

Nilfisk-Advance Group
Annual Review 2008





Nilfisk-Advance

— leading the way

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Nilfisk-Advance is one of the world's leading manufacturers of professional cleaning equipment.

With our headquarters in Denmark, supported by manufacturing facilities in Asia, Europe and North America, plus sales entities in 41 countries and distributors in more than 70 countries, we are truly global. At the end of 2008 we have approximately 4900 employees.

Professional products

Nilfisk-Advance's main product lines are professional scrubber dryers, sweepers, vacuum cleaners, and high pressure washers. Our products are primarily focused on the commercial cleaning market, which includes institutional and industrial customers, as well as professional contract cleaners. The products are sold under a wide range of brands, including

Nilfisk, Nilfisk-ALTO, Advance, Clarke, Viper and Nilfisk-CFM.

In the domestic market, we offer both vacuum cleaners and high pressure washers under the Nilfisk brand.

Devoted to development

Product development is a major priority, and is supported by approximately 3% of our total turnover. With close to 250 engineers devoted to developmental projects, we introduce several new products each month.

Backed by quality service

Innovative and high quality machines need high quality service. Our almost 700 service employees ensure that our customers' machines keep running.

The growth targets are ambitious, and we aim for an organic growth rate averaging 6% per year over the business cycle. During the past years we have made significant acquisitions to support our growth and expand our market reach. In the years to come we intend to continue to be active in the ongoing consolidation of the professional cleaning equipment market.

Nilfisk-Advance has developed professional cleaning equipment for more than 100 years, and it is our plan to be around for the next 100 years as well.

Nilfisk-Advance is part of the NKT Group, listed on the Copenhagen Stock Exchange.

Positioning ourselves for the future



Our vision and strategy for the future has always been clear. We want to be the best at what we do, and we will offer our customers valuable partnerships and the best possible basis for a future together.

We took a good step towards meeting these targets in 2008, and will continue to do so in the years to come.

Nilfisk-Advance had a good year in 2008. We achieved a record turnover of EUR 790M and realized EUR 62M in EBITA from our ordinary operations. We invested in New Product Development and basic research, and we initiated start up's in 5 new markets. This is the way forward, and we will continue to invest in our business even though the current tough economic situation might cause a temporary slowdown in our growth plans.

Focusing on our customers

In 2008, we continued to grow our business by acquiring 5 companies, each of which gives us a strong position in new geographies, or expands our portfolio of products and technological solutions. Acquisitions and new sales entities bring us new people and fresh ideas, from which we can benefit and develop our offering to our customers – we therefore welcome onboard all our new employees.

Offering the best

These investments in new product and technology solutions are closely linked to our long-term commitment to be where our customers are, and to meet their needs. We have, in 2008, initiated a large Customer Understanding project, which will ensure that our entire organization is brought closer to our customers, and thus able to offer them better products and services.

In order to offer the best products in our industry, we must be innovative. We continuously upgrade our portfolio and apply new technologies from which our customers can benefit. This is more than just our strategy; it is the cornerstone of our future growth.

Early start up in new markets

Expanding into emerging markets is an integrated part of our strategy. We want to position ourselves in the geographies where the development in time, will start a transition from manual labor to the use of cleaning machines. In 2008 we opened new offices in Argentina, Chile, India, Macau, and the United Arab Emirates. We believe that the proactive establishment of a solid business, before development takes off, is vital for future businesses. During the coming years, we will also look for opportunities to move into new markets, and to take advantage of our wide product portfolio and well-reputed brands.

High class in low cost countries

The consolidation of our production entities is a normal element of our ongoing strategy. The plans have, however, been accelerated by the economic situation, and involve the further relocation of production from high cost countries to low cost countries. Production in places such as China and Hungary, in no way means compromising on our high quality. We continuously invest in all of our production units, to ensure that we have high class plants for the production of our high quality products.

Double our performance

In 2009, we will adjust our business and align it to the world's economic development - but we are at the same time committed to developing our business and ensuring that we, and our customers, remain among the leaders.

Our strategic direction is still to Double Our Performance. We will continue to invest in developing our people, our products, and our services. We do this because we believe that constant development and strong relationships with our customers and partners – also in tough times – are what will ensure our success over the long term.

Jørgen Jensen,
CEO and President

Fulfilling needs

– innovation for our customers

It all starts with the customer's need, and our wish to fulfill that need.

Luckily, we know our customers better than anyone. For decades, we have learned by listening to them, and this on-going close co-operation is essential to serve them effectively.

But that doesn't mean that we are satisfied. Our large Customer Understanding project initiated in 2008 will ensure an even higher level of closeness to our customers. We strive to offer them even better products and services – and to always fulfil their needs.

The best products in our industry

Product development has always been at the

core of our business. In good times - and even in not so good times - our focus has continued to be on providing our customers with the best products in our industry.

It is a matter of constant investment, which is why for many years, we have maintained a spending level of 3% of our turnover on New Product Development, and we will continue to do so. These investments are backed by some 250 engineers, employed in our development teams around the globe.

More cleaning power

One example of our new technologies is the Evergreen cleaning control system. Evergreen gives instant dosage control of the cleaning detergent, making it possible to give the exact

amount needed on specific areas. This gives more cleaning power with less environmental impact. Evergreen will be introduced in May 2009.

Global competences

Product development takes place in competence centers focusing on specific product groups, located on three continents. This makes it possible to take advantage of the expert skills and market knowledge of employees from every corner of the world.

Reducing the total cost of cleaning

During all development work, the main focus is always the same. We want to reduce the total cost of cleaning for our customers. We strive to both increase productivity and lower the cost of our machines. Many factors have to be considered, including reducing man hours, energy, water and detergents – combined with the constant optimization of filtration, user-friendliness, integration of functions, durability, ergonomics, and reduced noise levels. It is a tough job, but our engineers have shown that they know how to do it.

We have what you need

This year we have launched more than 40 new products, and next year we plan to have more than 2 new products launched each month. We are proud to say that, when it comes to professional cleaning equipment, we have a product portfolio that will meet your needs; whether you clean offices, hotels, industrial plants, schools, parks, hospitals, cars, or just your own home.



Product launches 2008

Walk behind scrubbers

Advance, 34RST, heavy-duty walk-behind
Nilfisk, CA 331, compact and low cost
Nilfisk, CR 1000, compact combi concept
Advance, Micromatic 13E, replaces mop and bucket cleaning
Clarke Focus II, mid-size walk-behind
Nilfisk-ALTO, SCRUBTEC 8, high efficiency

Ride on scrubbers

Nilfisk-ALTO, SCRUBTEC R3, robust
Nilfisk, CR 1500, combo machine for difficult industrial floors
Advance, Cyclone 4500, outdoor performance
Clarke, Vantage 13E, micro scrubber
Clarke CR28, boost compact rider

Sweepers

Nilfisk, SR 1301, high-dump ride-on
Nilfisk, SR 1601, Industrial sweeper for heavy-duty applications
Advance Captor AXP, onboard detergent system

Road Sweepers

Nilfisk, RS 851, good performance
Nilfisk, RS 1301, reliability
Nilfisk, MV 4500, multi purpose vehicle

Industrial Vacuum Cleaners

Nilfisk-CFM, CTS-CTT, three-phase vacuum cleaner
Nilfisk-ALTO, ATTIX 30/40/50 PC, efficient and easy to use
Nilfisk-ALTO, ATTIX 9ED, high power cleaning
Nilfisk-ALTO, ATTIX 9 TYPE 22, health and safety cleaning
Nilfisk-ALTO, ATTIX 30/40/50 XC, with automatic filter cleaning
Nilfisk-CFM, WST 100 w DV, handling liquids with added safety

Commercial Vacuum Cleaners

Nilfisk, GU 305/355/455, high-grade filtration
Nilfisk, GD 5/10, back pack model
Nilfisk, GD 911 Battery, battery driven
Clarke, Carpet Master, dual-motor upright model

Consumer Vacuum Cleaners

Nilfisk, Action PLUS, for the busy family

Professional High Pressure Washers

Nilfisk-ALTO, POSEIDON 5, cold water cleaning
Nilfisk-ALTO, POSEIDON 1, compact cold water cleaning
Nilfisk-ALTO, MULTICLEANER, cleaning robot for pig farms
Nilfisk-ALTO, NEPTUNE 2, compact hot water with upright design
Nilfisk-ALTO, SOLAR BOOSTER, cost-efficient stationary washer

Consumer High Pressure Washers

Nilfisk, C 120.4 Compact
Nilfisk, E 130.2 & E 140.2 Excellent, efficient series
Nilfisk, Patio Plus, for patio cleaning applications

Low Pressure Washers for the food industry

Nilfisk-ALTO, Foamatic Main Station, automatic unit for rinsing, foaming and sanitation

Carpet Extractors

Advance, Adphibian, combination scrubber/carpet extractor
HydraMaster, Boxxer 318, truck-mounted
Nilfisk, MX Series, Carpet Cleaner, easy and efficient
Nilfisk, HSC 585 Multi, multi functional
US Products, Advantage Series, hot & cold cleaning
HydraMaster, DriMaster HiFlo, upholstery Tool
HydraMaster, Titan 875, truck-mounted

Burnishers

Advance Advolution 20B, battery walk-behind
Clarke Fusion 20B, battery walk-behind

Sanders

Clarke American Sanders, CAV16 mid size dust containment

Carwash

Nilfisk-ALTO, B3 Technology, for self-service washing plants

Nilfisk-Advance World



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- Product Companies
- Sales Entities
- Acquisitions and new Sales Entities 2008

Acquisitions

HydraMaster, professional carpet cleaning machines, US

Aquatech, sales and service channels, Sweden

Cyclone, large outdoor cleaning, specialists in waste water recovery and water recycling, US

Frithiof, distributor of high quality central vacuum cleaners, Denmark

Chile, distributor of professional cleaning equipment, Chile

New Sales Entities

Chile, Santiago

India, Mumbai

Macao, Macao

United Arab Emirates, Sharjah



Highly skilled employees

Our business is built on having the right people in the right positions, since they are the ones that make all the difference.



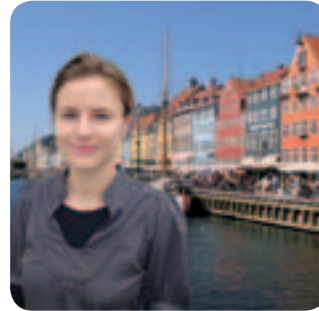
"I have been in our service department for 10 years. I enjoy the diversity of the work, the interaction with our customers and the autonomy in my job. My colleagues and I can take care of virtually every kind of machine problem so we can keep them running. I have the right tools to do a professional job. This makes me a confident technician."

Christophe Simplot,
Serviceman, France



"I really enjoy showing potential customers our product portfolio. Often, they do not know how easy our machines can make their jobs and how many benefits can be achieved by using professional equipment like ours. There is no question in my mind, that my customers appreciate the high quality and performance of our products. I like that about my job."

Ricky Zhou,
Sales Manager, China



"It is great to work in a development department because it gives me the opportunity to create something that has never been seen before. I like the evolutionary process, meaning that we participate in a project from the very fresh first ideas, until the product is finished and ready for sale. I also enjoy the co-operation across geographies, professions and cultures."

Trine Nielsen,
Technical Project Leader, Denmark



"To continue to grow Nilfisk-Advance globally means that the needs of our customers must continuously be understood. Collaboration between global Product Management and New Product Development teams assures that our ideas and innovations are fully utilized. This is how we make sure that we constantly meet or exceed all of our customer's needs."

Lance Hartmann,
Product Manager, US

We have 4.900 highly skilled employees located in every corner of the world. Their skills are used across geographical and organizational boundaries, and are being constantly developed. We do this to provide our customers with the best possible service, and to provide our employees with the challenges and the knowledge that they seek.

Group Management: Dan Stig Jensen, Christian Cornelius-Knudsen, Jørgen Jensen, Anders Terkildsen, Morten Johansen and Lars Gjødsbøl.



Financial highlights

Amounts in EUR '000

GROUP

Income Statement

	2004	2005	2006	2007	2008
Total netsales	551,831	686,310	730,099	776,408	789,508
EBITA	35,905	45,103	55,199	68,531	61,929
EBITA after restructuring and sale of buildings	11,519	46,157	69,747	68,751	55,852
Result after tax	3,673	34,070	40,073	37,988	26,560

Balance Sheet

Total assets	442,943	503,384	502,829	573,478	628,064
Total Equity	120,309	167,350	173,580	174,932	187,245

Cash flow

Cash flow from operating activities	39,398	2,196	15,681	93,824	43,982
Free cash flow	-29,505	-12,648	33,121	550	16,227

Financial ratios:

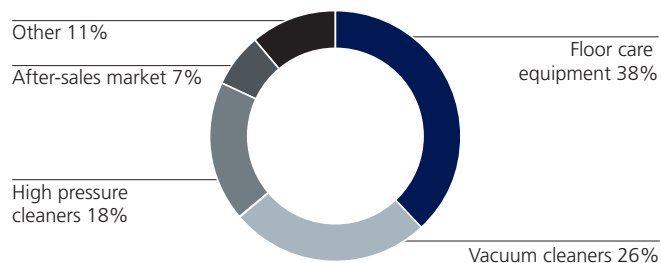
EBITA (excl. restructuring and sale of buildings) %	6.5	6.6	7.6	8.8	7.8
Equity %	27.2	33.2	34.5	30.5	29.8

Other data

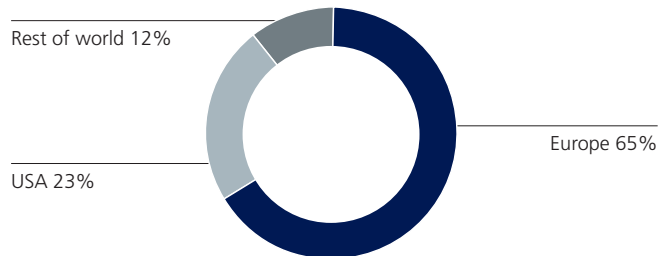
Average number of employees	3,310	3,838	3,868	4,294	5,136
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TOTAL NETSALES



SALES BY MARKETS



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