



# Capital Markets Webcast



## Part 3

March 25<sup>th</sup>, 2026








Michael Drolshagen  
Group CEO & CTO



Andreas Pabst  
Group CFO



Eric Ferreira da Silva  
Head of Business Line Global Service

	<b>Introduction</b>	<b>Michael Drolshagen</b>
	<b>Deep Dive: Business Line Global Service</b>	<b>Eric Ferreira da Silva</b>
	<b>Car Wash Assist</b>	<b>Eric Ferreira da Silva</b>
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Tomorrow! on Thursday, March 26<sup>th</sup> we will publish our annual report 2025  
Dial-in to our Annual Press Conference or our Conference Call on the Results of FY 2025

Event	Language	Date	Time
Annual Press Conference	German	March 26 <sup>th</sup> , 2026	11:00 am (CET)
Conference Call on the Results of FY 2025	English	March 26 <sup>th</sup> , 2026	3:00 pm (CET)



[Link to Annual Press Conference](#)



[Link to Earnings Call on the Results of FY 2025](#)

Dial-ins can also be found on our Investor Relations Website: [www.ir.washtec.de/en/](http://www.ir.washtec.de/en/)

# Introduction

Michael Drolshagen, CEO & CTO

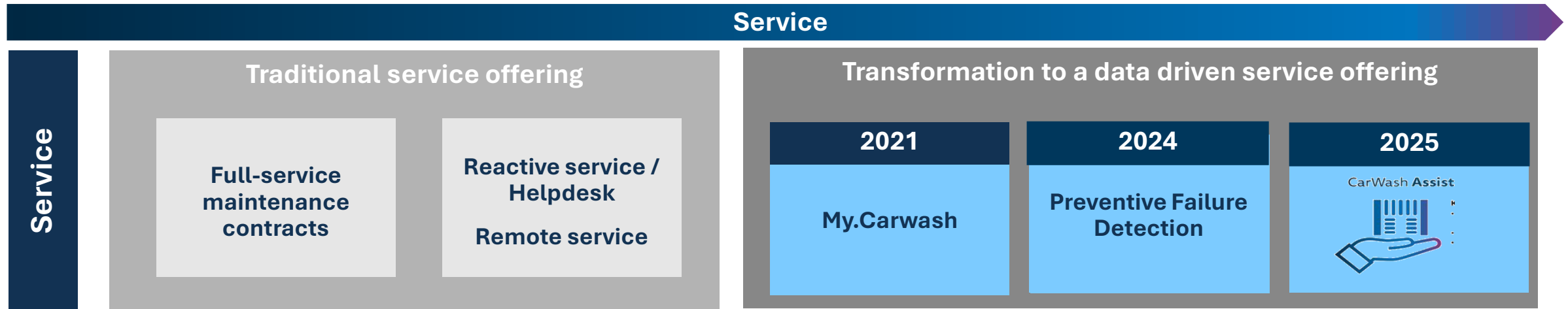
## Market trends



## WashTec's overarching goals



# Milestones in WashTec's history: Service has always been at the heart of WashTec

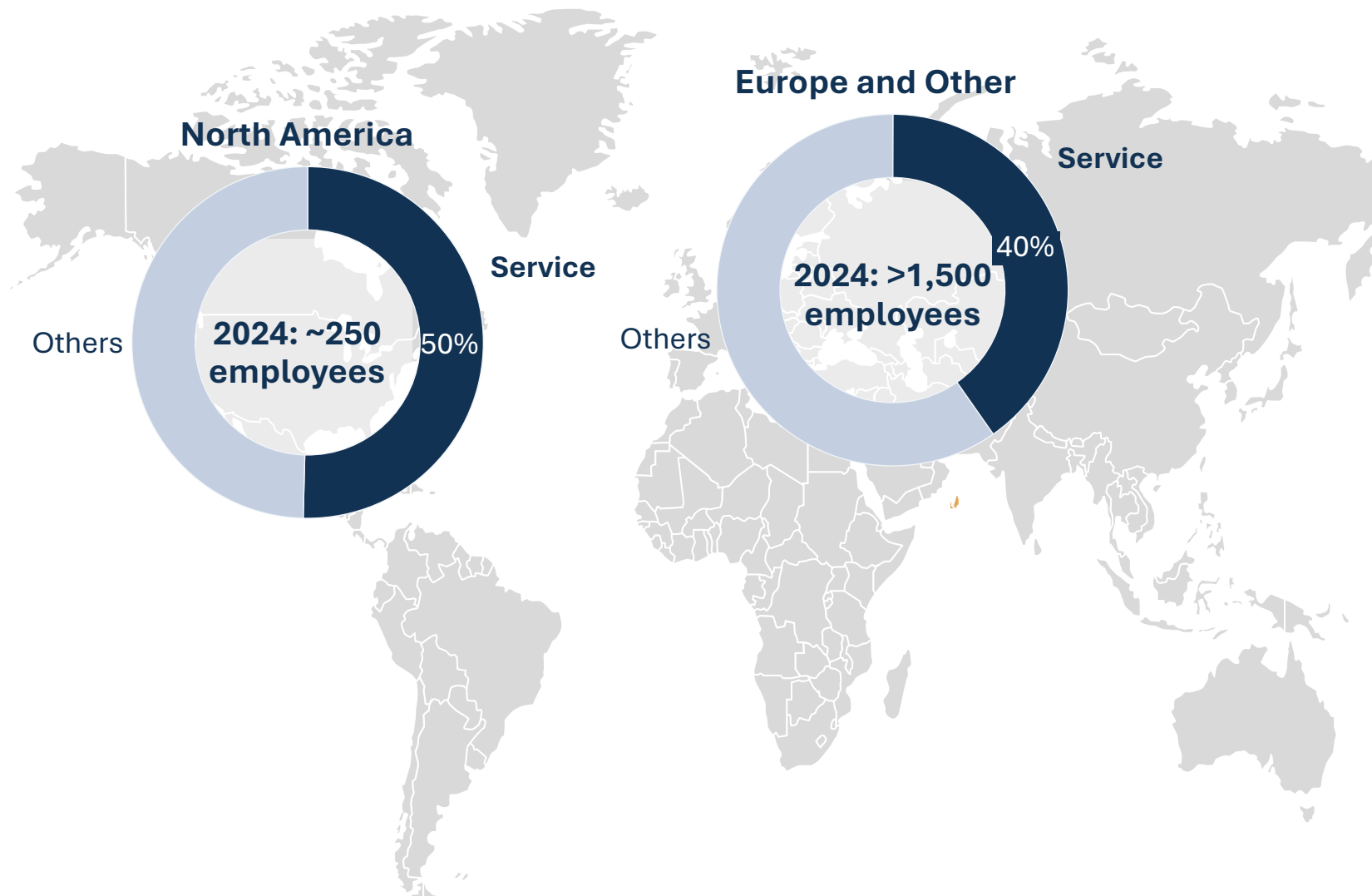


**Our Carwash equipment operates daily in very harsh and demanding environments**

(humidity, cold/hot temperatures, chemicals, dirt)

**The business of our customers requires the highest Uptime and availability performance from our machines**

**WashTec Service is ensuring a continuous and reliable operation of our customer's sites through preventive and corrective measures and best-in class reaction time**



SmartService for maximum availability, minimal downtime and full cost control:

- > **Dense service network:** Over 700 service employees, always nearby
- > **Fast spare parts availability:** Decentralized warehouse concept and express delivery
- > **Service hotline:** 98% of calls are answered personally immediately
- > **Transparent status information** and **Remote Support+** for fast problem solving

The background of the slide is a close-up, artistic photograph of a car wheel being cleaned by a high-pressure water spray. The scene is bathed in a cool, blue-purple light, creating a misty and dynamic atmosphere. The water droplets are frozen in time, capturing the motion of the cleaning process. The wheel's spokes and the surrounding car body are partially visible, with some blurred text like "vit" and "WashTec" on a nearby panel.

# Deep Dive: Business Line Global Service

Eric Ferreira da Silva, Head of Business Line

The largest geographical coverage efficiently serving customers:



**> 700 WashTec employees in Service and 300 in our Partner Network**

Augsburg (Central Steering)

with **14 own service entities** in Germany, Austria, France, Benelux, UK, Spain, Italy, Denmark, Norway, Poland, USA, Canada, New-Zealand, Australia



6-7 interventions per year at our Car Washes sites

250.000 Service Reports generated with a first fix rate of 87%,

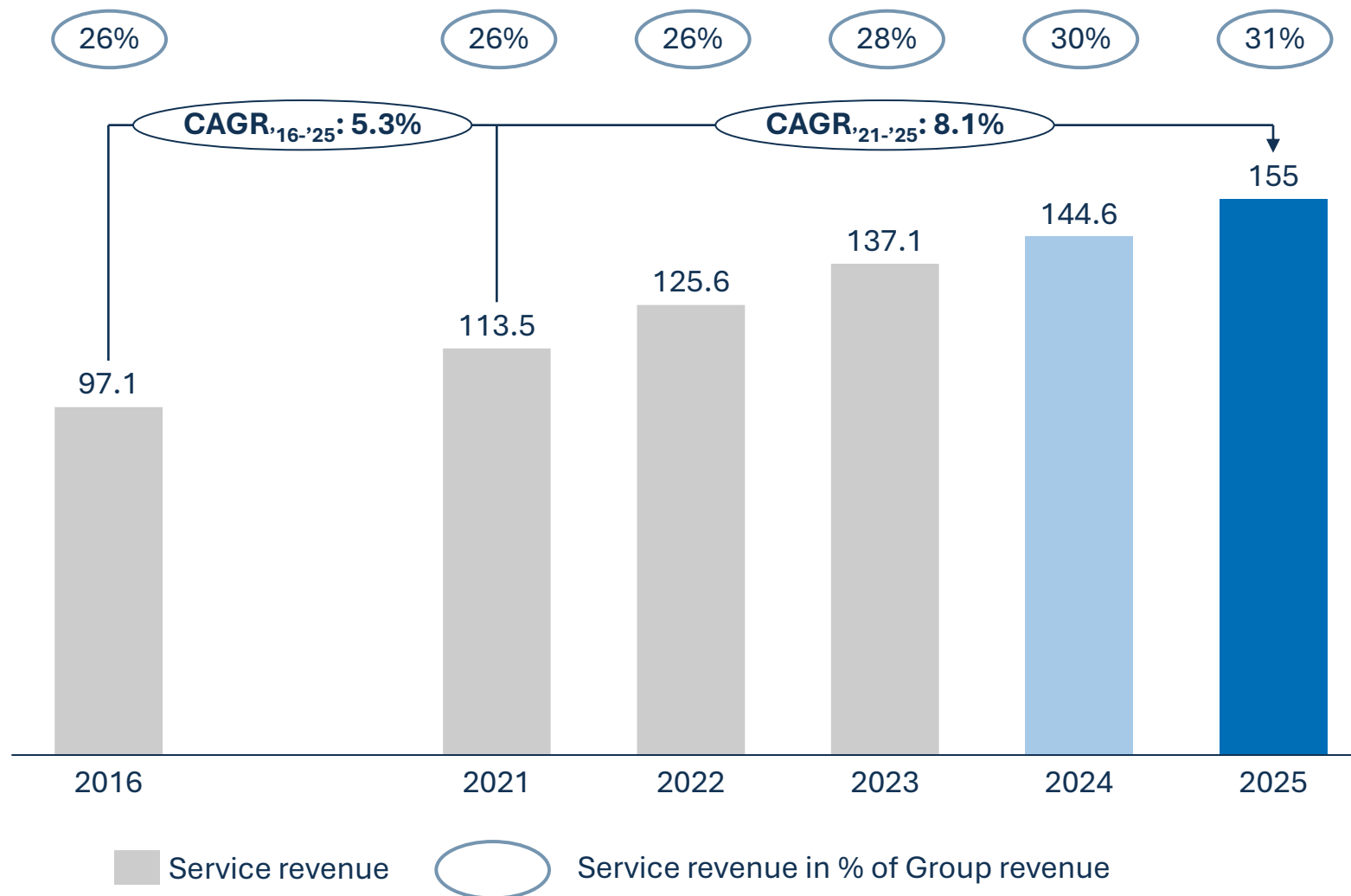
Support in all local languages

Certificates: ISO 9001/14001/50001



WashTec is an **attractive company** for service workforce thanks to its strong Brand, local entities adapted to market conditions, Best-In-Class working conditions and competence management

- Service revenues of WashTec were growing continuously over the past years, especially since 2021
- The business line Service grew from 2016-21 in line with the WashTec Group, since 2022 however, the BL Service increased its share steadily from 26% in 2021 to 31% in 2025 – main reasons are:
  - Increase of geographical coverage
  - Pricing power



# Service activity spectrum: a comprehensive service portfolio for our complete product range

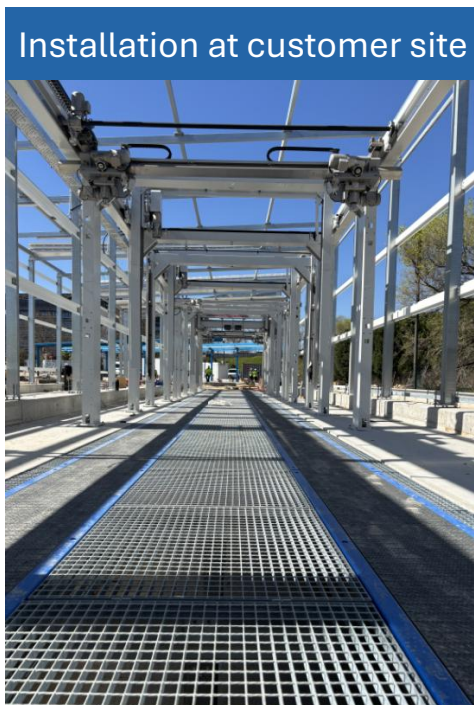


Digital Platform



Support by WT-Central

Installation at customer site



~30%

Preventive maintenance

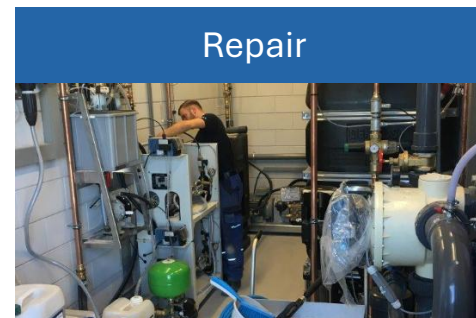


Warranty & Goodwill



~8%

Repair



~55%

Spare Parts



~7%

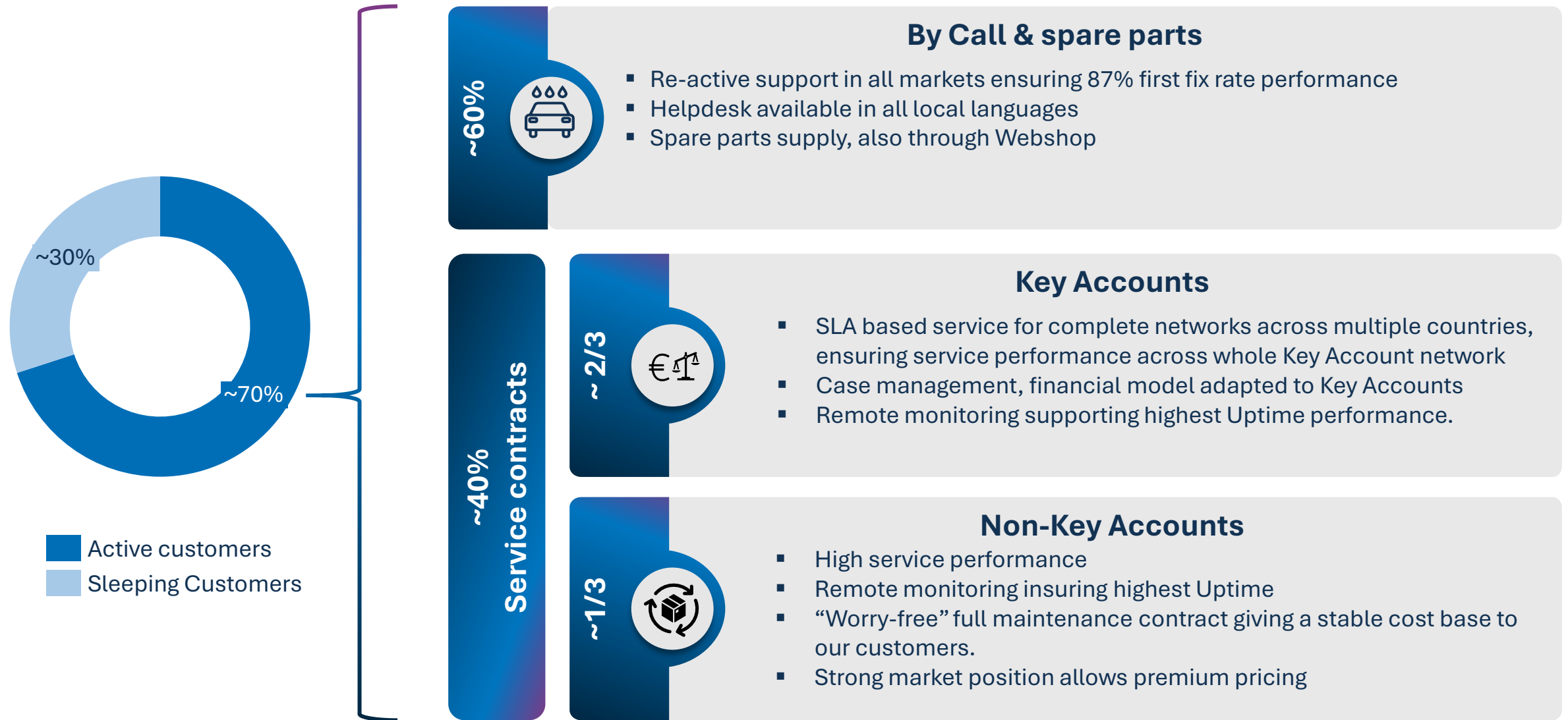
Remote Support



Training, Admin etc.



Share of total working hours performed by the WashTec Service Organization including Subcontractors



Notes:

\*) Revenue share to total revenue Service before consolidation effects

# Strong position: Service share by region



**Service Revenue FY25:**

**Share of service contracts:**

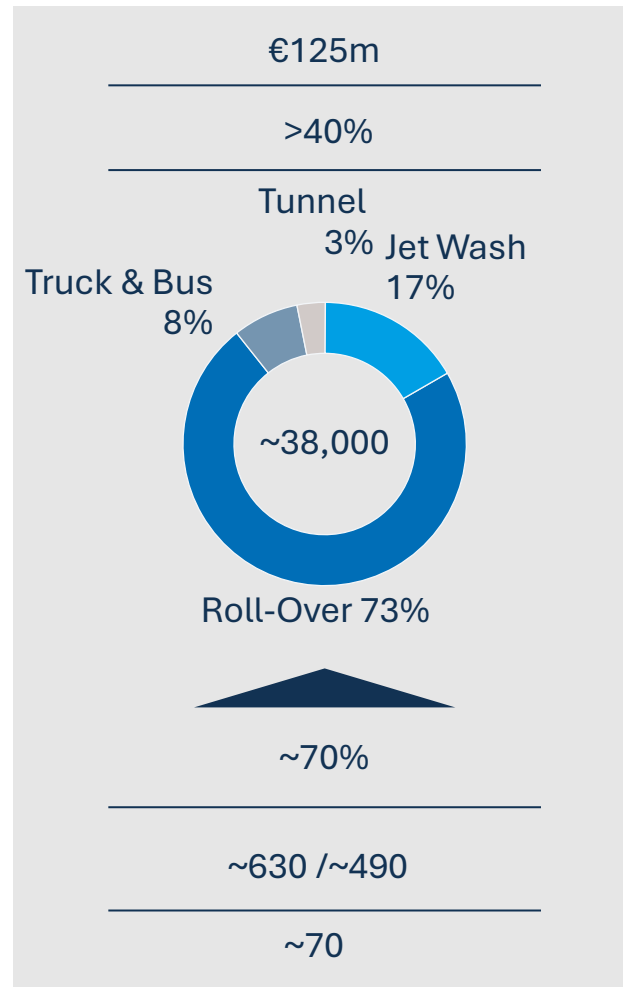
**Installed base:**

**Machines with WashTec Service**

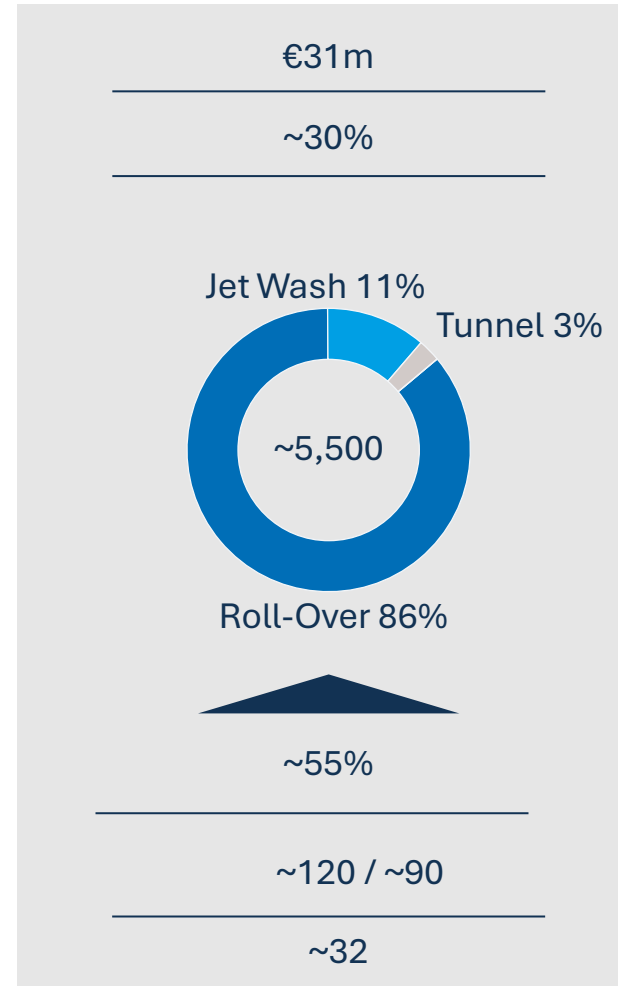
**#of Service Employees / Service technicians**

**#Machines / Tech<sup>(1)</sup>**

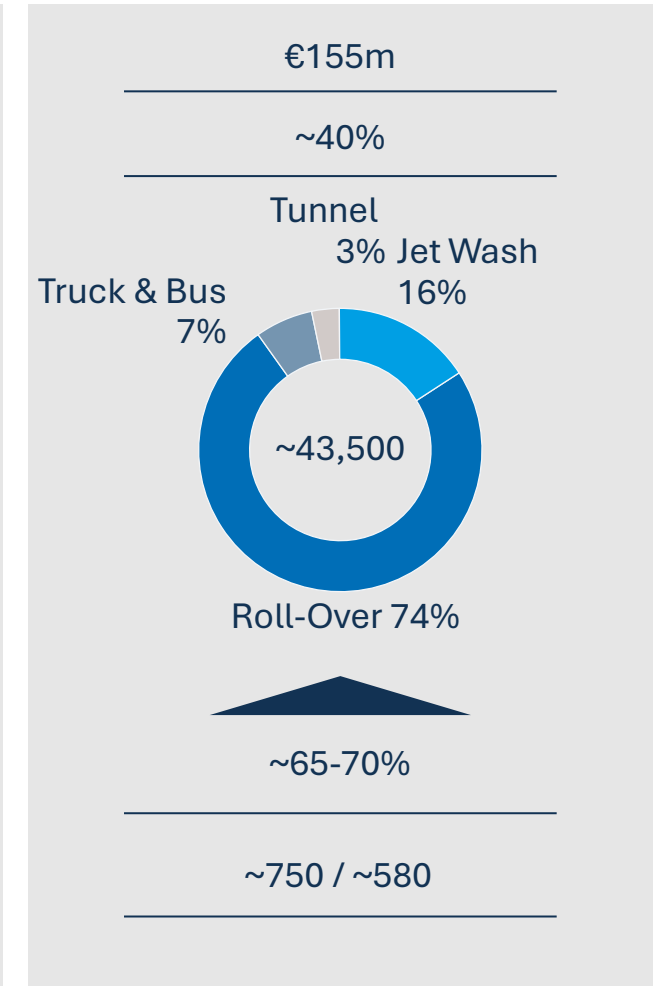
## Europe and other



## North America



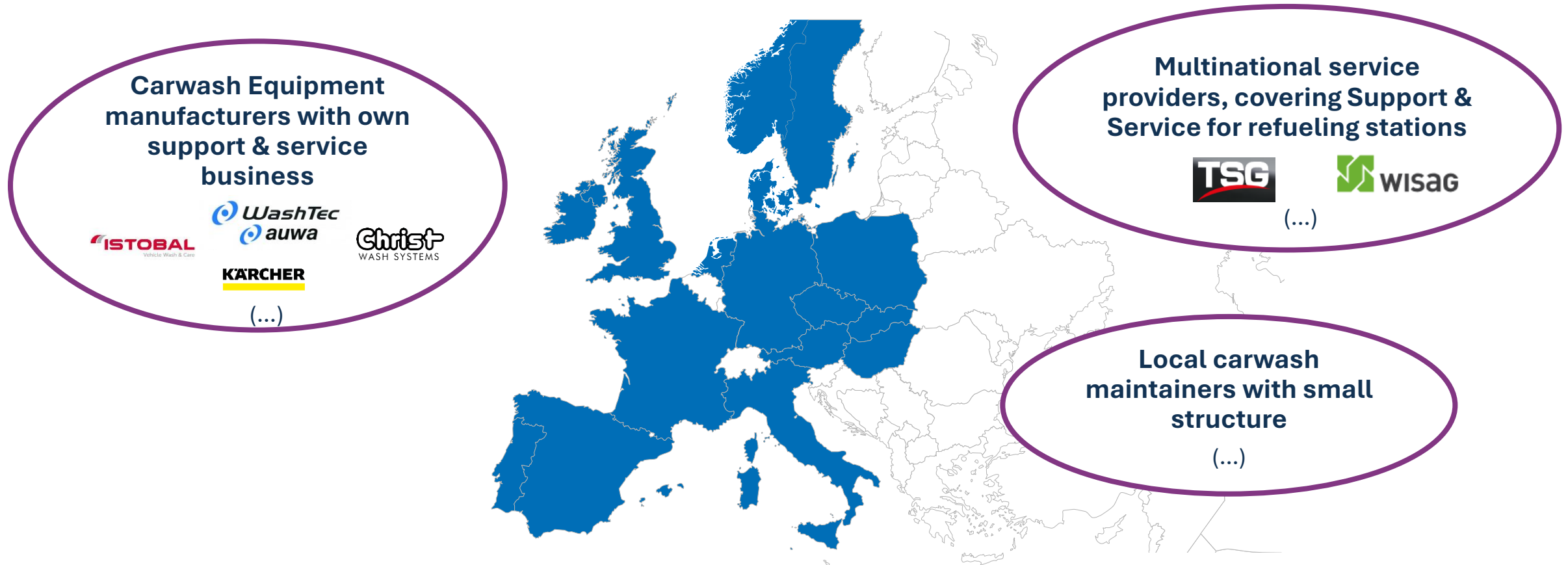
## WashTec Global



Notes:

1) Ratio calculated with Roll-Over Equivalents installed for countries with own WashTec service technicians.

Fragmented competitive environment with a large number of active players. The main competitors are the ones active in the carwash Equipment business.



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

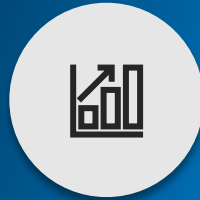
# WashTec Service – Main drivers of sustainable future growth and profitability



## Revenue growth

### Main areas:

- 1) **Bundling:** sell service contracts together with equipment
- 2) Introduce **new smart / digital products**
- 3) Increase **regional coverage**
- 4) **Extent service offering** to carwash related areas



## Efficiency gains

### Main areas:

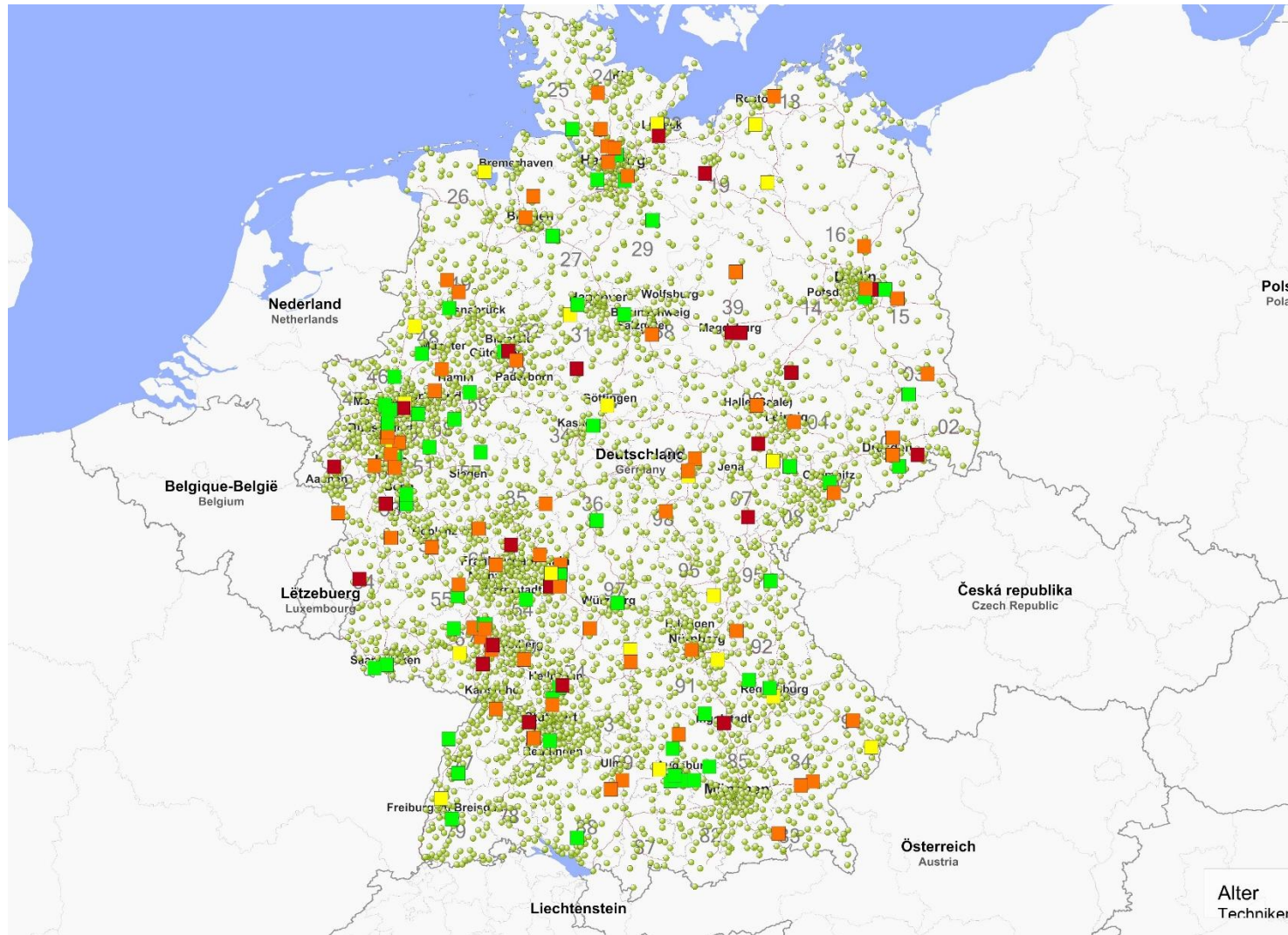
- 1) Efficiency through introduction of **digital tools**
- 2) **Efficient onboarding** of new service technicians & training
- 3) Program **installation cost reduction** / introduction **Hub concept**



## Sustainability

### Main areas:

- 1) Digital tools allow remote servicing with **lower travel activity of service technicians** and hence less CO2 emissions
- 2) Service improves longevity of machines



By combining our **data from our equipment** like:

- type of equipment
- age of equipment
- last services etc.

and **data about our service technicians** in the field like:

- experience and knowledge
- distance

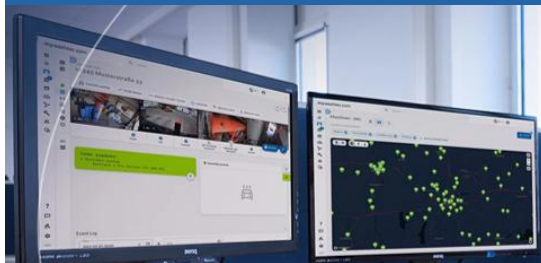
**We can efficiently exploit our service business.**

Based on that data we are able to reduce our indirect service cost with **AI tools** in near future.

# Future growth through additional digital and traditional service offerings

## New digital / smart Products

Real time monitoring



CarWashAssist 



## Extent service offering to carwash related areas

Bay Cleaning



Mud Recycling 



MyWashTec Platform **my**



EasyCarWash PRO/4U 



Refill / Top-up Service



## Major components

### Strategic Objectives

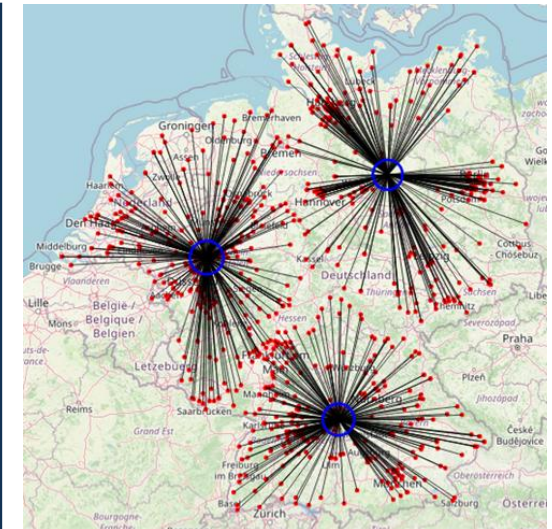
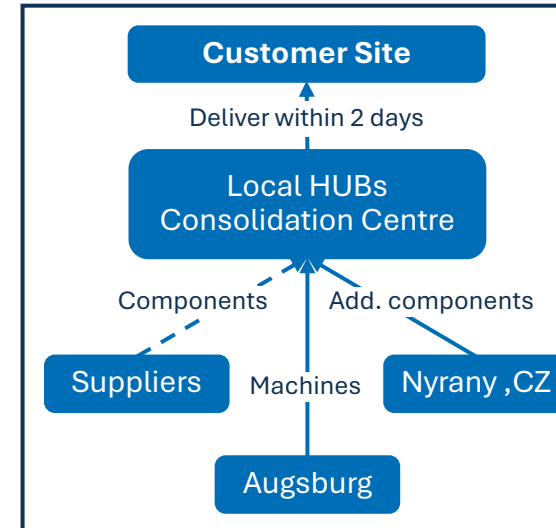
- Significant shortening of installation process
- Solving bottleneck of installation capacity
- Reduce overall installation costs

### Major components and status

- Introduction of hub concept (start of south HUB on March 30<sup>th</sup>)
- 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



## Leverage of Digital Backbone

Service deployment  
➔ Leveraging Digital & AI



Preventive failure correction

SIDE BRUSH DRIVE ⓘ  
**No risk of failure**

Further development of  
MyWashTec Platform 

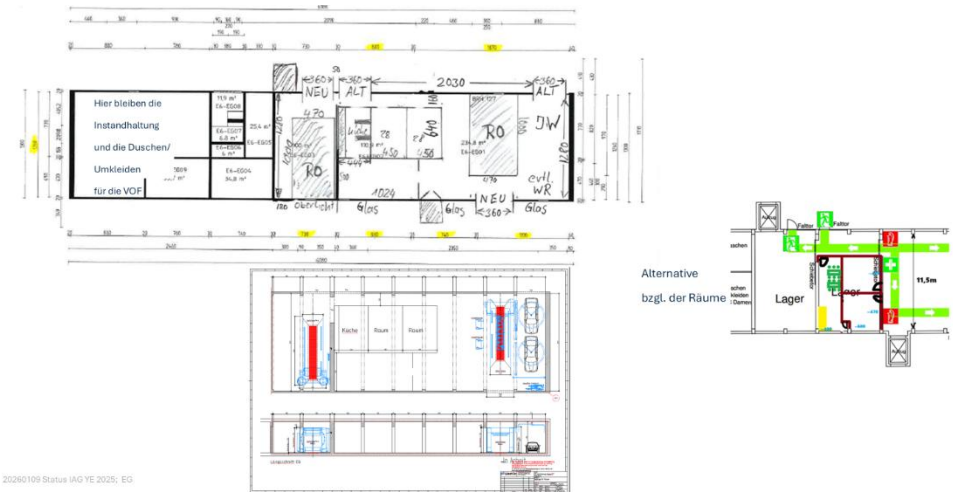


Process integration

LAST PREVENTIVE MAINTENANCE  
 **18/06/2024**  
washes      days  
**19096      644**

## WashTec Academy

- Foundation of new WashTec Academy in Q1 2027
- Reduce time of training phase for new technicians
- Strengthen Service Quality and upskill competence level

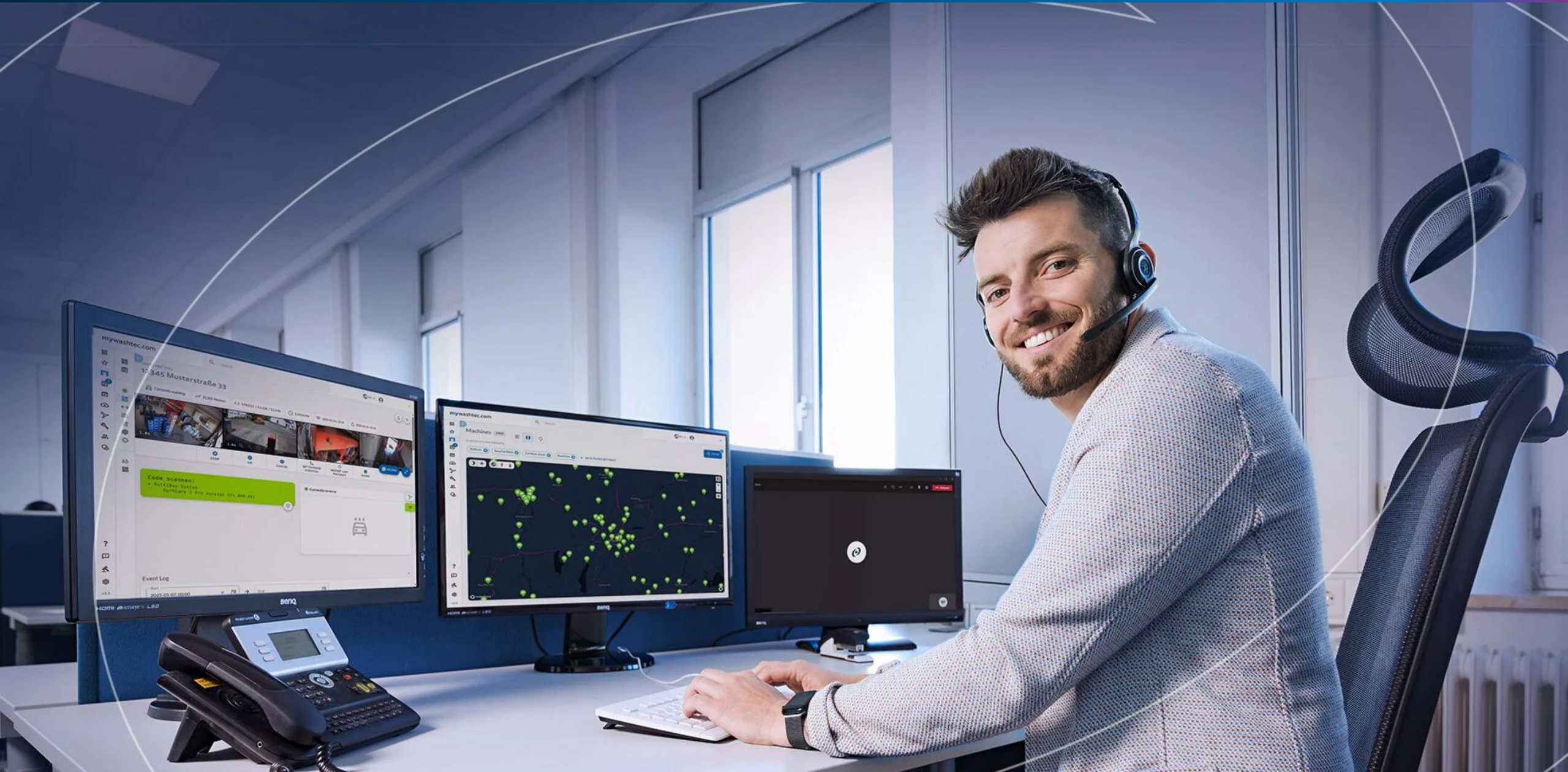


# Carwash Assist

Eric Ferreira da Silva, Head of Business Line Global Service



# Our solution – CarWash Assist

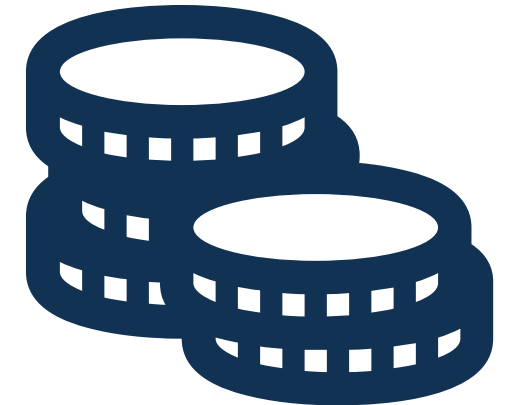




NUMBER OF WASHES



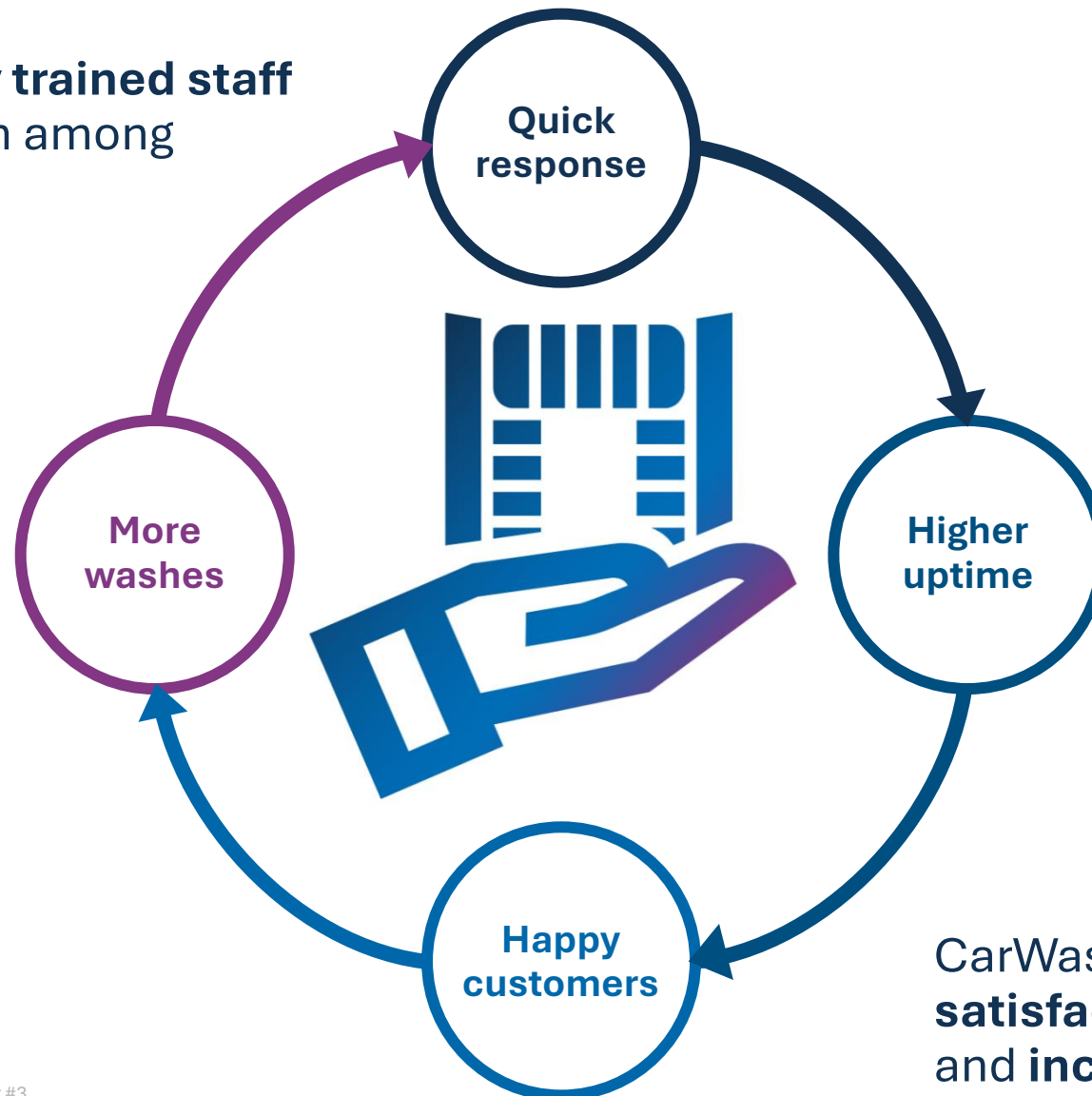
PRICE PER WASH



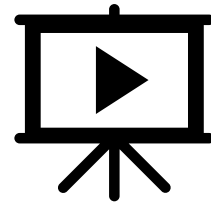
REVENUE

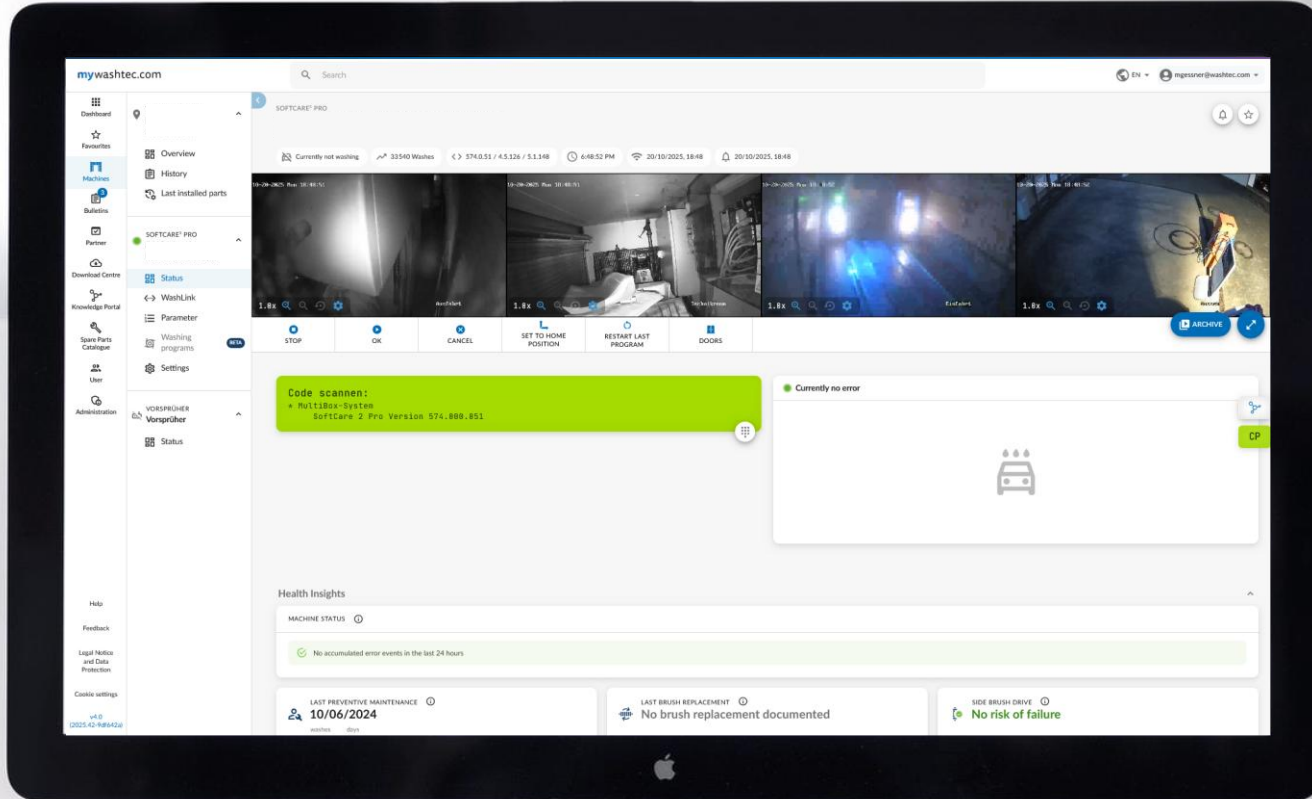
**An operator is earning money only if the machine is washing ...**

Often **too few and poorly trained staff** on site leads to frustration among carwash customers.



CarWash **Assist** increases customer **satisfaction, saves man hours and increases turnover.**





- Our team of **experts monitors the status of the machine**, is **alerted by the system** in the event of errors and is **contacted directly by car wash customer** in case of problems
- Four **cameras provide a live, 360° view** of the car wash and **archive all events** for up to five days (e.g. can be used in case of accidents).
- State-of-the-art technology enables our **experts to control the machine remotely**. Due to **security policy**, **on-site confirmation of car wash customer or staff** is required to **set machines in motion**.
- **Third-party devices can also be connected and remotely controlled** using our **IoT-gateway** (e.g. turning on/off lights, compressors, controllers and more).

## Benefits for our Customers

- Higher customer satisfaction and therefore also higher customer loyalty
- No need for trained onsite staff (also allows unmanned sites)
- Higher uptimes

## Benefits for WashTec

- Higher customer satisfaction and loyalty
- Regular revenue streams
- Enabler to bundle digital tool with long-term service and consumables contracts
- Increased operational service efficiency through remotely solved issues



(Existing) service contract with WashTec



Chemicals must be purchased from AUWA



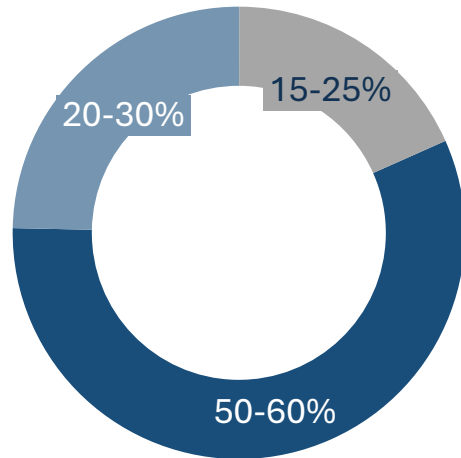
Monthly fee for support services and hardware/software

# Financial Summary

Andreas Pabst, CFO

## Average lifetime revenue per machine

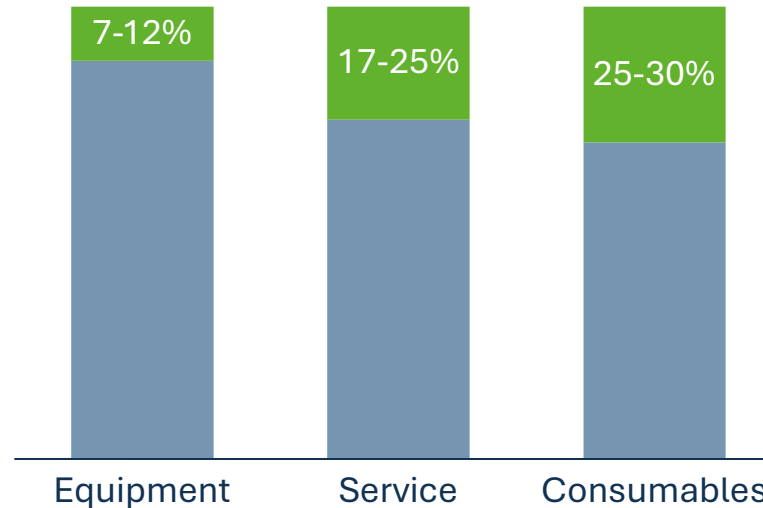
(indication)



■ Equipment    ■ Consumables  
■ Service

- > Individual revenues show broad variety over the different locations and product offerings (rollover, tunnel...)
- > Calculation based on avg. lifetime of 10 years with 8.500 washes p.a.

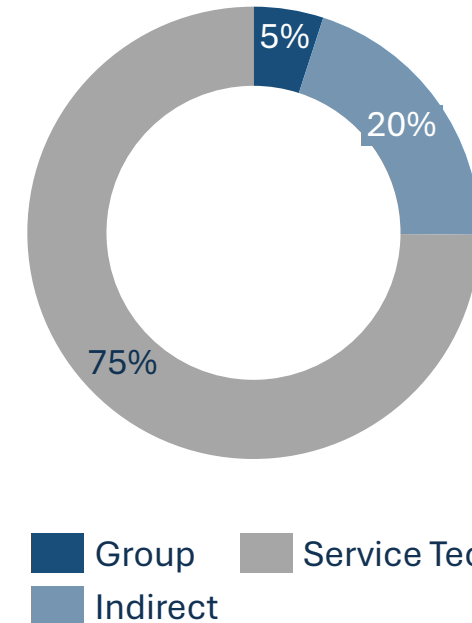
## Profitability (CM3) by Business Line



■ CM3 Margin    ■ Direct costs

- > Highest CM3 margin in Consumables, followed by Service and Equipment
- > CM3 includes gross profit and selling expenses

## Service Employees

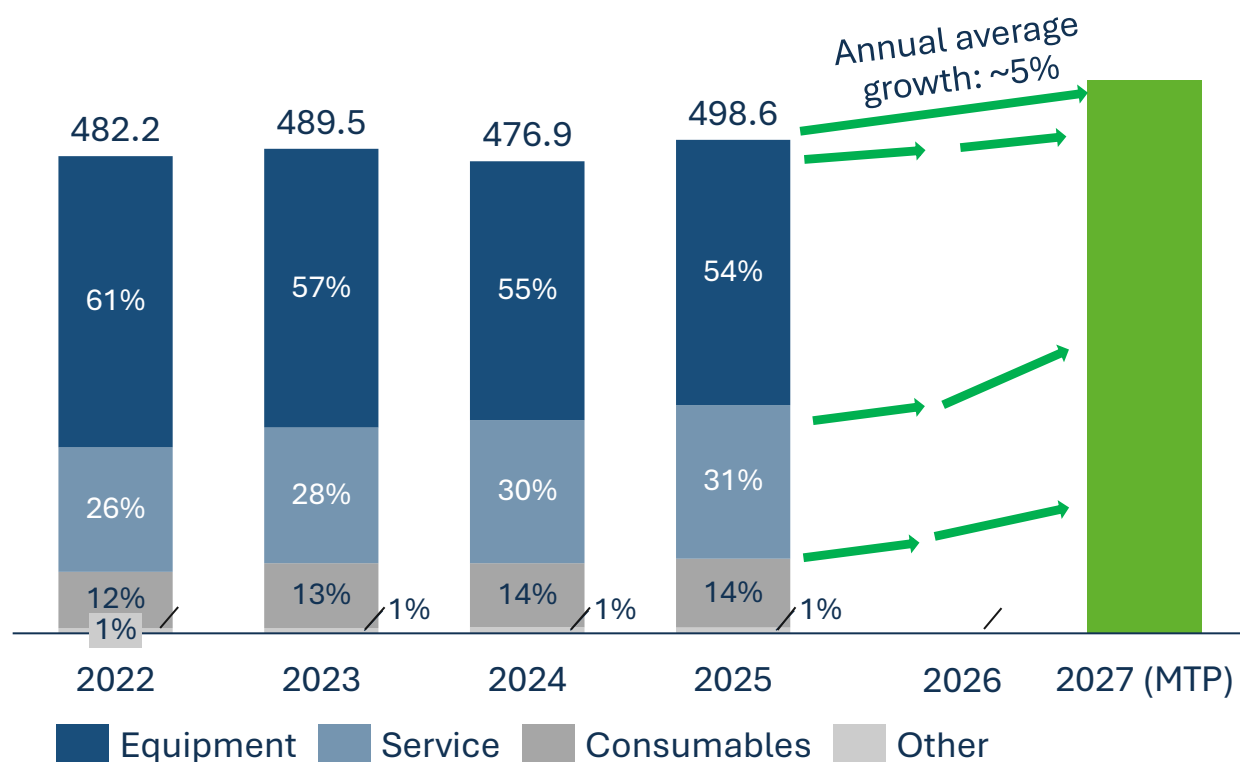


■ Group    ■ Service Technicians  
■ Indirect

- > Ratio of direct service technicians increased by ~1% compared to PY
- > Group service in charge of establishing group products and standards
- > Indirect service in charge of all back-office and deployment

## Mid-term plan – revenue by business lines

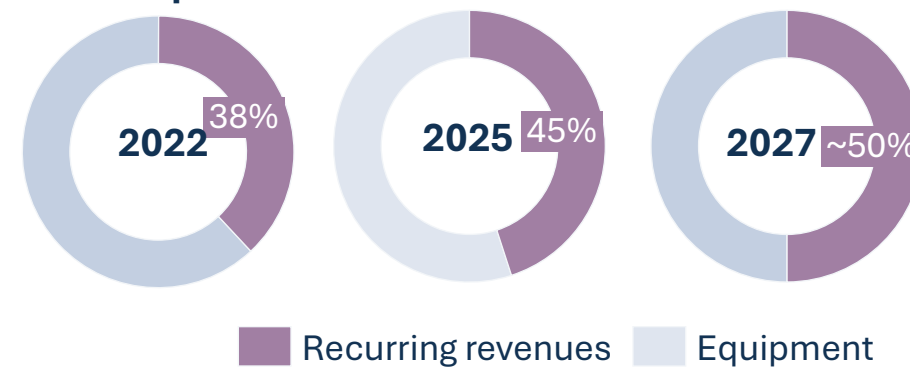
in €m



## How to expand recurring revenues – in terms of service:

- > **Increase customer loyalty – service excellence is key**
- > **Bundling of our offerings** (e.g. via Global Scope Configurator)
- > **Digitalization** (e.g. CarWashAssist, Subscription models)

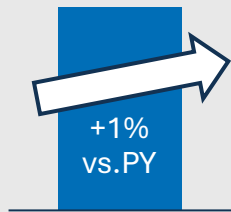
## Revenue split:





## Service Reports

~250.000 per year



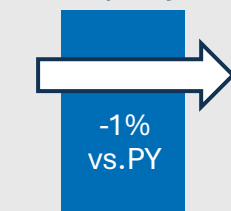
2025

- Activity indicator enabling an efficiency trend steering



## Service Reports / Service Technician

~500 per year



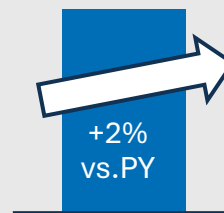
2025

- Learning curve of new service technicians – new hirings will increase REV and profitability



## Productivity

>85%



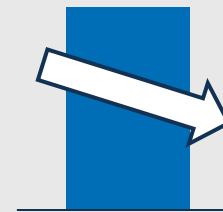
2025

- Technician productivity as key indicator for service resource usage and deployment efficiency



## Sleeping Customers

~30%



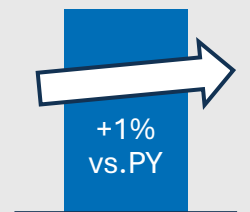
2025

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



## First Fix Rate

>85%



2025

- Leading capability in fixing customer issue with one intervention

**Q&A**





CLEAN CARS®



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