Capital Markets Webcast

Part 2

November 20th, 2025

Today's presenters

Michael Drolshagen
Group CEO & CTO

Andreas Pabst
Group CFO

Jürgen Ankner
Business Line Consumables &
Managing Director AUWA GmbH

Today's Agenda

Introduction	Andreas Pabst, CFO
Deep Dive: Business Line Consumables Europe	Jürgen Ankner, Head of BL Consumables
Overview Efficiency Programs	Michael Drolshagen, CEO & CTO
Q&A	All

Introduction

Andreas Pabst, CFO

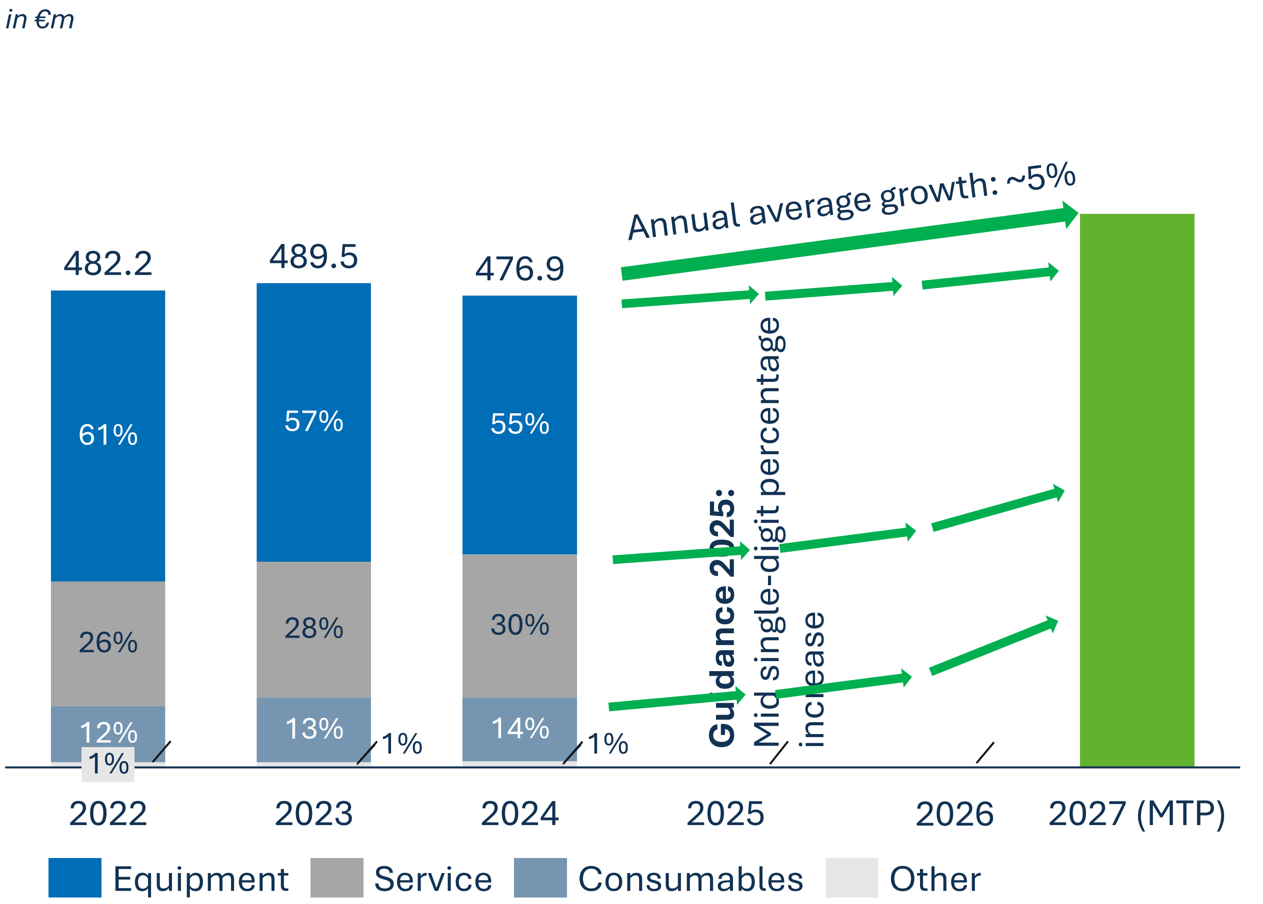
Financial targets – 2027 (midterm)

Latest figures Q1-Q3/2025

Revenue	EBIT-margin	Free Cashflow	ROCE
Q1-Q3/25 +7.2%	Q3/25 +11.8%	Q1-Q3/25 +11,2%	09/25 25.7%
+ 5% annual growth on average	**12-14%**	**€40 – 50m**	**> 28%**
"innovation and a superior service & solution offering will boost our top line"	"through permanent process improvement we chase for increasing profitability"	"Based on strong Working Capital Management and low CAPEX needs we will keep Free Cashflow on a high level"	"Increasing results with low Capital Employed will accelerate ROCE"
Sebastian Kutz (CSO)	*Michael Drolshagen (CEO)*	*Sergej Wolodin (Corp. Controlling)*	*Andreas Pabst (CFO)*
2024: €476.9 m	2024: 9.5%	2024: €39.5 m	2024: 23.6%

How to achieve Mid-term Revenue increase

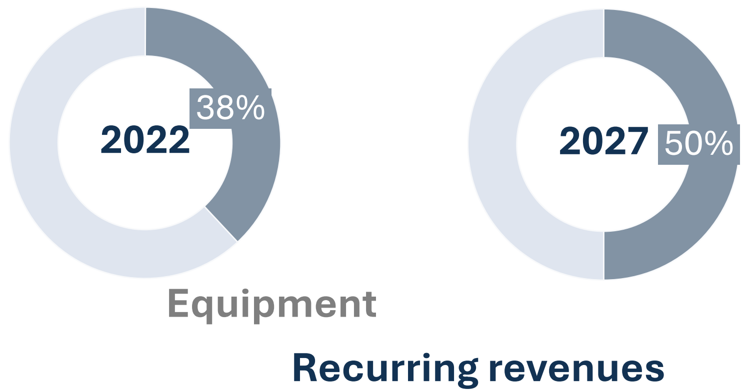
Mid-term plan – revenue by business lines



How to expand recurring revenues:

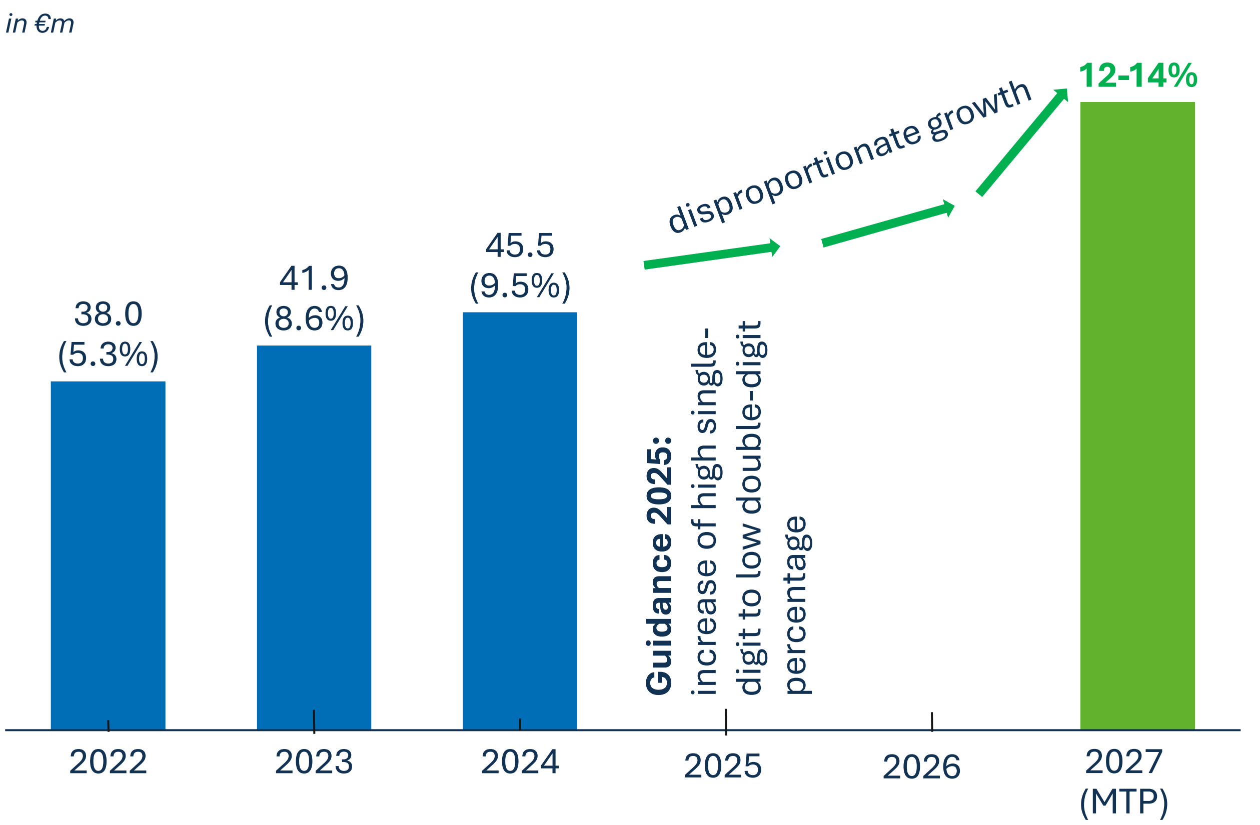
- **Digitalization e.g.**
  - CarWashAssist
  - Subscription models
- **Bundling of our offerings**
  - Global Scope Con-figurator (go live 1.6.2025)

Revenue splitt:



How to achieve Mid-term EBIT targets

Mid-term plan – EBIT and EBIT margin by segments



How to reach disproportional EBIT increase?

1) Top line growth and revenues mix

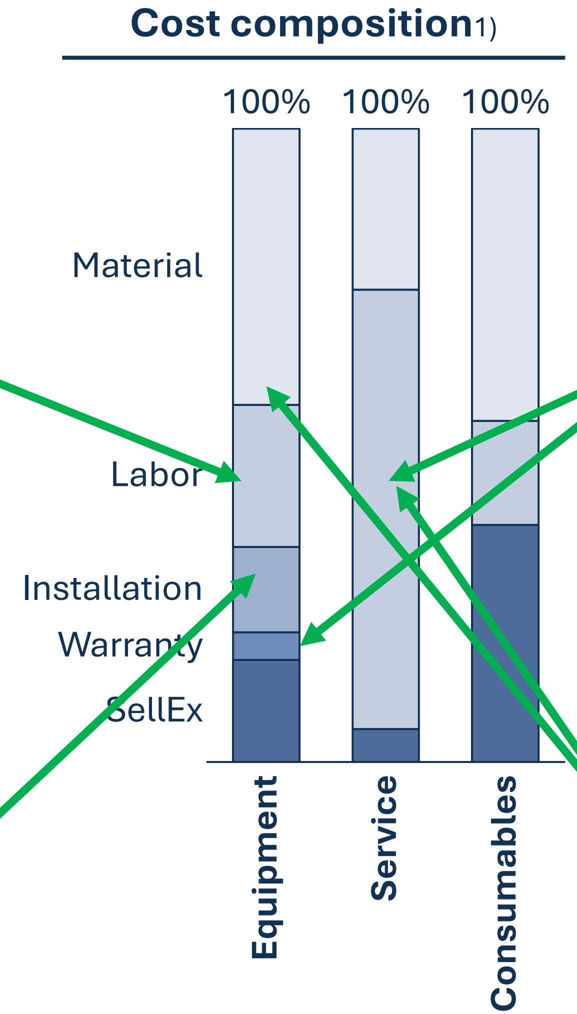
2) Efficiency programs:

- Optimizing of production footprint
- Installation cost reduction
- Quality excellence and driving efficiency
- Cost down of products & modularization

Where are our efficiency programs effective

Optimization of production footprint

Installation cost reductions



Quality excellence driving efficiency

Cost down of products & modularization

Global Scope Configurator

Increasing recurring revenues

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

Deep Dive: Business Line Consumables Europe

Jürgen Ankner, Head of Business Line

Successful history of AUWA

AUWA – A true success story and our most profitable Business Line

2008: WashTec acquires AUWA

Revenue: 14.4m

2008

Revenue: 29.8m

2012

Revenue: 37.6m

2015

Revenue: 40.5m

2016

Revenue: 45.6m

2018

Revenue: 51.0m

2021

Revenue: 64.7m

2024

Revenue: ++

2025

CAGR'08-'24: +9.8%

AUWA at a Glance

Highly efficient and ready for capacity expansion: unlocking the next growth phase

Augsburg (R&D)
Grebenau (Production)

Around 70 employees
(R&D, Production, Product management, Sales and Admin)

>100 own product formulations, based on modular recipe concept
3 product lines BASIC/STANDARD/PREMIUM

Production Volume ~20.000 t
Certificates: ISO 9001/14001/5000, Nordic Swan

AUWA Product Portfolio

auwa

Full-Service Provider with a Clear Focus on Vehicle Washing

Roll-over

Tunnel

Truck & bus wash

Jet wash

Water recovery

Cleaning and care products for vehicle washing

Car washes & wash bays

fuel farm

cleaning wipes

accessories

Sales support & marketing

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Overview Market Size and Market Share Consumables Europe

auwa

The total European carwash Consumables market has a size of c. €300m. AUWA has a leading position with around 20-25% market share. We still see plenty of room for further growth.

UK & Ireland

Market volume : ~ €25m

→ Strong market position in key account business (especially tunnel)

DACH + Netherlands:

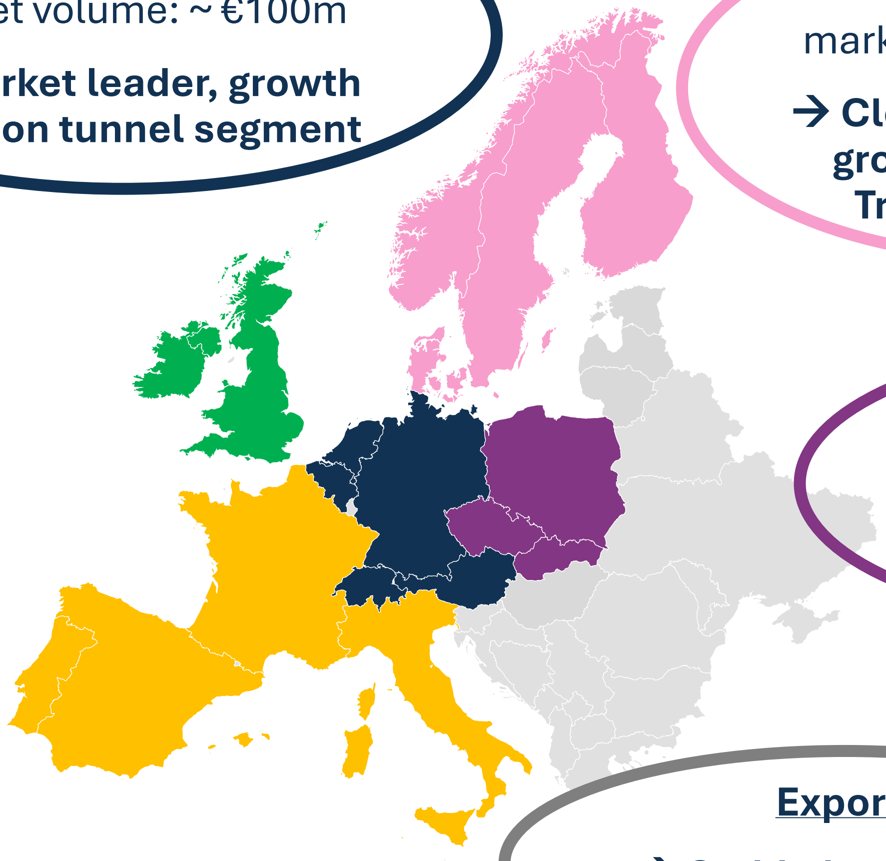
Market volume: ~ €100m

→ Market leader, growth focus on tunnel segment

Nordics:

market volume: ~ €50m

→ Clear market leader – growing potential in Truck & Bus wash



Eastern Europe:

Market volume: ~ € 25m

→ Growing market especially in Poland

France, Iberia, Italy:

Market volume: ~ €100m

→ Strong market share in Roll-Over-Segment but also growing potential in other product lines

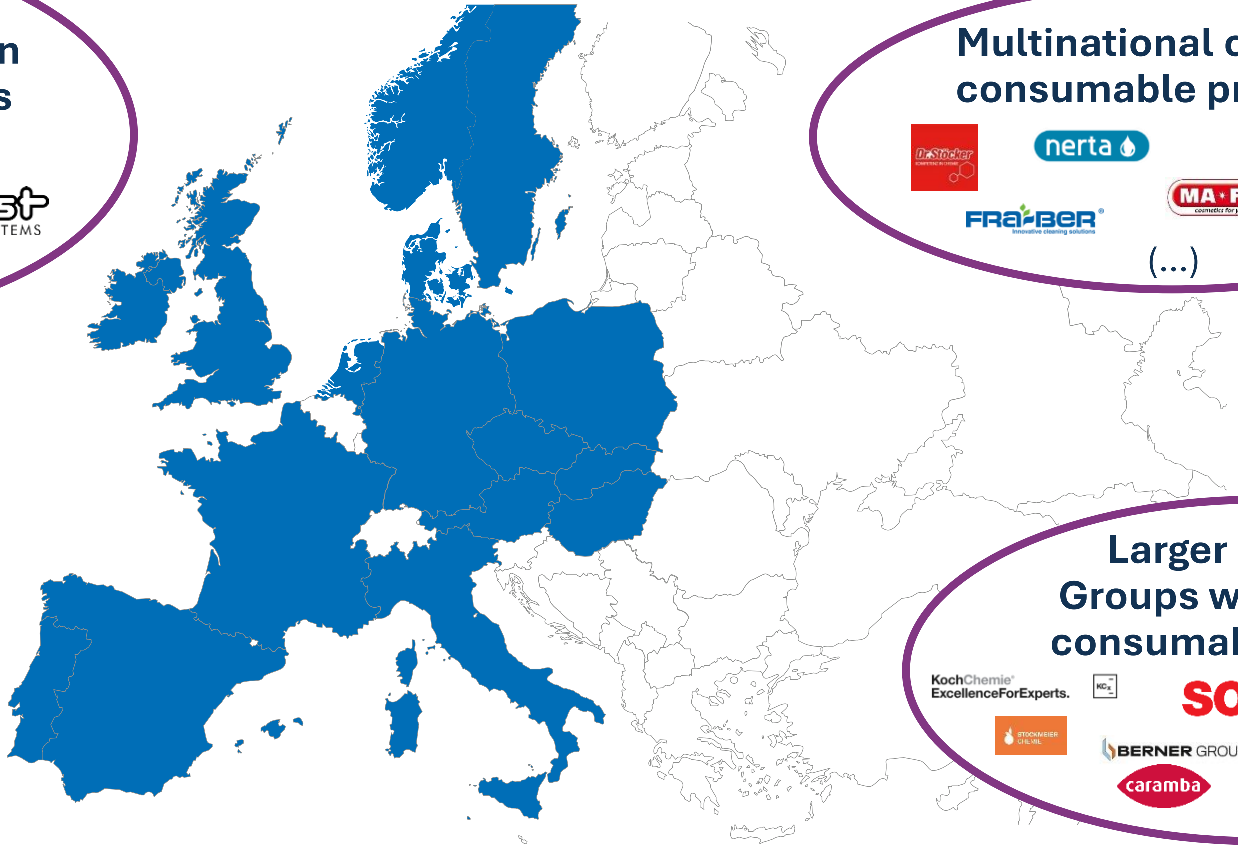
Export:

→ Stable business as bundle with equipment

Competitive Environment Consumables Europe

auwa

Fragmented competitive environment with around 50 different active players. Only few of them are also active in the carwash Equipment business.



Carwash Equipment manufacturers with own Consumables business

ISTOBAL
WashTec
auwa
Christ WASH SYSTEMS
KÄRCHER

Multinational carwash consumable providers

Dr. Stöcker
nerta
iberCompound
FRA-BER
MA-FRA
FLOWEY
(...)

Local carwash consumable providers

Spanjer
fadein
InnovaTeam
DÆRG CHIMICA
Sireon
PiP chemicals
REZBIR
WAX PRO PENGUIN
(...)

Larger chemical Groups with carwash consumables division

KochChemie ExcellenceForExperts.
SONAX
KIEHL
BERNER GROUP
caramba
AUTOSMART
(...)

Please note: The size of the bubbles does not indicate market share.

MEGA Trends in the carwash consumables business

auwa

We know the market of the future and are developing solutions for It

MEGA Trends

Subscription Models gain market share

- Subscriptions increase the number of carwashes

Premium carwashes as counterpart to subscription offerings

- High quality products and brands also in the future necessary

Trends of automation, lack of workers, rising costs hold on

- Automatic Supply,
- Top Up Service,
- wall and hall cleaning
- Mud recycling
- could get necessary to sell chemicals

Electricity eats fuel

- Manned sites turn to unmanned sites (Norway, still ongoing)
- New Business Models with unmanned car stations gain big market share

Sustainable products / lower CO2-Footprint will gain market share

- Environmental regulations and waste cycle management getting even more important
- Minimize waste
- Minimize emissions

AUWA – Drivers behind future growth

AUWA – more than a consumables supplier: A true solution provider

Products

- Best-in-Class Products
- MAGIC CARE
- Products with highest price-performance ratios

Customer loyalty

- Long-term contracts
- Bundling Models
- Pay-per-Wash-Models

Smart Supply

- Real time monitoring
- Low level and leakage alert
- Automatic supply

Services around carwash

- Bay Cleaning
- Mud recycling
- Refill Service / Top-Up Service

Sustainability

- Green-Car-Care Products
- CHEM-IN-A® BOX
- Life-Cycle-Management

Best-in-Class-Products → Magic Care

Magic Care – a Game-Changer with global brand potential

Major benefits of the product:

- High-end polish through Active Modified Polymers
- Outstanding water repellent effect
- Best in class protection
- Sealing of micro-scratches
- Product remains up to 6x longer on the car
- Operators can charge higher prices per wash

Business impact for WashTec:

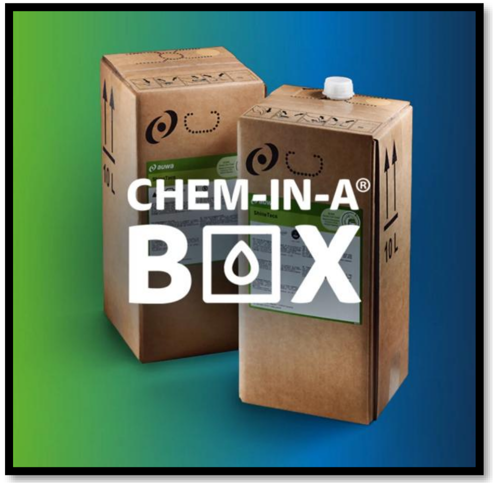
- **Premium product with premium price per kg**
- **Higher amount per wash**
- **AUWA winning new customers (cross-selling)**

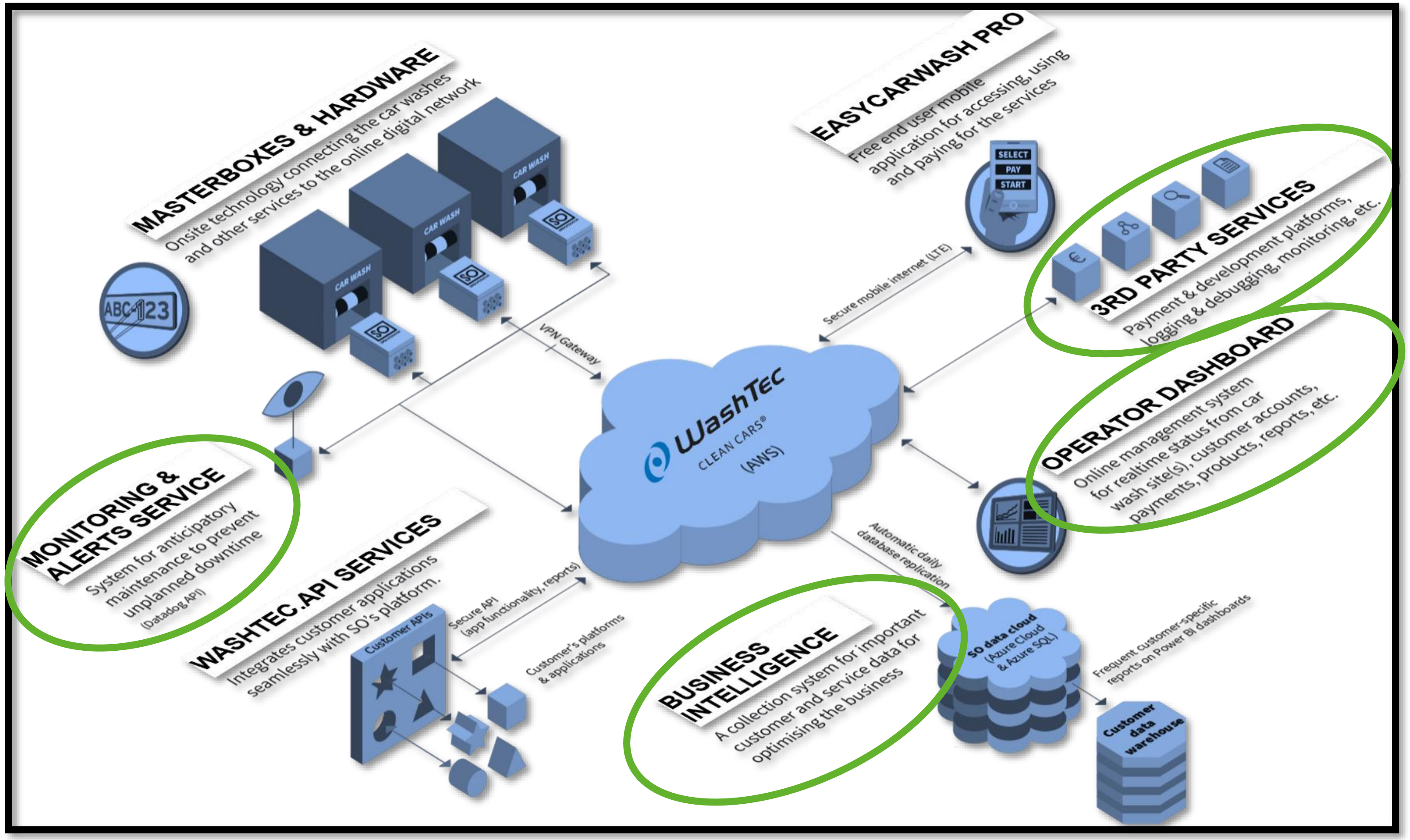
And the high-end polish is just the beginning....

Smart Supply

auwa

Automating success, securing growth





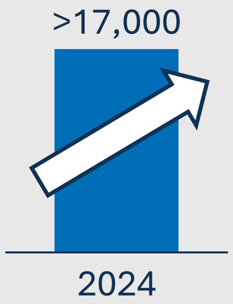
AUWA Green Car Care

Green Car Care is not just a product concept for us – it is a core part of our company DNA.

- Consistently sustainable – consistently innovative:
- Zero-waste strategy
  - Ecologically sound transport packaging
- Optimized use of materials and energy
- Environmentally friendly thanks to particularly easily degradable products
- High-quality ingredients
- Best cleaning and efficiency with maximum environmental and material compatibility
- Independently certified by the SGS Institut Fresenius

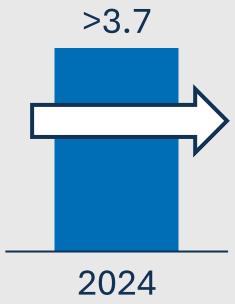
Overview of major KPIs

Consumables tons sold



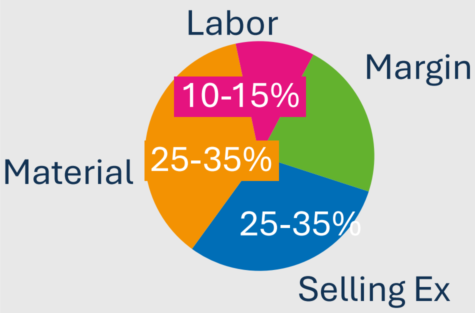
- Still plenty of room to grow

Price per Kg



- Strong market position allows premium pricing

Cost Composition



- Cost composition allowing the highest margins of all Business Lines within WashTec

Sleeping Customers

- WashTec as solution provider with plenty of opportunities to grow with existing equipment customers

Market Share Europe

- Leading role in a very fragmented market

Overview
Efficiency Programs s

Michael Drolshagen, CEO & CTO

WashTec

Efficiency Programs as major component to achieve target EBIT-Margin

WashTec

Revenue

+ 5% annual growth on average

EBIT-margin

12-14%

Free Cashflow

€40 – 50m

ROCE

> 28%

Overproportionate EBIT-Margin Growth

Ongoing Efficiency Programs

- Installation Cost Reductions
- Cost Down Products & Modularization
- Production Footprint
- Global Scope Configurator
- Quality Figure

Optimization of production footprint

Major components

Goals:

- Leveraging the core competencies of the WashTec Supply Chain at the Augsburg plant while at the same time benefiting from the labor cost advantages in the Czech Republic
- Clear roles: pre-manufacturing and module assemblies in Czech Republic, with just-in-time delivery to the final assembly in Augsburg

Major components and status

- Agreement for the transfer of 85 jobs to CZ with workers council signed in April 2025
- Expansion of site (second hall) in CZ for assemblies, and warehouse for regionally sourced components, starting soon
- Further potential through additional insourcing in metalworking into the existing plant 1

Expectations

- Transfer of machines and 85 positions from the Augsburg supply chain to CZ completed by the end of 2026
- Full impact of savings starting by the end of 2026 (Full year 2027)

Existing Plant 1 in CZ

Second Hall in CZ

Installation cost reductions

Major components

Strategic Objectives

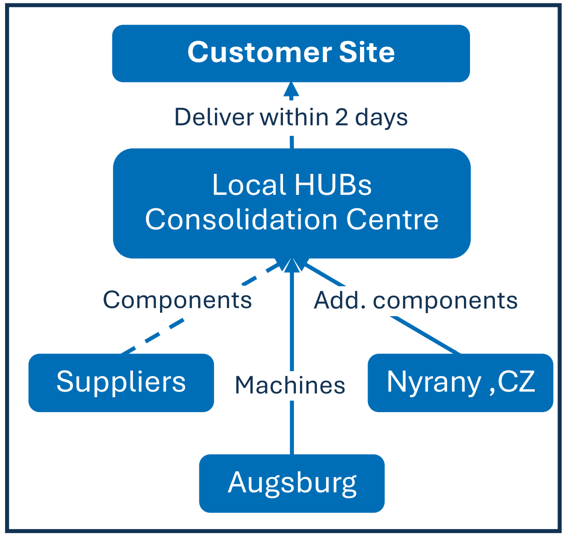
- Significant shortening of installation process
- Solving bottleneck of installation capacity
- Reduce overall installation costs

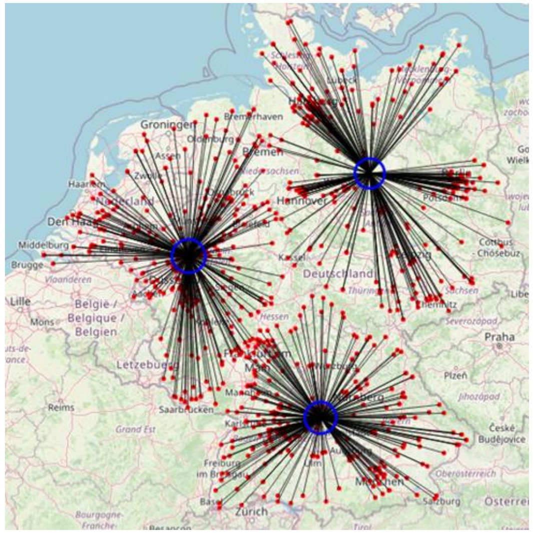
Major components and status

- Introduction of hub concept (start in H1/2026)
- Flexibilization of installation teams for more efficient capacity utilization
- Alignment of processes between sales, procurement, manufacturing, and installation
- Reduction of complexity in periphery and small parts for installation

Expectations

- Program on track, will see significant savings by 2027





Quality excellence driving efficiency

Major components

Strategic Objectives

- Efficient and transparent management of company quality through an integrated KPI framework
- Improve our excellent quality level with structured and focused initiatives to set the next benchmark

Major components and status

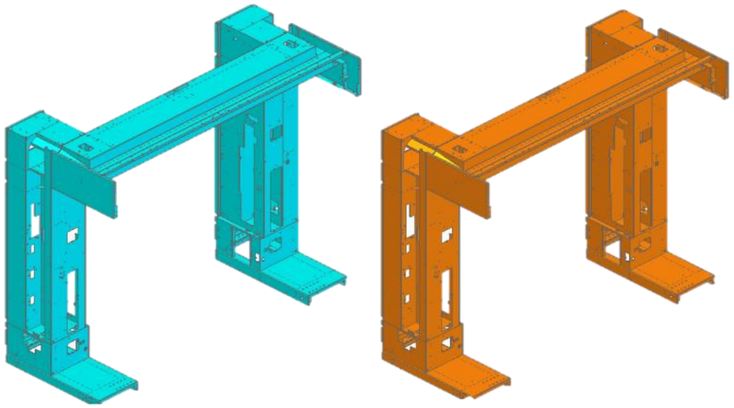
- Implemented a unified KPI dashboard to support data-driven decisions
- Implementation of cross-functional quality improvement teams with included reporting system

Expectations

- With coordinated, cross-departmental objectives and a unified understanding of quality, we strive for the continuous improvement of our high-quality standards to sustainably expand our competitive advantage
- Q indicator piloted since mid-2025. Alignment and effects from mid-2026 onwards

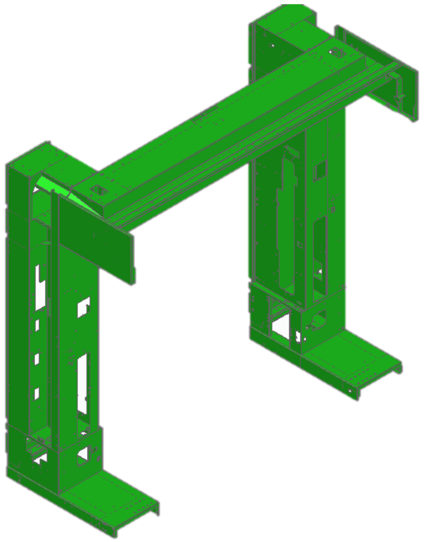
Kostensenkende Produkte und Modularisierung

SoftCare SE | SmartCare Connect



- High variance
- High costs for new legal requirements
- Hardly any economies of scale
- Lack of focus

Cross-product platform = SmartCare SE



Reducing complexity is the key to success.

Global Scope Configurator

Major components

Goals:

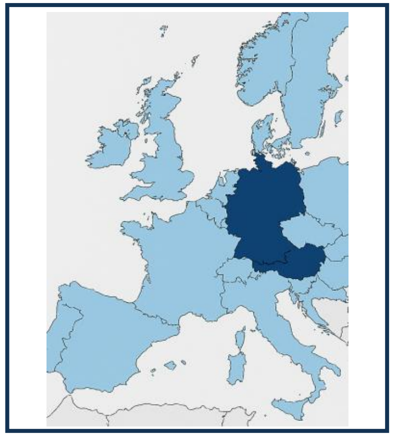
- **Standardization:** Establish a unified configuration process across European WashTec markets → Supports consistent quality and enables smoother expansion
- **Digitalization:** Replace local Excel-based price lists with a modern, centralized sales platform → Improves customer experience and strengthen market positioning
- **Operational Efficiency**: Reduce manual effort through standardized back-office processes → Helps lower complexity and optimize resource use
- **Error Prevention:** SAP-based configuration logic with automated validation and full software integration → Reduces risk of costly errors and ensures reliable processes
- **Sales Excellence:** Provide a tool for maximum sales support, enabling bundled offerings → Facilitates solution-based selling and creates opportunities for additional value

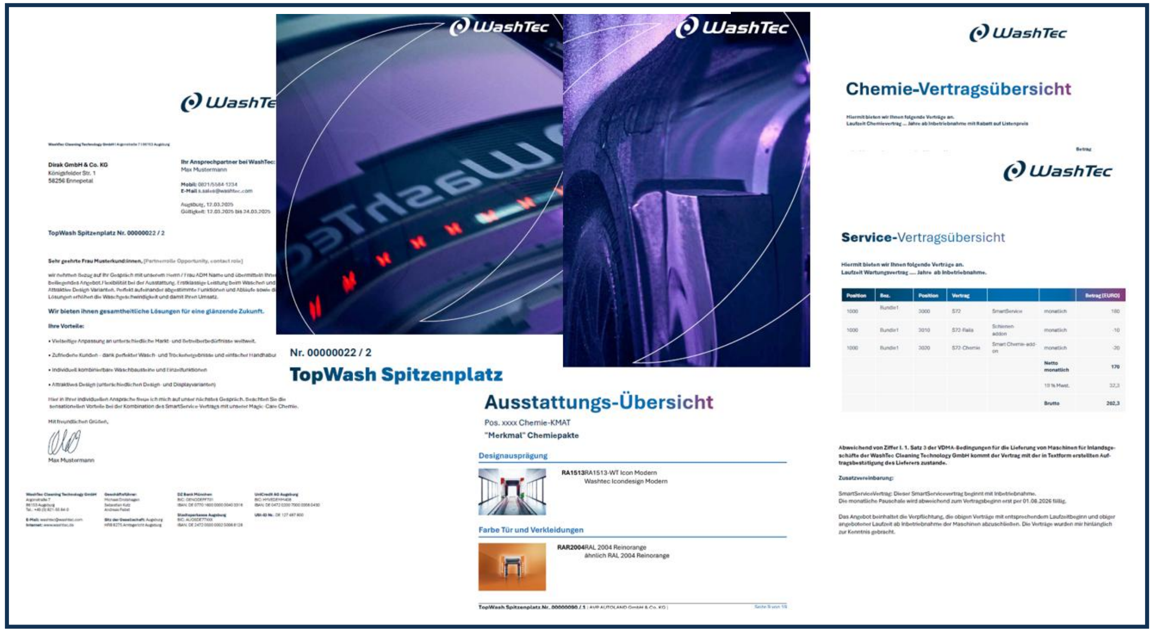
Major components and status

- Successful pilot rollout in Germany and Austria with the bundling of RO, WR, JW, ANC products – service contract – chemical offering
- Implementation of additional products and rollout in further WT countries in 2026

Expectation

- Program on track, will see first savings by 2026





Efficiency Programs as Profitability Driver

WashTec

Optimization of production footprint

- Full impact of savings starting by the end of 2026 (Full year 2027)

Installation cost reductions

- Program on track, will see significant savings by 2027

Quality excellence driving efficiency

- [On Going]

Cost down of products & modularization

- Major reductions in complexity and cost are projected for 2027

Global Scope Configurator

- Program on track, will see first savings by 2026

JetWash – market launch in the first half of 2026

› Car care becomes an experience in WashTec's new JetWash self-service car wash.

› Wash & Pay – the flexible washing concept

› MagicCare® – Highend Polish – now also available for self-service car washes


Q&A
WashTec
CLEAN CARS®

WashTec

CLEAN CARS®

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