and beyond

## What

- Roll-out EMEA playbook
- Scale Speciality businesses
- Improve US competitiveness
- Revitalize product portfolio
- Continue improving operations footprint

## How

- Decentralized operating model
- Disciplined financial management
- Clear operating principles
- Shared values



**NILFISK**