


Conference Call on the Results of FY 2025

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March 26th, 2026





1 Update on WashTec

Michael Drolshagen (CEO & CTO)





Revenue
2025: €498.6m
(+4.6%)

Guidance 2025:

Mid single-digit percentage increase



EBIT (margin)
2025: €48.9m
(9.8%)

Guidance 2025:

Disproportionate increase in excess of revenue growth



Free cash flow (ratio)
2025: €41.9m
(8.4%)¹⁾

Guidance 2025:

€35m – €45m



ROCE
2025: 24.8%

Guidance 2025:

Continuous increase, by 0.5–2.5 percentage points



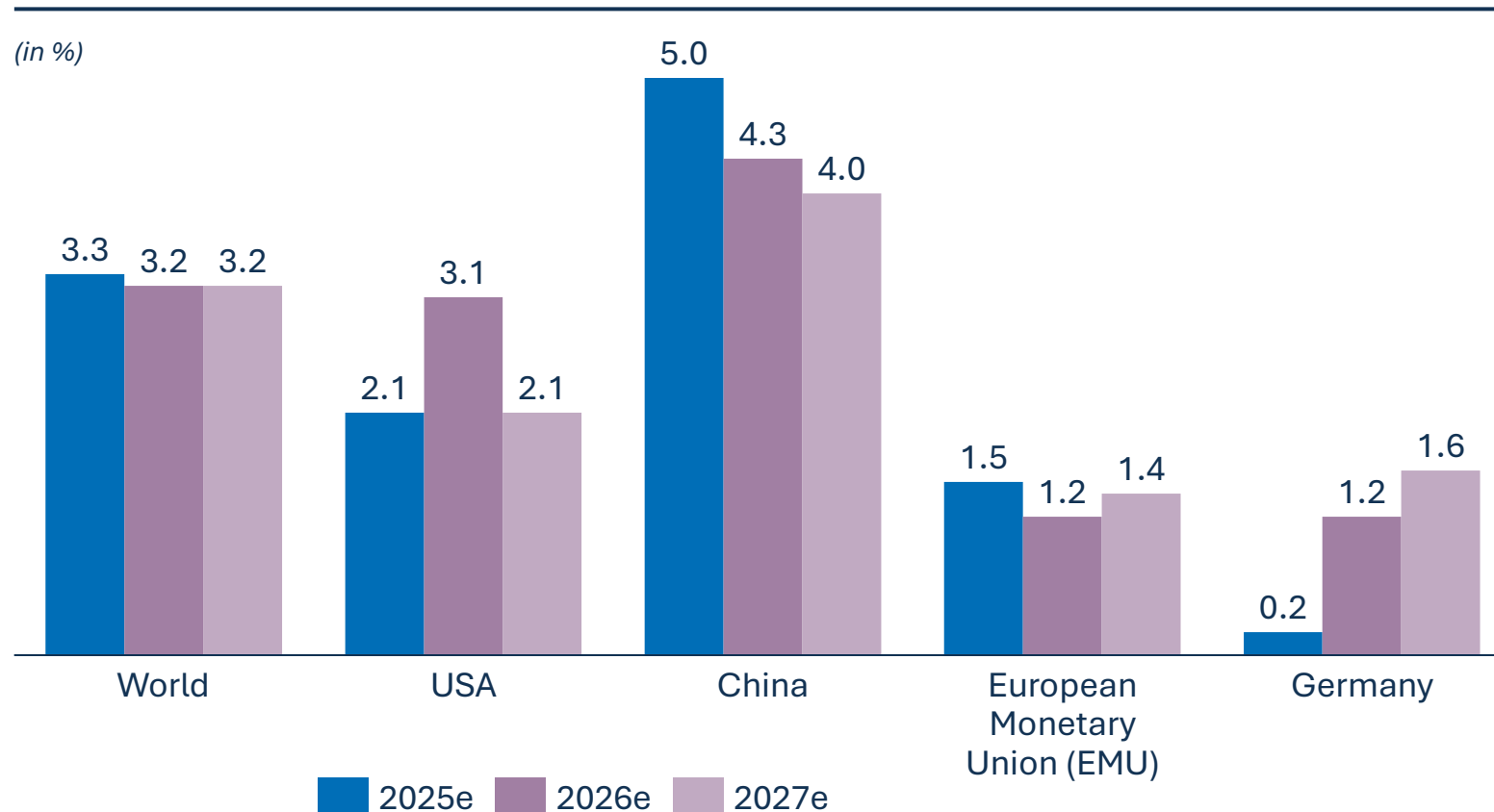
Hinweis:

1) Free Cashflow Quote definiert als Free Cashflow im Verhältnis zum Umsatz.

Macroeconomic Conditions

- › Eurozone: Thanks to robust consumer and investment demand, the EMU is expected to continue its positive trend in 2026
- › U.S./Germany: However, assuming only a short-term rise in oil prices and a moderate increase in inflation over the coming months, the impact on the economy is expected to be minimal

Growth rates of major economic regions



WashTec: Order intake and outlook for 2026 remain positive

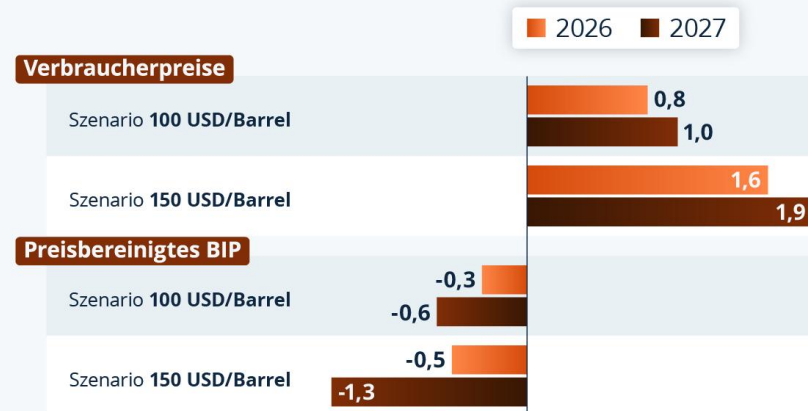
Source: Macrobond, Oxford Economics, DZ Bank

Macroeconomic Conditions

- > Europe: The short-term price increases in the energy markets resulting from the war in Iran have only a minor impact on inflation trends in the eurozone
- > Global: Developments in Germany and globally depend crucially on the duration of the war in Iran and the level of crude oil and natural gas prices

Hohe Ölpreise könnten deutsche Wirtschaft deutlich belasten

Geschätzte Abweichungen von Verbraucherpreisen und BIP für Deutschland ggü. Basiszenario* (in %)



* Basisszenario unterstellt einen Ölpreis von 60 US-Dollar pro Barrel der Sorte Brent für die Jahre 2026 und 2027

Quelle: IW Köln



statista

WashTec: Order intake and outlook for 2026 remain positive

- › **Revenue in the Gulf region**
 - ➔ Only modest revenue in the affected countries in 2025
- › **Impact on Equipment revenue worldwide**
 - ➔ Uncertainty generally leads to reluctance to invest
- › **Impact on consumer behavior > Chemicals & Service revenue**

Historical data shows that high fuel prices lead only to a temporary adjustment in driving habits. Usually lasting just a few weeks.

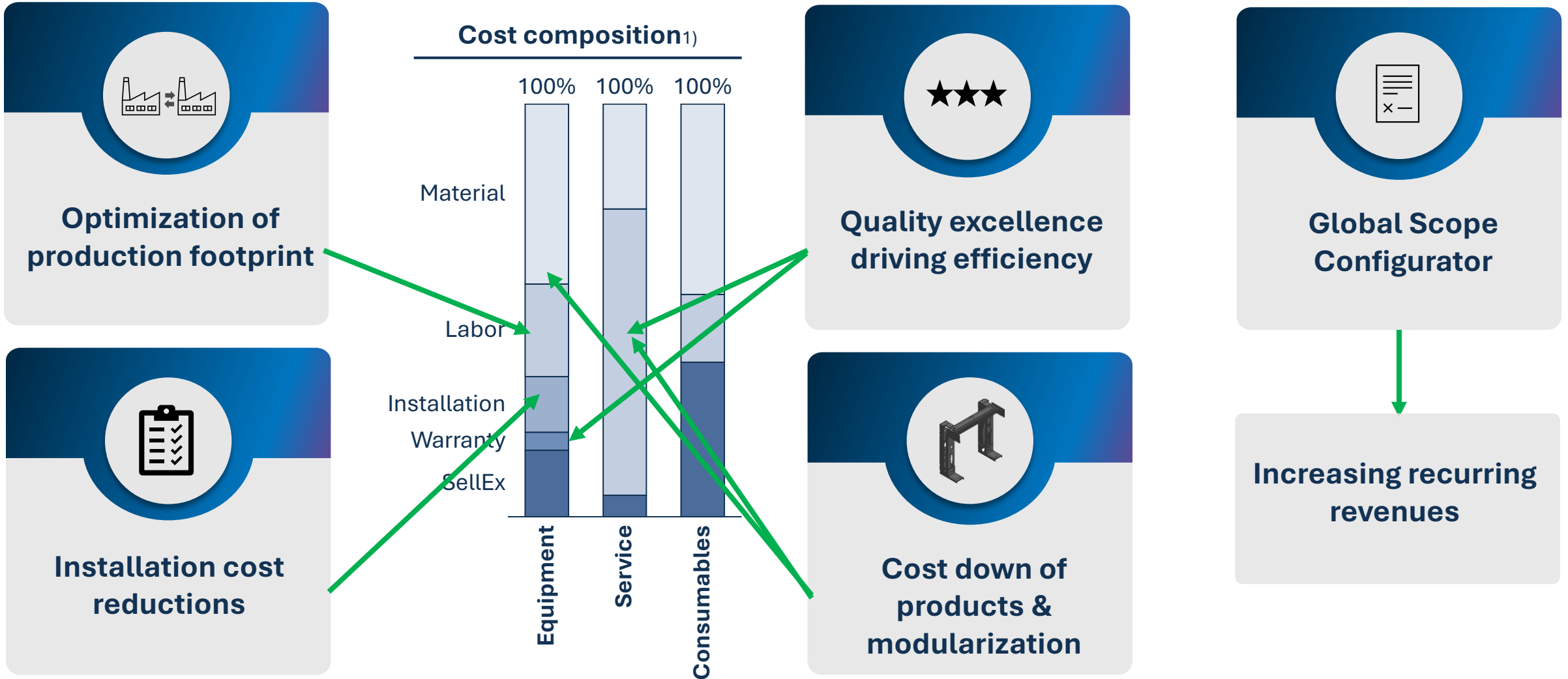
 - ➔ We do not expect any significant impact on washing behavior and thus also not on chemicals and service revenue
- › **Supply chains and material prices**

We are closely monitoring the situation. Higher gas & fuel prices have a direct impact on costs for the own vehicle fleet and locations

 - ➔ Limited impact so far (e.g., price for chemicals canisters), but depending on the duration of the conflict



Where are our efficiency programs effective



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

Significant investments planned in 2026 for WashTec, particularly at the Augsburg and Nýřany sites



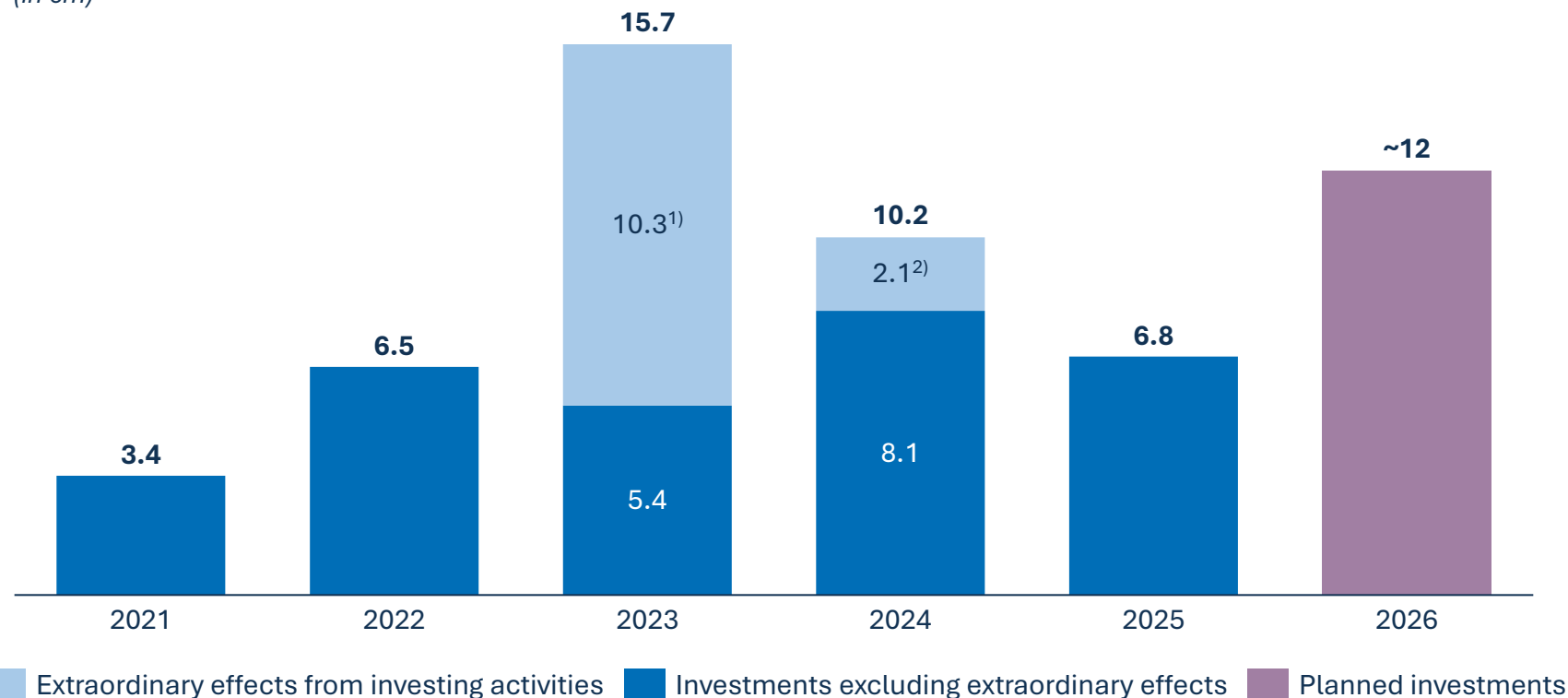
> Planned investments at record levels

> Main drivers of these investments are:

- Development of the Augsburg site for final assembly and expansion of prefabrication at the Czech site
- Implementation of the HUB concept to improve efficiency in the installation process
- Training and development center for apprentices and service staff

Cash outflow from investing activities

(in €m)



Hinweise:

1) In 2023, the manufacturing site of the U.S. subsidiary Mark VII was acquired for \$10.3 million.

2) In 2024, a total of €2.1 million was invested in the acquisition of the New Zealand subsidiary and the purchase of shares in the distribution partner Mayco-WashTec in Poland.

> Relocation of jobs

Approximately 40% of the 84 FTEs have already been relocated to the Czech Republic. The remaining jobs will be relocated by the end of 2026

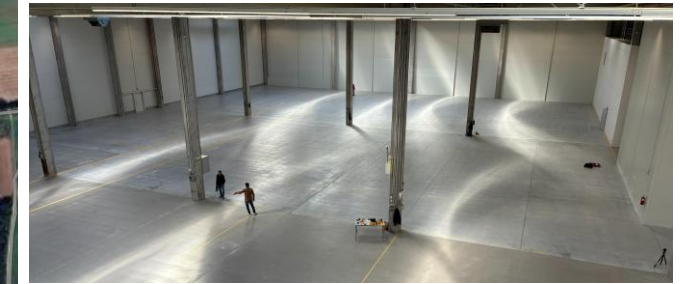
> New facility in the Czech Republic

Rental of a new facility in the Czech Republic with 7,000 m² of logistics space and 5,500 m² of assembly space. Relocation to be completed by October 2026

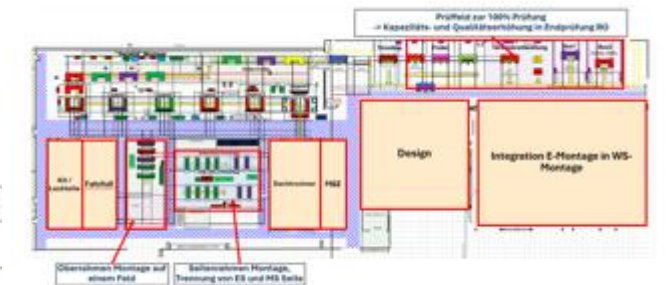
> Optimization of manufacturing in Augsburg

Optimization of the logistics and assembly layout in Augsburg. Start in September 2026. Completion in mid-2027

New manufacturing hall in Nýřany, Czech Republic

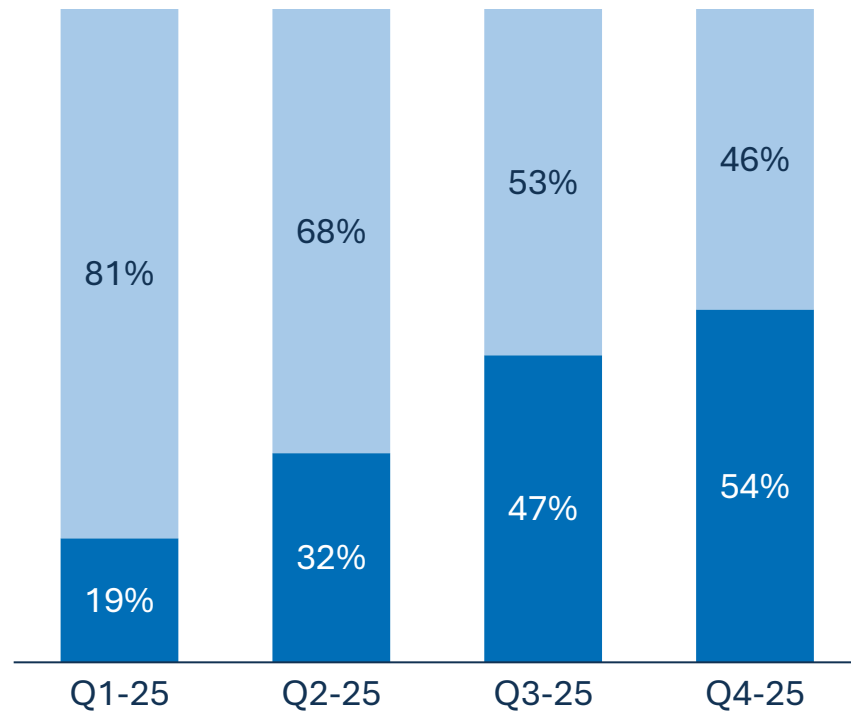


New assembly layout in Augsburg



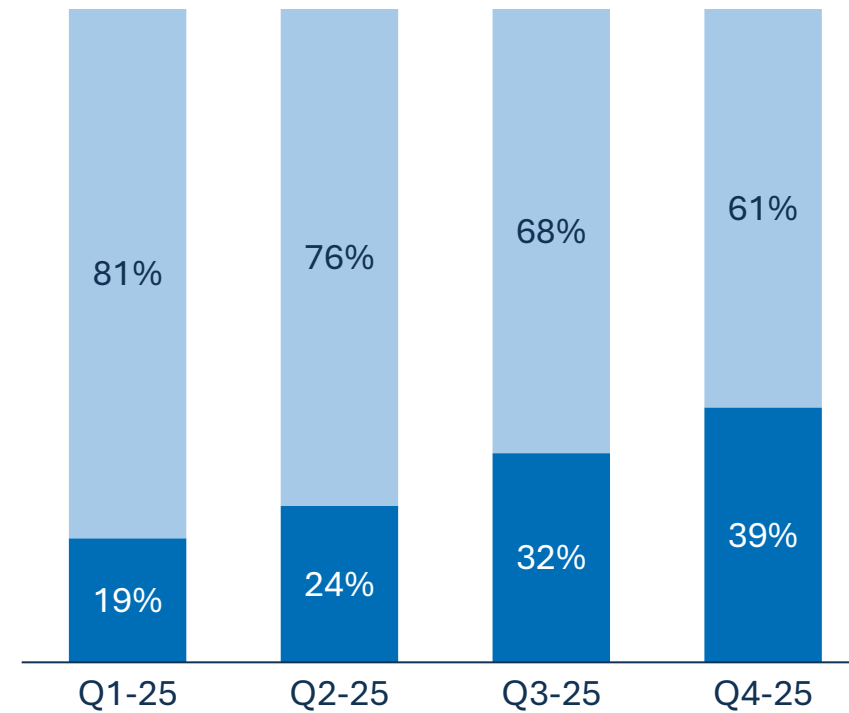
Product launch of SmartCare Connect in May 2025

Development of Roll-Over order intake in 2025

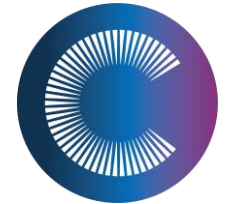


Order intake - Software
Order intake - SmartCare

Development of Roll-Over revenue in 2025

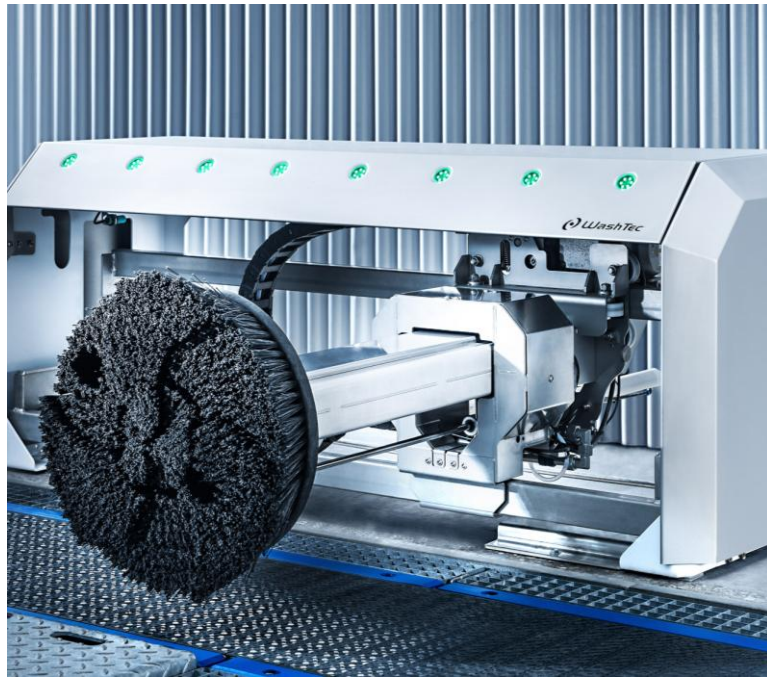


Revenue - Software
Revenue - SmartCare



Equipment

- › Launch of linear wheel washer for tunnels in July 2025 (North America in 2026)



Consumables

- › Launch of high-end polish MagicCare®



Digital Solutions

- › Roll-out of Easy Carwash Pro/4U
- › Roll-out of CarWash Assist



New Jet Wash Equipment

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



Wash & Pay Solution for Jet Wash

- › New flexible washing concept



Magic Care for Jet Wash

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





2 Fiscal year 2025 Results

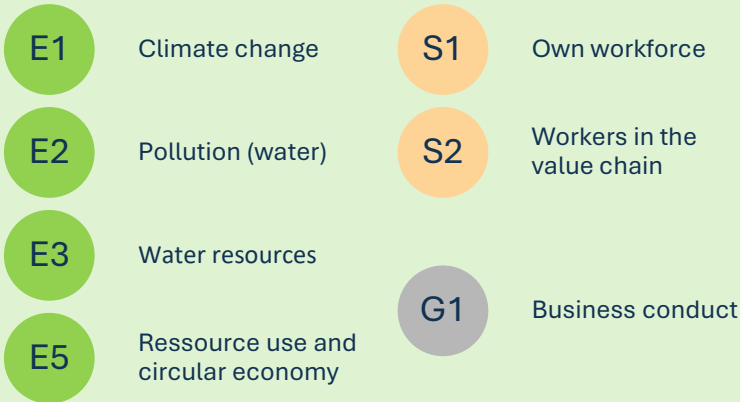
Andreas Pabst (CFO)




Continuous development and improvement in the field of sustainability

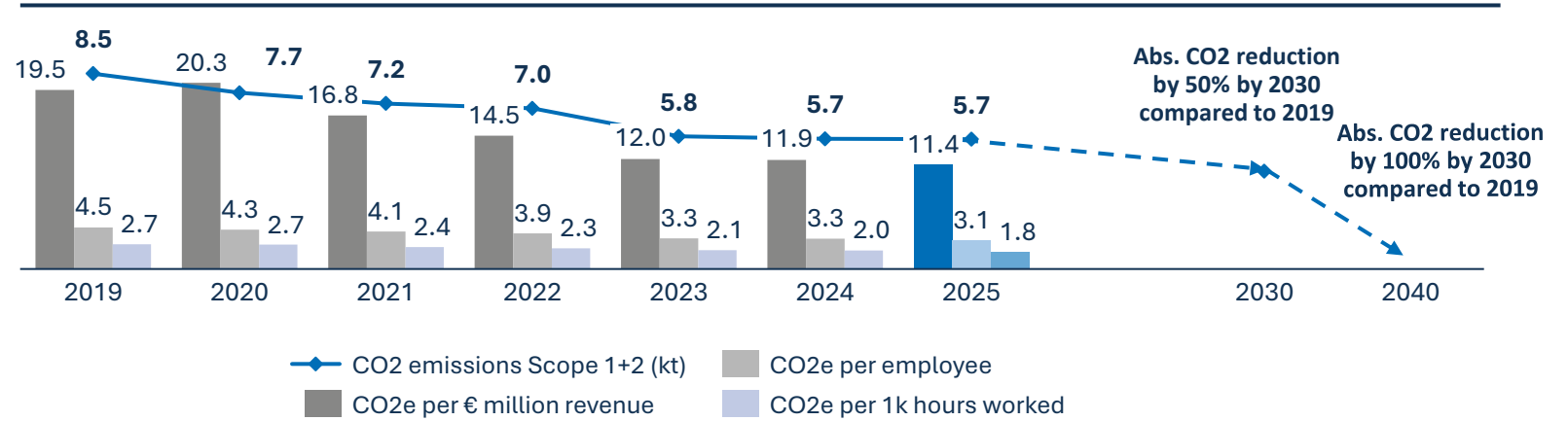
In fiscal year 2025, the consolidated sustainability statement was once again prepared in accordance with ESRS and audited by KPMG.

The completion of a double materiality assessment led to the following key topics:

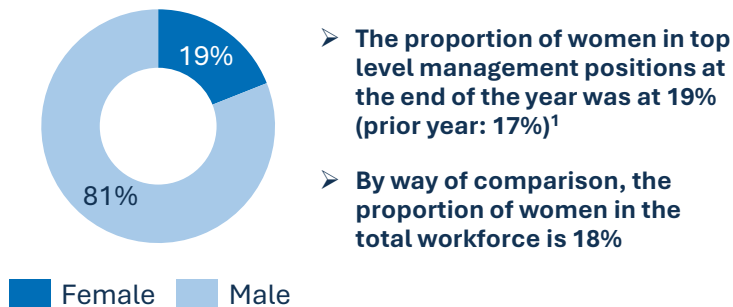


 Our new sustainability strategy reflects our most relevant sustainability topics

Development of CO₂ emissions



Top level management by gender



¹ Target percentage of female top level managers: 18% (by June 2027)

WashTec water recycling ratio

- WashTec water recycling ratio² at year end: 23% (prior year: 22%)

² The WashTec water recycling ratio is calculated from the proportion of WashTec water recycling systems installed worldwide in relation to all WashTec vehicle washes installed worldwide

New record revenue of €498.6m in 2025 with further increase in EBIT margin to 9.8%



> Revenue up on prior year

WashTec generated record revenue of €498.6m in fiscal year 2025, up 4.6% on the prior year (€476.9m). At constant exchange rates, revenue rose by €26.8m to €503.7m (prior year: €476.9m) and would thus exceed €500m for the first time.

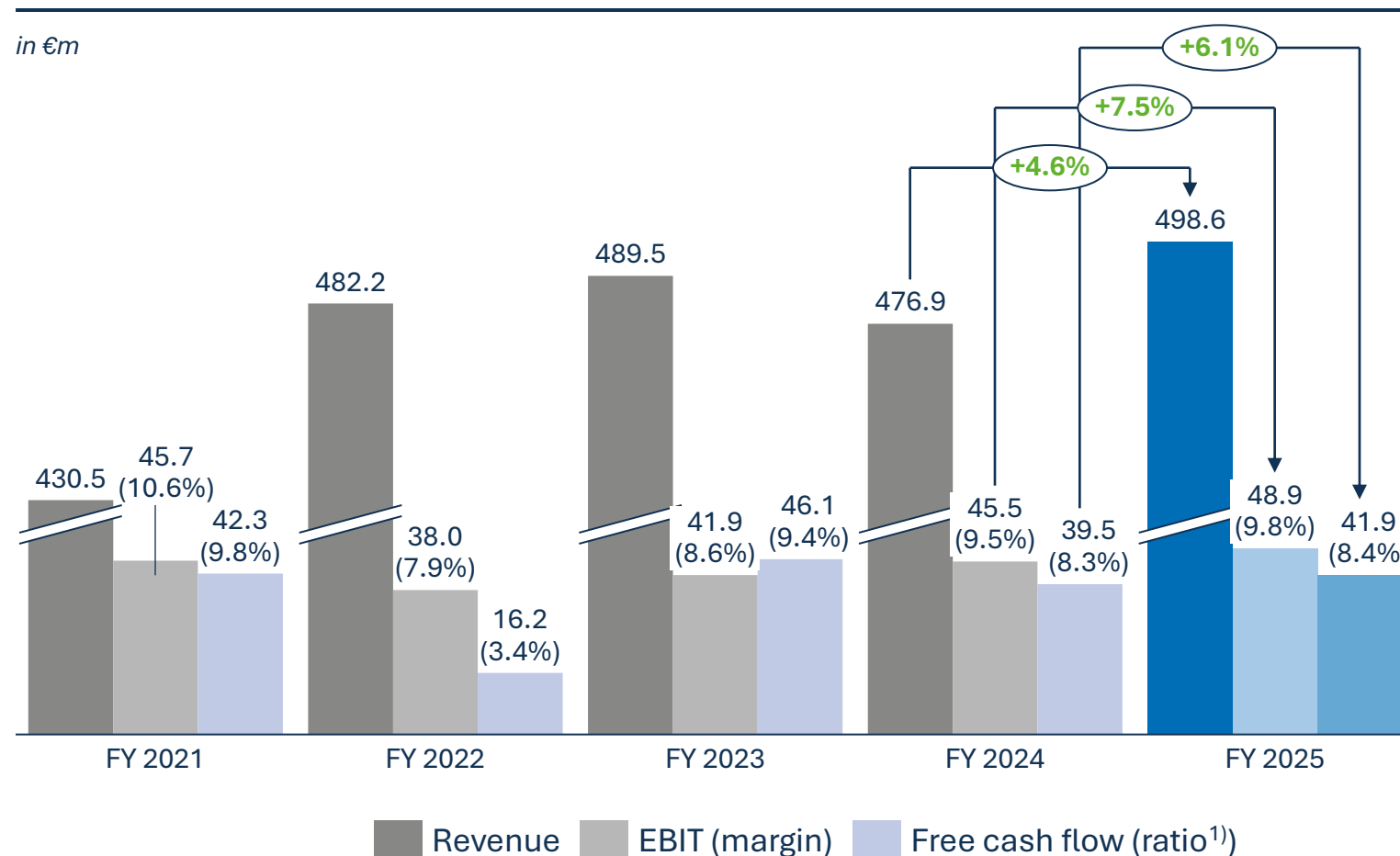
> EBIT above prior year

EBIT increased disproportionately by 7.5% in fiscal year 2025 to €48.9m (PY: €45.5m). The EBIT margin was higher than in the prior year, at 9.8% (PY: 9.5%). The increase in EBIT is attributable to the performance of the Europe and other segment.

> Free cash flow slightly above prior year

At €41.9m, the free cash flow was up slightly by 6.1% on the prior year (€39.5m). It should be noted that the prior year included a one-off effect from the reimbursement of investment income tax in the amount of €10.6m. Adjusted for this item, the increase was 45.0%.

Revenue, EBIT and free cash flow



Note: 1) Free cash flow ratio defined as free cash flow to total revenue.

Fourth-quarter revenue slightly down on exceptionally strong prior-year quarter; EBIT margin at 11.8%



> Fourth-quarter revenue slightly down on prior year

WashTec generated revenue of €140.4m in the fourth quarter, a slight 1.5% down on the prior-year quarter, which was the second strongest in the Company's history (€142.6m). While the Europe and other segment performed positively with growth of 1.8%, the North America segment continued to be affected in the fourth quarter by lower unit sales of equipment.

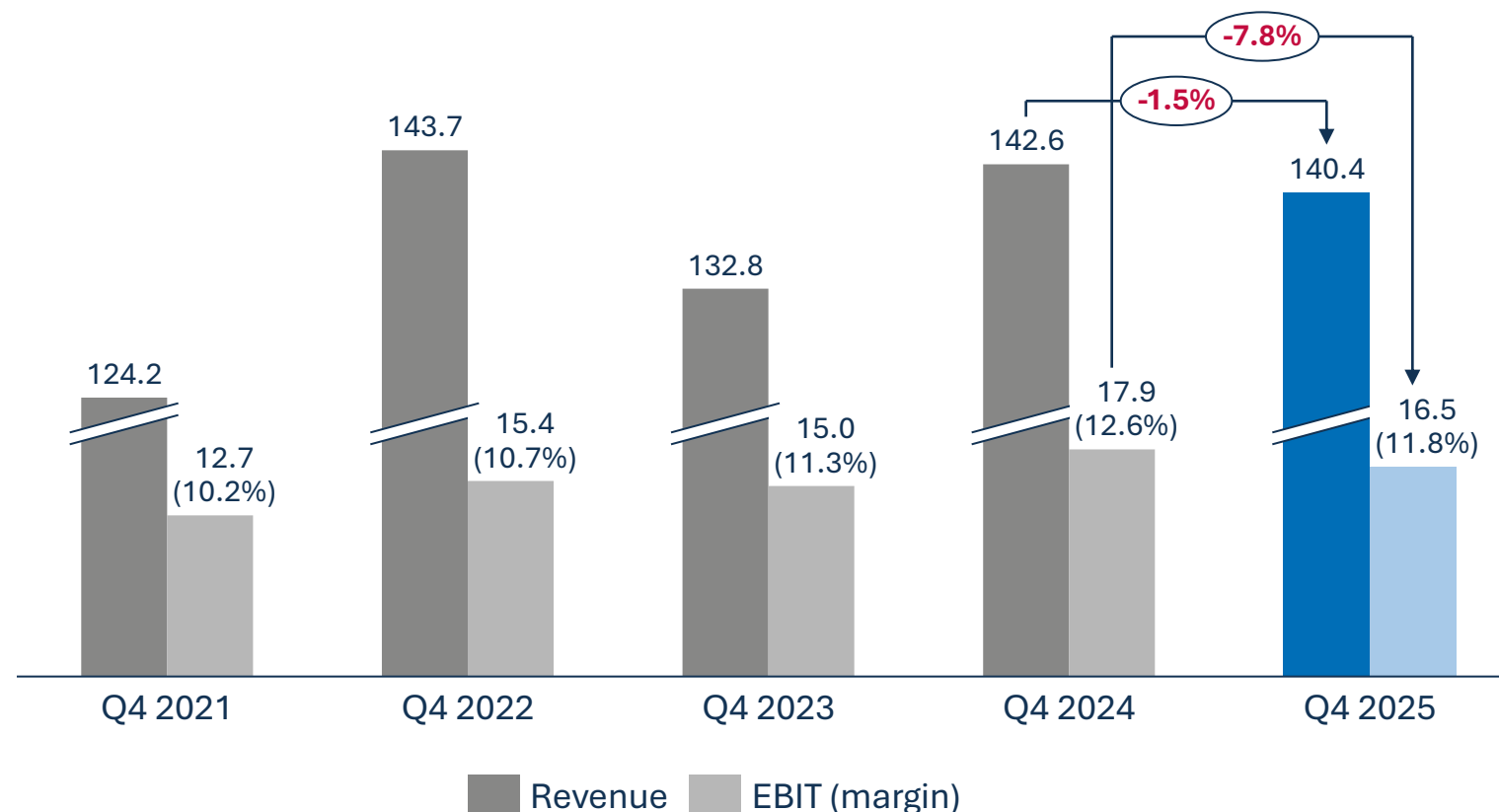
> Fourth-quarter EBIT and EBIT margin down on prior year

EBIT fell to €16.5m in the fourth quarter (prior year: €17.9m), partly due to revenue.

The EBIT margin, at 11.8% (prior year: 12.6%), was lower than in the prior-year quarter.

Q4 Revenue and EBIT

in €m



Revenue by business lines

Strong revenue growth in all business lines – recurring revenue now at 45.1% 

> Equipment

At €268.0m, revenue in the Equipment business line was €6.6m higher than in the prior year. The exceptionally good performance in the Europe and other segment, with higher unit sales for both key accounts and direct business, counteracted the downward trend in the North America segment.

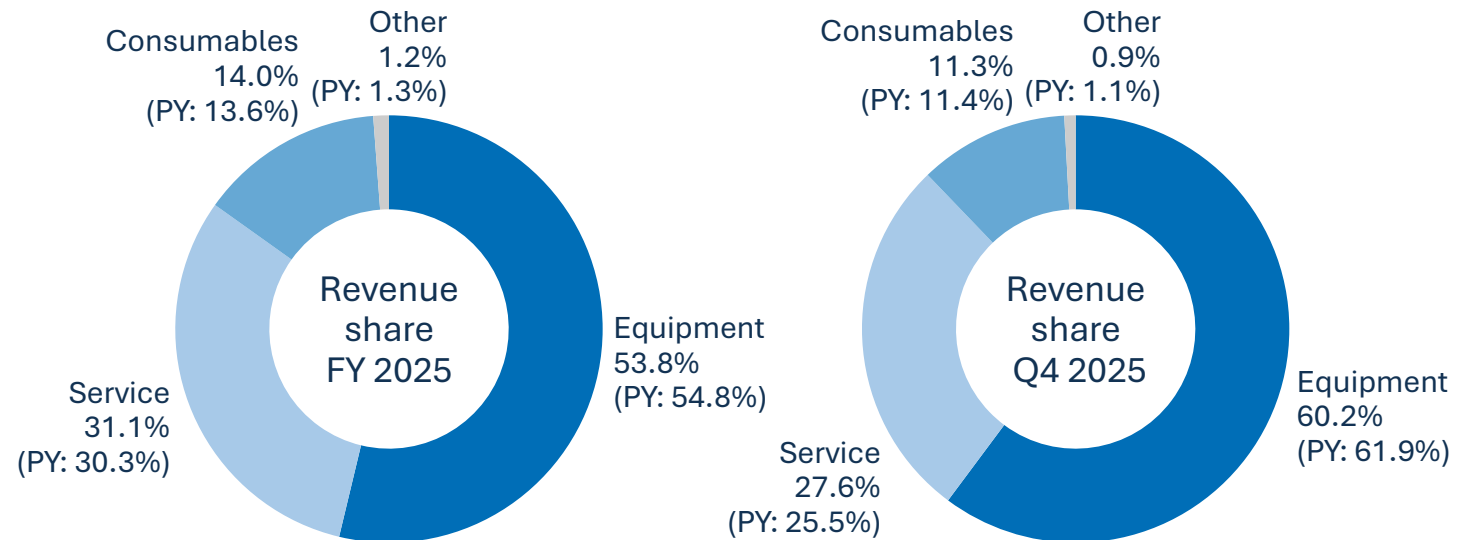
> Service

Revenue in the Service business line increased significantly by €10.5m to €155.1m. This was notably due to process optimization, improved digital integration and increased capacity in this business line.

> Consumables

Consumables revenue, at €69.6m, was 7.6% higher than in the prior year. This was supported in particular by the intensification of sales activities and the favorable carwash weather at the beginning of the fiscal year.

		FY 2024	FY 2025	Change		Q4 2024	Q4 2025	Change	
				absolute	in %			absolute	in %
Equipment	€m	261.4	268.0	6.6	2.5	88.3	84.5	- 3.8	- 4.3
Service	€m	144.6	155.1	10.5	7.3	36.4	38.8	2.4	6.6
Consumables	€m	64.7	69.6	4.9	7.6	16.3	15.9	- 0.4	- 2.5
Other	€m	6.2	5.9	- 0.3	- 4.8	1.6	1.2	- 0.4	- 25.0



Revenue and earnings by segments

Europe and other with 7.8% revenue growth and 10.5% higher EBIT



> Europe and other

Revenue rose across all business lines by 7.8% to €425.5m (prior year: €394.7m).

At €46.2m, EBIT was significantly higher than in the prior year (€41.8m). Segment earnings include additional expenses for implementation of the corporate strategy refinement and for ongoing IT projects.

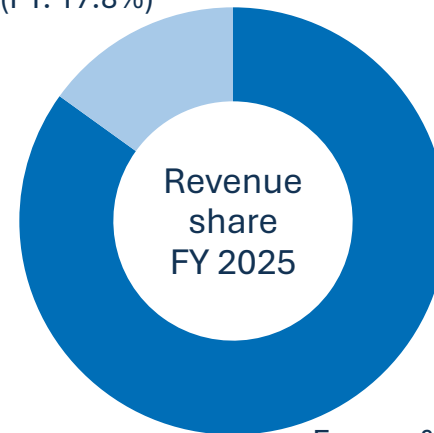
> North America

Revenue fell by 11.4% to €75.5m. In US dollars, revenue fell by 7.1% only. This is primarily due to lower unit sales of equipment. Performance in this segment was influenced by protracted contract negotiations with key accounts, delays in connection with newly opened sites due to prolonged construction work, and the economic environment in North America.

Due to the lower revenue, EBIT in the North America segment, was €1.0m lower than in the prior year.

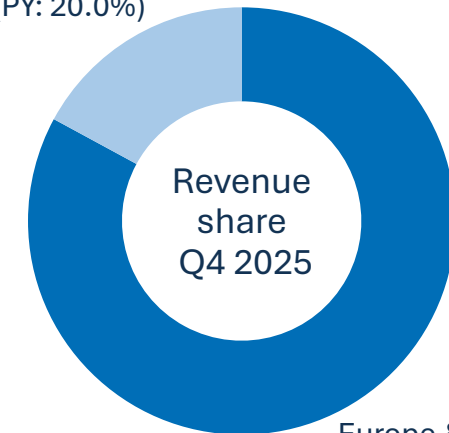
		FY 2024	FY 2025	Change		Q4 2024	Q4 2025	Change		
				absolute	in %			absolute	in %	
Europe and other	Revenue	€m	394.7	425.5	30.8	7.8	114.8	116.9	2.1	1.8
	EBIT	€m	41.8	46.2	4.4	10.5	15.5	13.7	-1.8	-11.6
	EBIT margin	%	10.6	10.9	30 bps	-	13.5	11.7	-180 bps	-
North America	Revenue	€m	85.2	75.5	-9.7	-11.4	28.7	24.1	-4.6	-16.0
	EBIT	€m	3.7	2.7	-1.0	-27.0	2.5	2.8	0.3	12.0
	EBIT margin	%	4.3	3.6	-70 bps	-	8.7	11.6	290 bps	-

North America
15.1%
(PY: 17.8%)



Europe & other
84.9%
(PY: 82.2%)

North America
17.1%
(PY: 20.0%)



Europe & other
82.9%
(PY: 80.0%)

> **Impact of revenue increase**

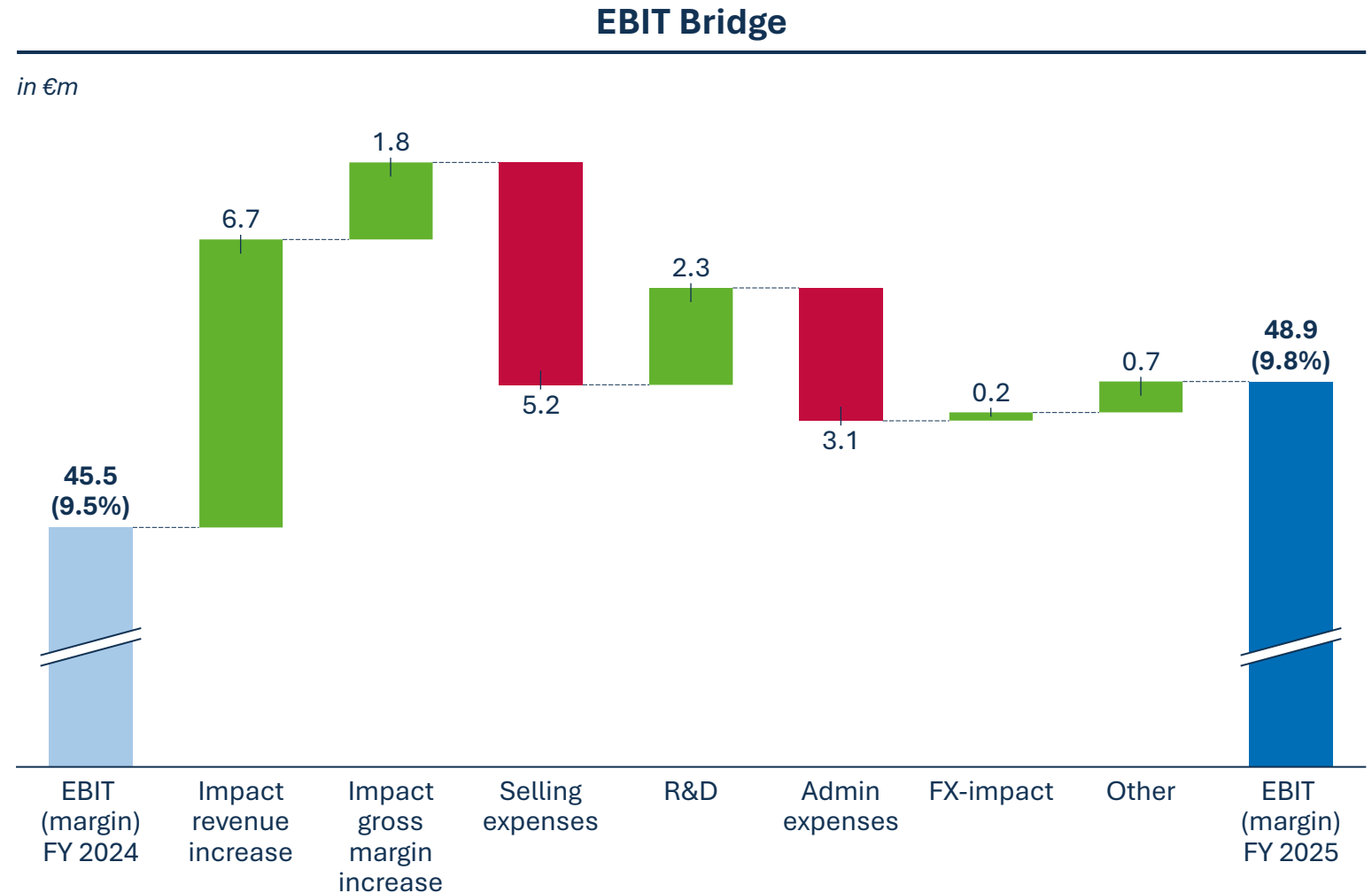
Revenue in 2025 increased by €21.7m, resulting in €6.7m additional gross profit at a constant gross profit margin.

> **Selling expenses**

Selling expenses increased by €5.2m,. This is the result of higher outbound freight linked to the revenue growth and of the expansion of the sales organization for implementation of the corporate strategy refinement and for the launch of new products.

> **Administrative expenses**

The increase is mainly due to higher IT expenses for ongoing projects, such as IT expenses related to the planned S4/HANA implementation and new software for service optimization, and expenses accounted for in this item for employee participation in the Company's performance.

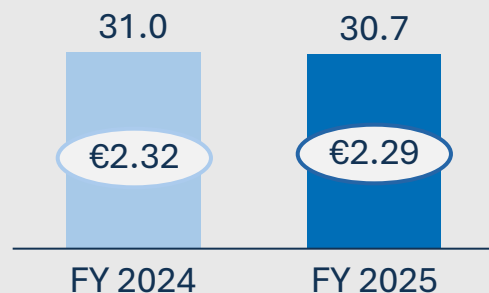


Net income, Net financial debt, NOWC and net cash outflow from investing activities



Net income & earnings per share¹⁾

(in €m, € per share)

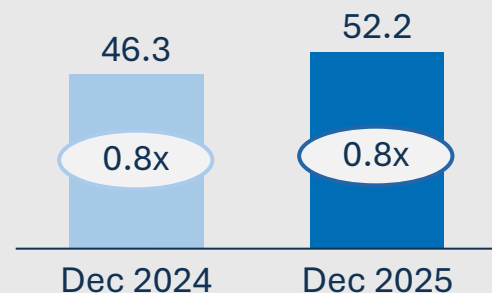


Due to an increase of corporate taxes by €4.5m, net income deteriorated slightly by €0.3m, even though EBIT increased.

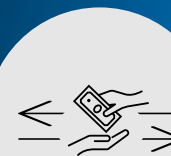


Net financial debt & Leverage

(in €m)

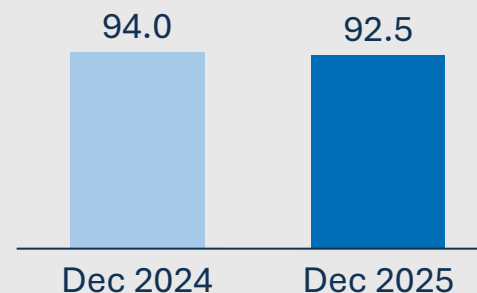


Net financial debt increased mostly due to higher interest-bearing loans and lower cash and cash equivalents. Financial Leverage remained stable at 0.8x EBITDA.



Net operating working capital (NOWC)

(in €m)

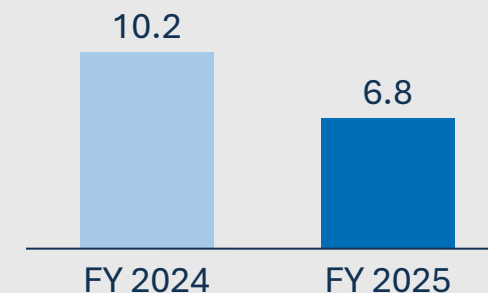


NOWC was on a par with the prior year. The large order backlog led to an increase in inventories and consequently, to higher trade payables.



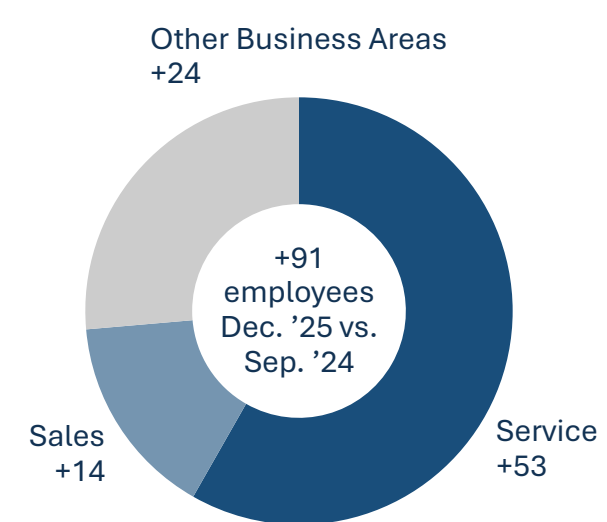
Net cash outflow from investing act.

(in €m)



Previous years cash outflow included the payments for the acquisitions of subsidiaries (€2.1m).

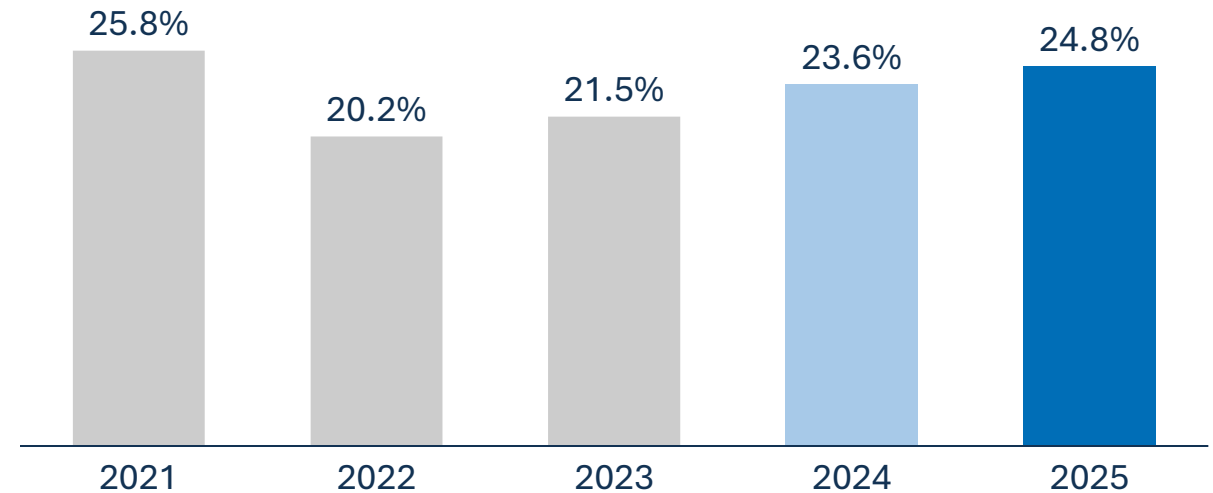
Note: 1) Due to the Share Buyback Program 2025, the weighted average number of shares changed slightly from 13,382,324 in 2025 to 13,379,578 in 2025.



- › ROCE rose by 1.2 percentage points to 24.8% (prior year: 23.6%)
- › The guidance of an increase in ROCE by 0.5–2.5 percentage points was achieved
- › The denominator, capital employed, increased by €4.1m or 2.1% year on year. The increase is due to higher non-current assets. At the same time, Group EBIT improved by €3.4m or 7.5%.

Return on Capital Employed (ROCE)

in %



		2021	2022	2023	2024	2025
EBIT	€m	45.7	38.0	41.9	45.5	48.9
÷ Capital Employed ¹⁾	€m	177.0	188.3	194.5	193.1	197.2
= ROCE	%	25.8	20.2	21.5	23.6	24.8

Hinweis: 1) Capital Employed Non-current assets including goodwill and right-of-use assets + NOWC, calculated as the average over five quarters.

> Attractive dividend policy

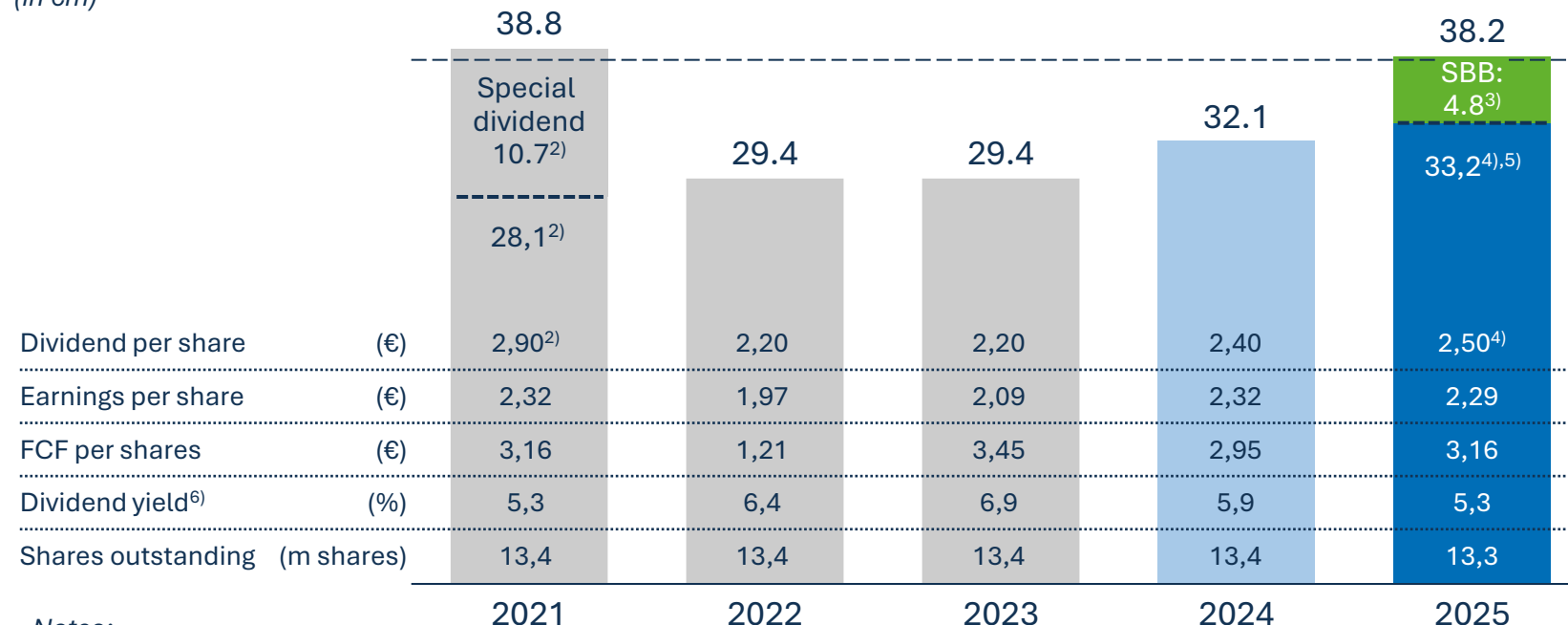
WashTec pursues an attractive dividend policy with a high payout ratio

> Dividend proposal

The Management Board and Supervisory Board will recommend to the Annual General Meeting, scheduled for May 12, 2026, that a **dividend of €2.50 per dividend-entitled share** be paid from the retained earnings of €38,139,702.55 reported in WashTec AG's annual financial statements for the 2025 fiscal year. The remaining retained earnings are to be carried forward to new account.

Total dividend for the respective fiscal year¹⁾

(in €m)



Notes:

1) Dividends for the respective fiscal year – payment in the following year.

2) 2021: Dividend of €2.10 per share and a special dividend of €0.80 per share.

3) Total volume of the Share Buyback Program 2025 between November 6th, 2025 and March 13th, 2026.

4) Dividend proposal for the Annual General Meeting 2026.

5) Calculated based on the outstanding shares at the moment of the annual general meeting 2026 (after the buyback program).

6) Dividend yield calculated as dividend per share (without share buyback program) in relation to the XETRA closing price of the respective fiscal year.

Share Buyback Program 2025



- › WashTec approved a share buyback program on October 23rd, 2025
- › The Share Buyback Program was finished almost two months ahead of the planned end date after reaching the maximum number of 100,000 shares on March 13th 2026

Main components of Share Buyback Program 2025



Result of Share Buyback Program 2025

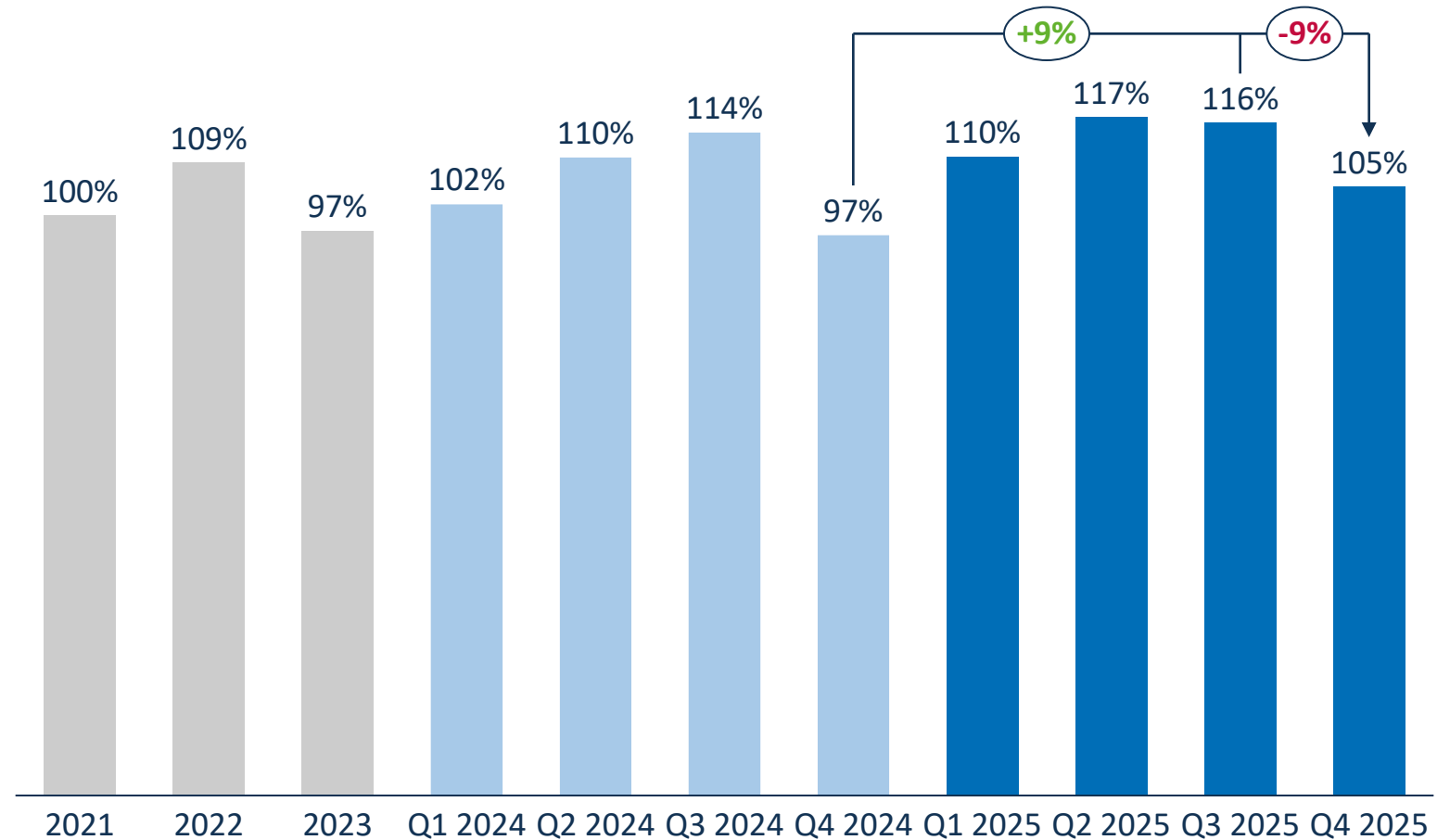


Development of order backlog

Order backlog indicates strong future business



- › **Equipment orders received** were up on the prior year, increasing both with key accounts and with direct customers
- › **Equipment order backlog** at the end of the year was up 9% on the prior year, underscoring the continued stable
- › Since the fourth quarter is usually, the strongest for WashTec in terms of sales, the order backlog decreased by 9% compared to September 2025
- › Over the last 5 years, WashTec shows a stable or slightly growing order backlog level.



	2025	Guidance 2026
Revenue	€498.6m	Mid single-digit percentage increase
EBIT	€48.9m	Disproportionate increase in excess of revenue growth
Free Cash Flow	€41.9m	€35m – €45m
ROCE	24.8%	Continuous increase, by 0.5–2.0 percentage points
Accident rate (accidents / million hours worked)	8.4 (2024: 6.4)	Below the (low) level of fiscal year 2024

** The business performance for 2026 is difficult to predict due to the challenging geopolitical situation—particularly developments in the Middle East and the resulting potential increases in raw material and energy prices—as well as trade policy uncertainties.*

Date	Event
May 5 th , 2026	<ul style="list-style-type: none"><li data-bbox="805 361 1409 404">▪ Release of Q1 Report 2026<li data-bbox="805 418 1207 461">▪ Analyst Webcast
May 12 th , 2026	<ul style="list-style-type: none"><li data-bbox="805 496 1352 539">▪ Annual General Meeting
August 4 th , 2026	<ul style="list-style-type: none"><li data-bbox="805 575 1518 618">▪ Release of half-year report 2026<li data-bbox="805 632 1207 675">▪ Analyst Webcast
November 3 rd , 2026	<ul style="list-style-type: none"><li data-bbox="805 711 1409 753">▪ Release of Q3 Report 2026<li data-bbox="805 768 1207 811">▪ Analyst Webcast

Q&A





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