

Hamburger Investorentage 2026

Andreas Pabst (CFO)

Hamburg, February 5th, 2026

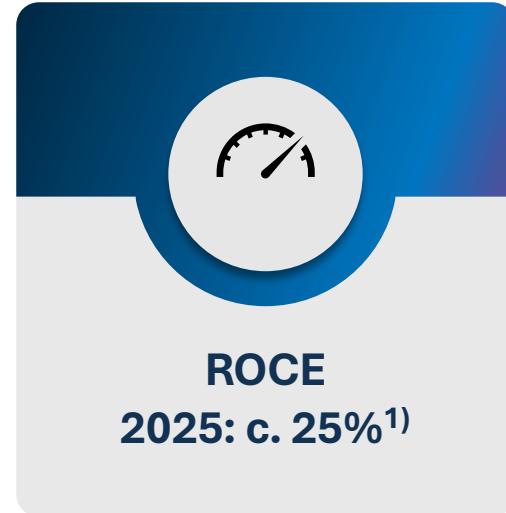




1 WashTec – a brief introduction



Preliminary financial results 2025



2024: €476.9m (-2.6%)

2024: €45.5m (9.5%)

2024: €39.5m (8.3%)²⁾

2024: 23.6%

2023: €489.5m (+1.5%)

2023: €41.9m (8.6%)

2023: €46.1m (9.4%)²⁾

2023: 21.5%

2022: €482.2m (+12.0%)

2022: €38.0m (7.9%)

2022: €16.2m (3.4%)²⁾

2022: 20.2%

Notes:

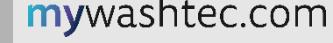
1) All 2025 figures are preliminary

2) Free cash flow ratio defined as free cash flow to total revenue.

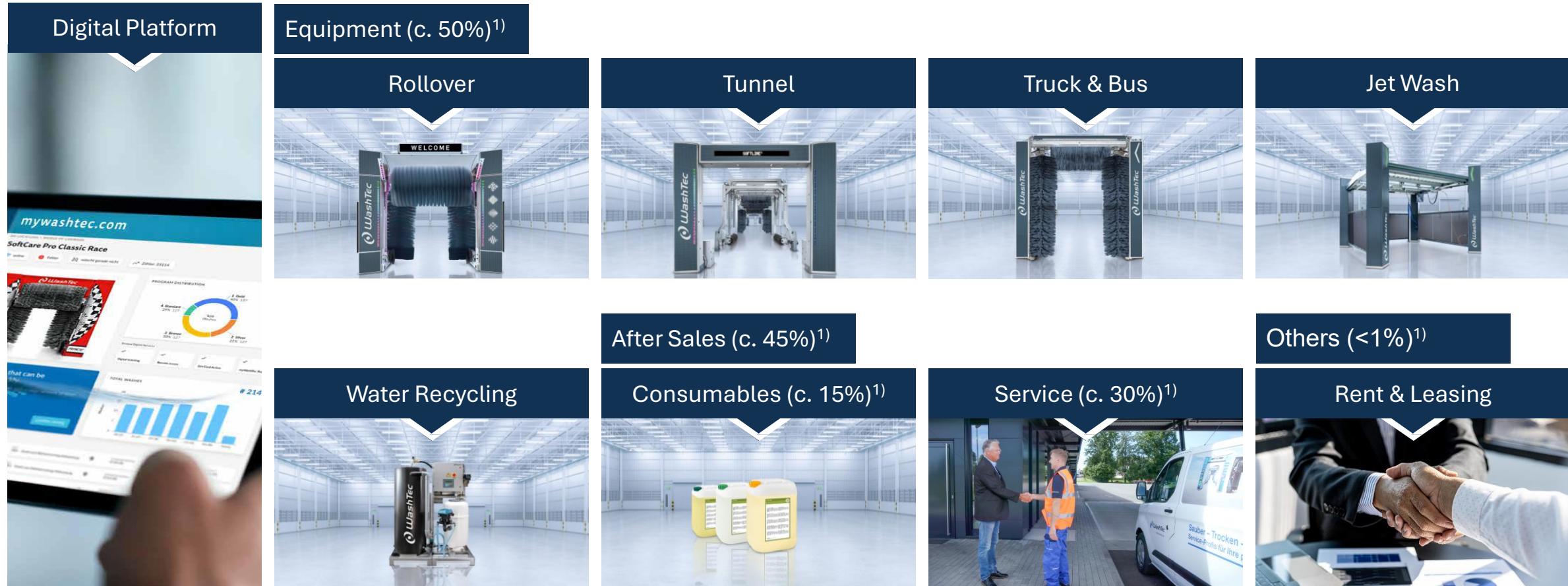
Major corporate milestones

| 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 zu einem Lösungsanbieter +Smart Equipment +Consumables +Smart Service |

Technological milestones

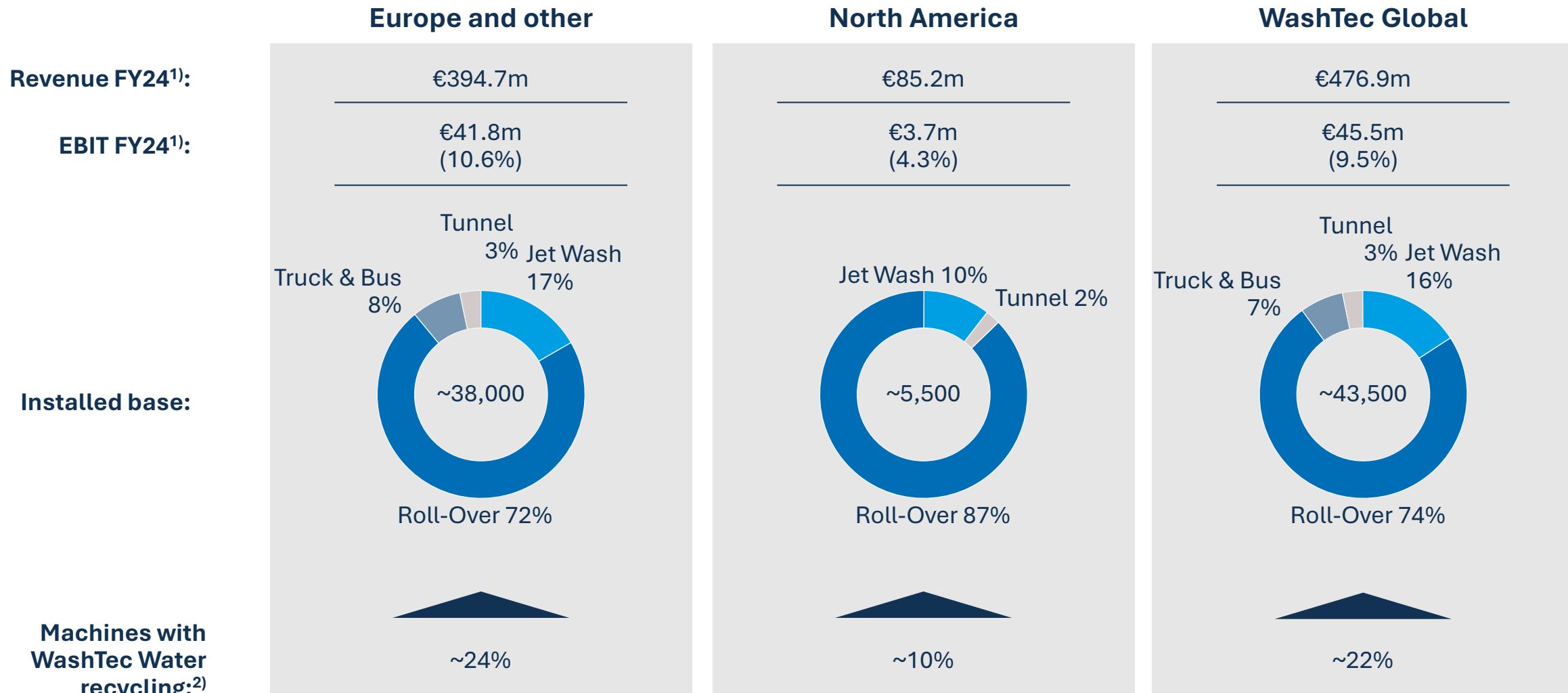
| Automatization of carwash 1962 / 1963 | 2021 | 2021 | 2025 | 2025 | 2025 | 2026... |
|---|--|--|--|--|---|--------------------|
| Invention of the first automatic car wash | Start of managed connectivity & Launch of mywashtec.com  |  |   | Launch of SmartCare Connect  |  WashNow  EasyCarWash PRO  CarWash Assist  SmartSite | a lot more to come |

Strong position: Broad product portfolio



Note: 1) Figures indicate share of group revenues

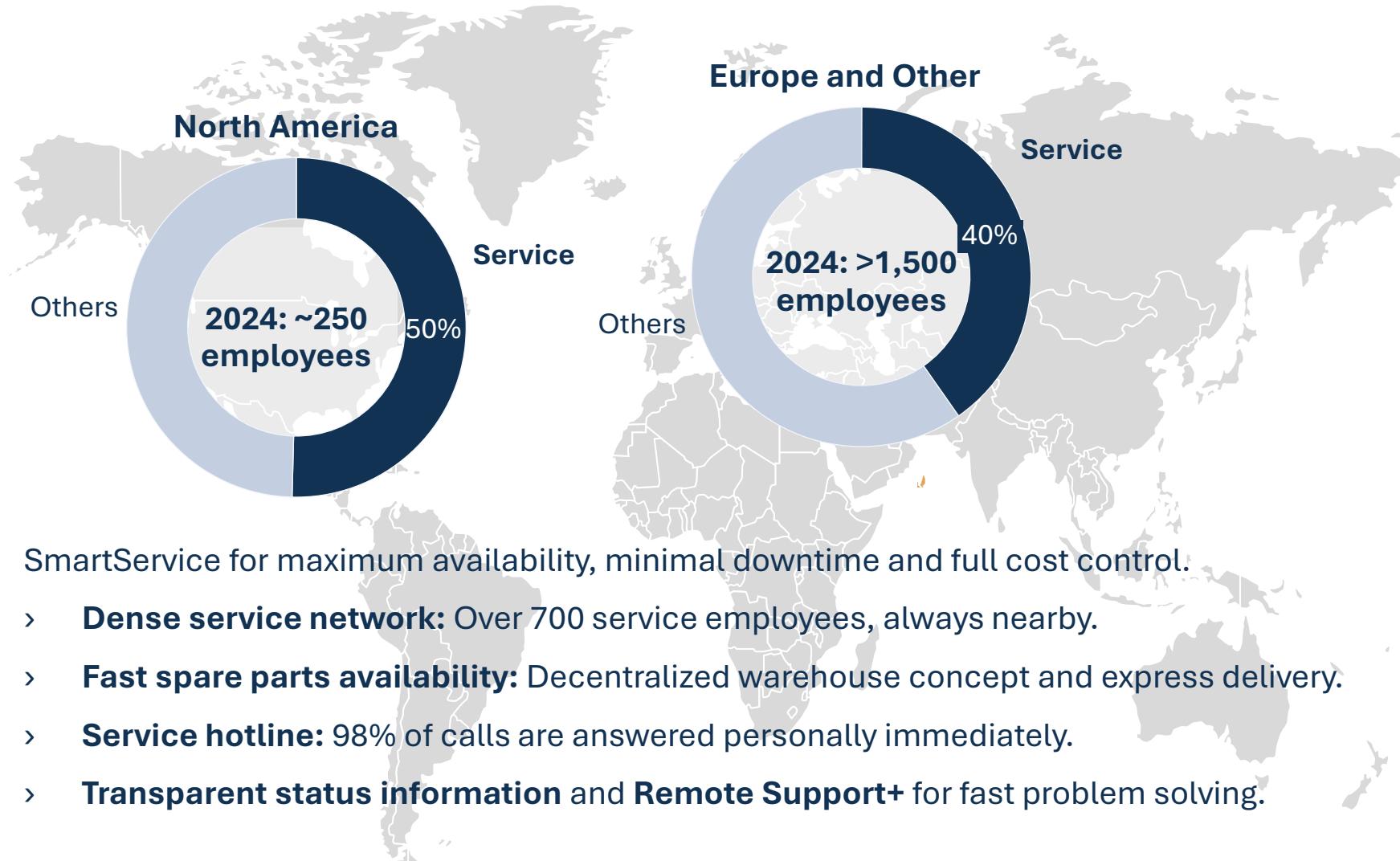
Strong position: Large installed base by segment



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.



WashTec's global distribution network and production footprint



Distribution by WashTec



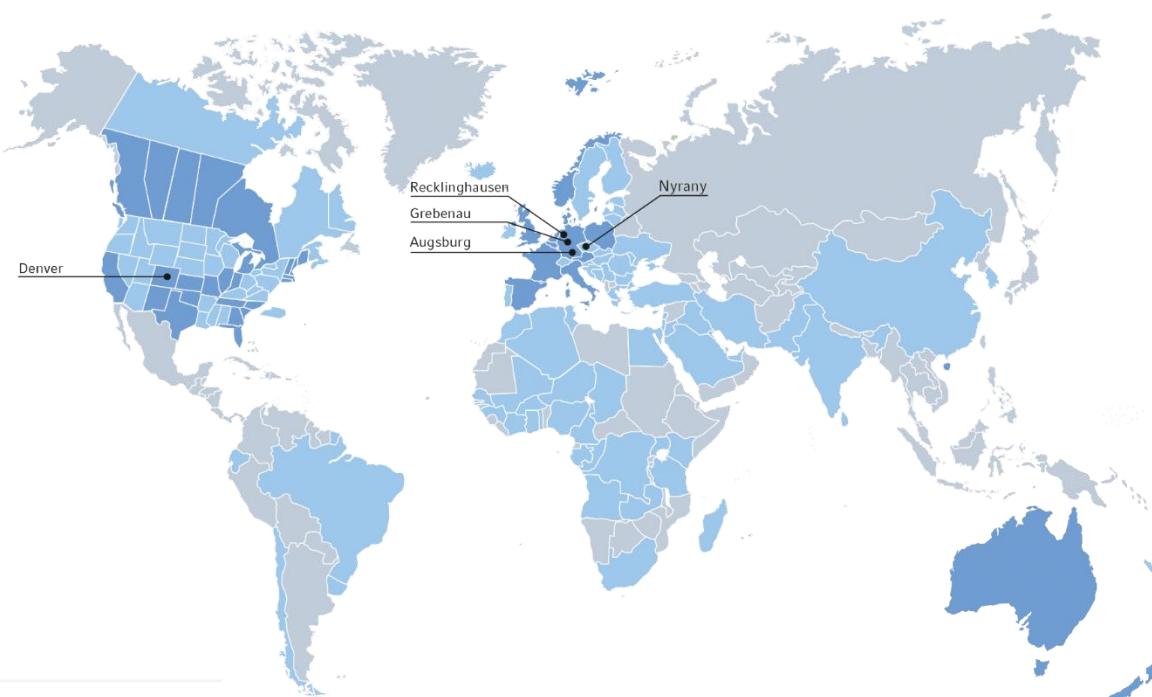
9 European countries



2 North American countries



2 APAC countries



Distribution through partners



In >80 countries

■ Distribution by WashTec

■ Distribution through partners

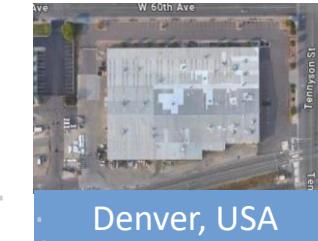
Equipment manufacturing



Augsburg, DE



Recklinghausen, DE



Denver, USA



Nyrany, CZ

Consumables manufacturing



Grebenau, DE

Some of our customers

Fuel



Retail



Automotive



Carwash



Transport

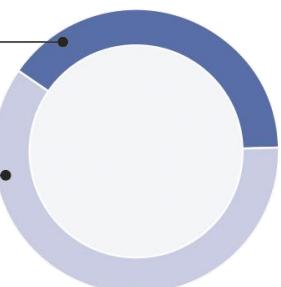


Distribution of sales by customer:

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

Key Accounts
40%

Non
Key Accounts
60%





2 Strategic development & mid-term financial targets



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

Latest figures 2025
(preliminary)

FY25
+5%

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

FY25
9.8%

EBIT-margin

12-14%

“through permanent process
improvement we chase for
increasing profitability”

Michael Drolshagen (CEO)

2024: 9.5%

FY25
€42m

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

FY25
25%

ROCE

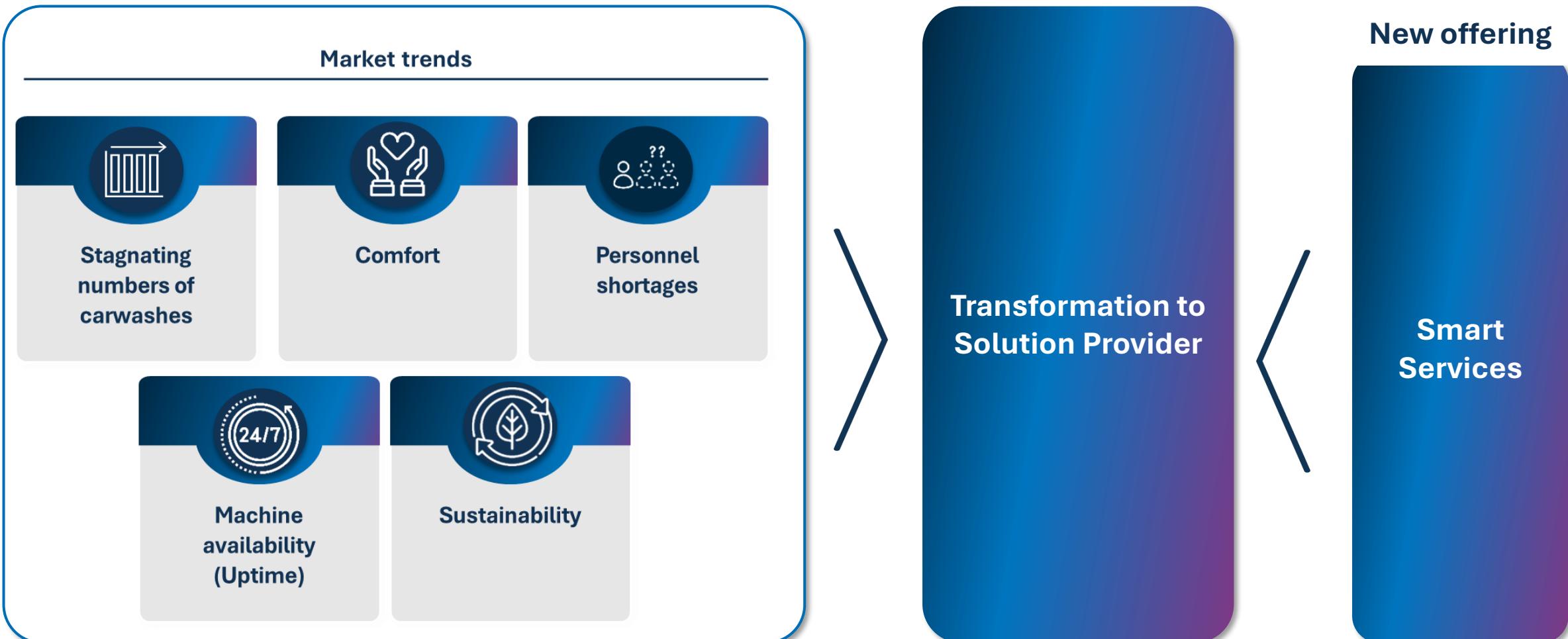
> 28%

“Increasing results with low
Capital Employed will accelerate
ROCE”

Andreas Pabst (CFO)

2024: 23.6%

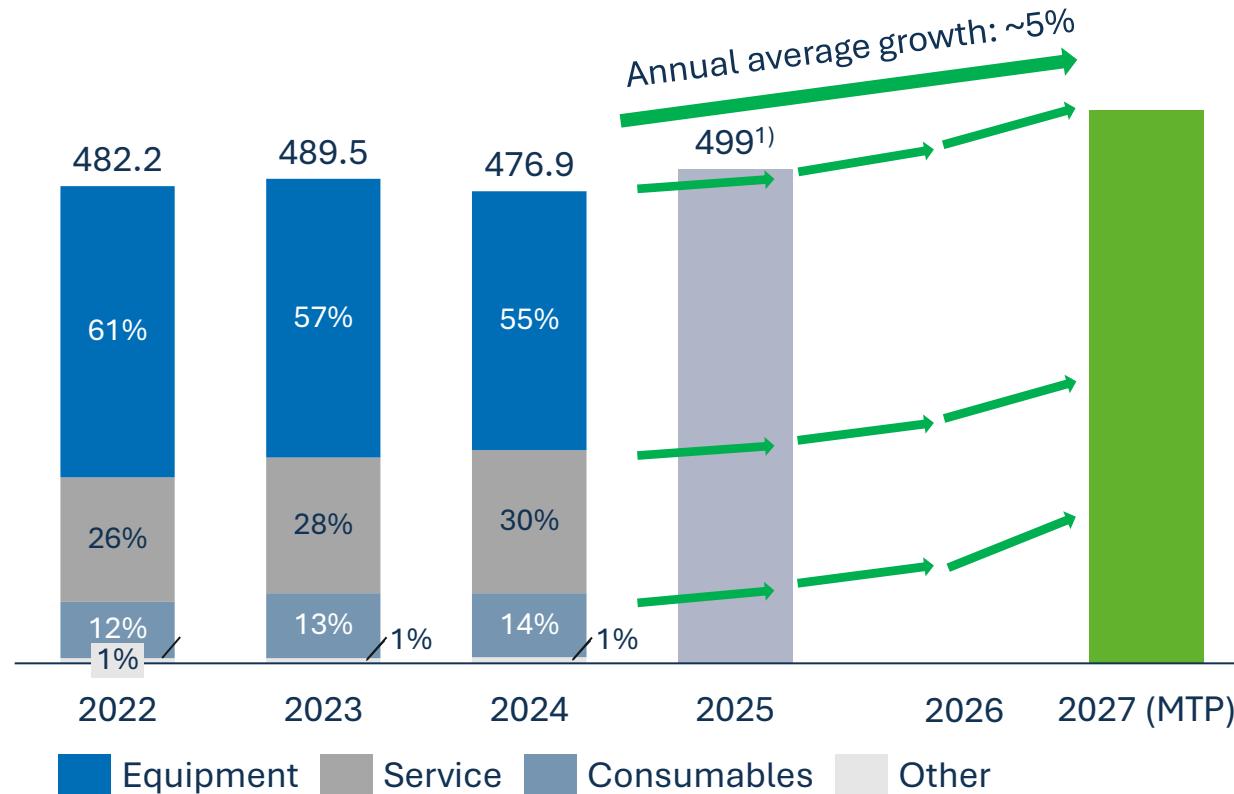
Transformation to a Solution Provider



How to achieve Mid-term Revenue increase

Mid-term plan – revenue by business lines

in €m



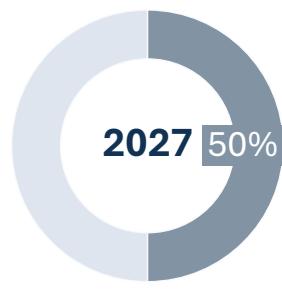
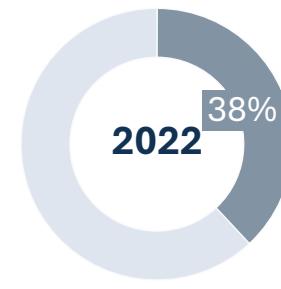
Note:

1) Preliminary figures

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

- › Launch of SmartCare Connect



Consumables

- › Launch Magic Care



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

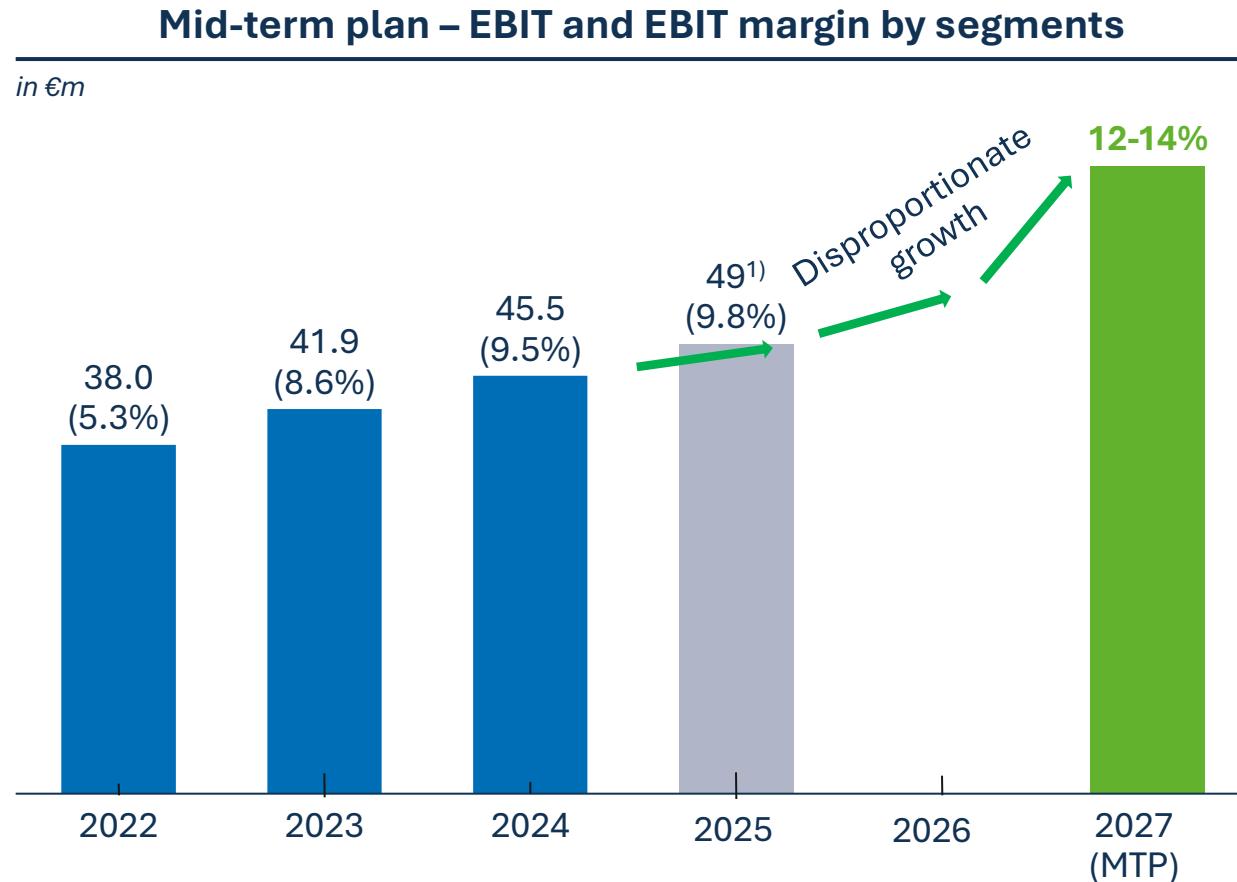
- › New flexible washing concept



Magic Care for Jet Wash

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



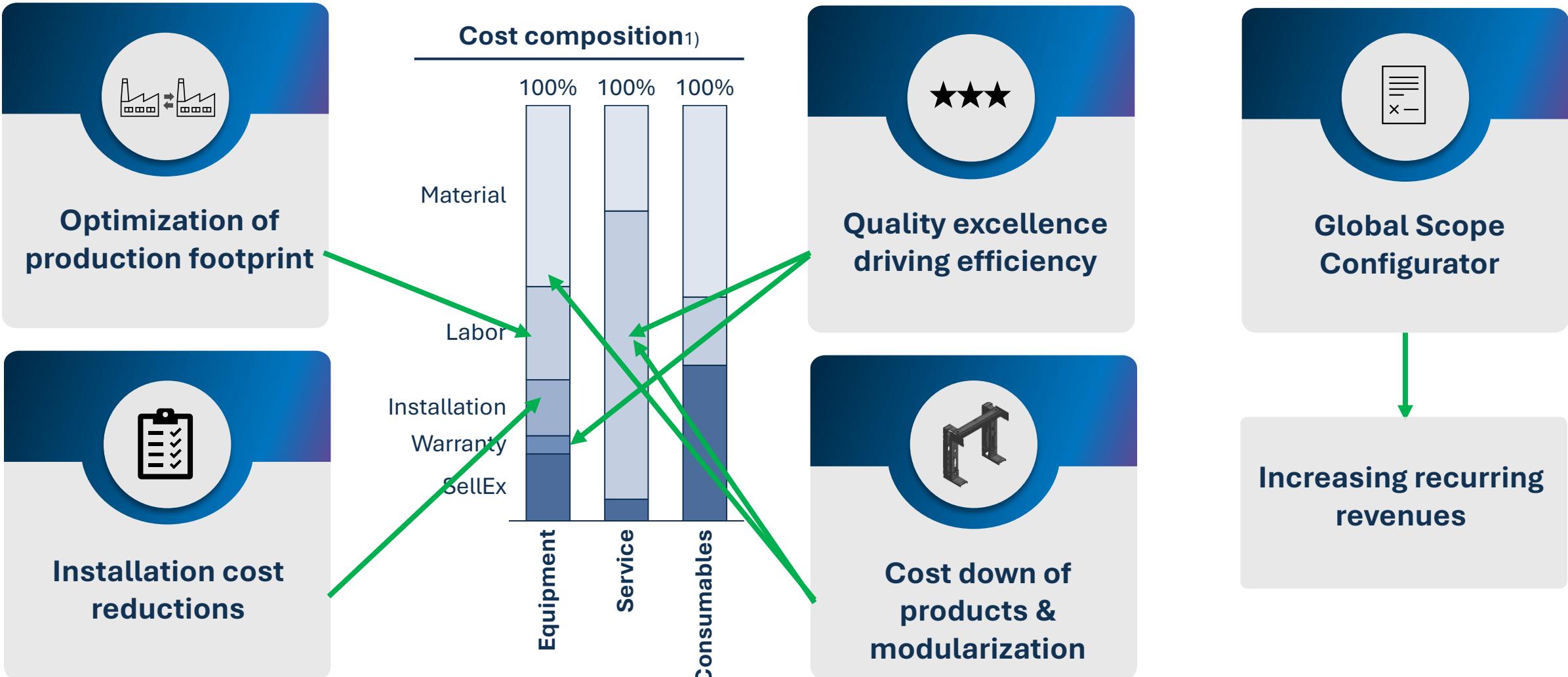


Note:

1) Preliminary figures

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

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



Major components

Strategic Objectives

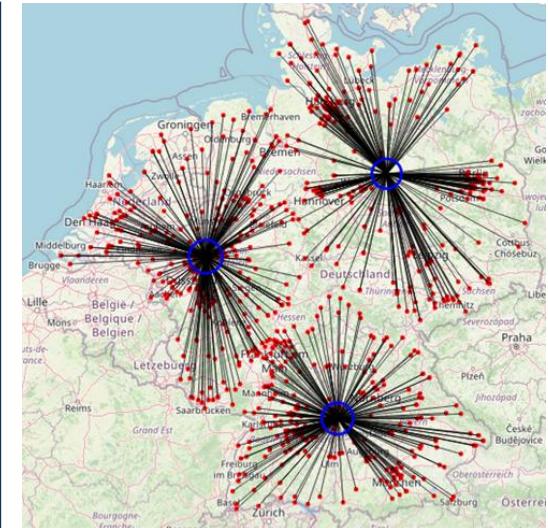
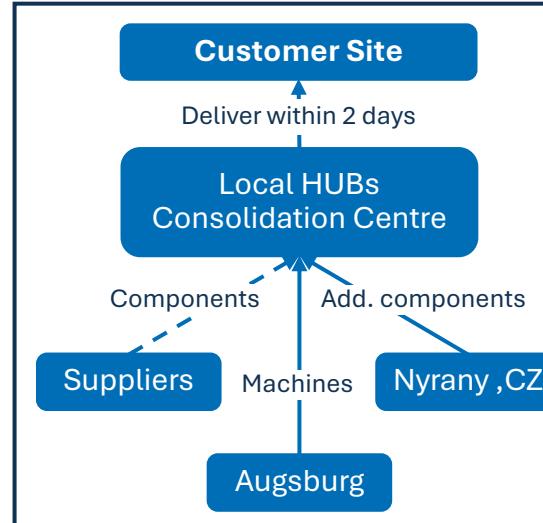
- Significant shortening of installation process
- Solving bottleneck of installation capacity
- Reduce overall installation costs

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



Major components

Strategic Objectives

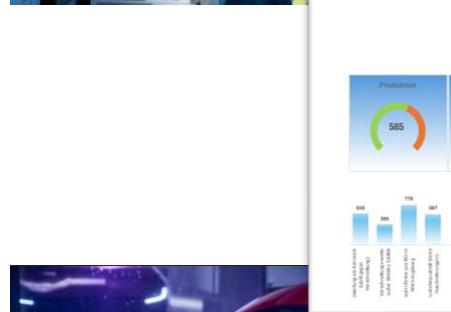
- Efficient and transparent management of company quality through an integrated KPI framework
- Improve our excellent quality level with structured and focused initiatives to set the next benchmark

Major components and status

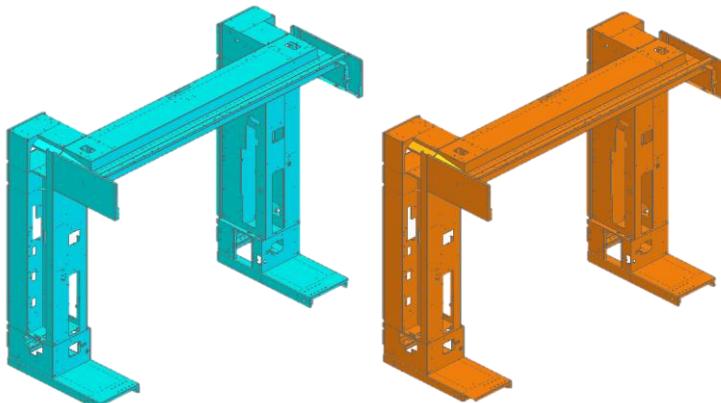
- Implemented a unified KPI dashboard to support data-driven decisions
- Implementation of cross-functional quality improvement teams with included reporting system

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

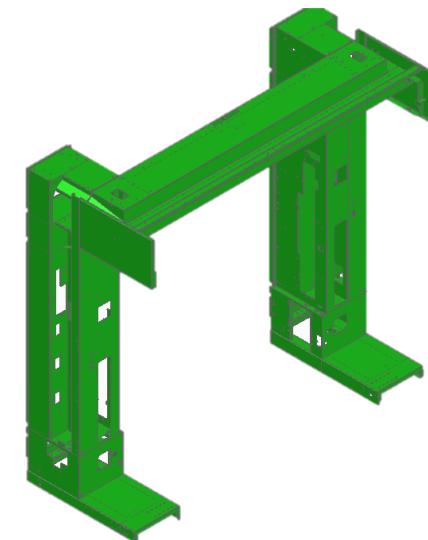


SoftCare SE



SmartCare Connect

Cross-product platform = SmartCare SE



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

Reducing complexity is the key to success.

Major components

Goals:

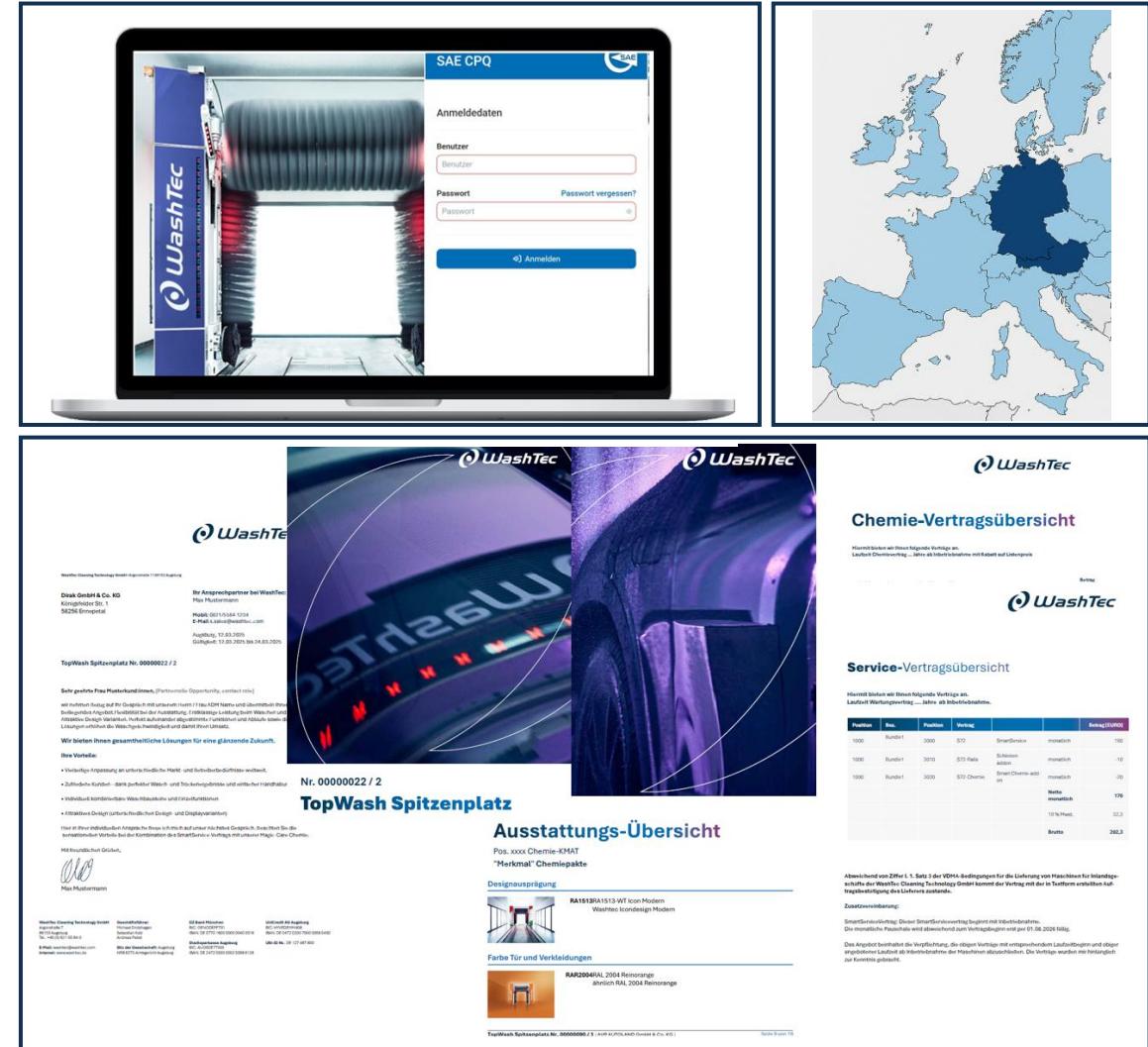
- Standardization:** Establish a unified configuration process across European WashTec markets → Supports consistent quality and enables smoother expansion
- Digitalization:** Replace local Excel-based price lists with a modern, centralized sales platform → Improves customer experience and strengthens 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

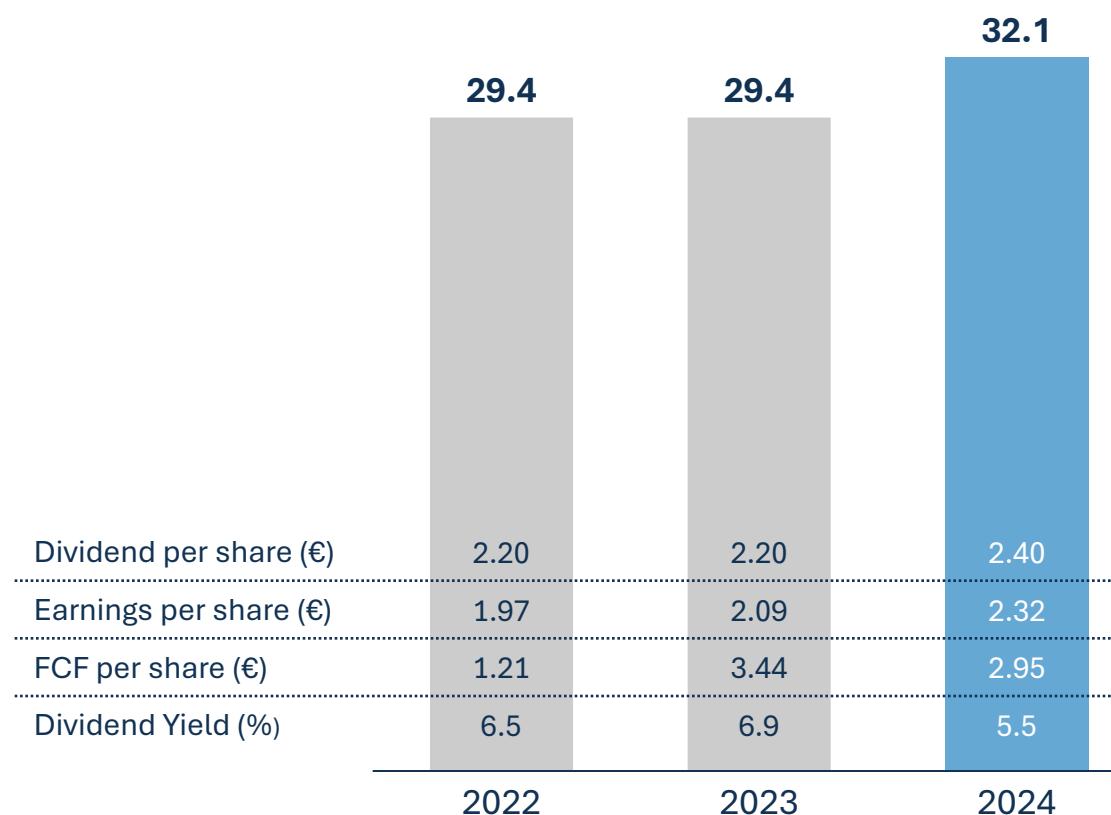
Expectation

- Program on track, will see first savings by 2026



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)

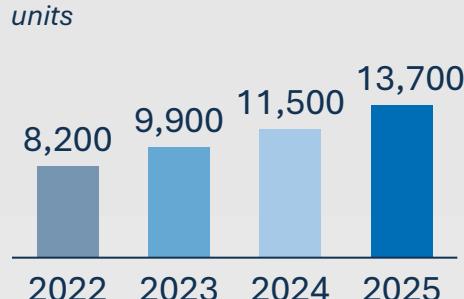
Focus on Total Shareholder Return

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

Selected other non-financial indicators



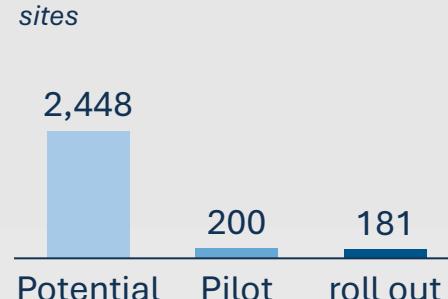
Digital connected machines



Connectivity as basis for business improvement



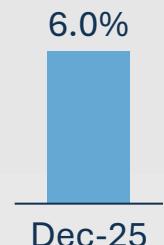
Easy CarWash PRO/4U



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



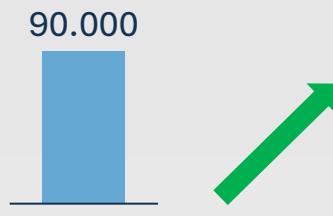
Sleeping customers



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

3 Preliminary figures 2025



› Revenue up on prior year

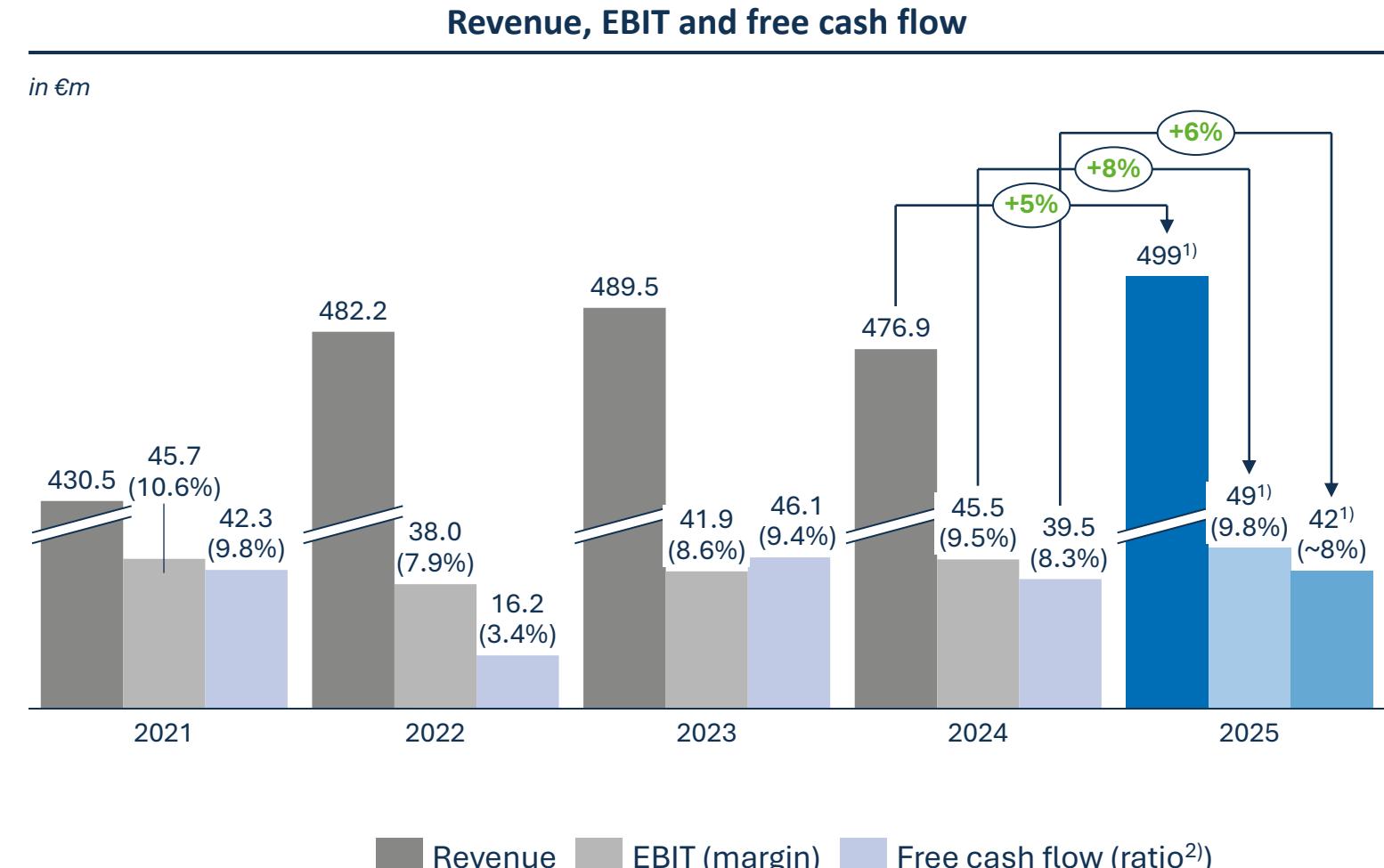
Revenue of €499m up 5% on the prior year (€476.9m)

› EBIT significantly above prior year

EBIT increased by 8% to €49m (prior year: €45.5m). The EBIT margin improved to c. 9.8% (prior year: 9.5%).

› Free cash flow above prior year

The free cash flow increased to €42m, (prior year: €39.5m), mainly due to further optimization of operating working capital and higher net income.



› **Revenue slightly below prior year**

After the extraordinary strong Q4 2024 with €142.6m, revenues decreased slightly in Q4 2026 by 2% to €140m

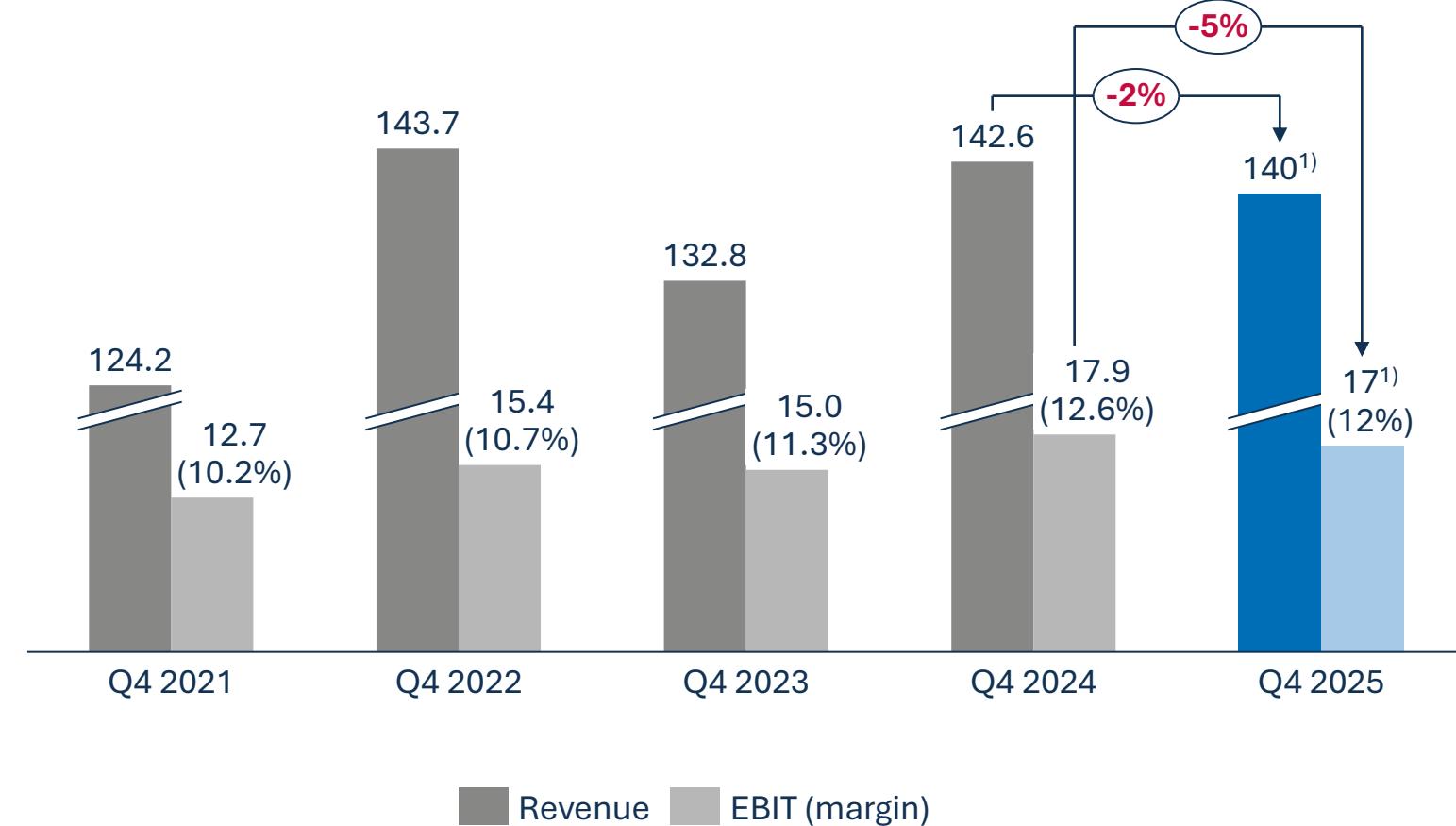
› **EBIT in third quarter slightly below prior year**

WashTec's EBIT in Q4 2026 reached €17m a decrease of 5% compared to prior years

The EBIT margin was 12% (prior year: 12.6%).

Q4 Revenue and EBIT

in €m



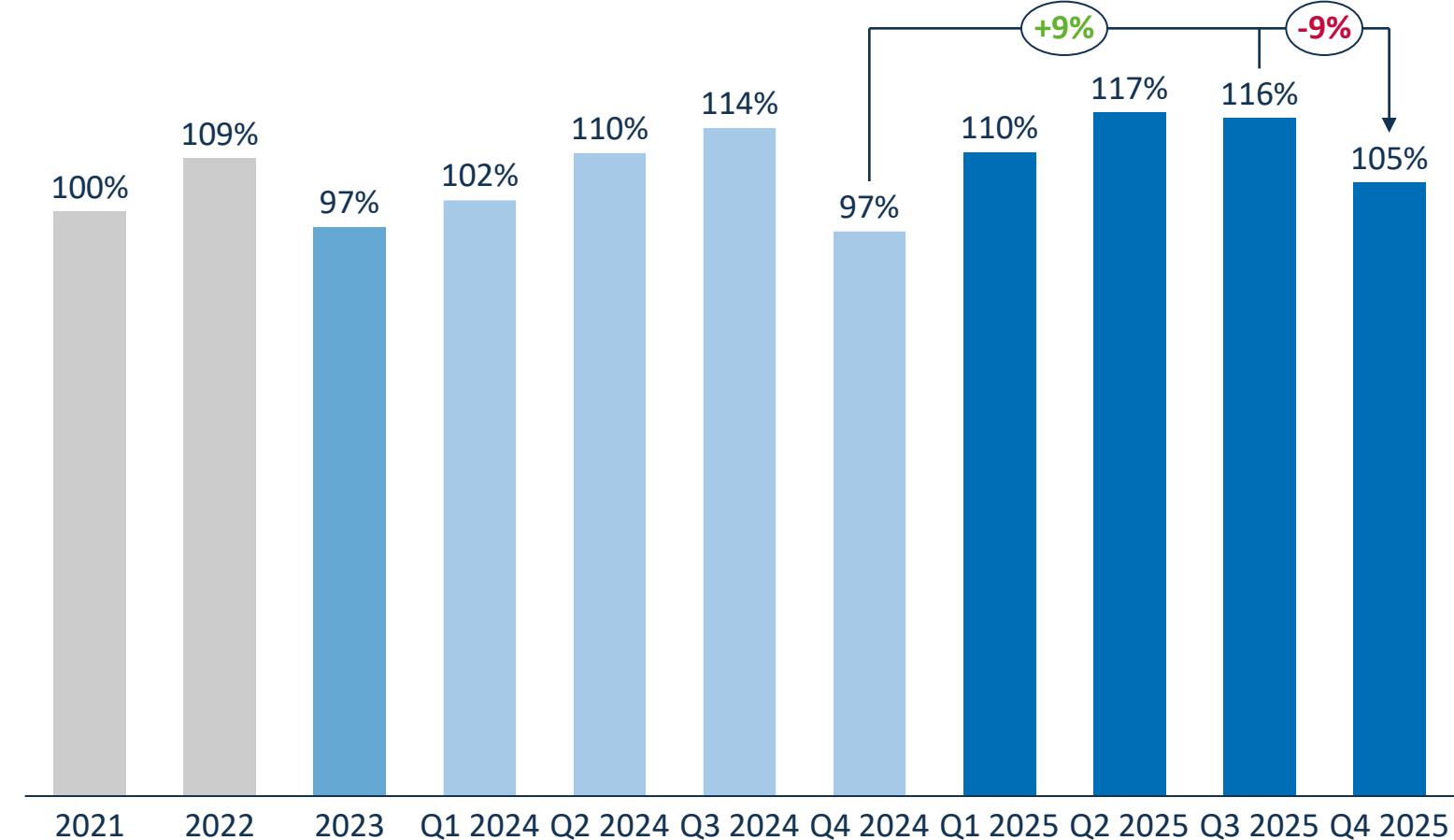
Note:

1) Preliminary figures

Development of order backlog

Order backlog indicates strong future business

- › Orders received for equipment were significantly higher than in the prior year
- › The order backlog at the end of September was also up 9% on the prior year. This development is especially driven by both segments
- › 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.



| Date | Event |
|---------------------------------|---|
| February 5 th , 2026 | <ul style="list-style-type: none">▪ Release of preliminary figures 2025▪ Hamburger Investorentage |
| March 2026 | <ul style="list-style-type: none">▪ Capital Markets Webcast #3 |
| March 26 th , 2026 | <ul style="list-style-type: none">▪ Release of Annual Report▪ Press Conference (BPK)▪ Analyst Webcast |
| May 5 th , 2026 | <ul style="list-style-type: none">▪ Release of Q1 Report▪ Analyst Webcast |
| May 12 th , 2026 | <ul style="list-style-type: none">▪ Annual General Meeting |

Further events for H1 2026 (i.e. Roadshow and/or conference in a Non-DACH region) currently under evaluation.

Q&A



Appendix

Long term
financial
figures



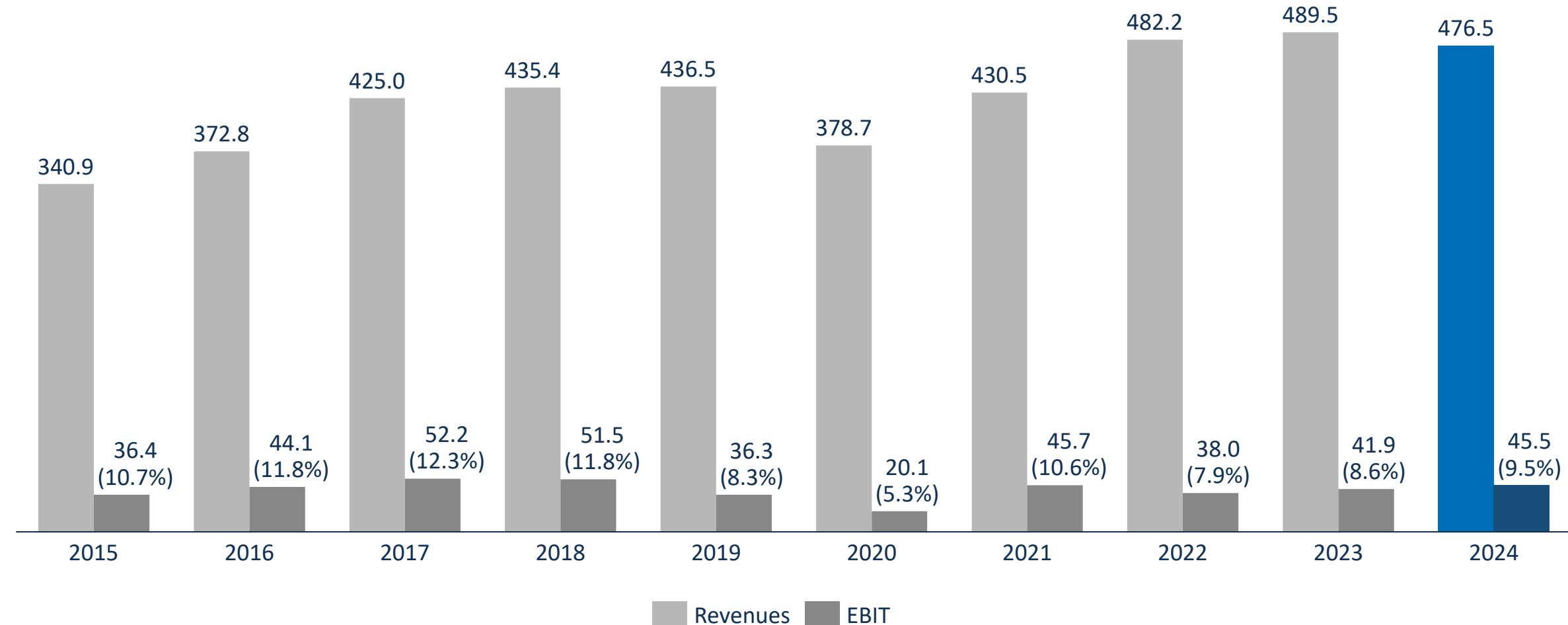
Group Level Key Performance Indicators (KPIs) 2015 – 2024



| | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Revenue | €m | 340.9 | 372.8 | 425.0 | 435.4 | 436.5 | 378.7 | 430.5 | 482.2 | 489.5 | 476.9 |
| EBIT | €m | 36.4 | 44.1 | 52.2 | 51.5 | 36.3 | 20.1 | 45.7 | 38.0 | 41.9 | 45.5 |
| EBIT margin | % | 10.7 | 11.8 | 12.3 | 11.8 | 8.3 | 5.3 | 10.6 | 7.9 | 8.6 | 9.5 |
| EBT | €m | 35.9 | 43.6 | 51.6 | 50.8 | 35.7 | 18.8 | 44.8 | 37.3 | 38.4 | 42.3 |
| Net income | €m | 24.6 | 30.6 | 36.9 | 34.0 | 22.3 | 13.3 | 31.1 | 26.4 | 28.0 | 31.0 |
| Earnings per Share | € | 1.78 | 2.29 | 2.76 | 2.54 | 1.66 | 0.99 | 2.32 | 1.97 | 2.09 | 2.32 |
| Dividend per Share | € | 1.70 | 2.10 | 2.45 | 2.45 | - | 2.30 | 2.90 | 2.20 | 2.20 | 2.40 |
| Free cash flow | €m | 26.2 | 20.8 | 28.1 | 32.3 | 15.0 | 45.6 | 42.3 | 16.2 | 46.1 | 39.5 |
| ROCE | % | - | - | 29.1 | 28.5 | 18.4 | 10.5 | 25.8 | 20.2 | 21.5 | 23.6 |
| Balance sheet total | €m | 190.0 | 218.1 | 233.9 | 237.2 | 274.9 | 244.0 | 267.0 | 284.5 | 271.3 | 279.7 |
| Equity | €m | 80.3 | 87.4 | 94.2 | 95.4 | 84.5 | 96.2 | 98.4 | 88.1 | 85.5 | 88.5 |
| EBITDA Leverage | x | 0.0 | 0.1 | 0.1 | 0.2 | 1.1 | 0.5 | 0.3 | 0.9 | 0.7 | 0.8 |
| Employees ²⁾ | persons | 1,672 | 1,741 | 1,793 | 1,852 | 1,880 | 1,798 | 1,767 | 1,806 | 1,768 | 1,715 |
| Share Price (31.12.) | € | 30.50 | 49.50 | 78.70 | 60.40 | 53.70 | 43.65 | 55.00 | 34.50 | 32.00 | 40.60 |

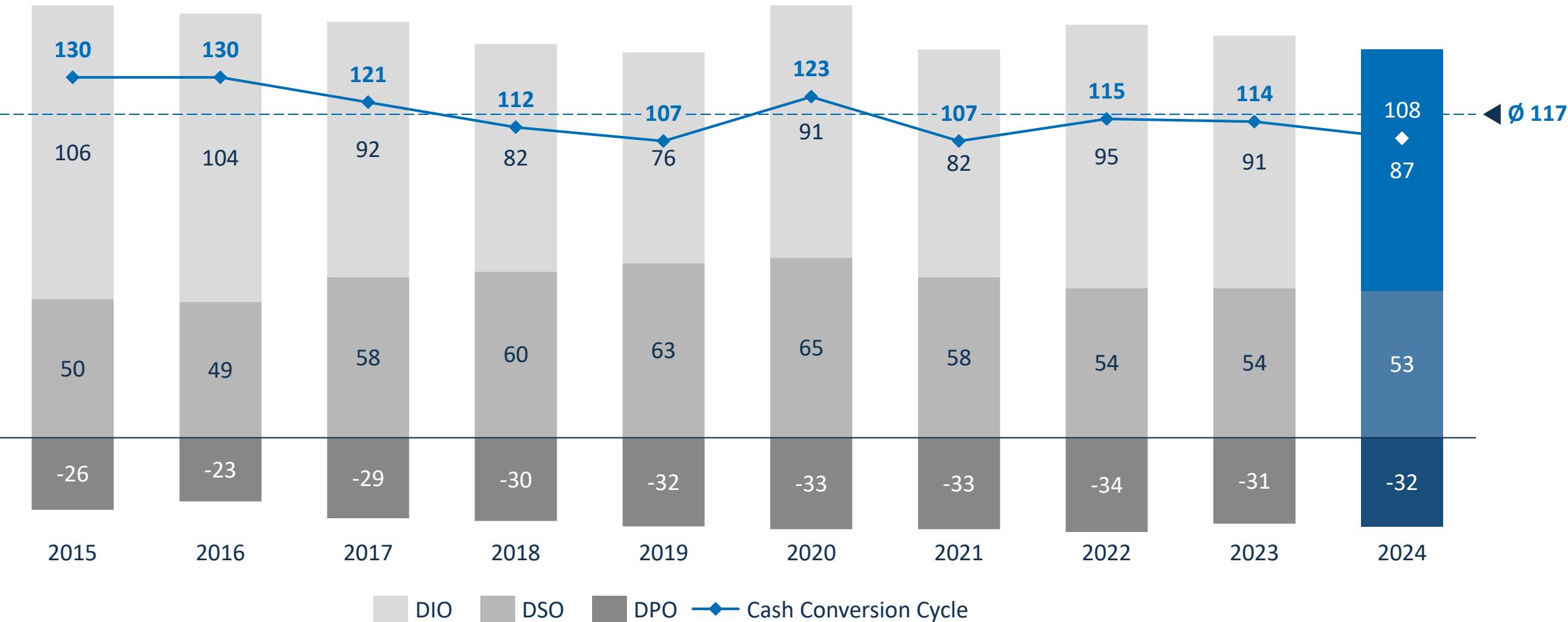
Overview revenue, EBIT and EBIT margin

in €m, %



Cash cycle

In days



Overview net income, free cash flow, dividend



DPS: ▲1.70

▲2.10

▲2.45

▲2.45

▲0.00

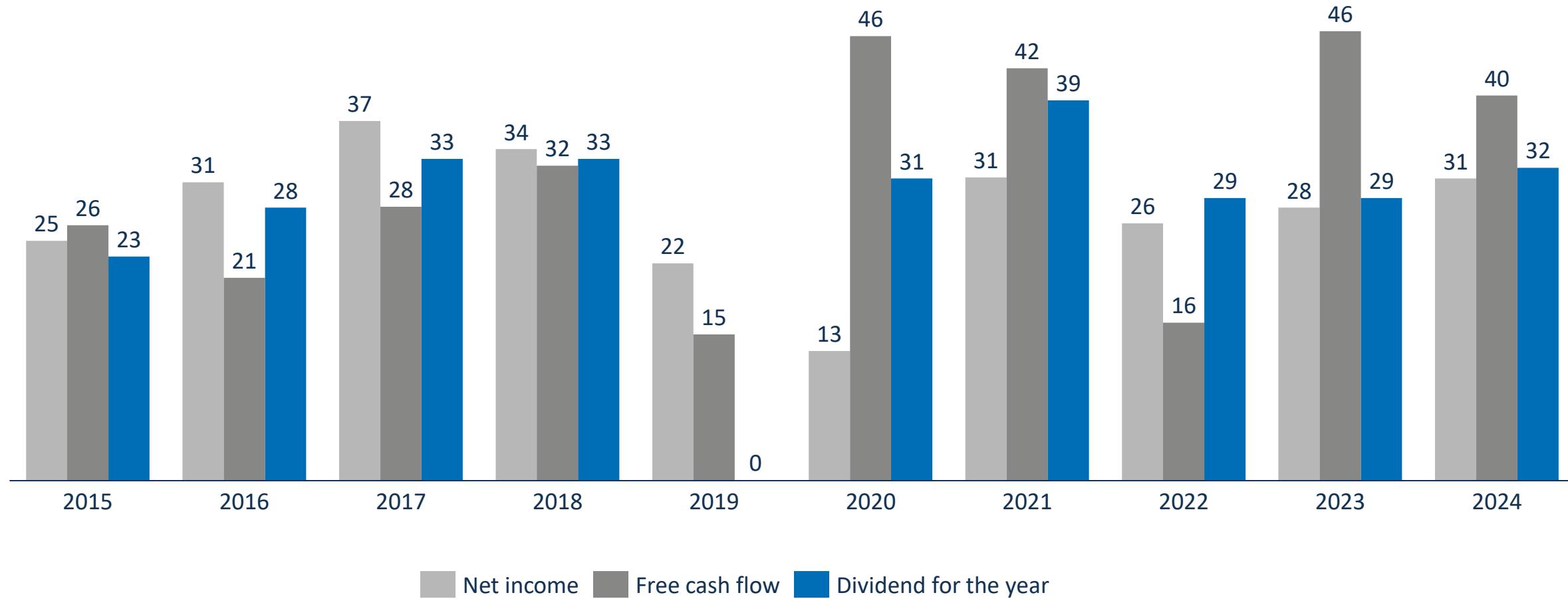
▲2.30

▲2.90

▲2.20

▲2.20

▲2.40¹⁾



Net income Free cash flow Dividend for the year



CLEAN CARS®

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