



# Hamburger Investorentage 2026

**Andreas Pabst (CFO)**

Hamburg, February 5<sup>th</sup>, 2026

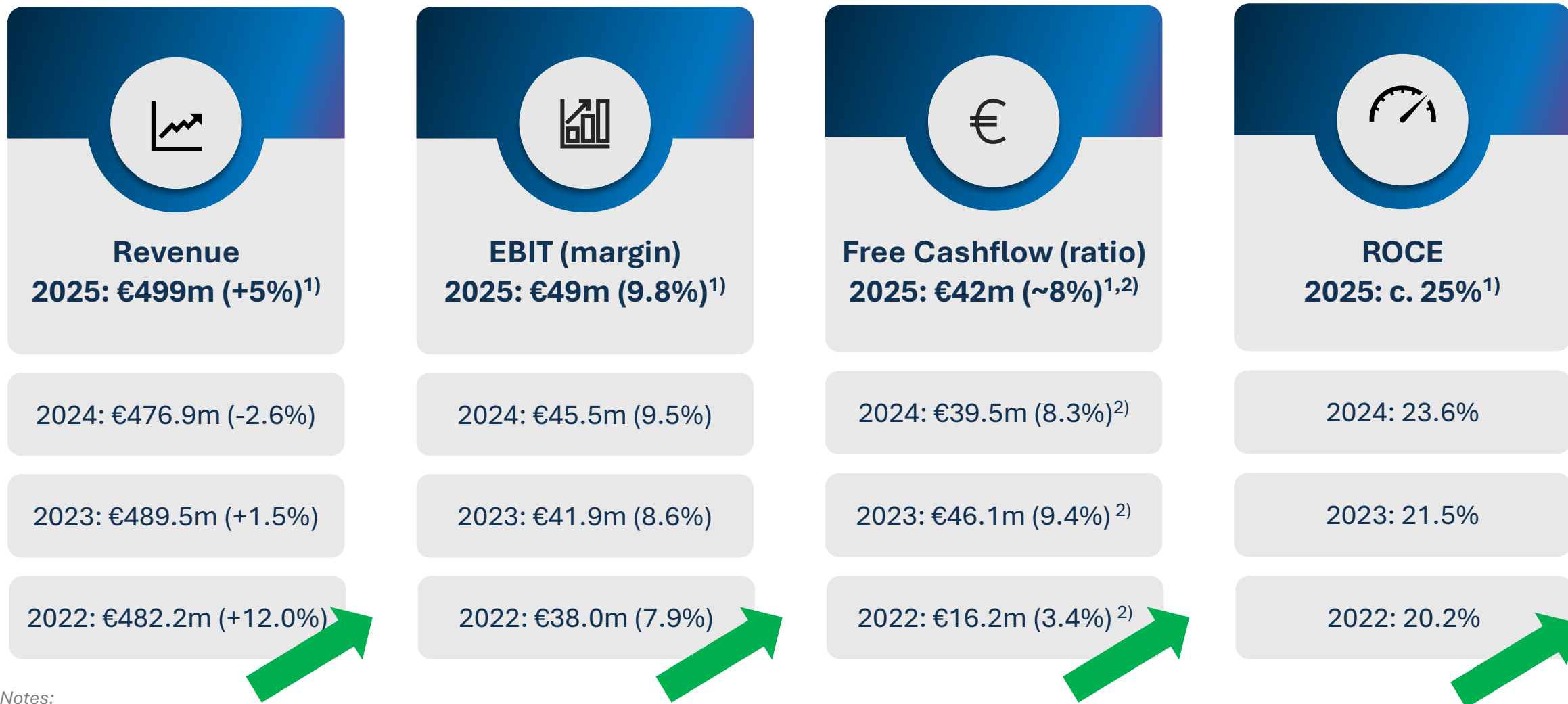




# 1 WashTec – a brief introduction



# Preliminary financial results 2025



Notes:

1) All 2025 figures are preliminary

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

# Milestones in WashTec's history



## 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

Invention of the first automatic car wash

### ...auf dem Weg zum Lösungsanbieter

2021	2021	2025	2025	2025	2026...
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



Digital Platform



Equipment (c. 50%)<sup>1)</sup>

Rollover



Tunnel



Truck & Bus



Jet Wash



After Sales (c. 45%)<sup>1)</sup>

Water Recycling



Consumables (c. 15%)<sup>1)</sup>



Service (c. 30%)<sup>1)</sup>



Others (<1%)<sup>1)</sup>

Rent & Leasing



Note: 1) Figures indicate share of group revenues

# Strong position: Large installed base by segment



Revenue FY24<sup>1)</sup>:

Europe and other

€394.7m

EBIT FY24<sup>1)</sup>:

€41.8m  
(10.6%)

North America

€85.2m

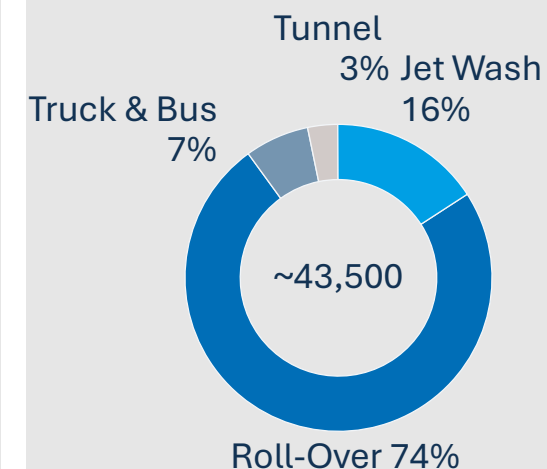
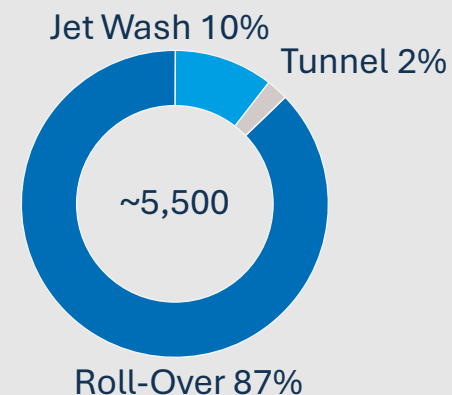
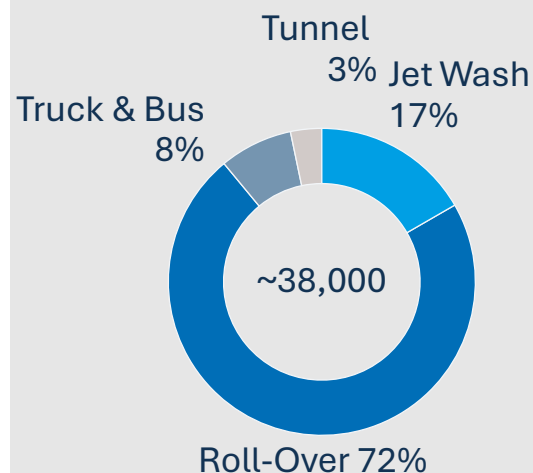
€3.7m  
(4.3%)

WashTec Global

€476.9m

€45.5m  
(9.5%)

Installed base:



Machines with  
WashTec Water  
recycling:<sup>2)</sup>

~24%

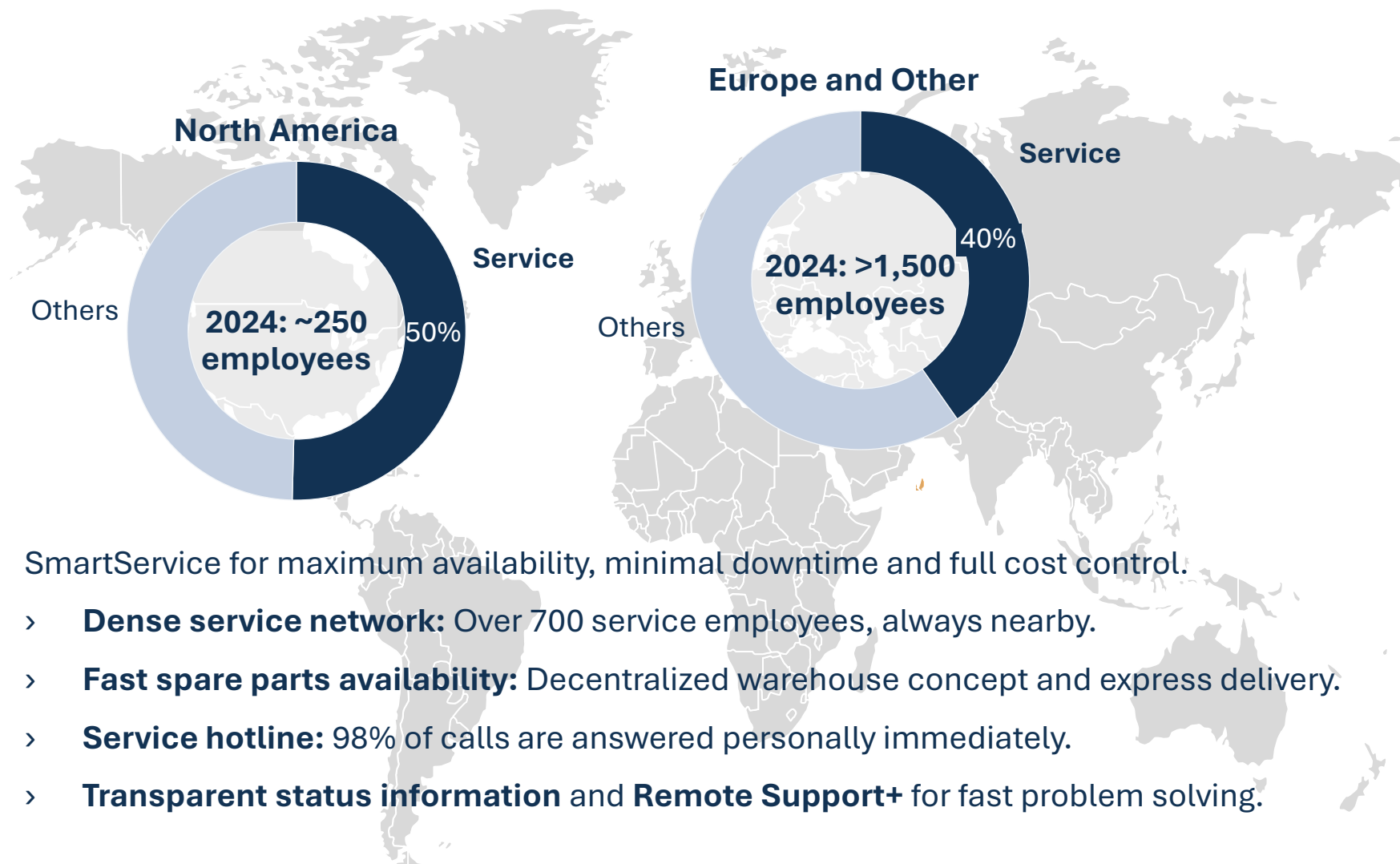
~10%

~22%

Notes:

1) Revenue and EBIT by segment before consolidation effects

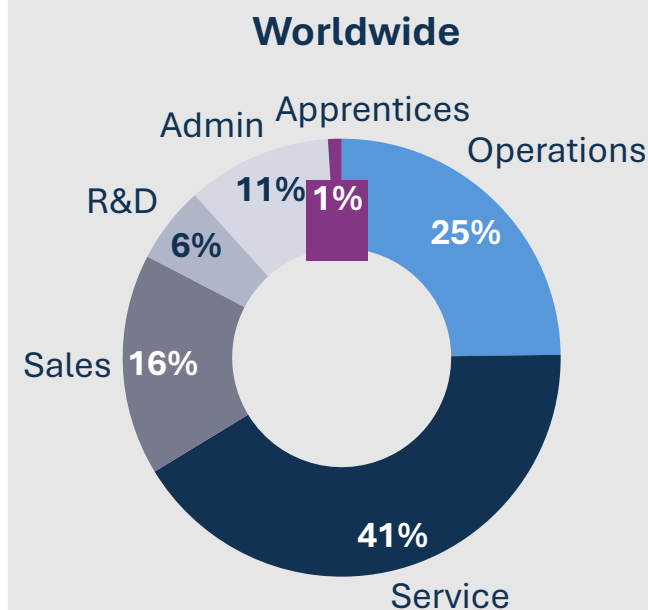
2) Indicates the share of WashTec's installed base (only Roll-Over, Tunnel, and Truck & Bus) using water recycling equipment from WashTec.



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.

- › ~ 1.800 employees worldwide
- › With **more than 700 service employees** worldwide we ensure high uptime for our customers



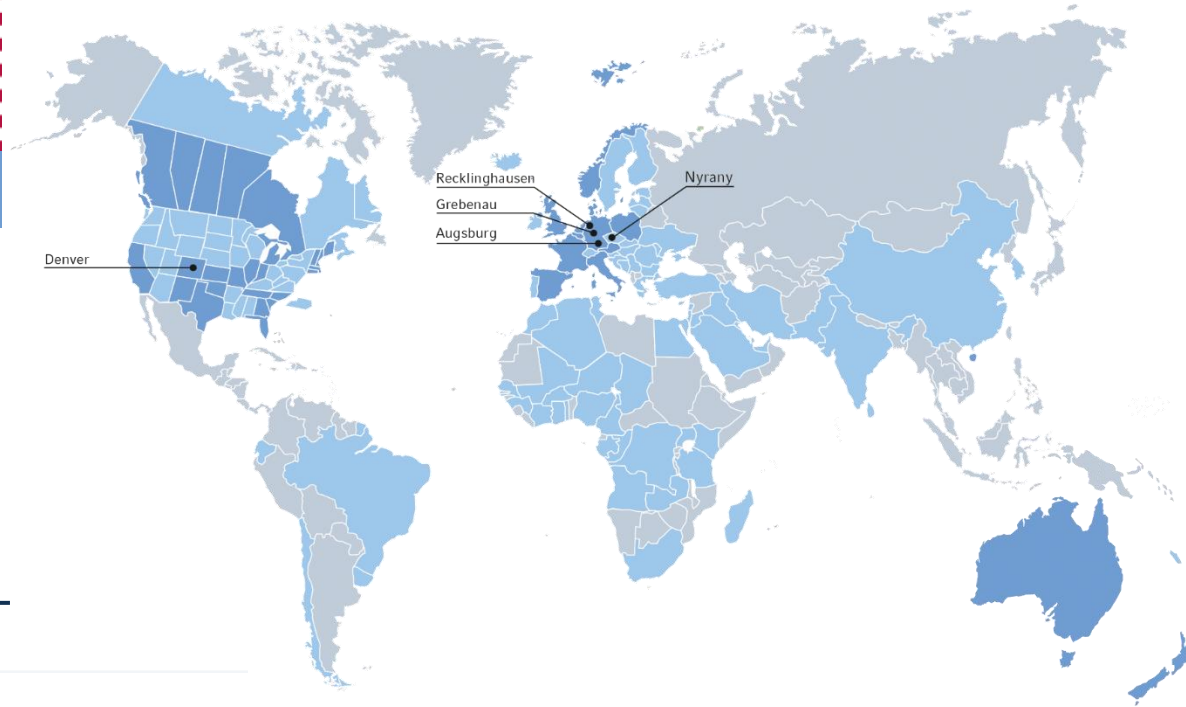
# WashTec´s global distribution network and production footprint



## Distribution by WashTec

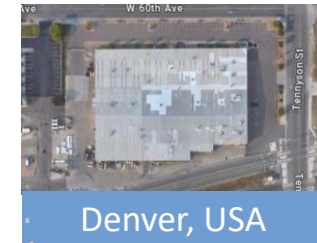
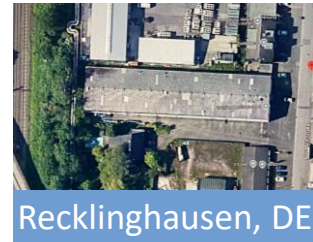


## Distribution through partners



■ Distribution by WashTec   ■ Distribution through partners

## Equipment manufacturing



## Consumables manufacturing



# Some of our customers

## Fuel



## Retail



## Automotive



## Carwash



## Transport

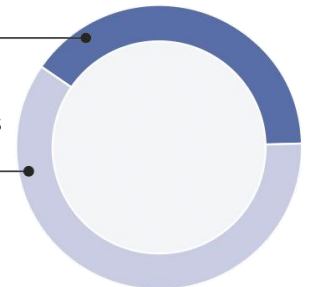


## Distribution of sales by customer:

- We generate ~40% of our sales with key accounts (major customers). This ensures stable capacity 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



## 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 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%

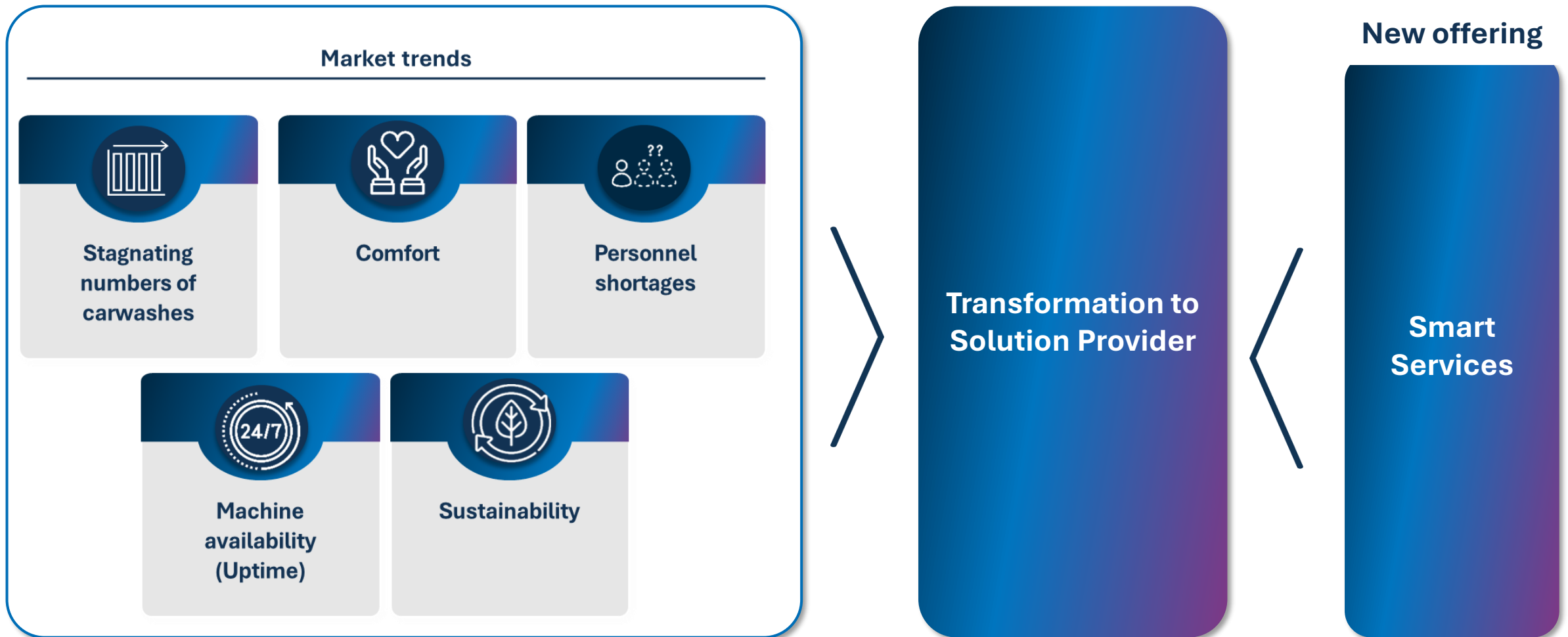
## ROCE

**> 28%**

“Increasing results with low  
Capital Employed will accelerate  
ROCE”

*Andreas Pabst (CFO)*

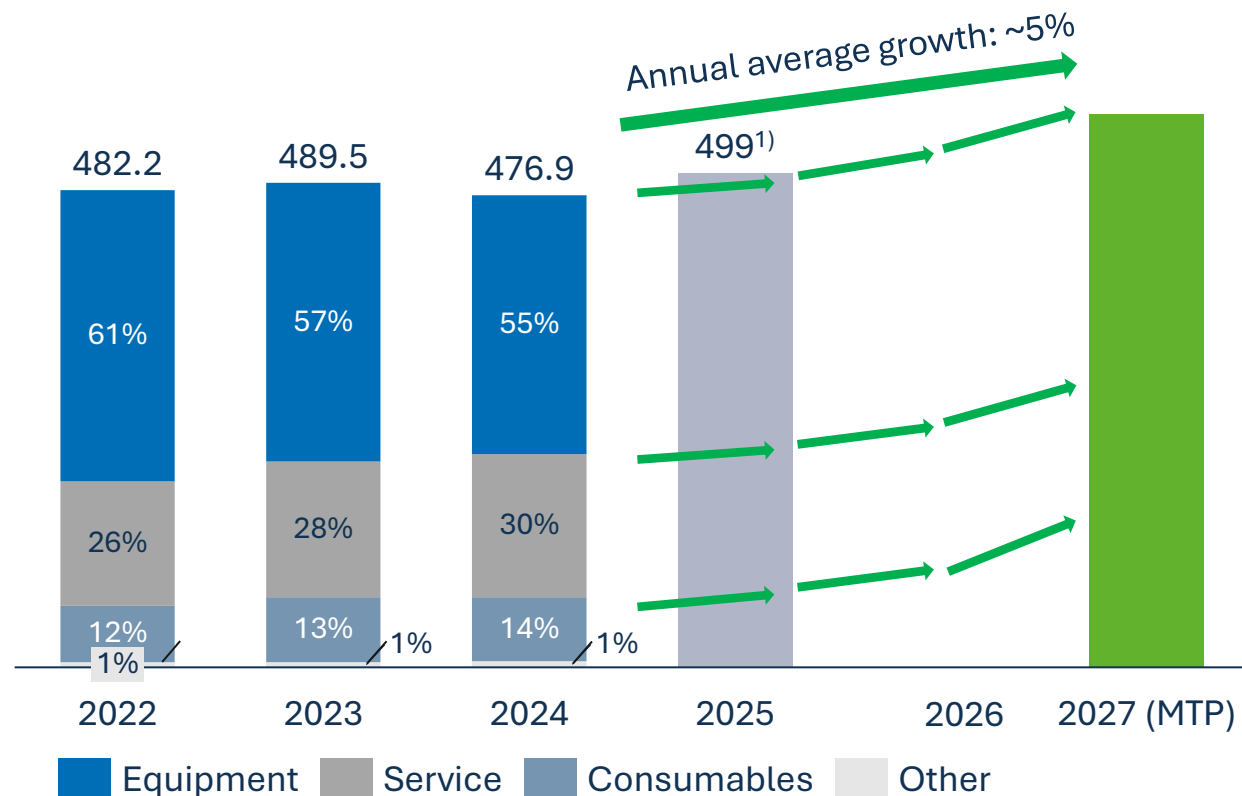
2024: 23.6%



# How to achieve Mid-term Revenue increase

## Mid-term plan – revenue by business lines

in €m



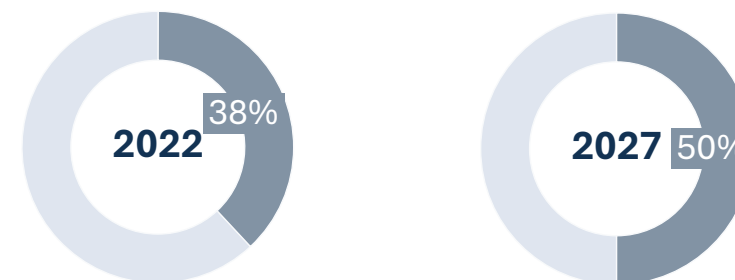
Note:

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

Recurring revenues

## Equipment

- › Launch of SmartCare Connect



## Consumables

- › Launch Magic Care



## Digital Solutions

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



# JetWash – market launch in the first half of 2026



## 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



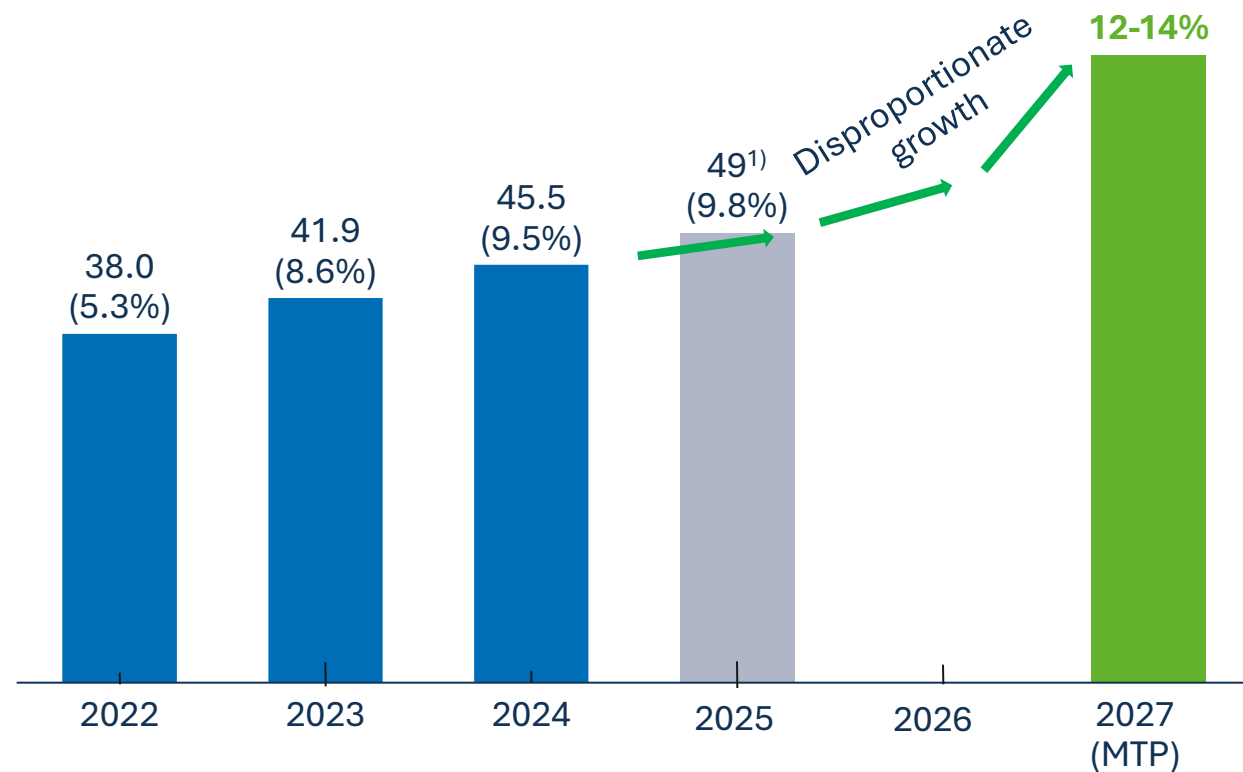
## Magic Care for Jet Wash

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



## Mid-term plan – EBIT and EBIT margin by segments

in €m



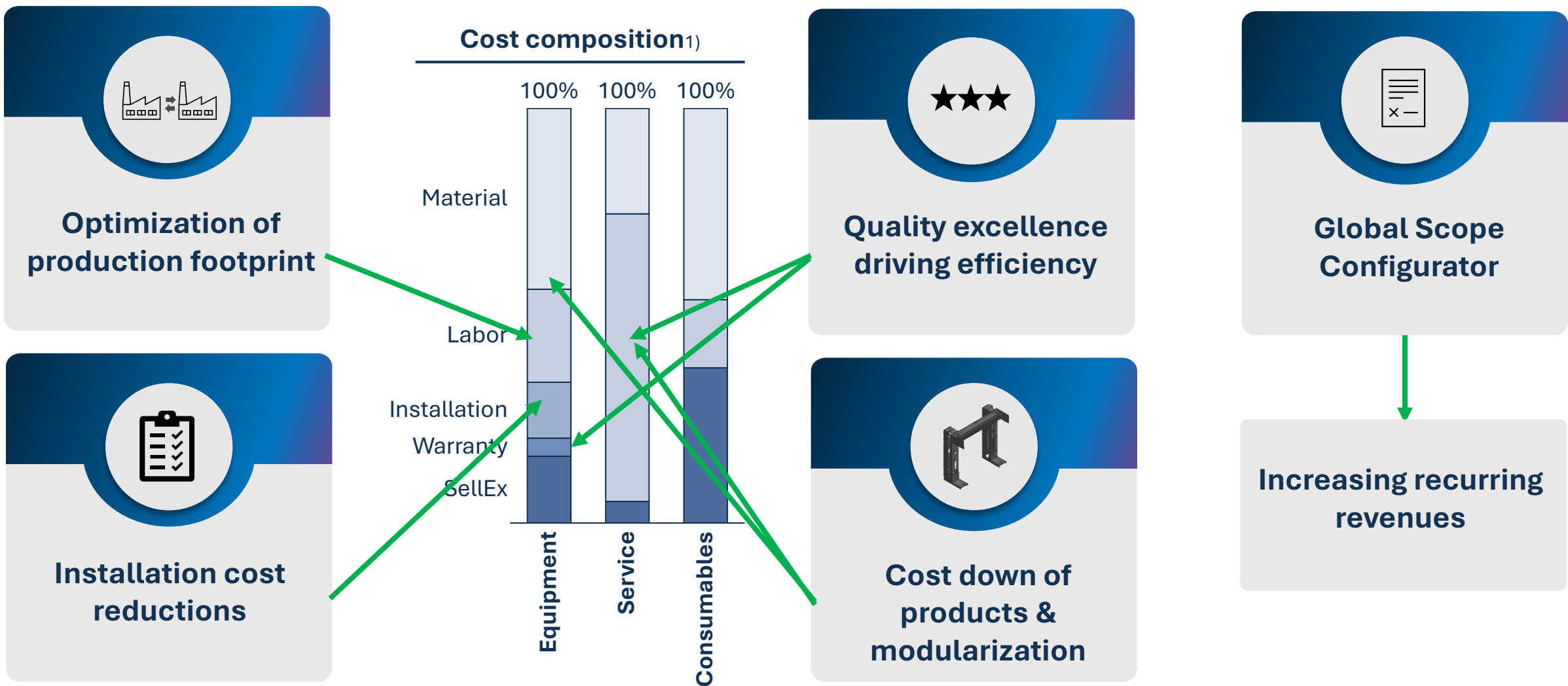
Note:

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

# Where are our efficiency programs effective



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

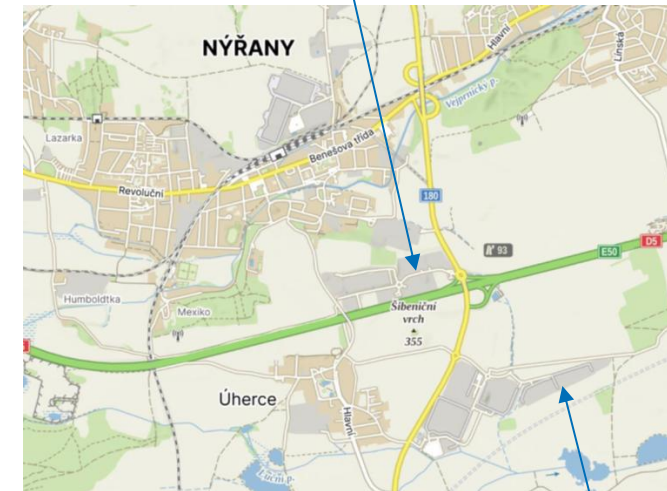
### Major components and status

- 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



Second Hall in CZ



## Major components

### Strategic Objectives

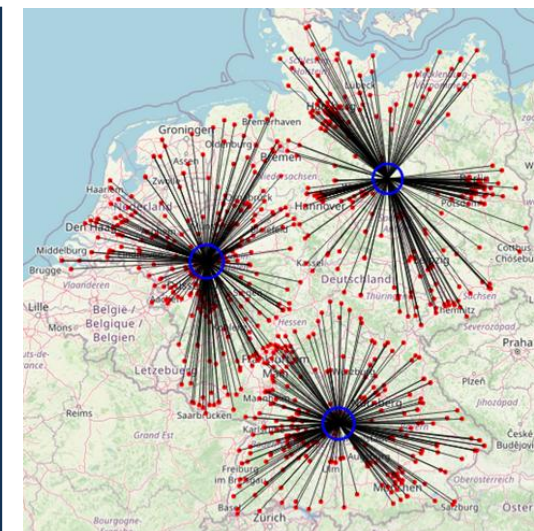
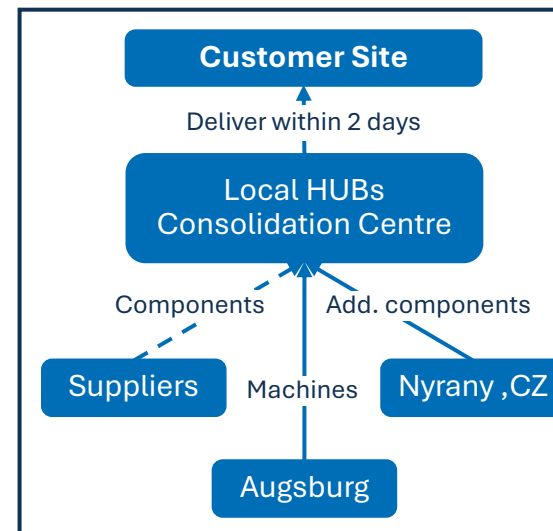
- Significant shortening of installation process
- Solving bottleneck of installation capacity
- Reduce overall installation costs

### 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

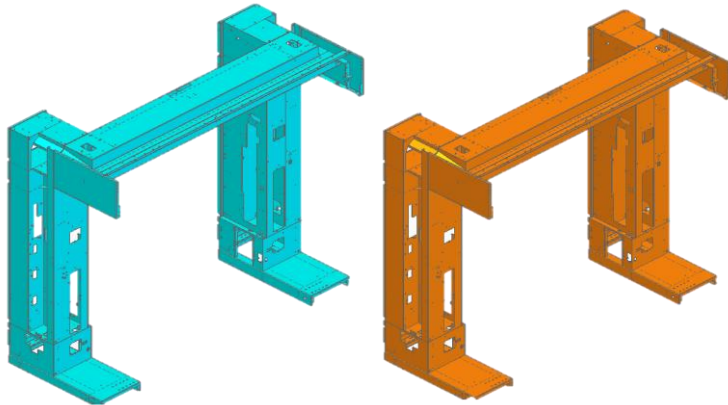
### Expectations

- 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



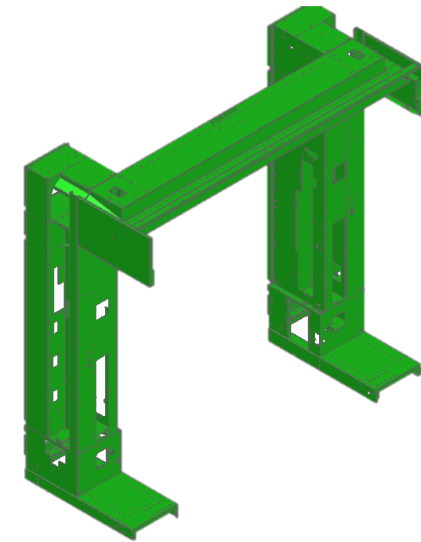
SoftCare SE

SmartCare Connect



- 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.**

## Major components

## Goals:

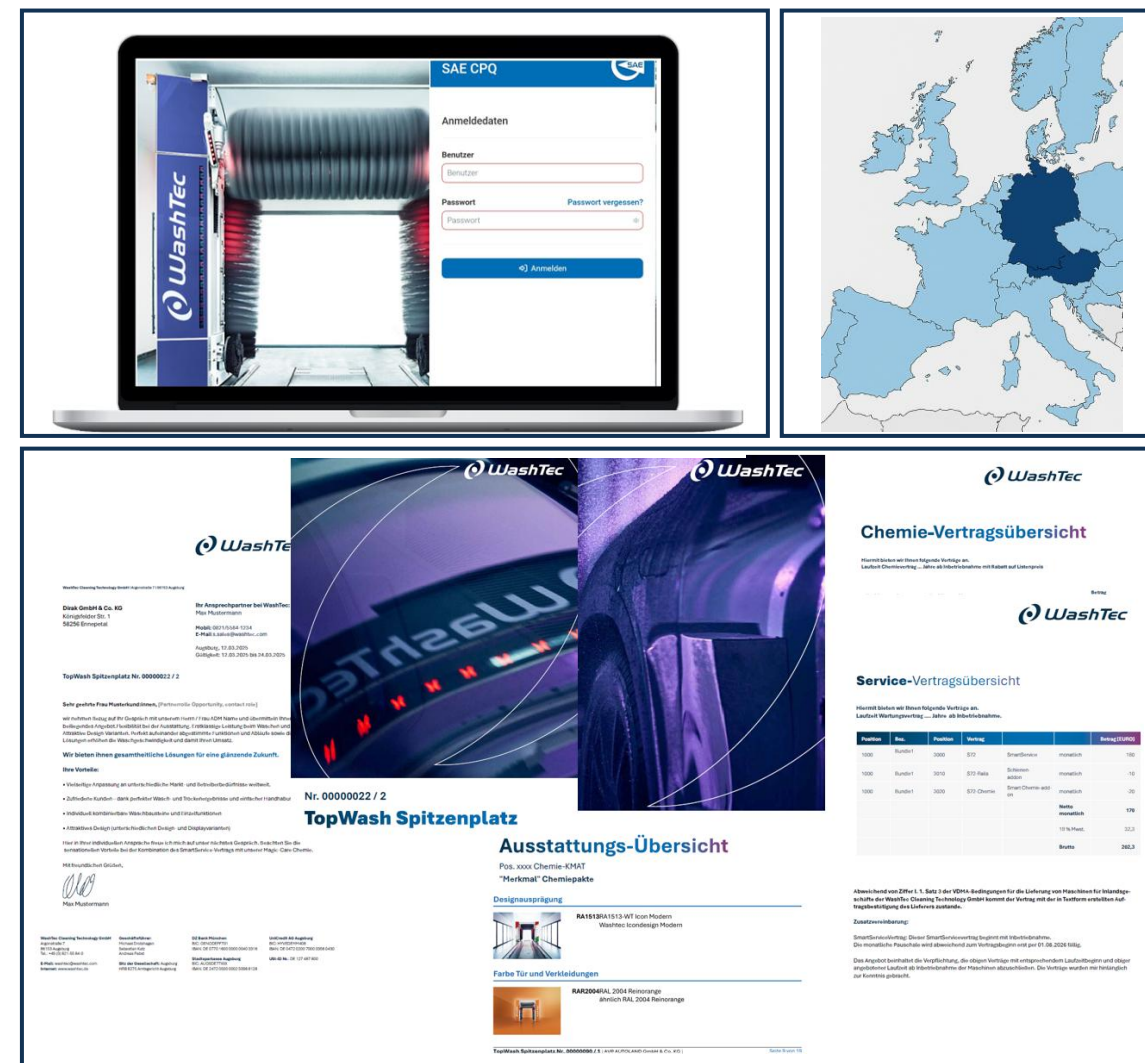
- **Standardization:** Establish a unified configuration process across European WashTec markets → Supports consistent quality and enables smoother expansion
- **Digitalization:** Replace local Excel-based price lists with a modern, centralized sales platform → Improves customer experience and strengthen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

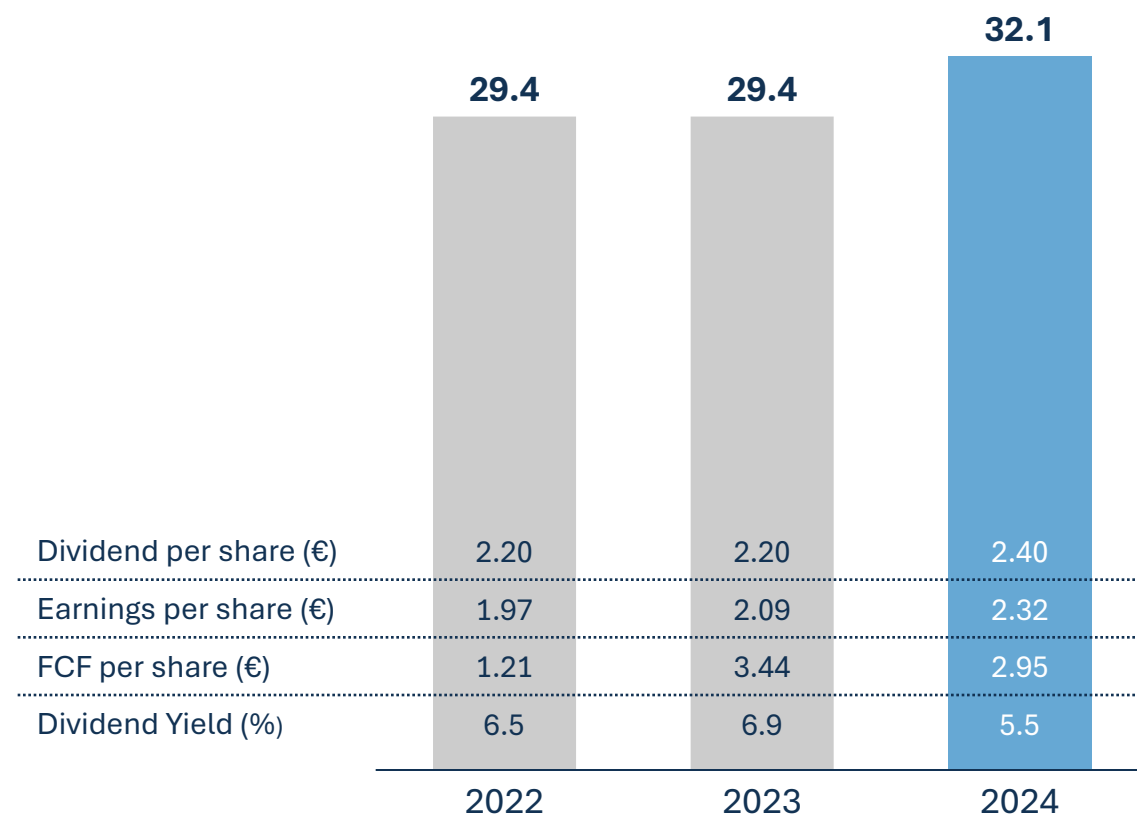
## Expectation

- Program on track, will see first savings by 2026



## 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)

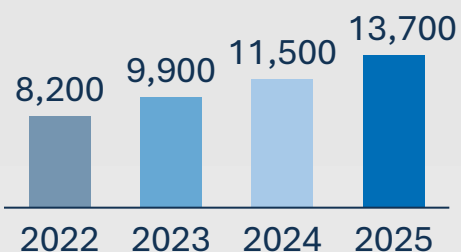
### Focus on Total Shareholder Return

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

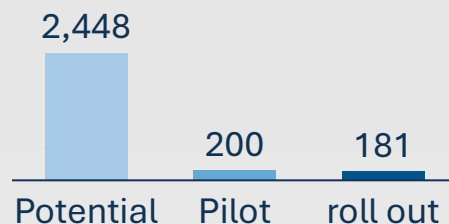


Connectivity as basis for business improvement



## Easy CarWash PRO/4U

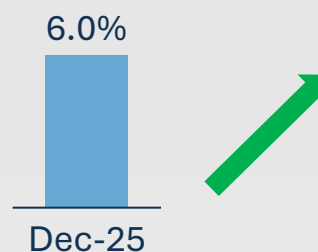
sites



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



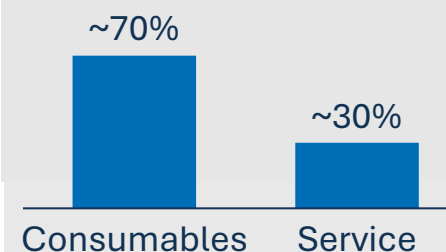
## Remotely solved issues



Already 6.1% of service notifications are solved remotely



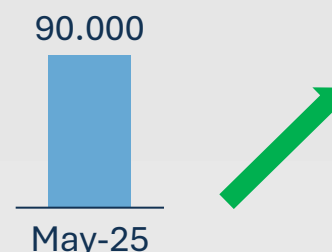
## Sleeping customers



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



# 3 Preliminary figures 2025



# Longterm financial development

## 2025: EBIT increase of 8% outpaces 5% revenue growth



### › Revenue up on prior year

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

### › EBIT significantly above prior year

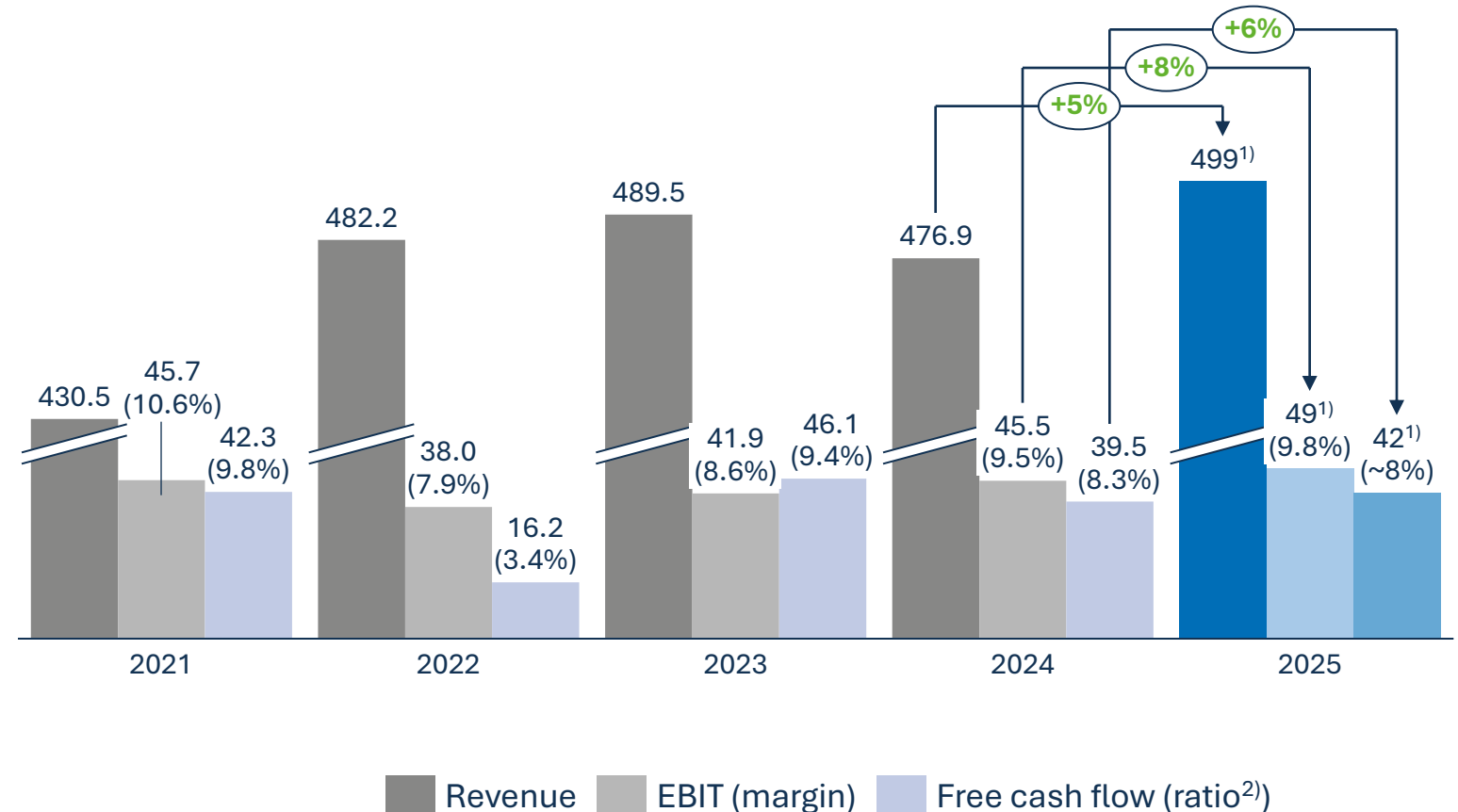
EBIT increased by 8% to €49m (prior year: €45.5m). The EBIT margin improved to c. 9.8% (prior year: 9.5%).

### › 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, EBIT and free cash flow

in €m



Notes:

1) Preliminary figures

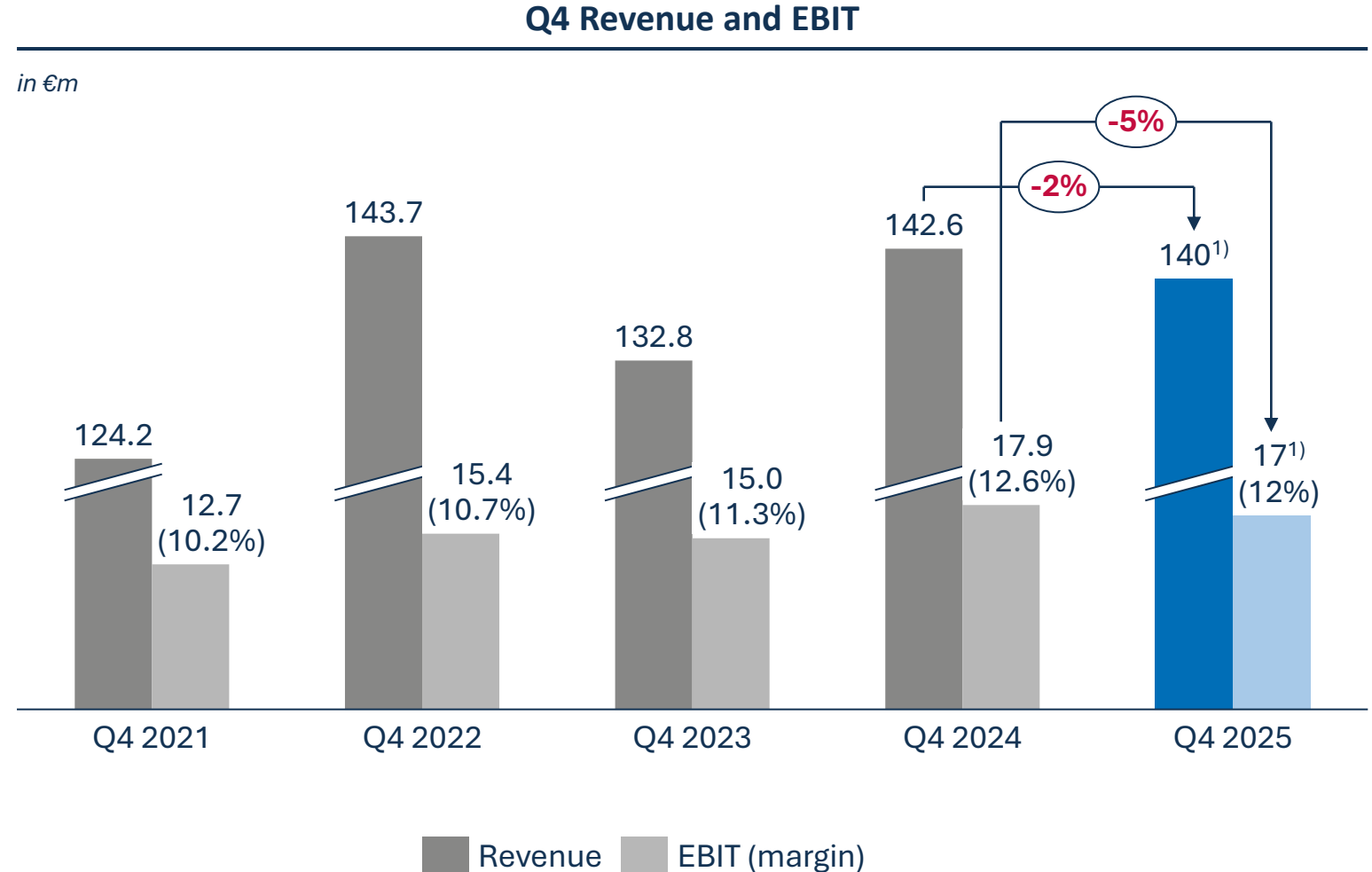
2) Free cash flow ratio defined as free cash flow to total revenue.

› **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%).



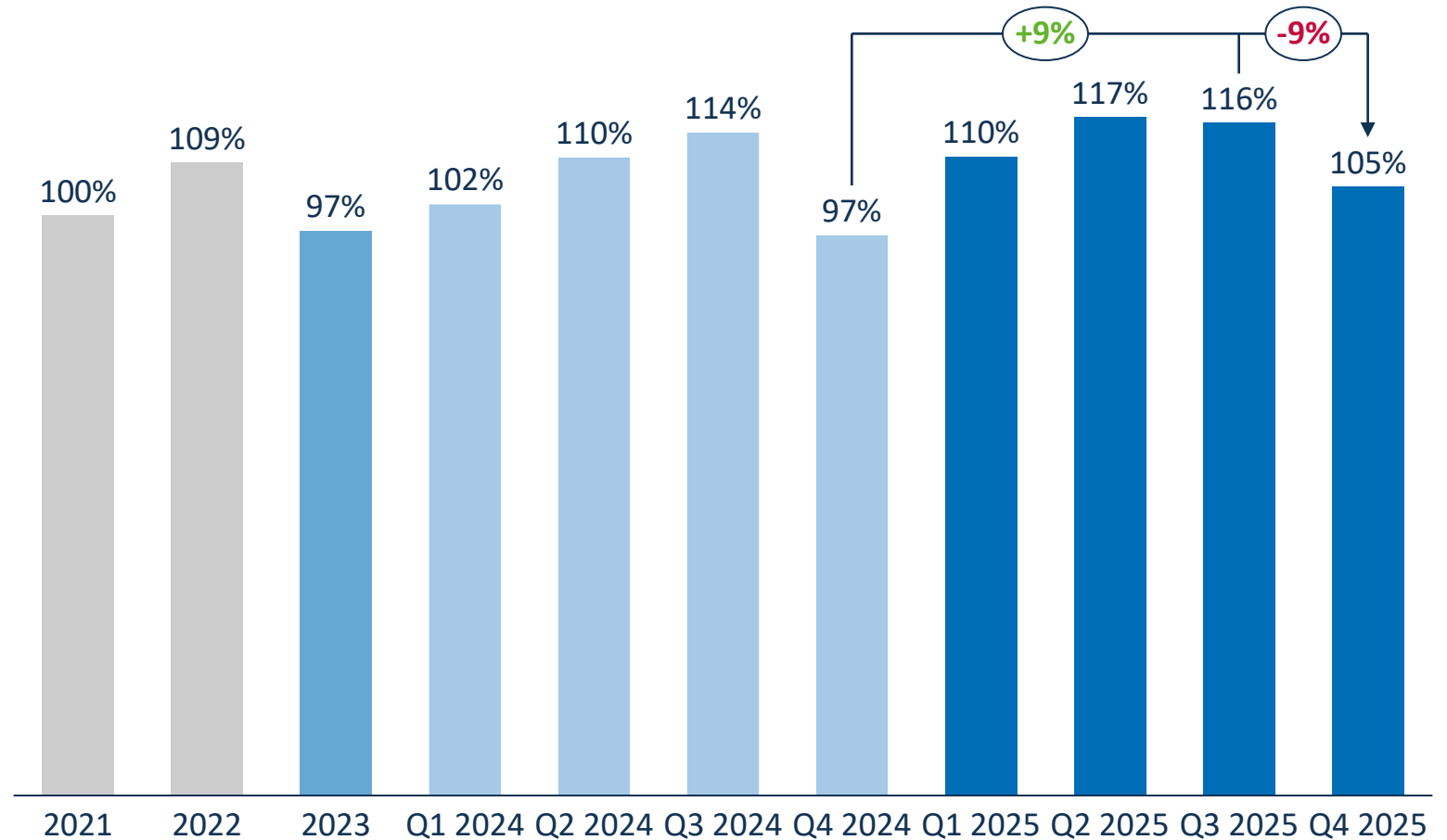
Note:  
1) Preliminary figures

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

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

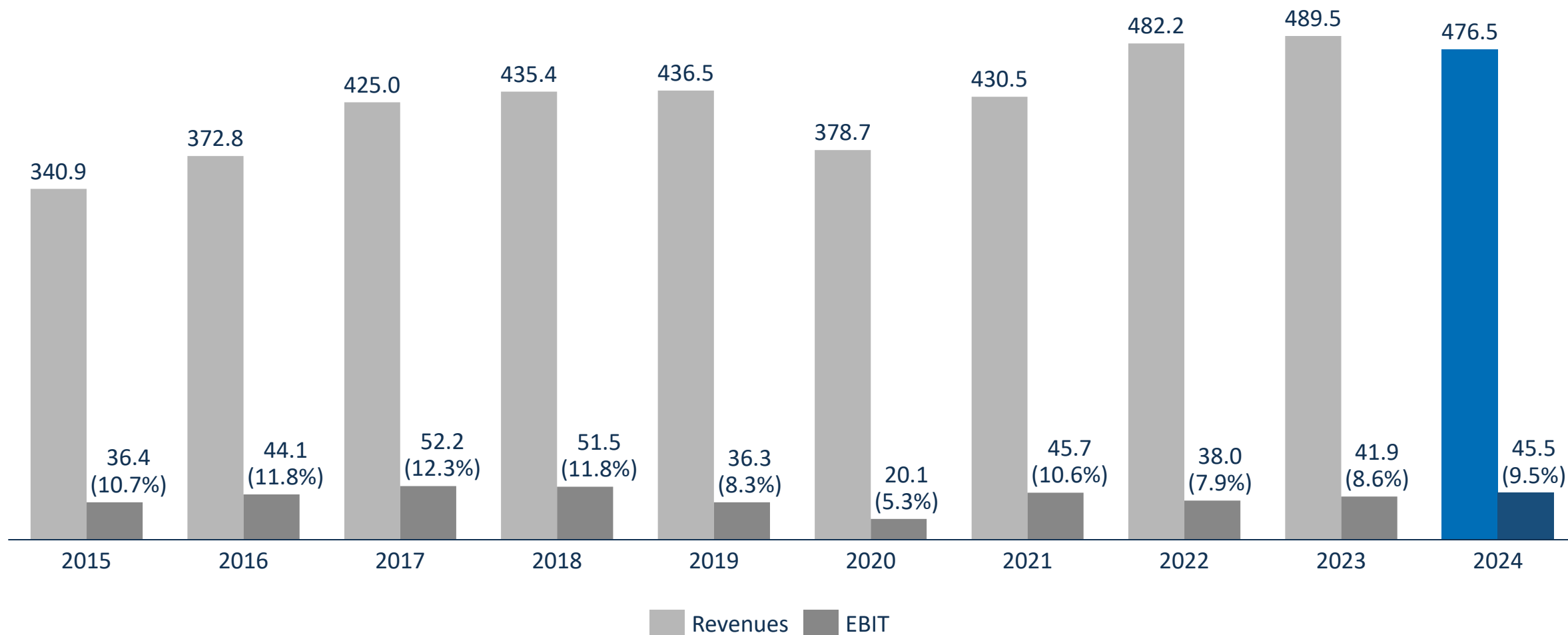


		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Revenue	€m	340.9	372.8	425.0	435.4	436.5	378.7	430.5	482.2	489.5	476.9
EBIT	€m	36.4	44.1	52.2	51.5	36.3	20.1	45.7	38.0	41.9	45.5
EBIT margin	%	10.7	11.8	12.3	11.8	8.3	5.3	10.6	7.9	8.6	9.5
EBT	€m	35.9	43.6	51.6	50.8	35.7	18.8	44.8	37.3	38.4	42.3
Net income	€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 <sup>2)</sup>	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

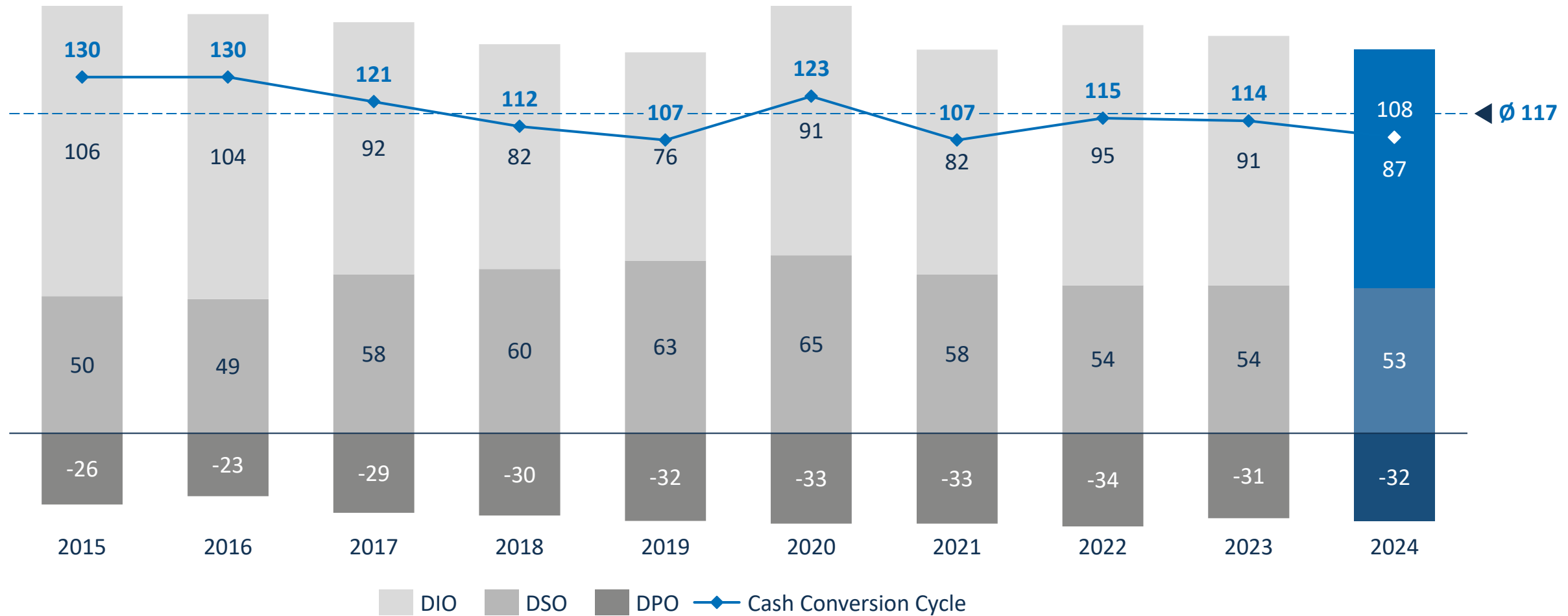


in €m, %

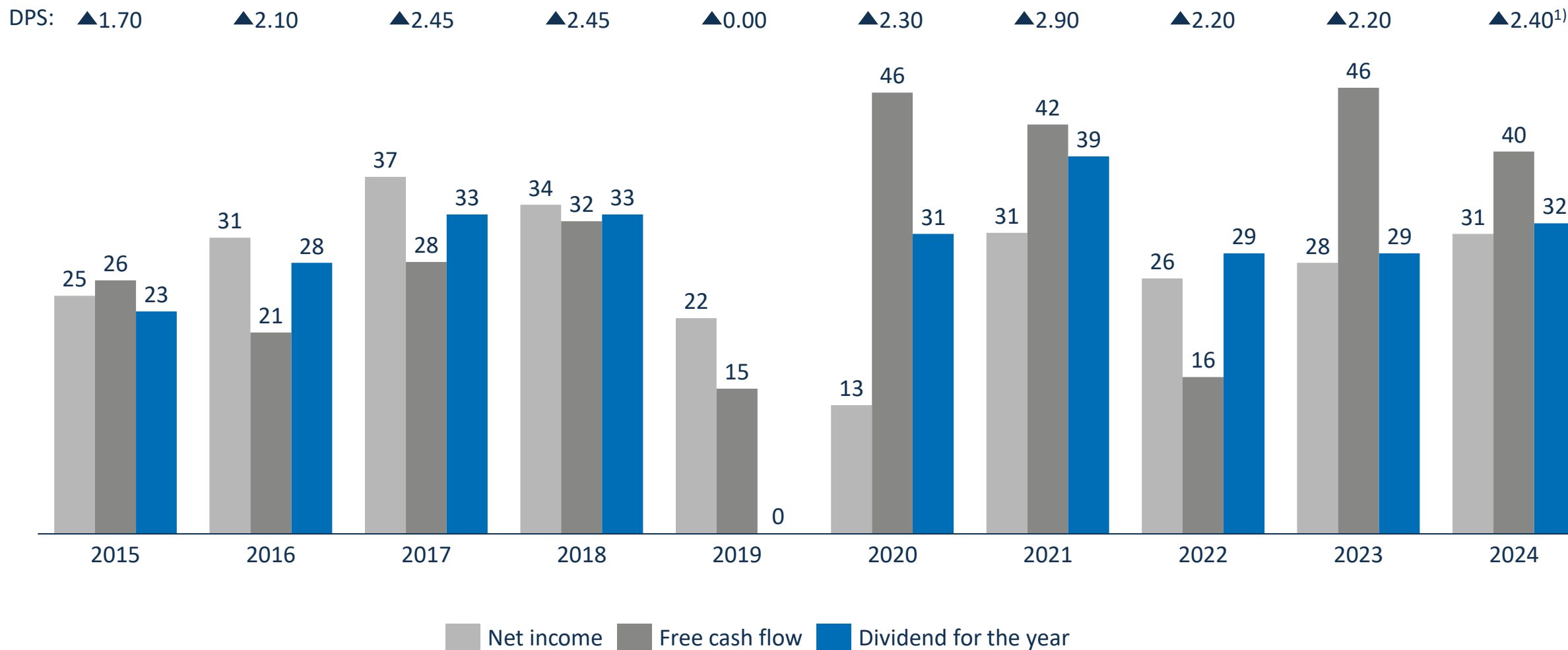


# Cash cycle

In days



# Overview net income, free cash flow, dividend





CLEAN CARS®

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