



Eigenkapitalforum

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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

1962 / 1963	1963-76	1985
Invention of the first automatic car wash	Introduction of fully electric brushes, integrated dryers and wheel cleaner	Introduction of the programmable logic controller

Digitization of car wash

2021	2024	2025
Start of managed connectivity & Launch of mywashtec.com 	Introduction of Softcare SE 	Launch of SmartCare Connect 

Milestones in WashTec's history: Consumables and Service



Consumables Innovations

Consumables

Build up of an own chemicals segment becoming a full-service provider

2008

Acquisition of AUWA Chemie



Technological leadership through innovative and sustainable products

2021



2025

CHEM-IN-A[®]
BOX

2025

MAGIC CARE

Service

Service

Traditional service offering

Full-service maintenance contracts

Reactive service /
Helpdesk
Remote service

Transformation to a data driven service offering

My service.com

CarWash Assist



Predictive Maintenance

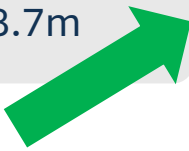
Financial results 2024



Revenue
€476.9m

2023: €489.5m (-2.6%)

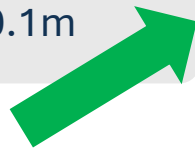
2020: €378.7m



EBIT (margin)
€45.5m (9.5%)

2023: €41.9m (8.6%)

2020: €20.1m



Free Cashflow
€39.5m

2023: €46.1m

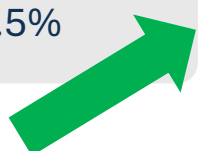
2020: €45.6m



ROCE
23.6%

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



Digital Platform



Equipment (c. 50%)¹⁾

Rollover



Tunnel



Truck & Bus



Jet Wash



After Sales (c. 45%)¹⁾

Water Recycling



Consumables (c. 15%)¹⁾



Service (c. 30%)¹⁾



Others (<1%)¹⁾

Rent & Leasing



Note: 1) Figures indicate share of group revenues

Strong position: Large installed base by segment



Revenue FY24¹⁾:

Europe and other

€394.7m

EBIT FY24¹⁾:

€41.8m
(10.6%)

North America

€85.2m

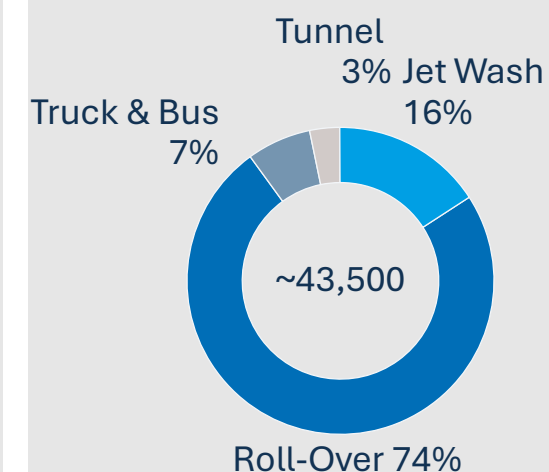
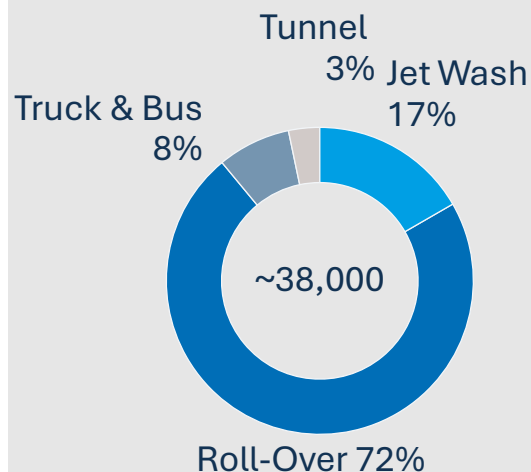
€3.7m
(4.3%)

WashTec Global

€476.9m

€45.5m
(9.5%)

Installed base:



Machines with
WashTec Water
recycling:²⁾

~24%

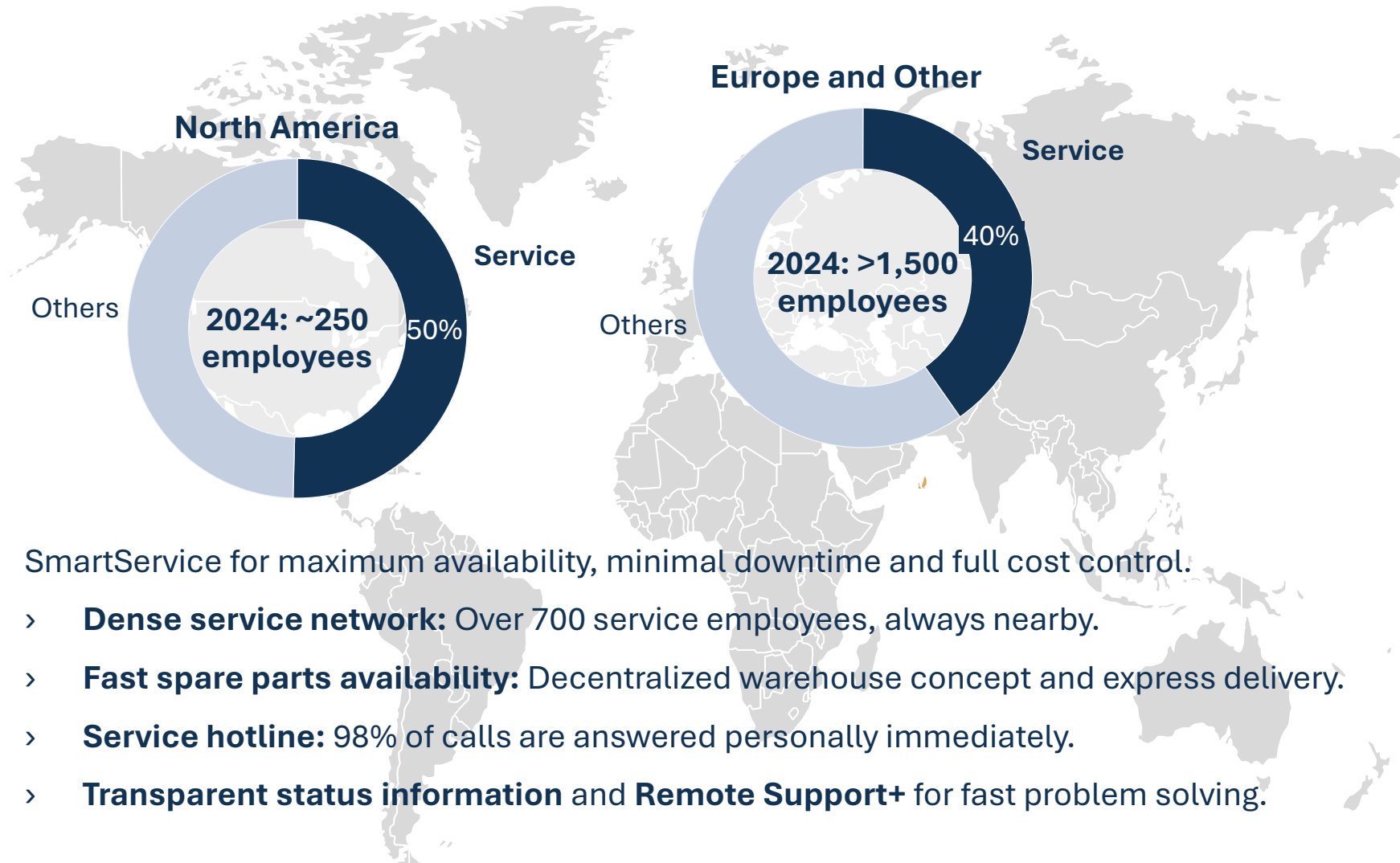
~10%

~22%

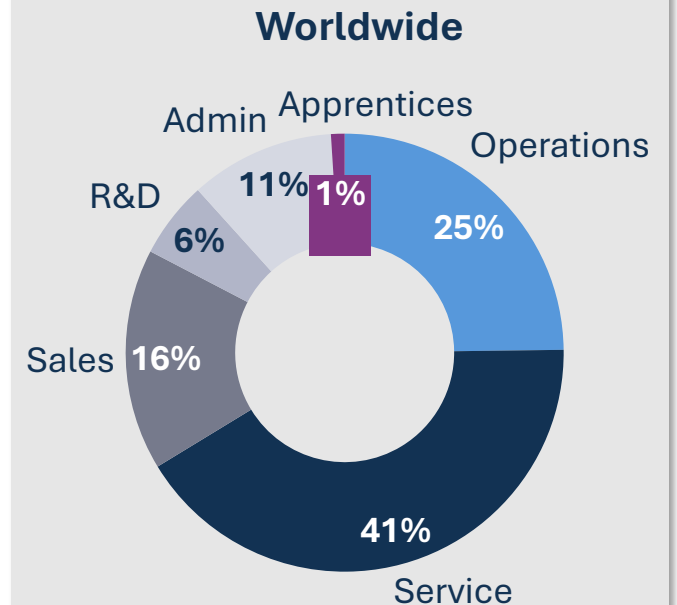
Notes:

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



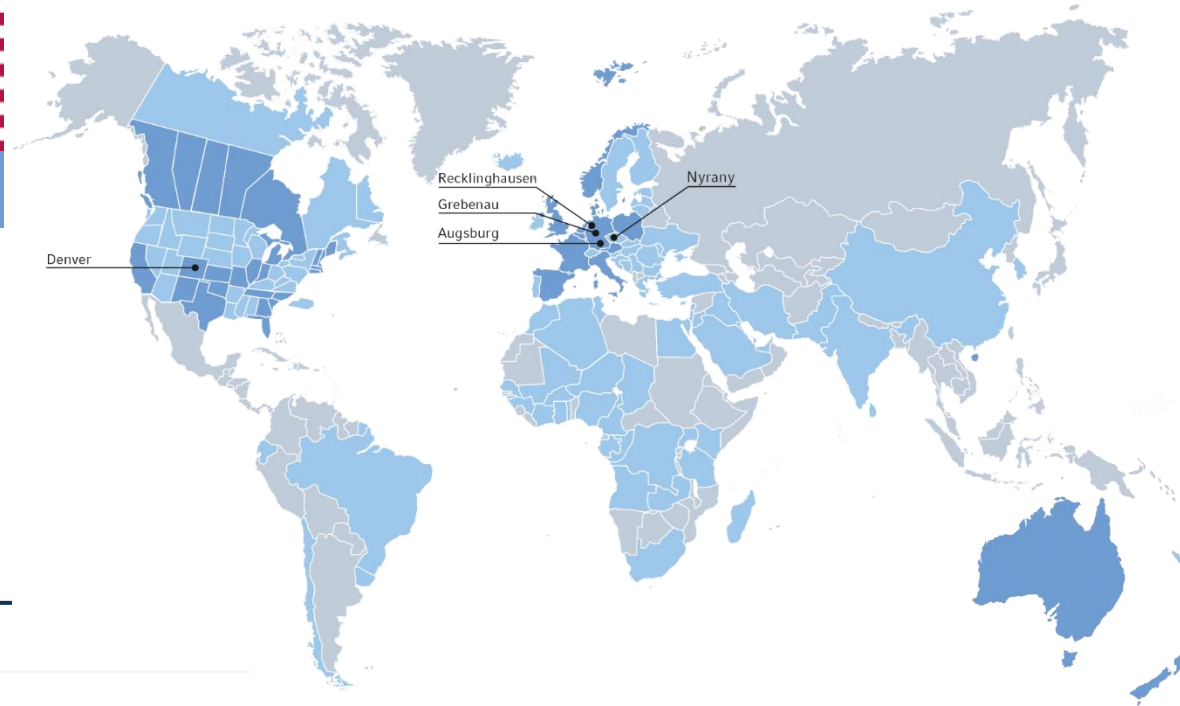
WashTec´s global distribution network and production footprint



Distribution by WashTec

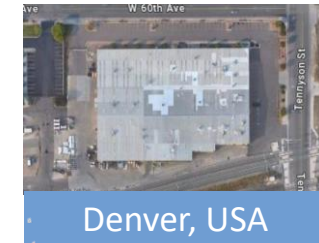


Distribution through partners



■ Distribution by WashTec ■ Distribution through partners

Equipment manufacturing



Consumables manufacturing



Some of our customers

Fuel



Retail



Automotive



Carwash



Transport

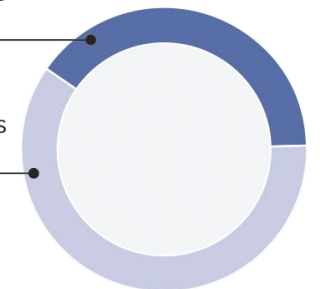


Distribution of sales by customer:

- 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%



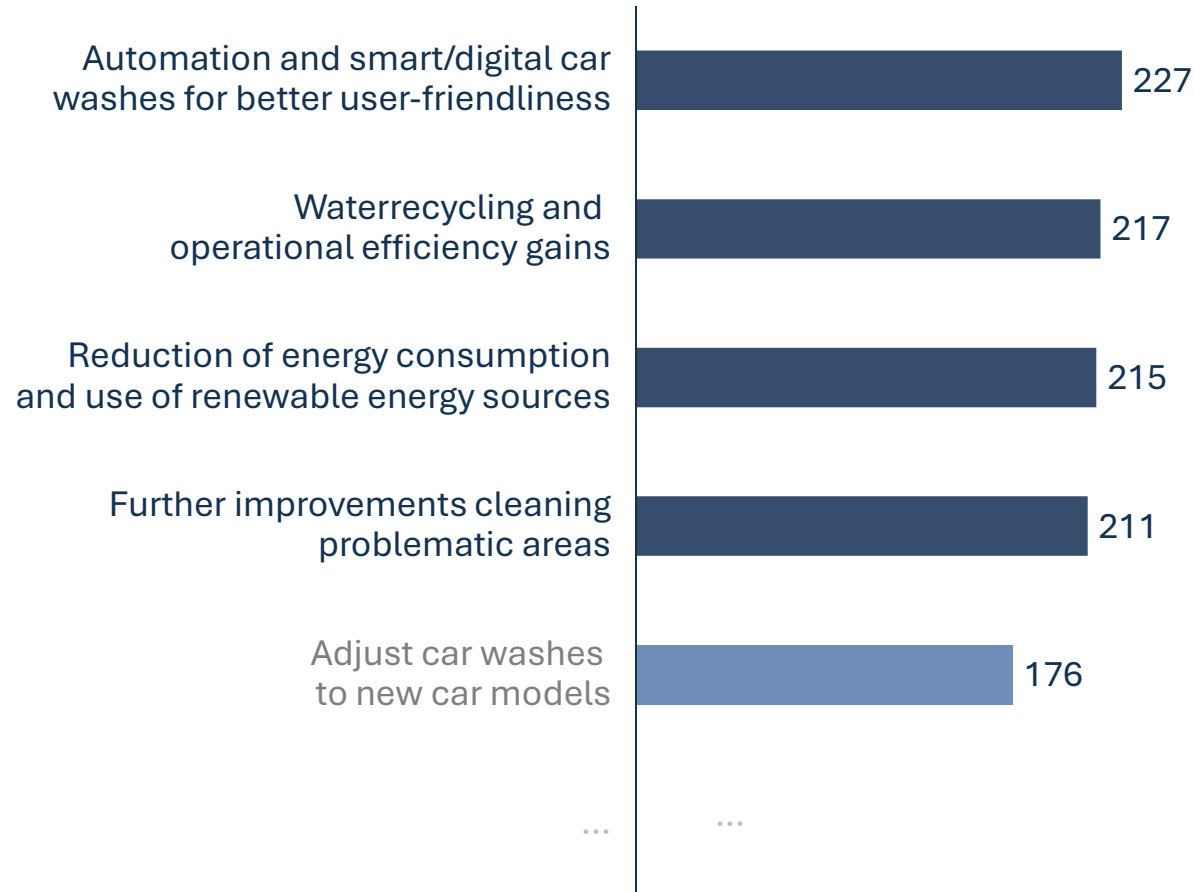


2 Our strategic direction – becoming a Solution Provider



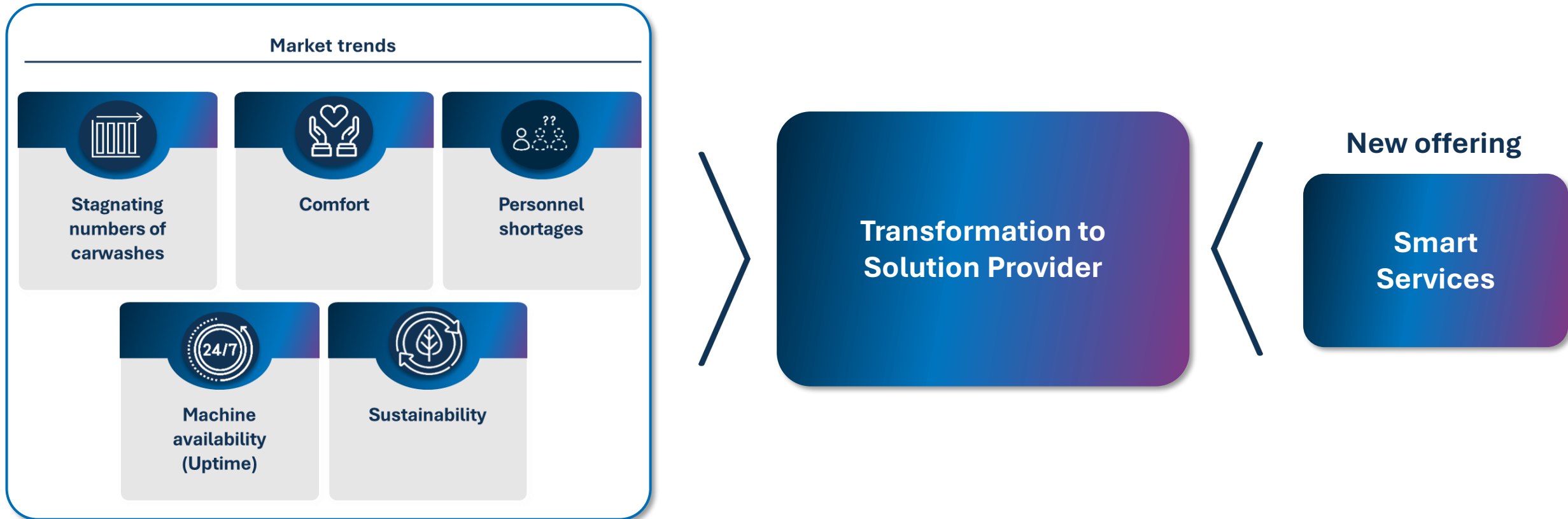
Most important topics for WashTec customers (top answers)

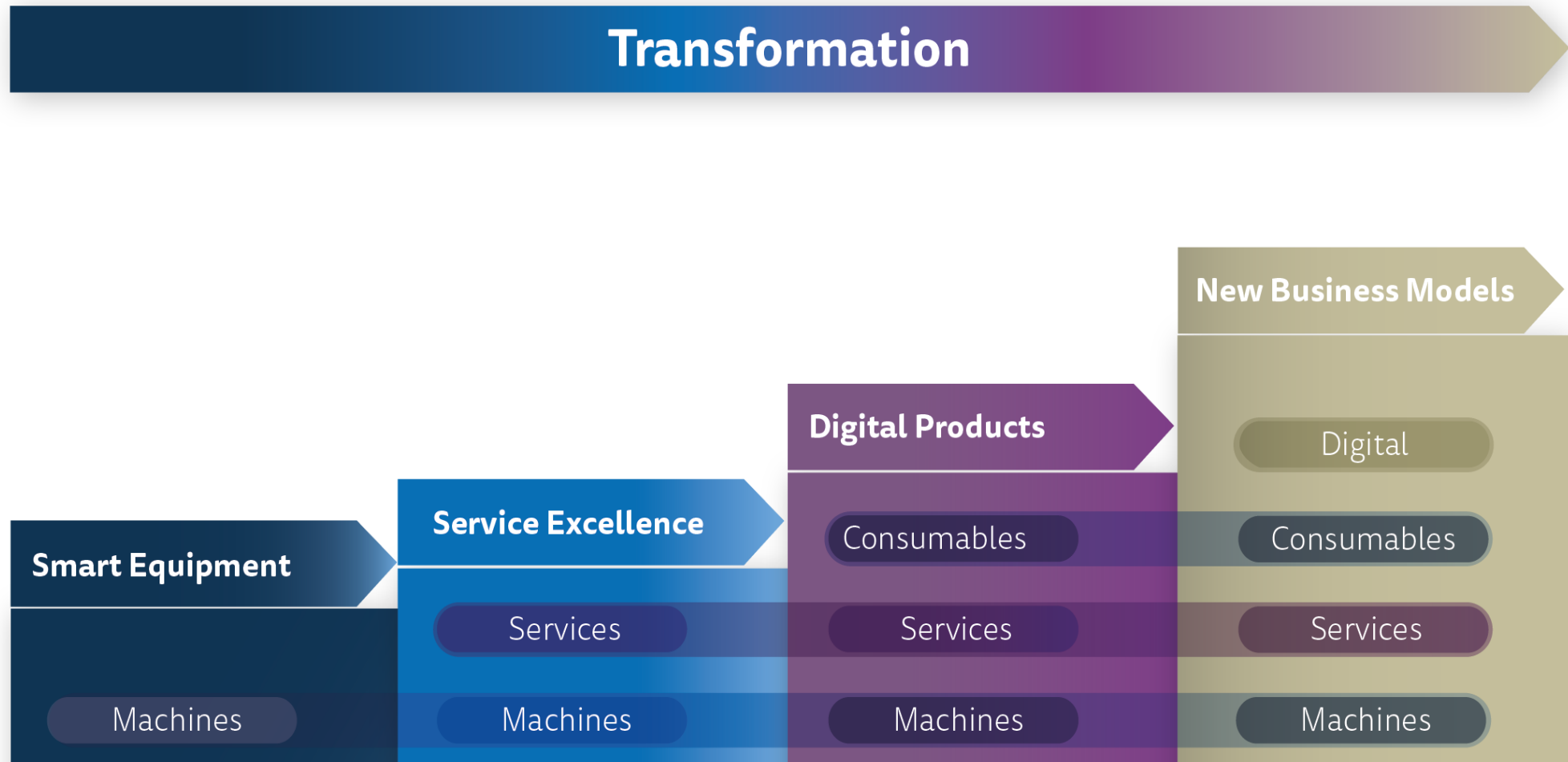
of answers



WashTec's value proposition

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







**We are
customer centric**

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



**We are well
prepared**

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



**We act from a
position of strength**

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



**We have already
started the
transformation**

- Organization implemented
- Processes in optimization
- Strategy developed



**The WashTec Team
is highly motivated
and demands
change itself**

- 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



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



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



Solid balance sheet and financial structure

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



Cashflow

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



KPI driven management

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



Investments / CAPEX

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



Merger & Acquisition

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

Financial targets – 2027 (midterm)

Latest figures Q1-Q3/2025



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”

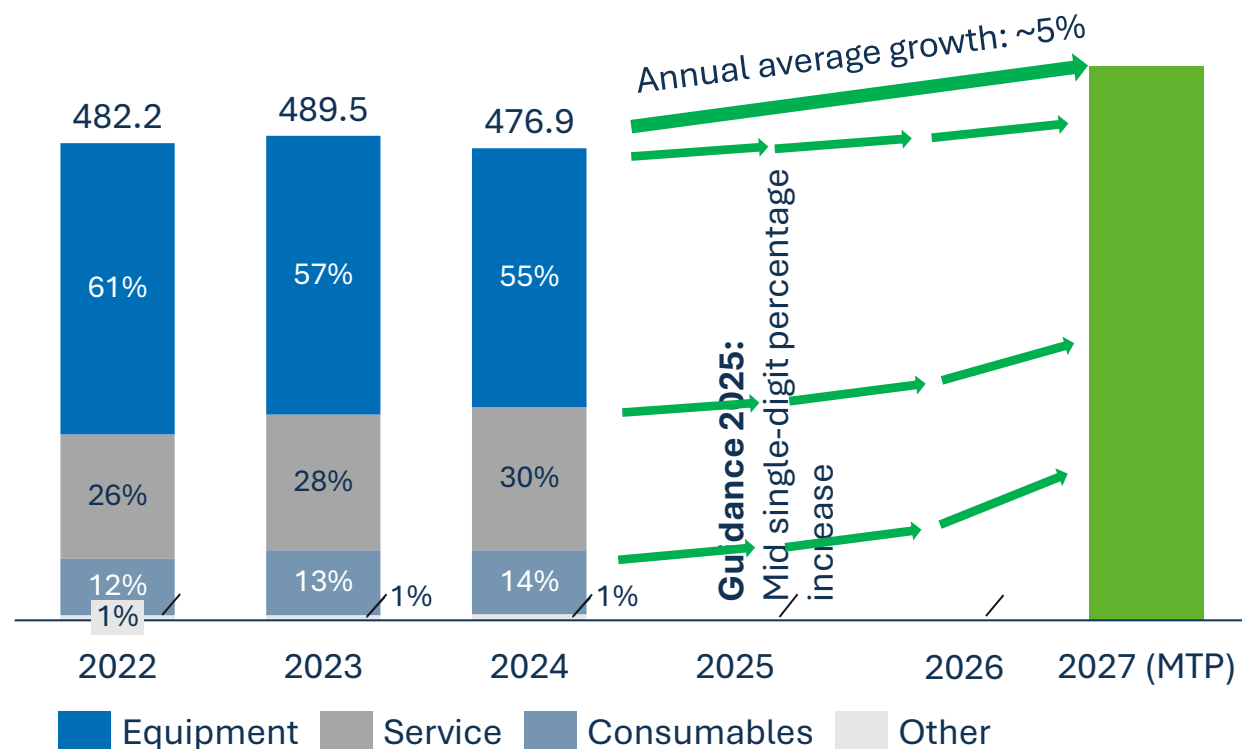
Andreas Pabst (CFO)

2024: 23.6%

How to achieve Mid-term Revenue increase

Mid-term plan – revenue by business lines

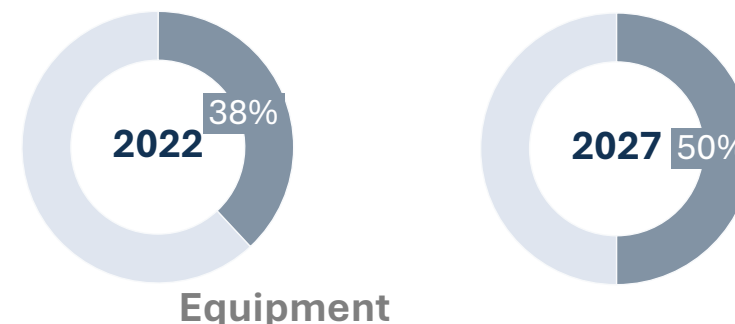
in €m



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:

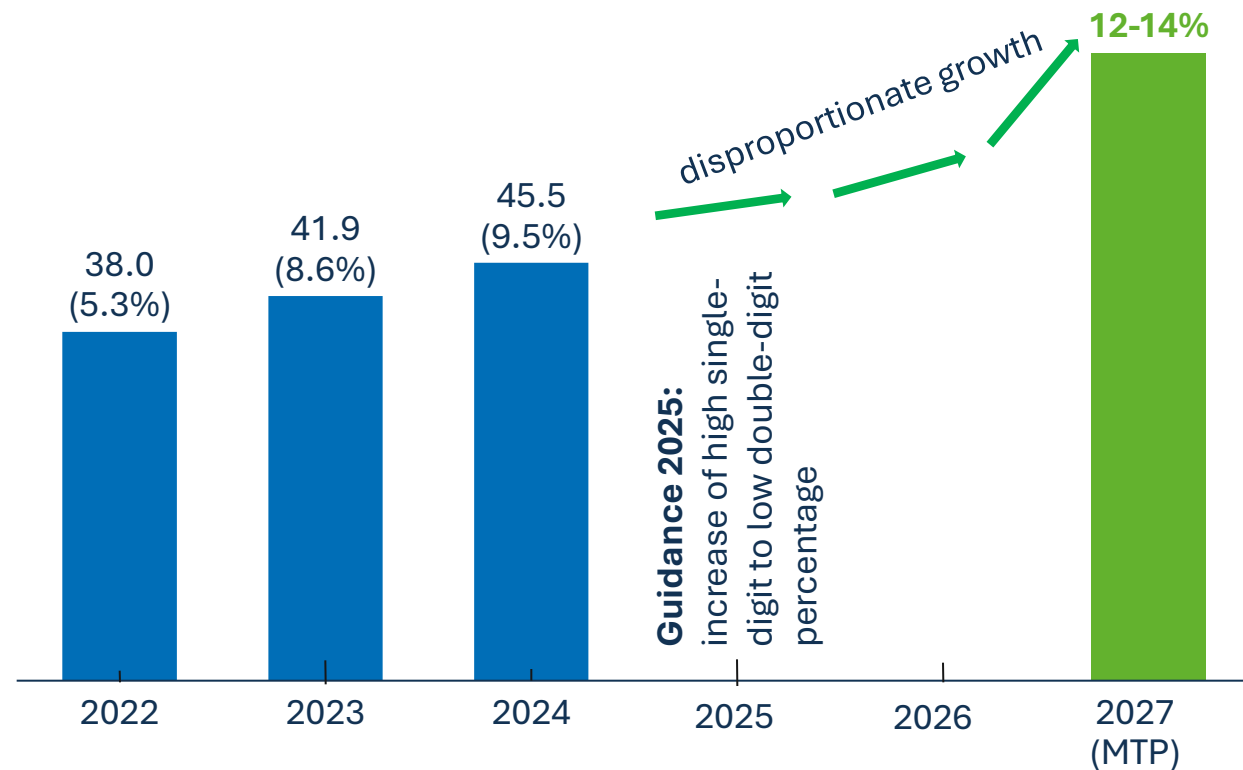


Equipment

Recurring revenues

Mid-term plan – EBIT and EBIT margin by segments

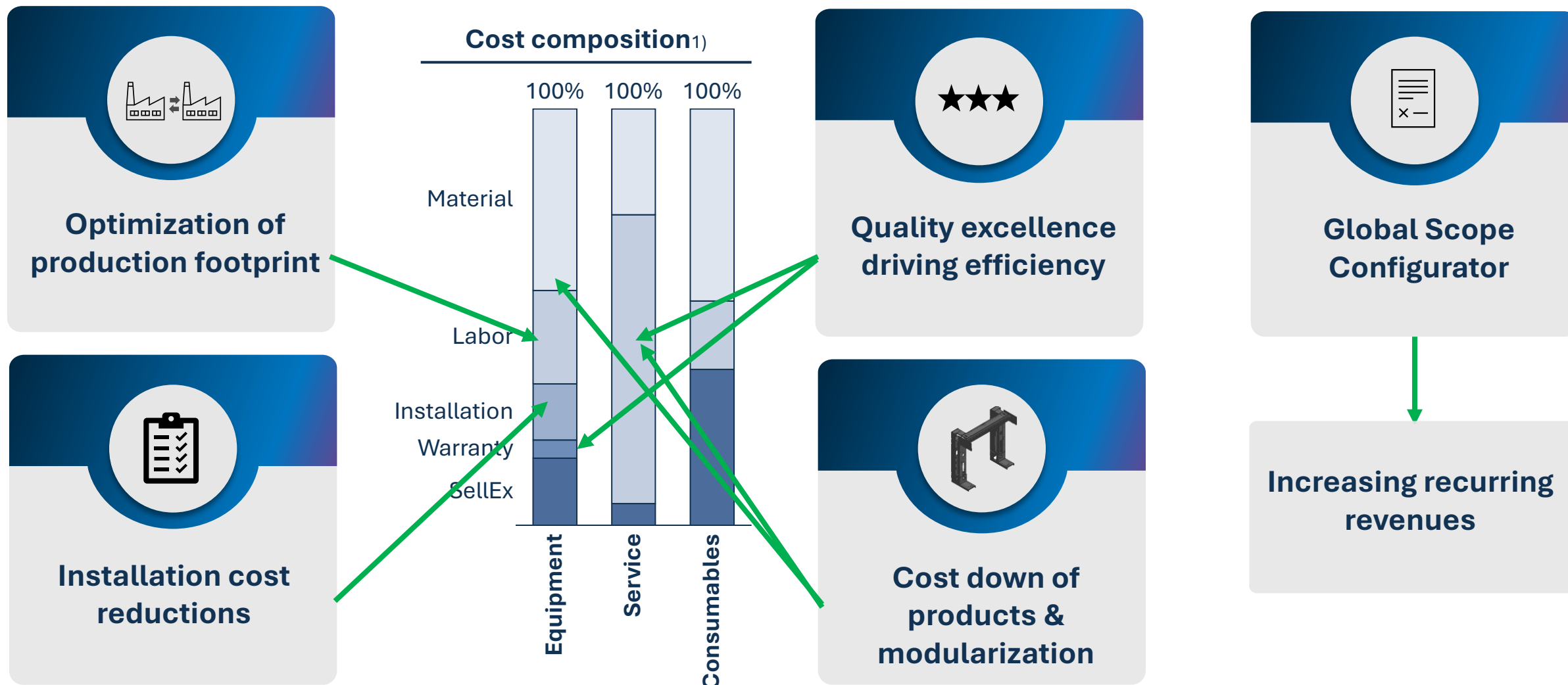
in €m



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

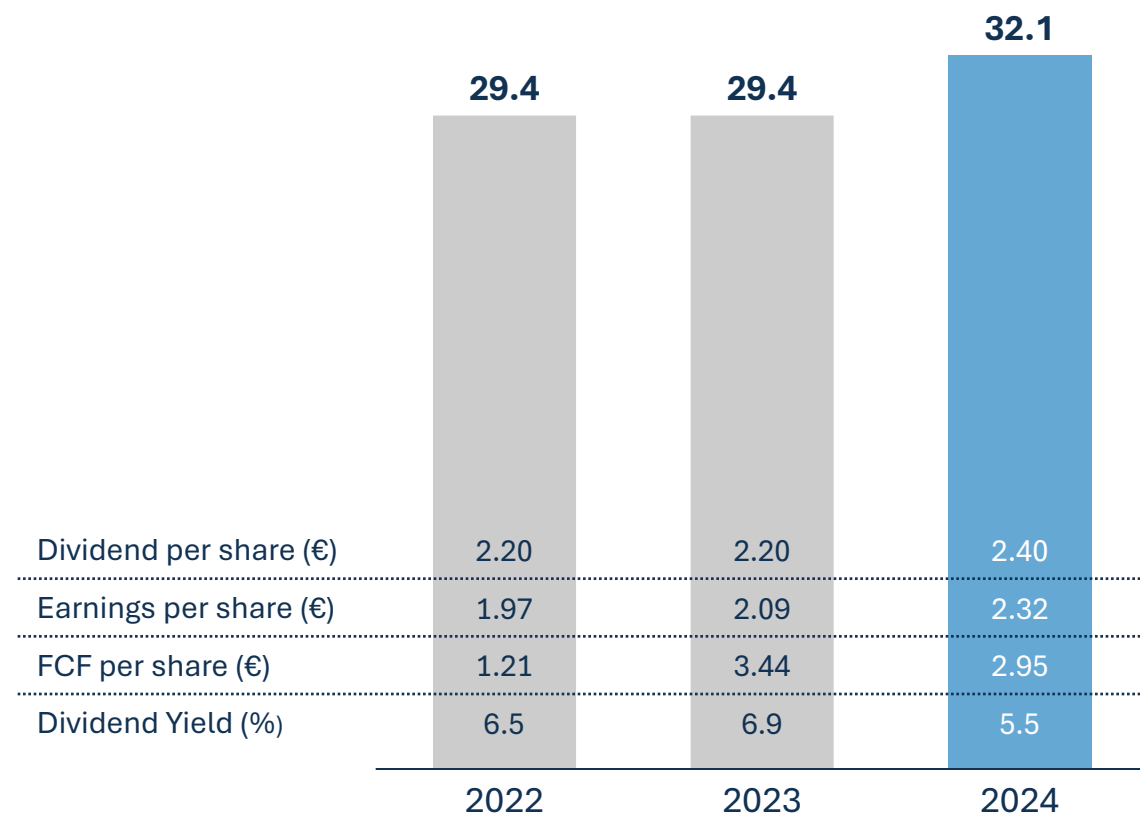
Where are our efficiency programs effective



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

Total dividend for the year

€m



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)

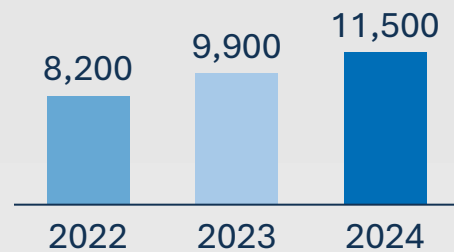
Focus on Total Shareholder Return

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

units

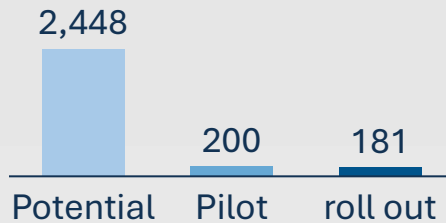


Connectivity as basis for business improvement



Easy CarWash PRO/4U

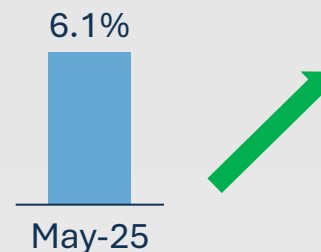
sites



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



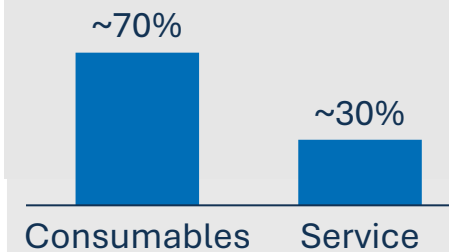
Remotely solved issues



Already 6.1% of service notifications are solved remotely



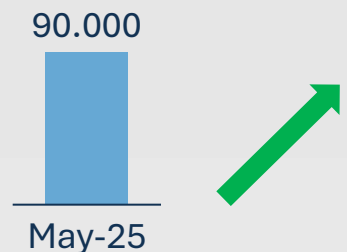
Sleeping customers



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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