

Eigenkapitalforum

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Frankfurt, November 26th, 2025





WashTec – a brief introduction

Our strategic direction – becoming a Solution Provider

Our mid-term financial targets – and how we will achieve them

Q&A



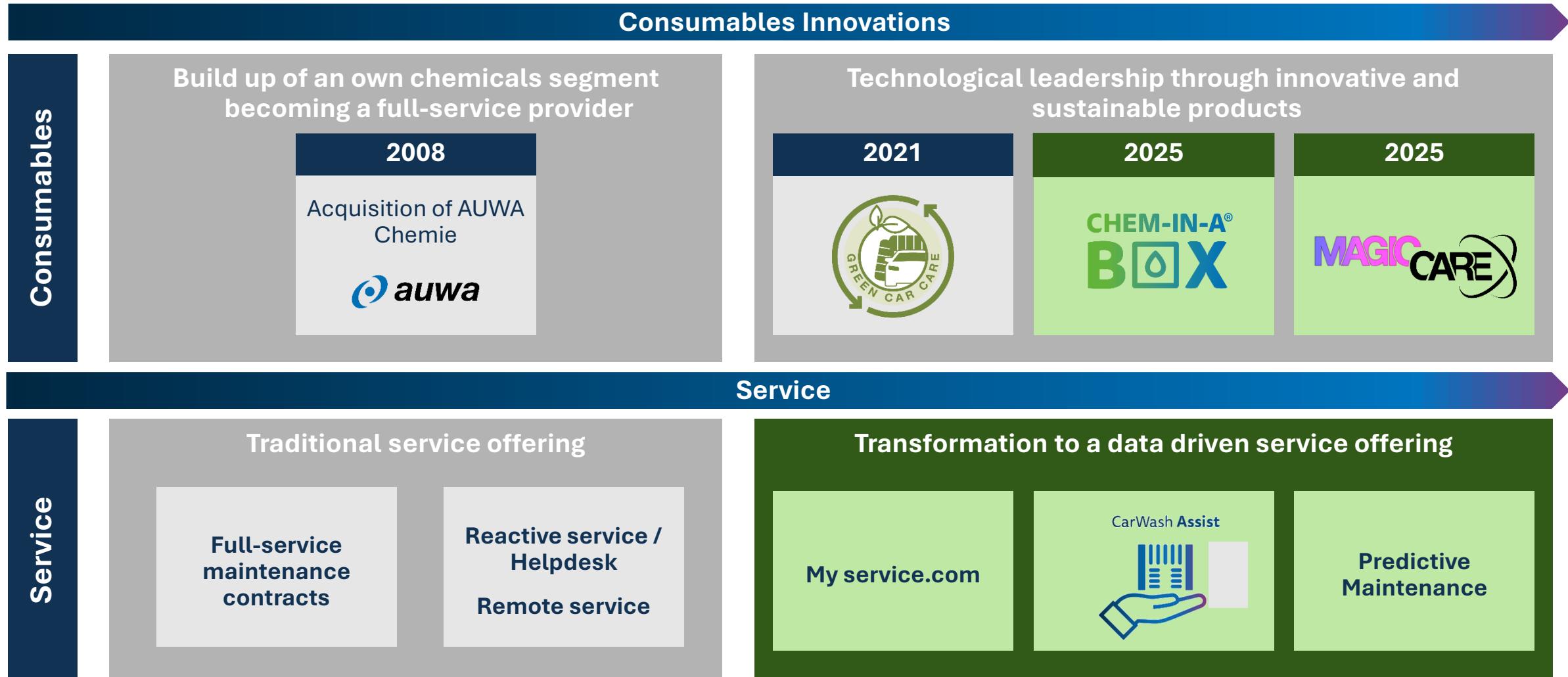
1 WashTec – a brief introduction

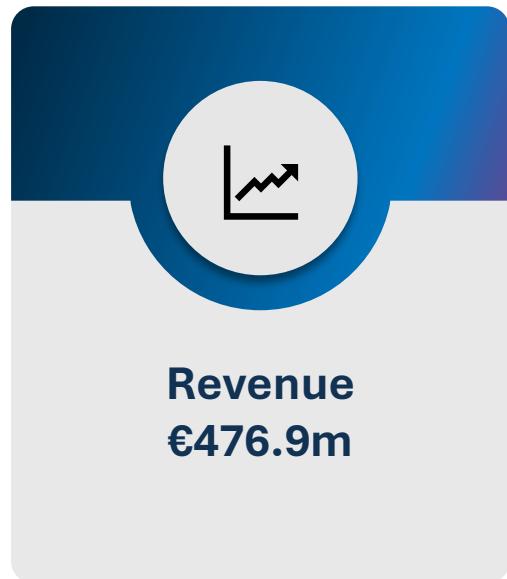


Milestones in WashTec's history: Corporate and Technological



Major corporate milestones						
1885	2000	2006	2008	2023 / 2024	2023 / 2024	2025
Foundation of Hans Kleindienst in Augsburg	Merger of California Kleindienst and WESUMAT to WASHTEC	Acquisition of Mark VII	Acquisition of AUWA Chemie	Acquisition of distributors in New Zealand and Poland	Divestment of WashTec China Partnership with Superoperator	Transformation to solution provider +Smart Equipment +Consumables +Smart Service
Technological milestones						
Automatization of car wash and continuous improvement			Digitization of car wash			
1962 / 1963	1963-76	1985	2021	2024	2025	
Invention of the first automatic car wash	Introduction of fully electric brushes, integrated dryers and wheel cleaner	Introduction of the programmable logic controller	Start of managed connectivity & Launch of mywashtec.com	Introduction of Softcare SE	Launch of SmartCare Connect	





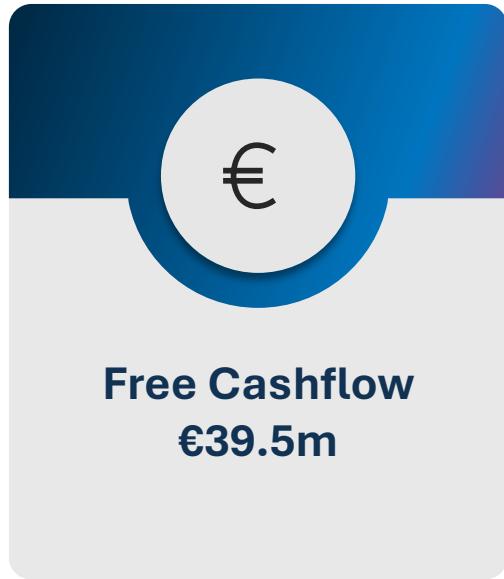
2023: €489.5m (-2.6%)

2020: €378.7m 



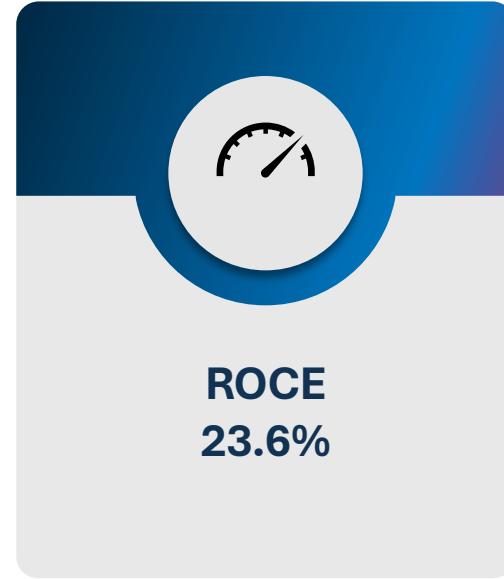
2023: €41.9m (8.6%)

2020: €20.1m 



2023: €46.1m

2020: €45.6m 



2023: 21.5%

2020: 10.5% 



~ 43.500
WashTec
Car washes

worldwide



> 3.000.000
Vehicles
are washed daily

in WashTec systems



~ 1.800
committed
employees

worldwide



~ 700
Service staff

and around 300 partner technicians in
Europe



> 80
countries

operating worldwide

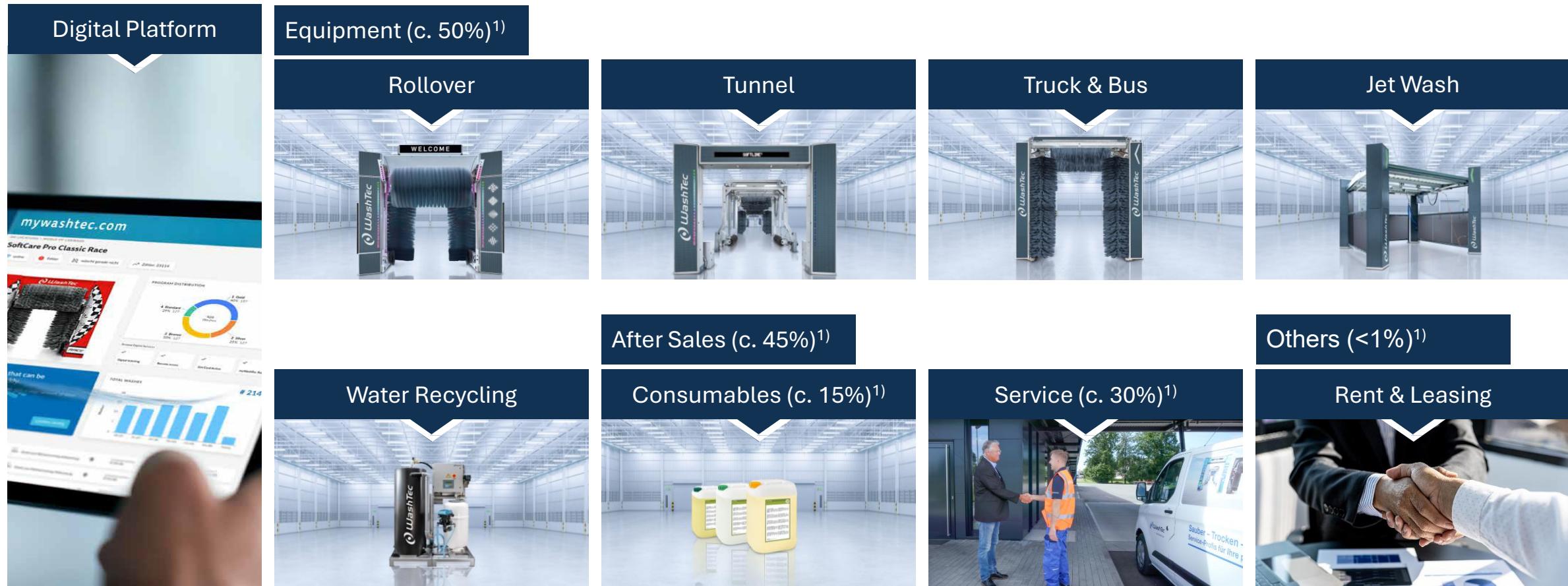


60 years of
experience

as market and innovation leader

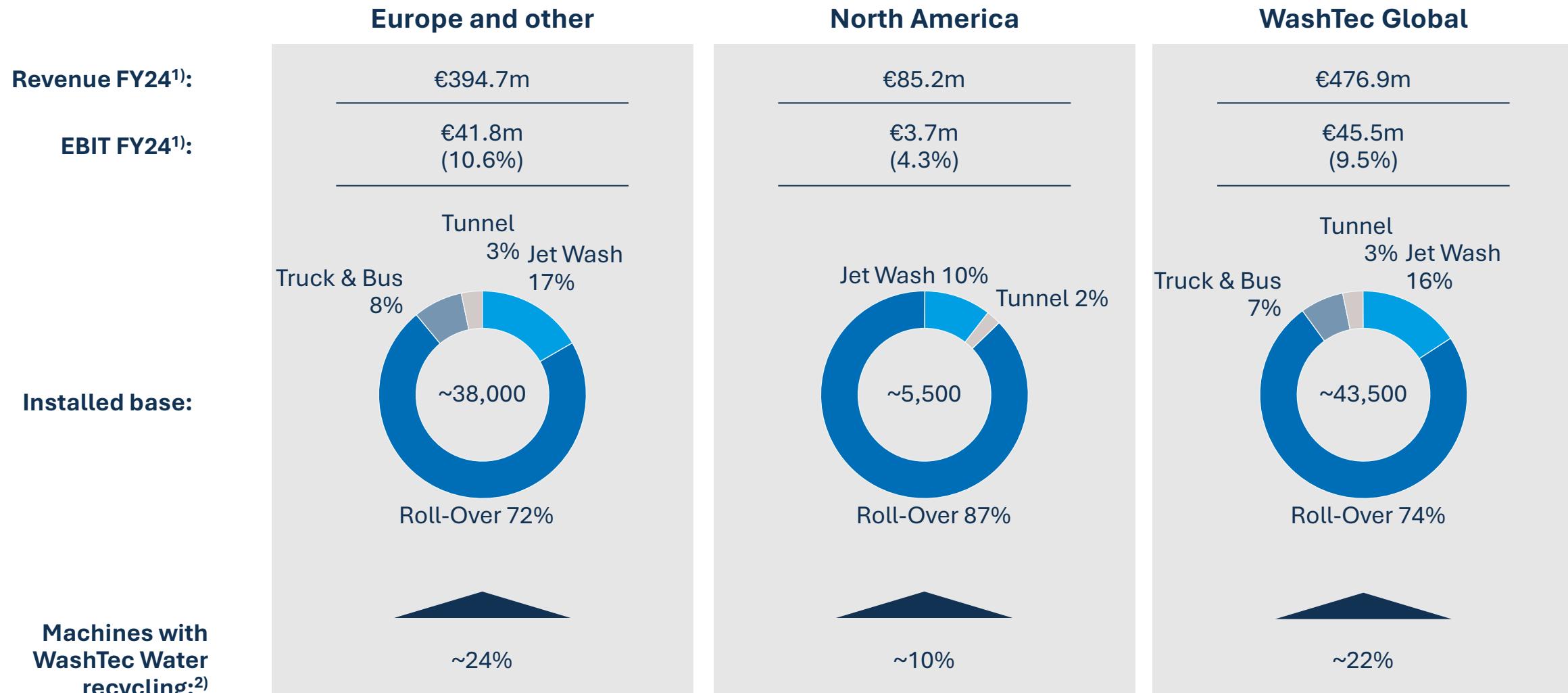
Based on the 2024 annual report

Strong position: Broad product portfolio



Note: 1) Figures indicate share of group revenues

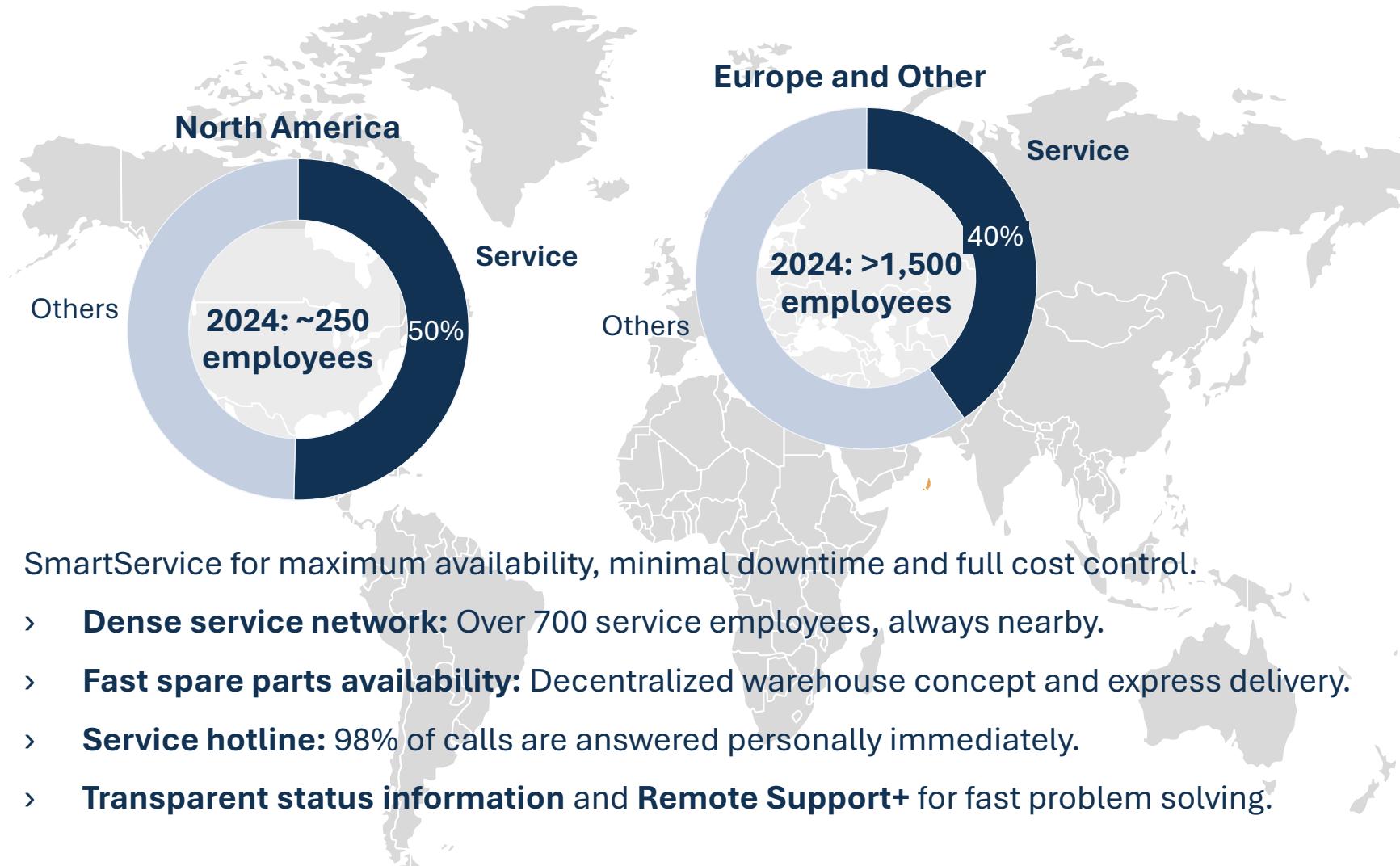
Strong position: Large installed base by segment



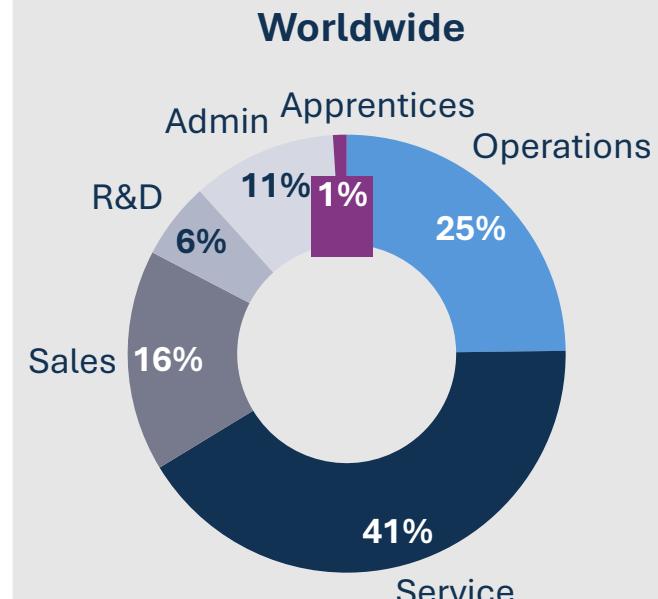
Notes:

1) Revenue and EBIT by segment before consolidation effects

2) Indicates the share of WashTec's installed base (only Roll-Over, Tunnel, and Truck & Bus) using water recycling equipment from WashTec.



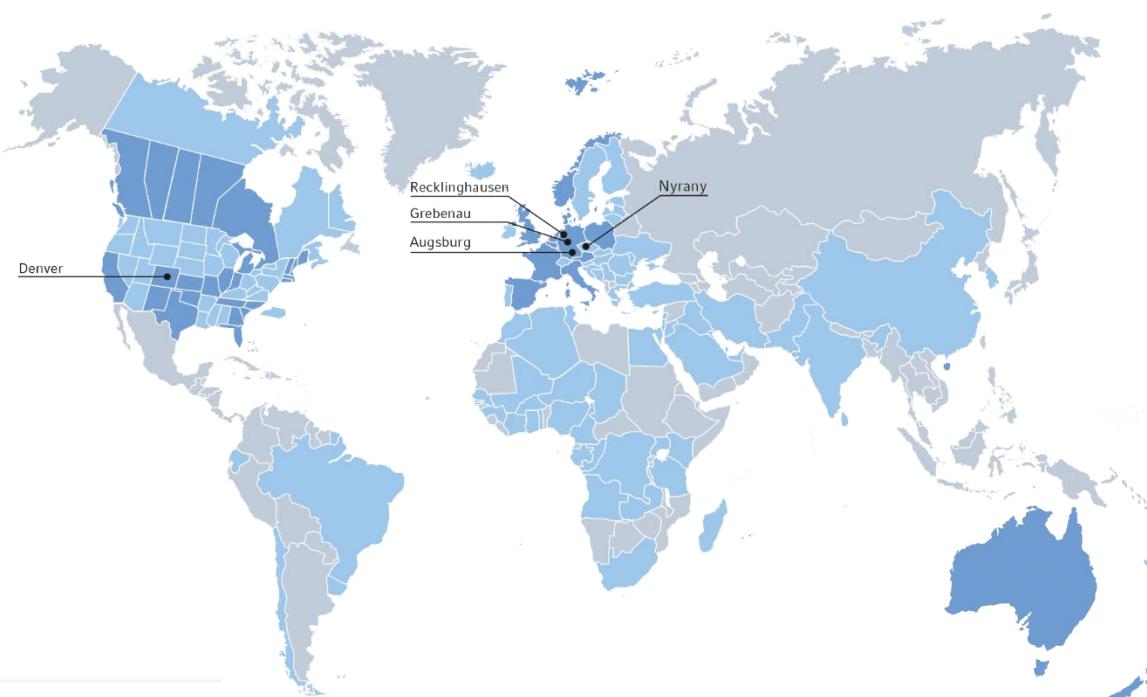
- > ~ 1.800 employees worldwide
- > With **more than 700 service employees** worldwide we ensure high uptime for our customers



WashTec's global distribution network and production footprint



Distribution by WashTec



Distribution through partners



■ Distribution by WashTec ■ Distribution through partners

Equipment manufacturing



Consumables manufacturing



Some of our customers

Fuel



Retail



Automotive



Carwash



Transport

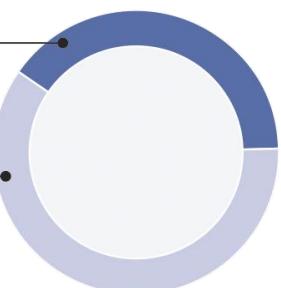


Distribution of sales by customer:

- We generate ~40% of our sales with key accounts (major customers). This ensures stable capacity utilisation.
- In some regions, the key account share is somewhat higher

Key Accounts
40%

Non
Key Accounts
60%



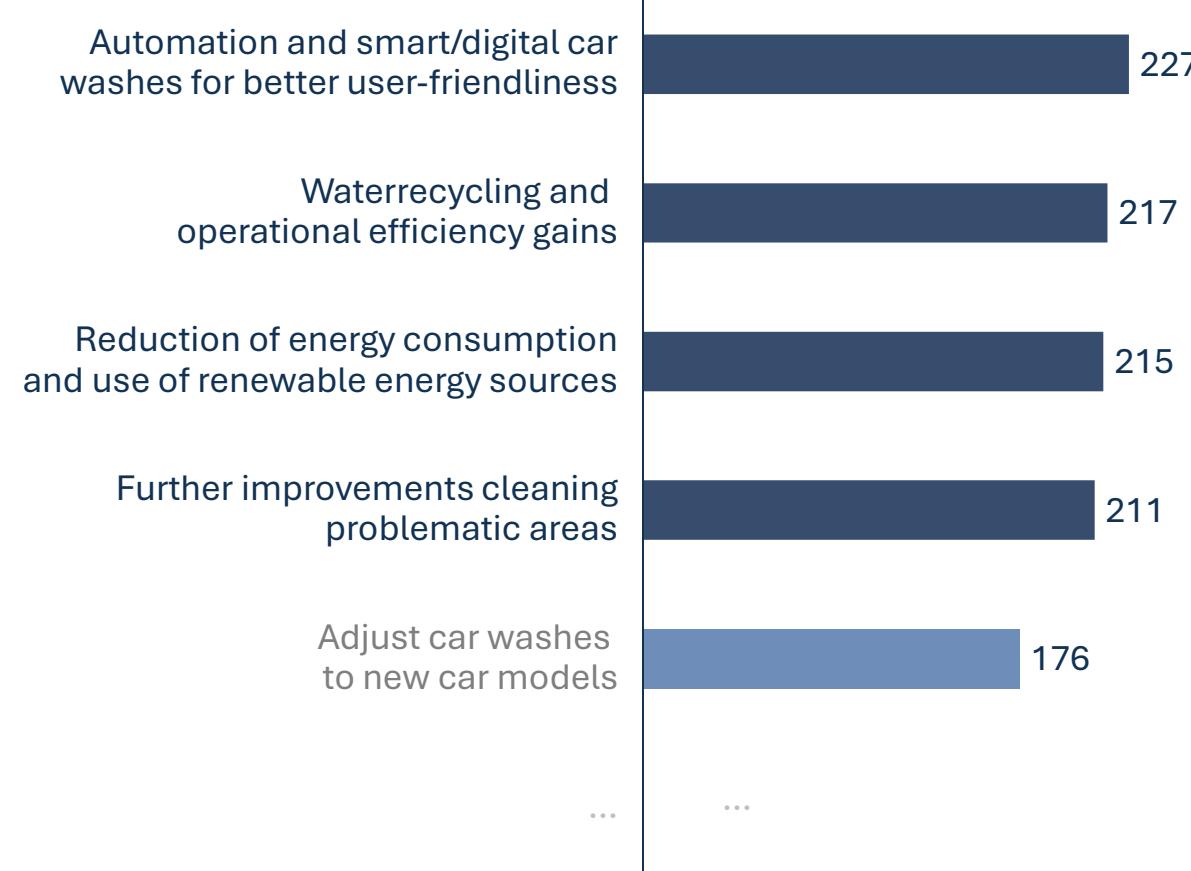


2 Our strategic direction – becoming a Solution Provider



Most important topics for WashTec customers (top answers)

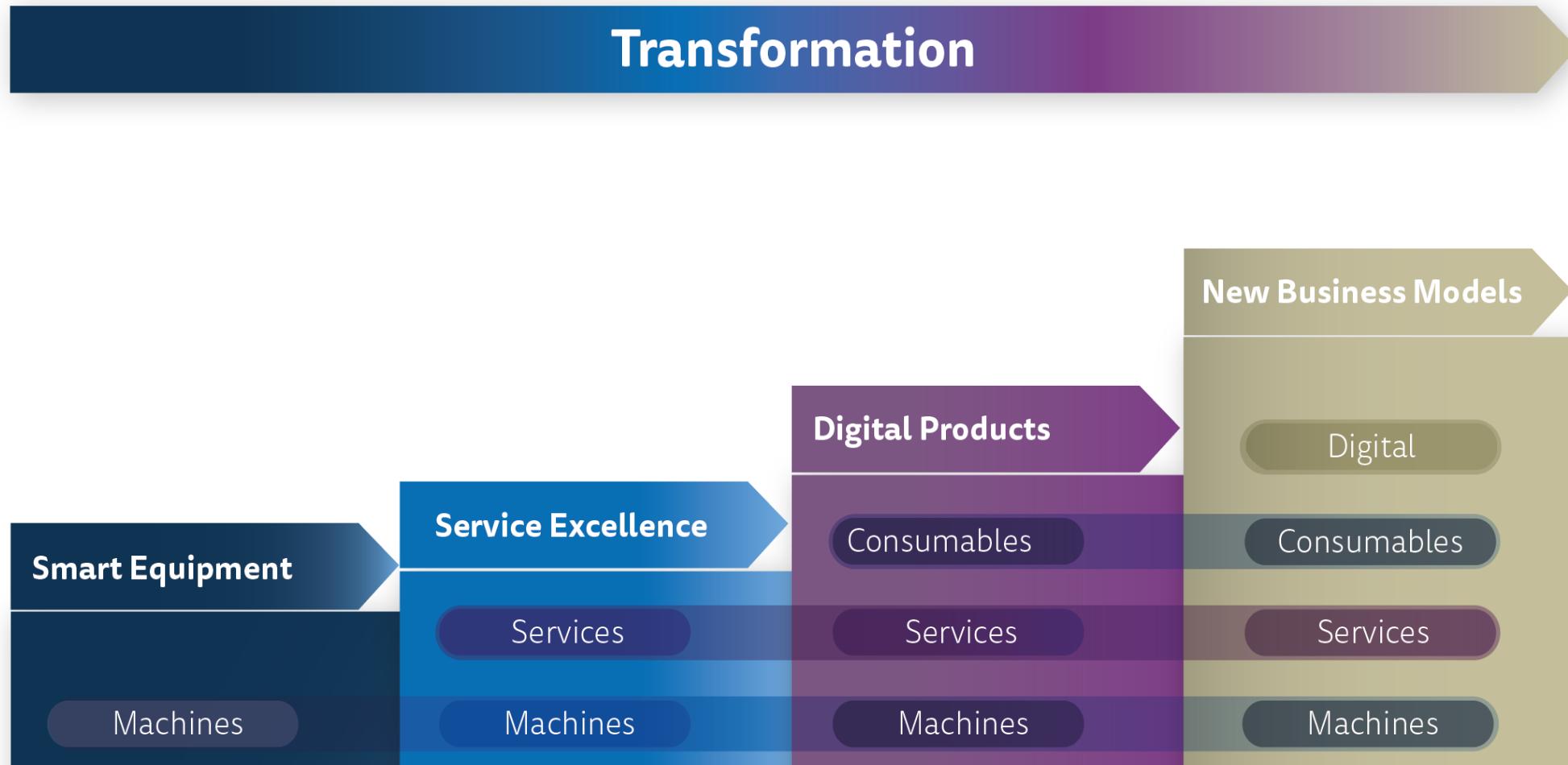
of answers



WashTec's value proposition

- **Comfort & ease of use**
- **Economic success**
- **Sustainability**
- **Quality**







We are
customer centric



We are well
prepared



We act from a
position of strength



We have already
started the
transformation



The WashTec Team
is highly motivated
and demands
change itself

- Strategy in line with our customer feedback
- New area "Operator Services"

- Smart products
- Data transparency created
- Focus on speed and quality

- Own service
- High installed equipment base
- Digital products in the portfolio

- Organization implemented
- Processes in optimization
- Strategy developed

- Willingness to change
- Continuation of the WashTec story
- Less is more



Market Shift

- We understood that markets are changing



Change

- Based on our strong market position we will drive that change



Solution Provider

- We are developing WashTec to become a solution provider



Digital Revenue

- Digitization with bundling will expand our recurring revenue share



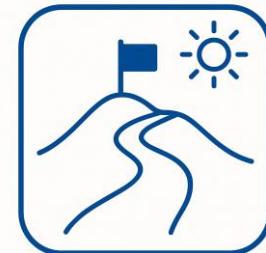
Profitability

- We put profitability in the center of our work



Shareholders

- Therefore, we will drive Total Shareholder return



WashTec is well on track!



3 Our mid-term financial targets – and how we will achieve them



Top-line growth



WashTec stands for organic growth driven by innovation and superior service & solution offerings

Profitability



WashTec always aims for an over proportional profitability growth, measured in EBIT-Margin / for all projects a ROI <3 years is requested by new company policy

Cashflow



WashTec generates high steady Free Cashflows by active working capital management and operative performance

Investments / CAPEX



WashTec operates an asset light business model – customer machines are off balance (except for flagship operations)

Investors return



WashTec stands for high pay back to investors – via dividend or share buy back programs and good capital market communication to improve overall Total Shareholder Return

Solid balance sheet and financial structure



WashTec stands for a strong balance sheet, a solid financial structure with a moderate leverage

KPI driven management



The WashTec Group is managed by a set of financial and non-financial KPIs to constantly improve the business

Merger & Acquisition



Given the new strategy as solution provider WashTec opens its capital allocation considerations also for M&A opportunities

Q1-Q3/25
+7.2%

Revenue

**+ 5% annual growth
on average**

“innovation and a superior
service & solution offering will
boost our top line”

Sebastian Kutz (CSO)

2024: €476.9 m

Q3/25
+11.8%

EBIT-margin

12-14%

“through permanent process
improvement we chase for
increasing profitability”

Michael Drolshagen (CEO)

2024: 9.5%

Q1-Q3/25
+11,2%

Free Cashflow

€40 – 50m

“Based on strong Working
Capital Management and low
CAPEX needs we will keep Free
Cashflow on a high level”

Sergej Wolodin (Corp. Controlling)

2024: €39.5 m

09/25
25.7%

ROCE

> 28%

“Increasing results with low
Capital Employed will accelerate
ROCE”

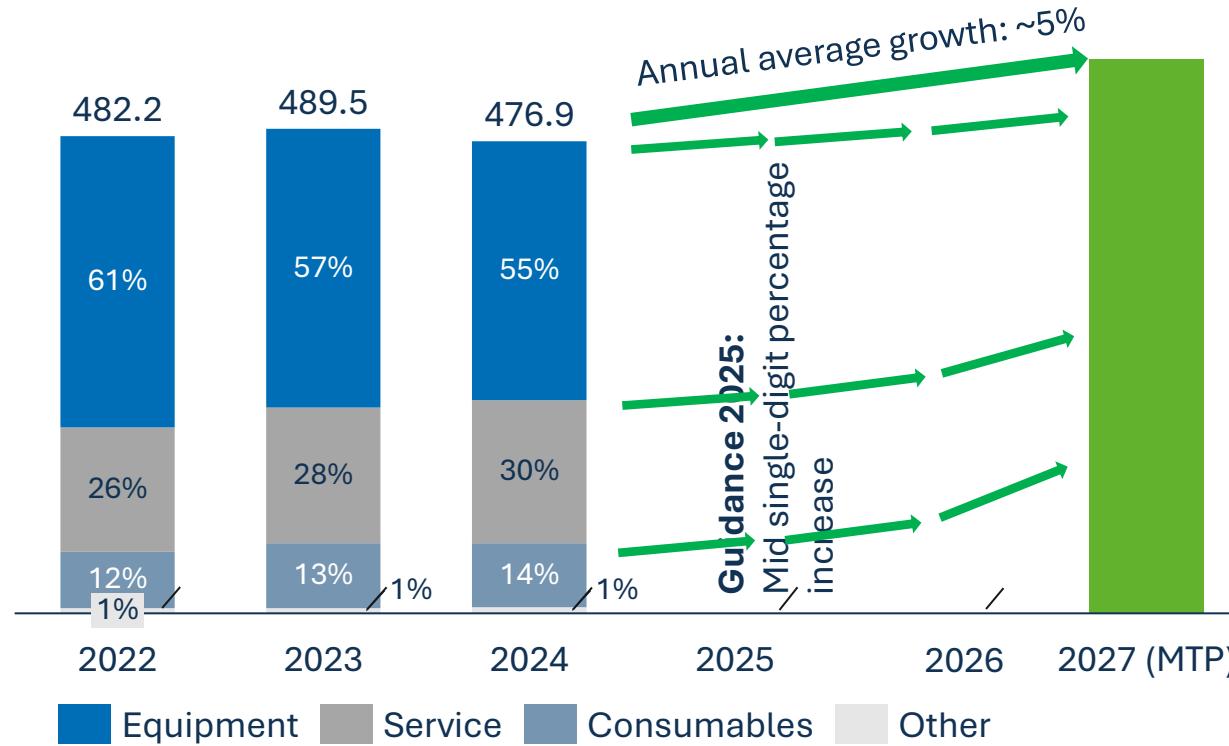
Andreas Pabst (CFO)

2024: 23.6%

How to achieve Mid-term Revenue increase

Mid-term plan – revenue by business lines

in €m



How to expand recurring revenues:

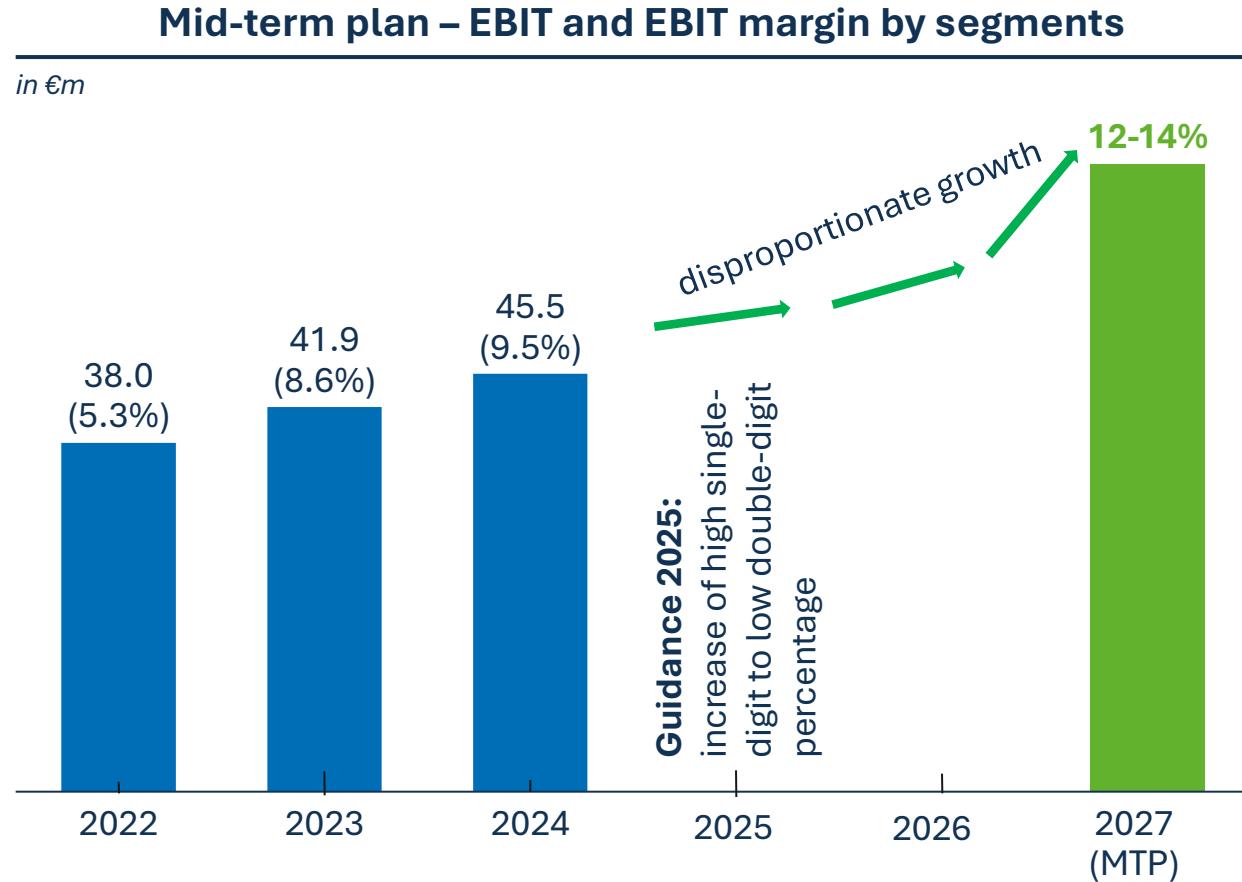
- › **Digitalization** e.g.
 - CarWashAssist
 - Subscription models
- › **Bundling of our offerings**
 - Global Scope Configurator (go live 1.6.2025)
- › **Sustainable and convenient products**
 - Chem-in-a-Box
 - Magic Care
 - Automated refill orders

Revenue split:



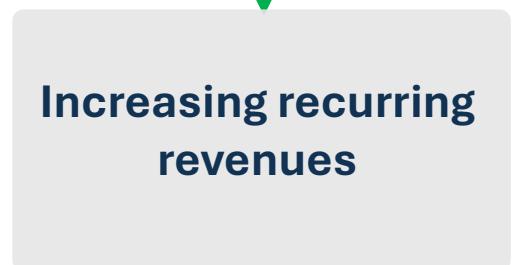
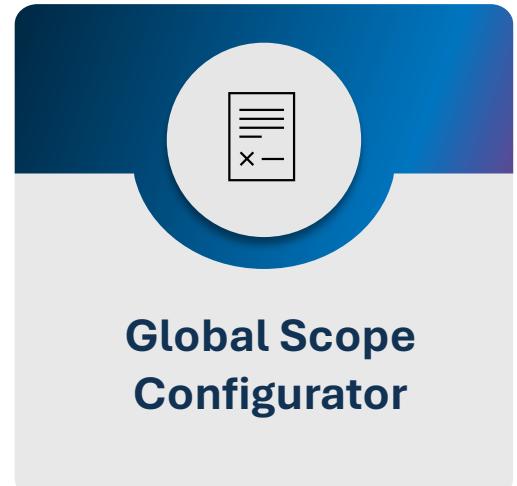
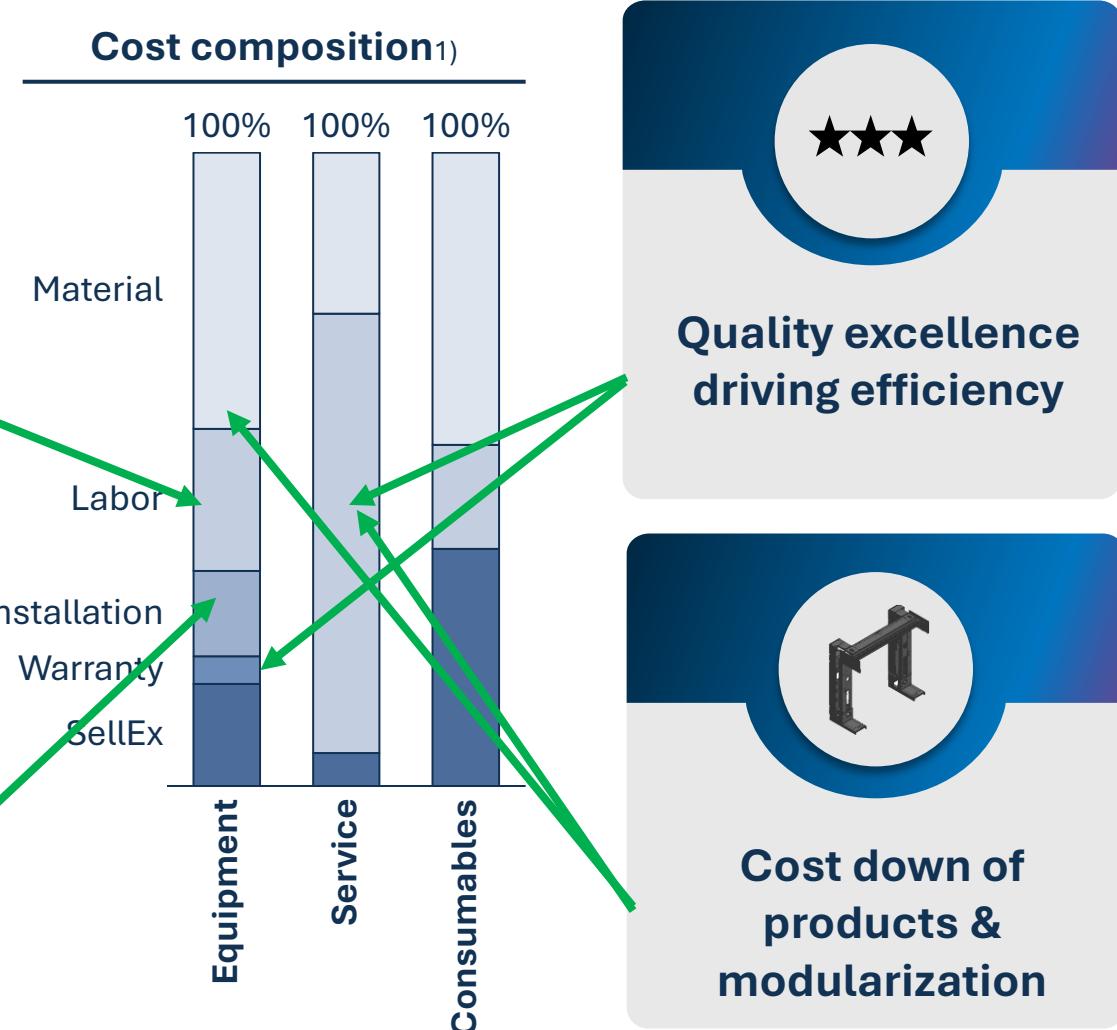
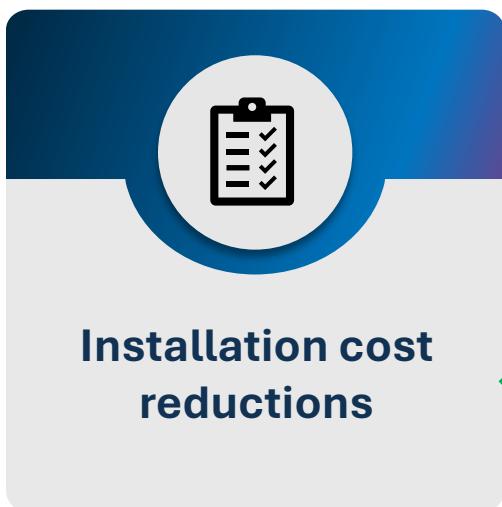
Equipment

Recurring revenues

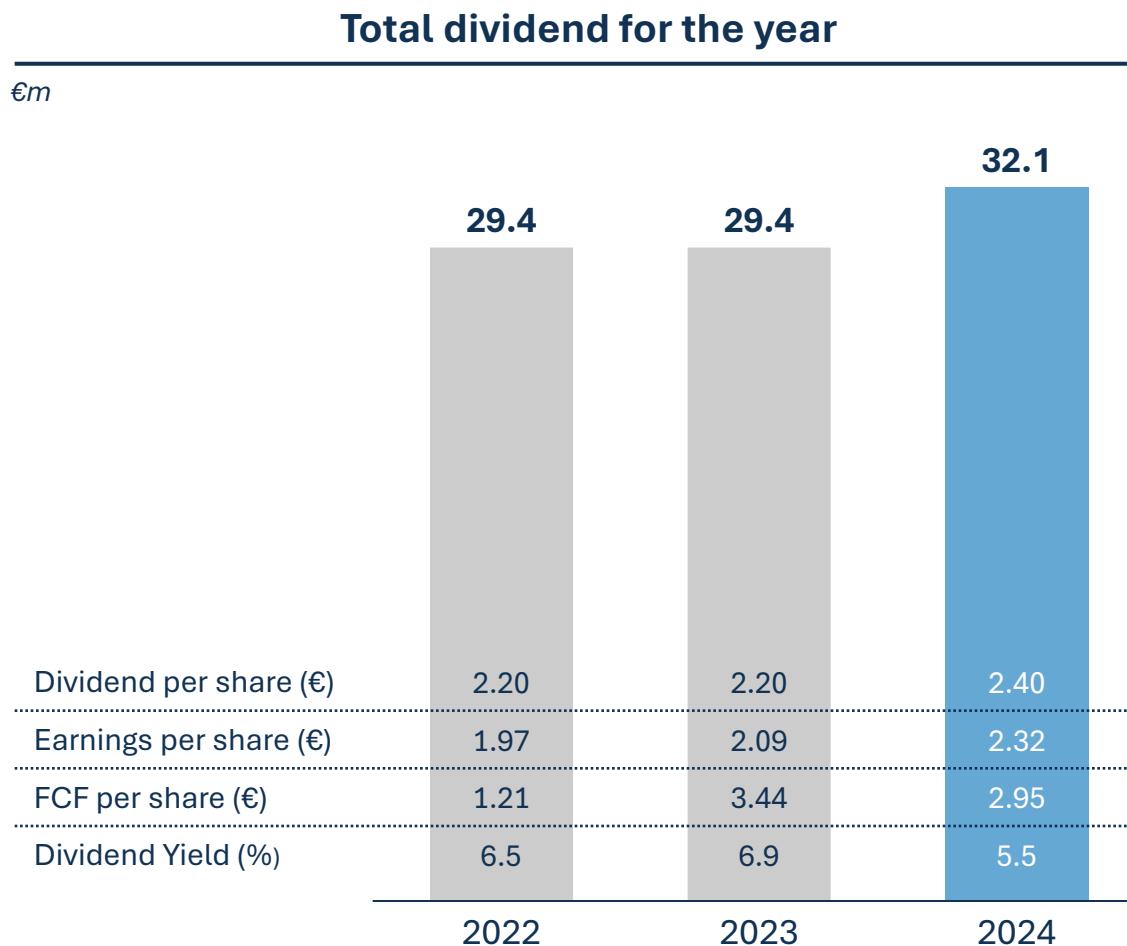


How to reach disproportional EBIT increase?

- 1) Top line growth and revenues mix
- 2) Efficiency programs:
 - › Optimizing of production footprint
 - › Installation cost reduction
 - › Quality excellence and driving efficiency
 - › Cost down of products & modularization



Note: 1) more details ref. CMW I page 39



Dividend:

WashTec has been a “dividend paper” with a high payout ratio in terms of Net Income and Free Cashflow

Share Buy Back

Throughout 2012-2015 WashTec bought back own shares in the total amount of €m 26.9; WashTec owns 4.25% of shares

From November 2025 we started a **new Share Buy Back Program** (Volume: 100.000 Shares, max. 5m EUR, until May 2026)

Focus on Total Shareholder Return

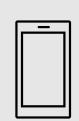
Stable or slightly increasing investors payout (through dividend and/or share buy back). Stock-liquidity to be enforced via communication and good results.



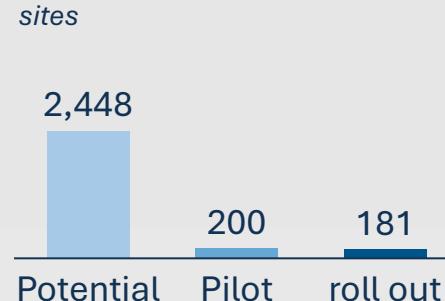
Digital connected machines



Connectivity as basis for business improvement



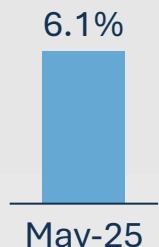
Easy CarWash PRO/4U



As of May 2025, already 181 sites are live, 200 sites in pilot phase and 2,448 potential customer sites addressed



Remotely solved issues



Already 6.1% of service notifications are solved remotely



Sleeping customers



Connected equipment leads to better data exploitation → potential for further growth



eKnowledge



More than 90.000 files in 9 languages for service, sales & marketing are available to foster business



CLEAN CARS®

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