



Capital Markets Webcast

July 10th, 2025

Today's presenters



Michael Drolshagen
Group CEO & CTO



Sebastian Kutz
Group CSO



Andreas Pabst
Group CFO



Morten Dale
EVP Nordics &
Operator Services



Carsten Klees
VP Digital Solutions

➤	WashTec's Strategic Direction	Michael Drolshagen
➤	Transformation to a Solution Provider	Sebastian Kutz
➤	Excuse: Digital Solutions	Morten Dale Carsten Kless
➤	Q&A on Digital Solutions	Morten Dale Carsten Kless
➤	Financials	Andreas Pabst
➤	Conclusion	Michael Drolshagen
➤	Q&A	Management Board

A high-resolution, close-up photograph of a red sports car, likely a Porsche Carrera GT, shown from a front-three-quarter perspective. The car's sleek, aerodynamic lines are highlighted by dramatic lighting, with bright highlights on the hood and roof, and deep shadows in the creases. The background is a blurred mix of blue and purple light, suggesting a night-time setting or a studio environment. The car's wheels are black with a multi-spoke design, and the side mirrors are visible.

WashTec's Strategic Direction

Michael Drolshagen, CEO & CTO



>43,500 units
installed base
worldwide



> 3,000,000
vehicles washed each day
with WashTec systems



> 1,800
dedicated employees
worldwide



> 80 countries
worldwide



> 60 years of experience
as market and innovation leader for carwash
equipment



> 700 service employees
and around 300 partner technicians in
Europe alone

Milestones in WashTec's history: Corporate and Technological



Major corporate milestones

1885	1996	2000	2006	2008	2023 / 2024	2023 / 2024
Foundation of Hans Kleindienst in Augsburg	Merger of California Rohé and Kleindienst to California Kleindienst & IPO of WESUMAT (1997) 	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 

Technological milestones

Automatization of car wash and continuous improvement

1962 / 1963	1963-76	1985
Invention of the first automatic car wash	Introduction of fully electric brushes, integrated dryers and wheel cleaner	Introduction of the programmable logic controller

Digitization of car wash

2021	2024	2025
Start of managed connectivity & Launch of mywashtec.com 	Introduction of Softcare SE 	Launch of SmartCare Connect 

Milestones in WashTec's history: Consumables and Service



Consumables Innovations

Consumables

Build up of an own chemicals segment becoming a full-service provider

2008

Acquisition of AUWA Chemie



Technological leadership through innovative and sustainable products

2021



2025



2025



Service

Service

Traditional service offering

Full-service maintenance contracts

Reactive service /
Helpdesk
Remote service

Transformation to a data driven service offering

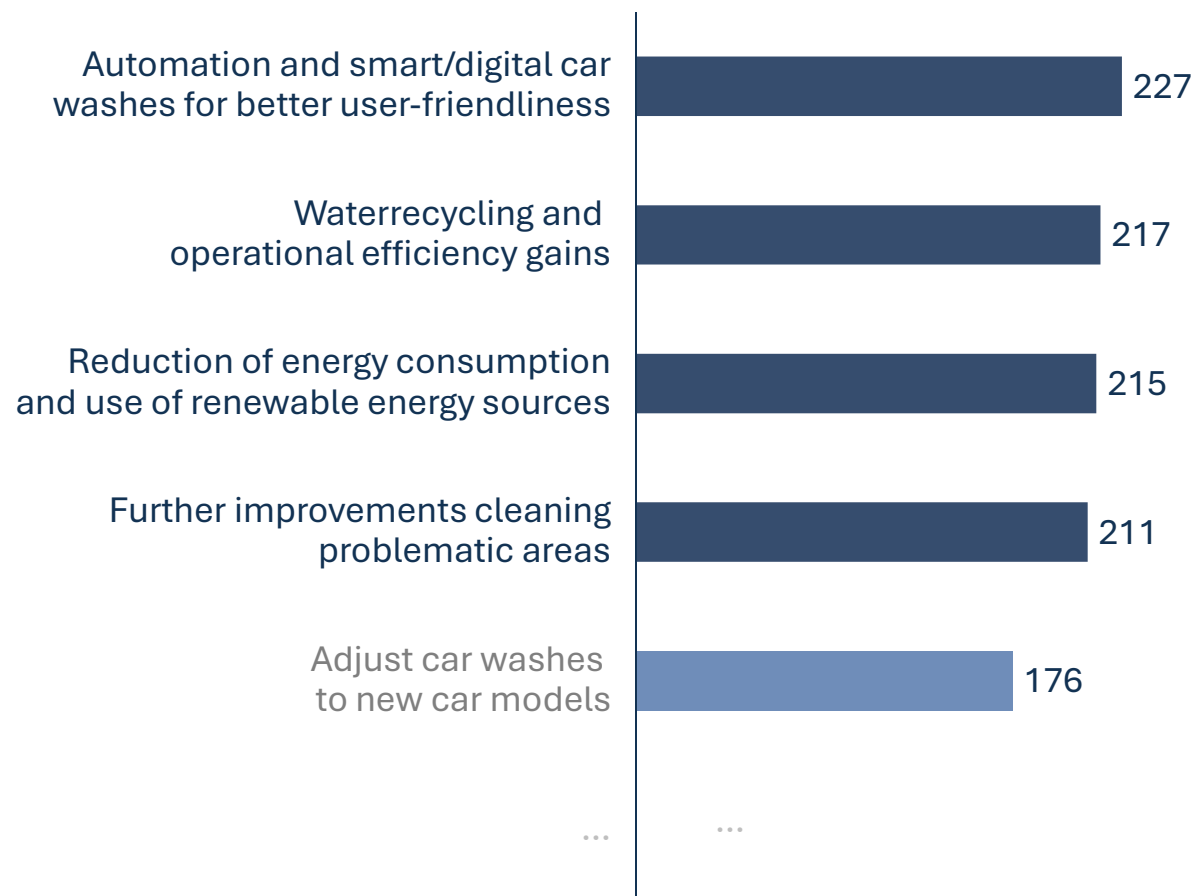
My service.com



Predictive Maintenance

Most important topics for WashTec customers (top answers)

of answers



WashTec's value proposition

- > **Comfort & ease of use**
- > **Economic success**
- > **Sustainability**
- > **Quality**

Definition of overarching goals as

Market trends



WashTec's overarching goals



Solution Provider

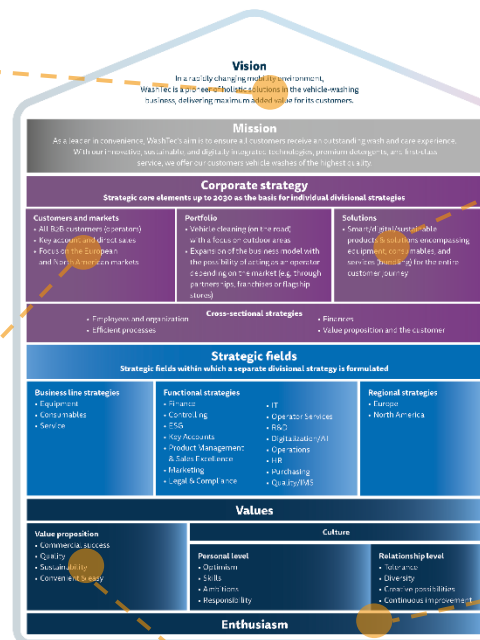
- › Complete Car Wash Solutions – Equipment, chemicals, and software from one provider.
- › Customized Support – Tailored concepts and reliable technical service.
- › Smart Technology – Digital tools for payments, analytics, and customer engagement.

Smart digital products & bundling

- › Clever products as the basis for our business model
- › Bundling with modularized/ customized customer solutions
- › Entire customer journey is our focus

Focus on Customer & Markets

- › Europe & NA
- › B2B with upside potential
- › M&A included as a building block in the strategy



Value & Culture

- › Value proposition for all internal / external customers
- › We have top employees, and we encourage and promote internal professionals and career paths

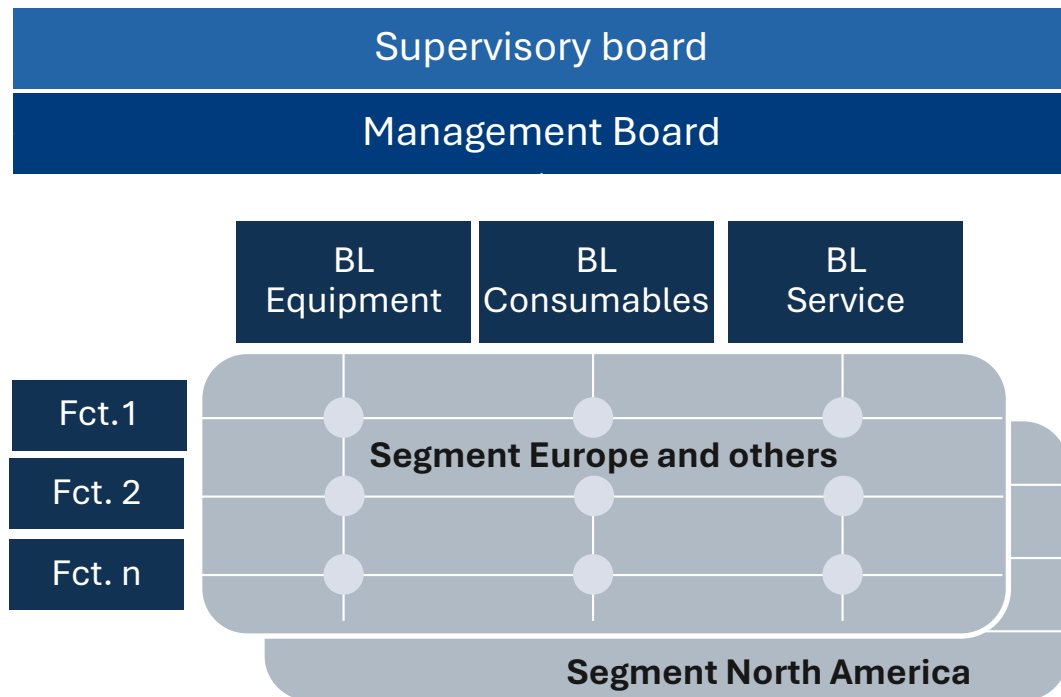
Enthusiasm

- › Strong, enthusiastic passion with motivation and commitment to our customers, company and colleagues
- › Positive attitude, drive and willingness to get stuck in
- › World market leader

Organizational Changes

New organization successfully implemented September 1st, 2024.

Schematic illustration of global matrix organization



Focus & responsibilities

Segments



Executor – Full P/L responsibility

- “Sensor in the region”
- Project responsibility for selected cases & phases

Business-Line



Driver of business

- Budget responsibility
- Product & project ownership
- Team synchronization

Function



Service/solution provider

- Responsible for functional competence
- Governance & guidelines responsible
- People mgmt., processes & standards



**We are
customer centric**

- Strategy in line with our customer feedback
- New area "Operator Services"



**We are well
prepared**

- Smart products
- Data transparency created
- Focus on speed and quality



**We act from a
position of strength**

- Own service
- High installed equipment base
- Digital products in the portfolio



**We have already
started the
transformation**

- Organization implemented
- Processes in optimization
- Strategy developed



**The WashTec Team
is highly motivated
and demands
change itself**

- Willingness to change
- Continuation of the WashTec story
- Less is more

Transformation to a Solution Provider

Sebastian Kutz, CSO

Strong position: Broad product portfolio



Digital Platform



Equipment (c. 50%)¹⁾

Rollover



Tunnel



Truck & Bus



Jet Wash



After Sales (c. 45%)¹⁾

Water Recycling



Consumables (c. 15%)¹⁾



Service (c. 30%)¹⁾



Others (<1%)¹⁾

Rent & Leasing



Note: 1) Figures indicate share of group revenues

Strong position: Large installed base by segment



Revenue FY24¹⁾:

Europe and other

€394.7m

EBIT FY24¹⁾:

€41.8m
(10.6%)

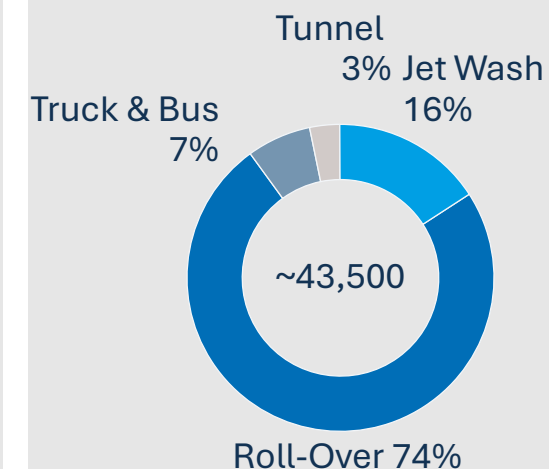
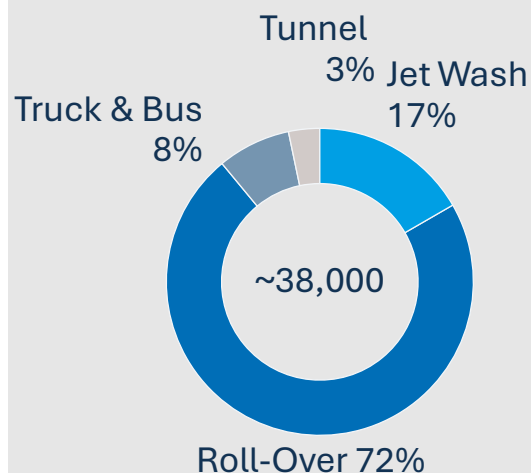
North America

€85.2m

WashTec Global

€476.9m

Installed base:



Machines with
WashTec Water
recycling:²⁾

~24%

~10%

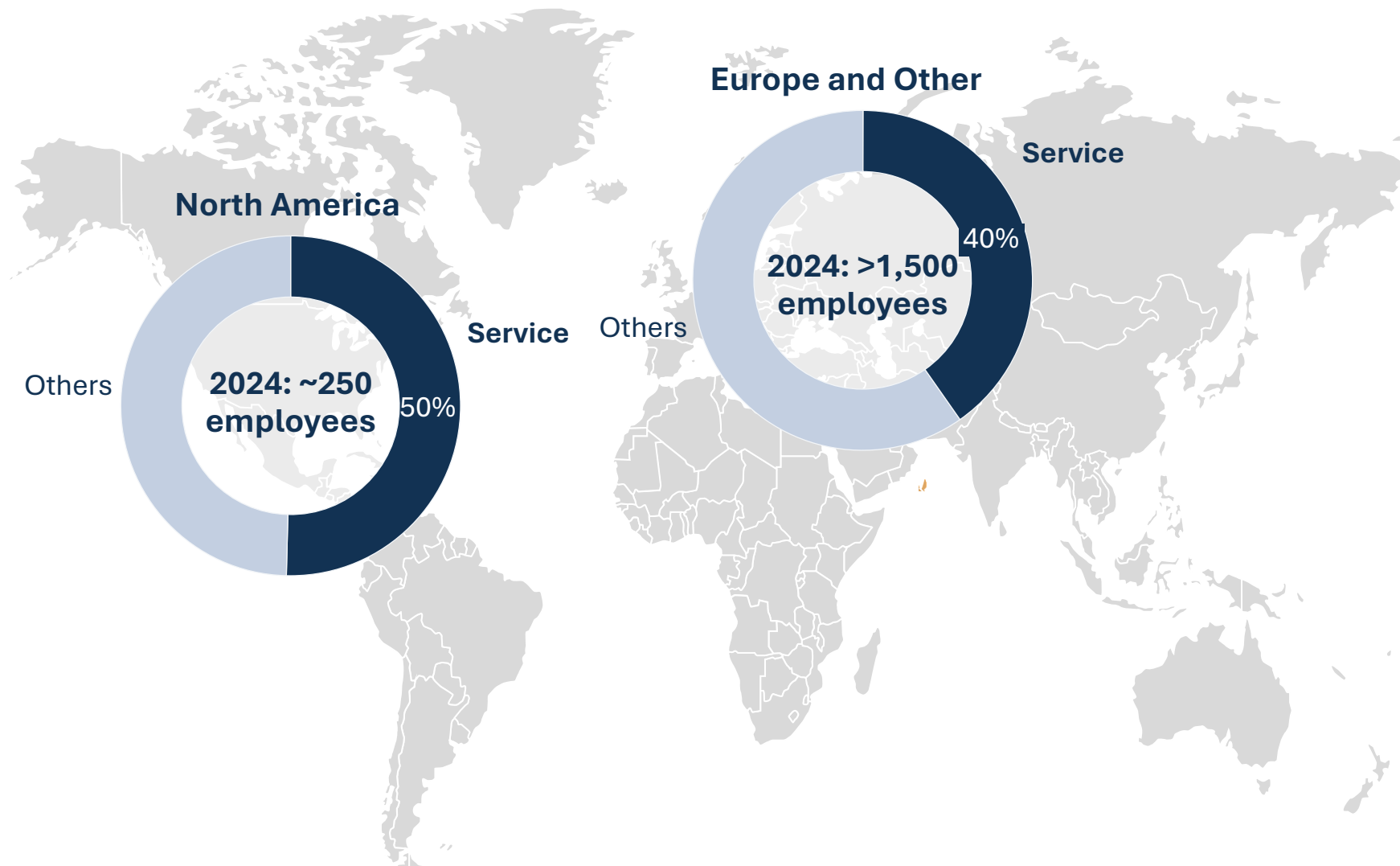
~22%

Notes:

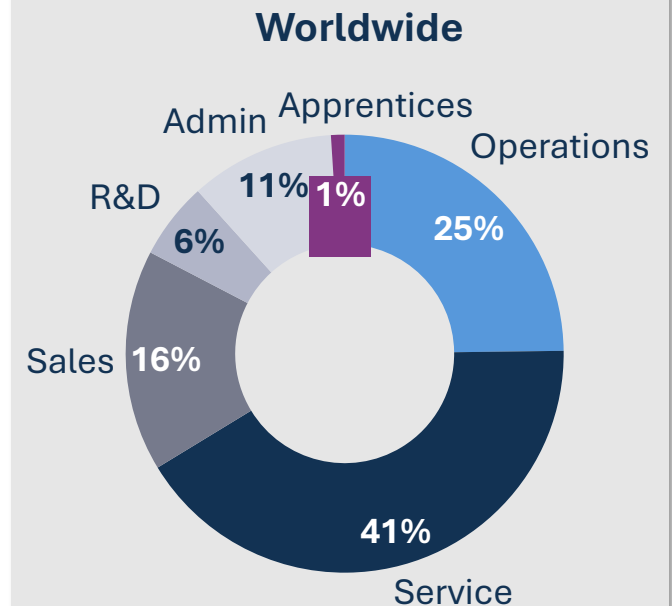
1) Revenue and EBIT by segment before consolidation effects

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

Strong position: Strong service network

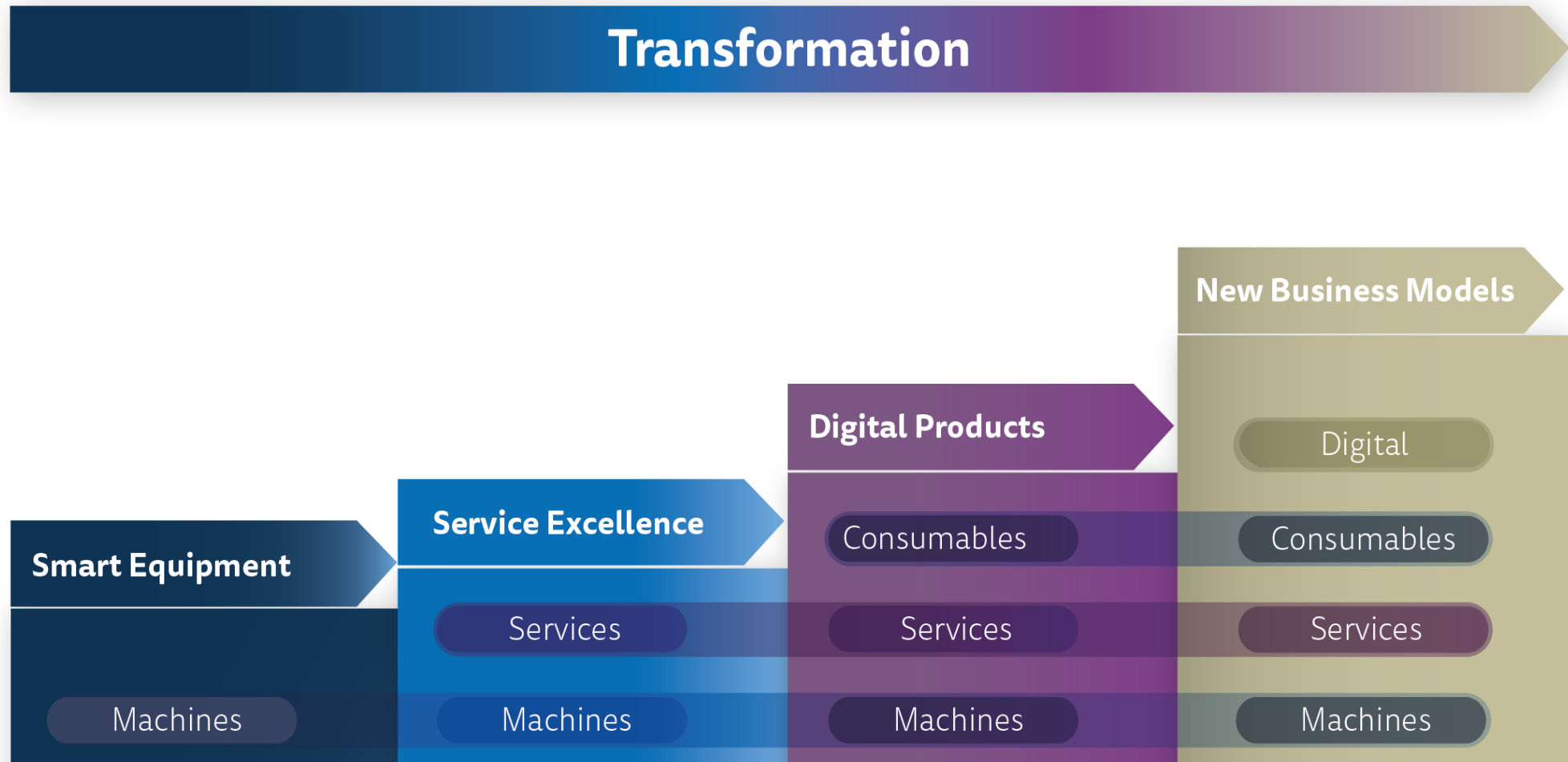


- > ~ 1.800 employees worldwide
- > With **more than 700 service employees** worldwide we ensure high uptime for our customers



New challenges require new approach






Smart solutions for a bright future

Holistic
Convenience
Service
Sustainability
Digitally integrated
Pioneer
Single source
Innovation

Growth
Added value
Quality
Commercial success
Pioneering
Sustainability
Bright wash results





Customers – Consumers – Employees – Investors – Environment

Smart Equipment

 **SmartCare Connect**
Self Service car washes
Tunnel
T&B
Water Recycling

Consumables Equipment Service

Smart Services

 WashNow	SmartConsumables
 EasyCarWash PRO	SmartPay
 CarWash Assist	SmartSiteCare
 SmartSite	SmartMarketing

SmartSite: Controlling your system the digital way



Key functionalities

- A simple, practical, user-friendly platform for intelligently monitoring and controlling car washes
- Monthly email overview of efficiency data, consumption data, capacity utilization

Added value

- Convenient, worldwide access to the systems via remote app
- Increased operating safety
- Greater efficiency and reduced energy costs

CarWash Assist: Remote services



Key functionalities

- Support for wash customers via hotline and cameras
- Remote site monitoring and support
- Greater uptime, better sales results

Added value

- Reduced workload for operators and staff
- Security and support for wash customers, if required
- No hidden downtime



Market trends



Stagnating numbers
of carwashes



Comfort



Personnel shortages



Machine availability
(Uptime)



Sustainability

WashNow: The business of a new era



Key functionalities

- Linking of supply and demand
- Access to new, future washing networks
- Bundling of washing services
- Easy preparation of promotional washes, special seasonal offerings, etc.
- Onboarding of platform partners by WashTec

Added value

- Reach more customers with digital services
- Unlocking of additional sales potential
- Extra convenience
- Greater customer satisfaction

EasyCarWash PRO: Service. Easy. Modern.



Key functionalities

- Digital sale of single washes and subscriptions
- Easy onboarding
- Marketing support

Added value

- Additional digital sales channel
- Recurring revenue through subscriptions
- Higher plant capacity utilization
- Increased customer loyalty
- Benefiting from the marketing experience of others



Market trends



Stagnating numbers
of carwashes



Comfort



Personnel shortages



Machine availability
(Uptime)



Sustainability

The background of the slide is a close-up, artistic shot of a car's rear end during a car wash. Water is being sprayed across the surface, creating a misty, bokeh effect. A prominent, glowing red light bar is visible along the bottom edge of the car's rear. The overall color palette is dominated by deep blues and purples, with the red light providing a strong contrast.

SmartCare Connect & Easy Car Wash Pro / 4U

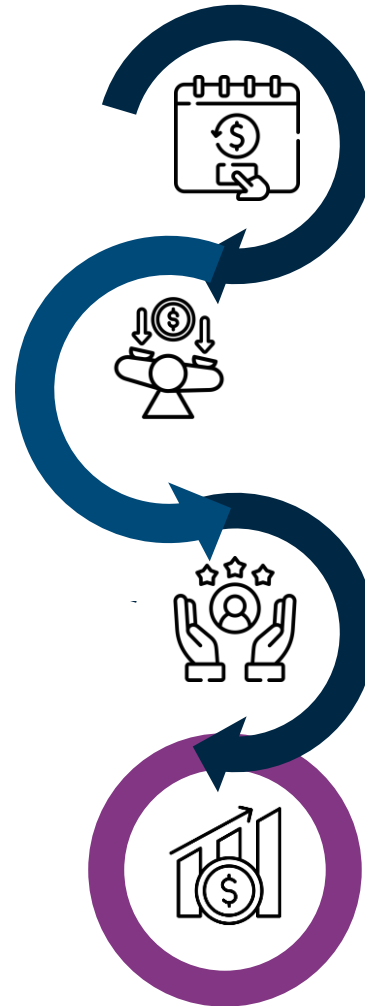
Morten Dale, EVP Nordics & Operator Services

Carsten Klees, VP Digital Solutions





1. Fixed monthly sales **mitigate uncertainties**
2. **High profitability** due to low variable costs
3. Higher **customer retention and loyalty**
4. Each subscriber generates almost **three times** higher sales per



Customer
value
= **56 Euro**

Non-Subscriber:
7 washes per year at
8 Euro in average price
= **56 Euro**



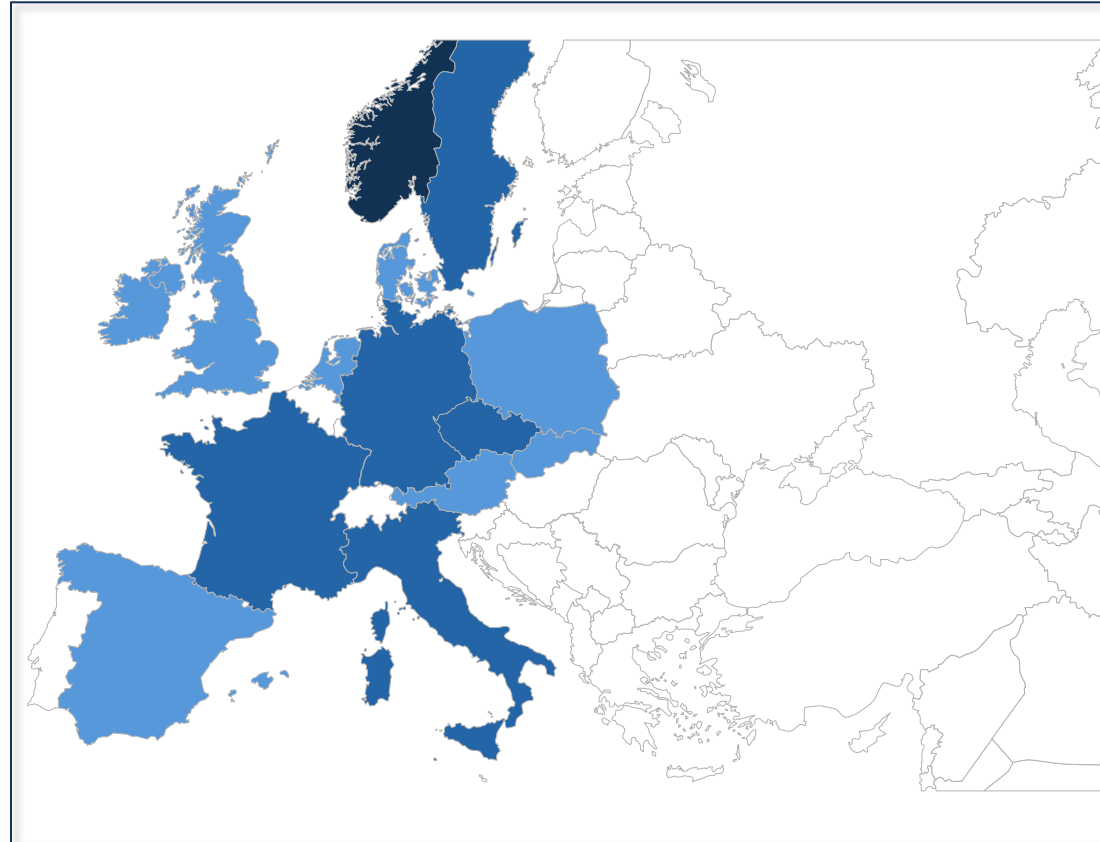
Customer
value
= **168 Euro**

Subscriber:
12 payments per year at
14 Euro per payment
= **168 Euro**

A real customer example



EasyCarWash PRO & 4U journey by country



Rolled-Out

First Pilots

Preparation Phase



Service contract
with WashTec



Wash contract
with AUWA
consumables



Fee for software
and hardware

EasyCarWash components



Camera & Connectivity Hardware

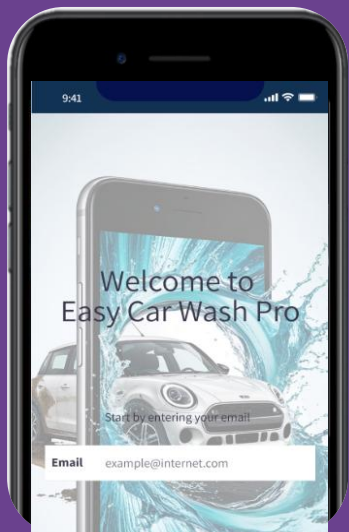


Dashboard



App

PRO



4U



Products



Customers



Permissions



Services



Sites



Operations



WashTec consults operators for a successful subscription business



Products



Sites



Operations



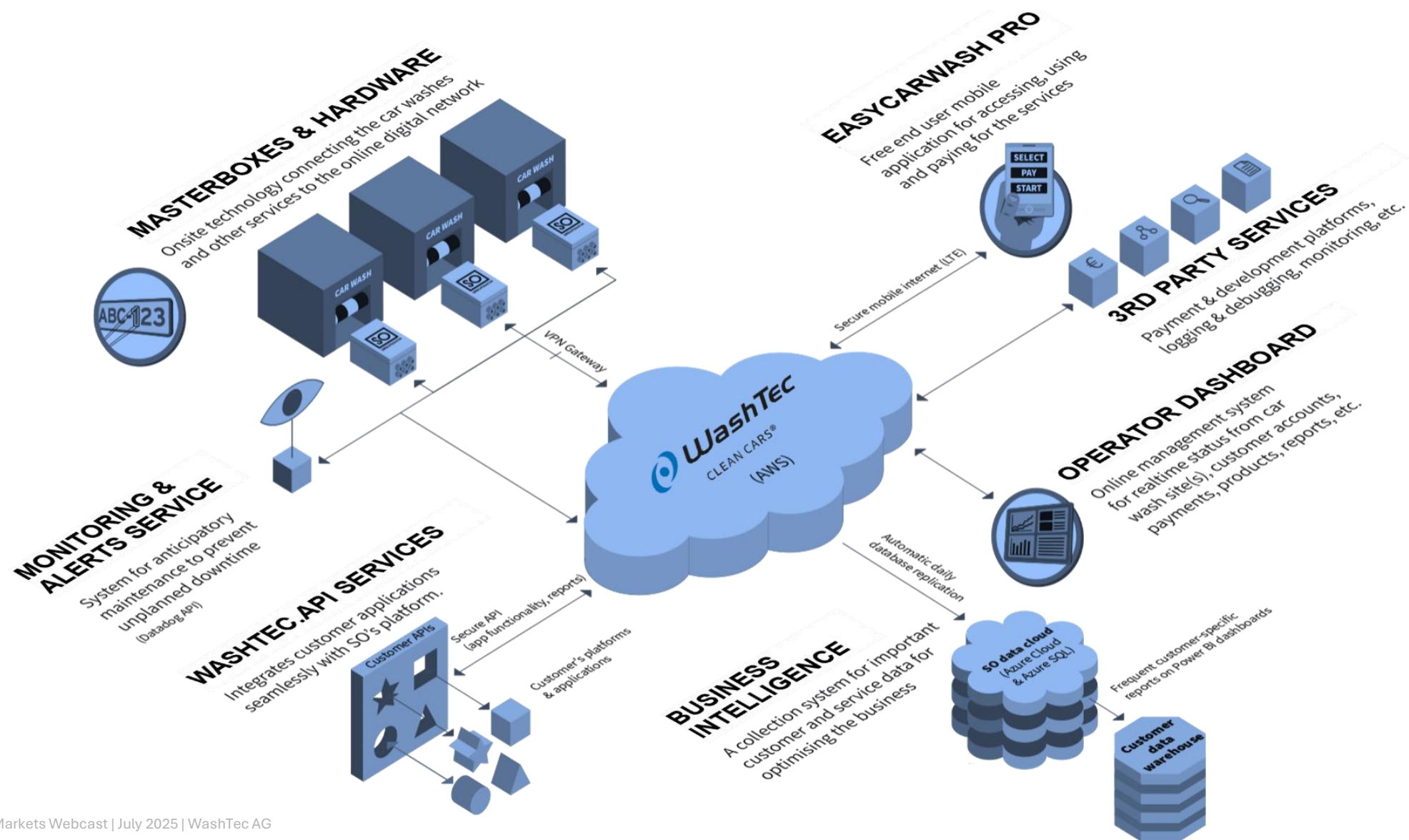
Services



Customers



Digital ecosystem ensures ...



Q&A



Financials

Andreas Pabst, CFO



1. Financial framework



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

2.1 Financial targets – 2027 (midterm)



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



EBIT-margin

12-14%

“through permanent process
improvement we chase for
increasing profitability”

Michael Drolshagen (CEO)

2024: 9.5%



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



ROCE

> 28%

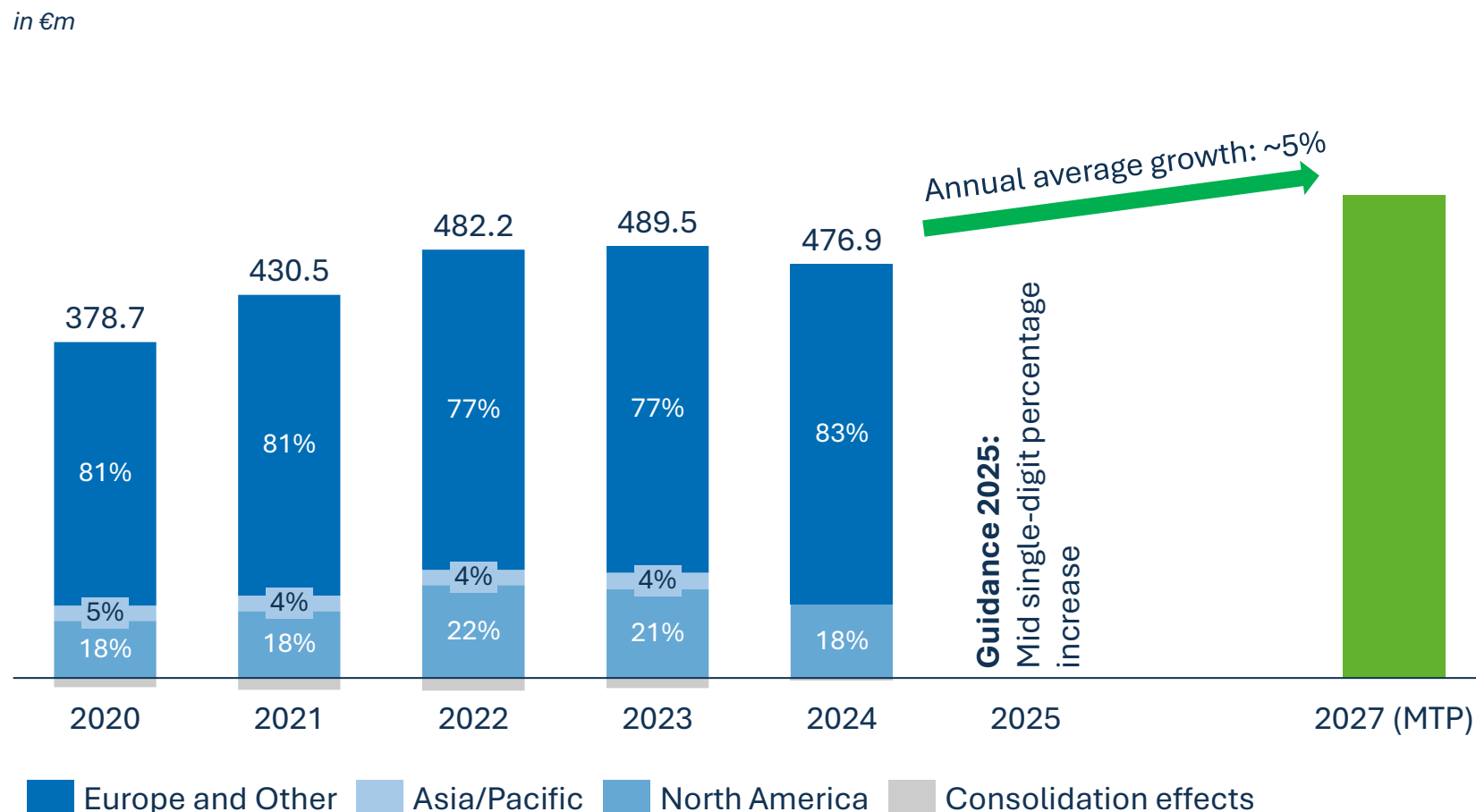
“Increasing results with low
Capital Employed will accelerate
ROCE”

Andreas Pabst (CFO)

2024: 23.6%

2.2 Revenue by segments

Mid-term plan – revenue by segments



Revenue split:

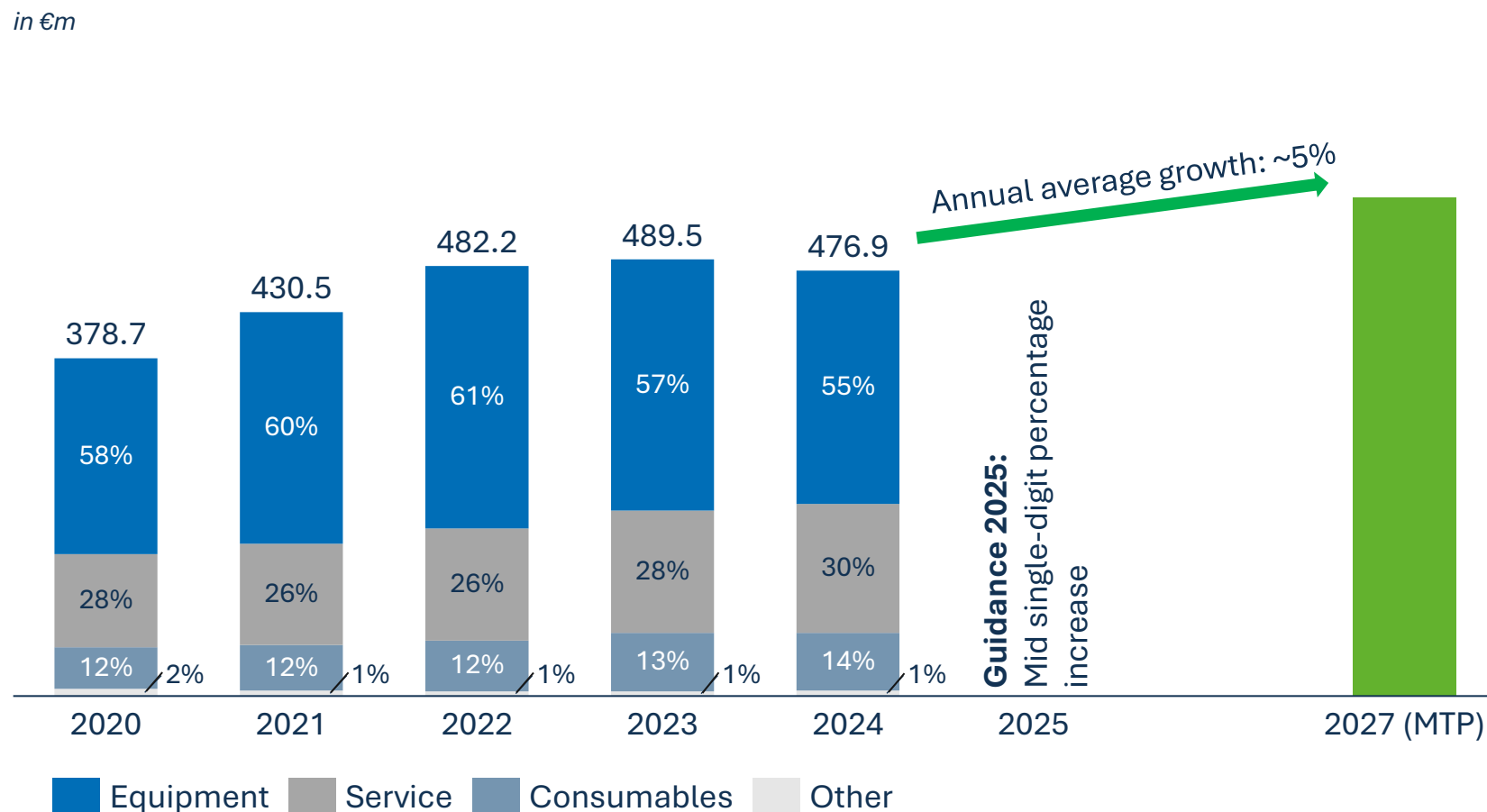
- › Strongest markets in terms of total revenues are Germany (28-32%), USA (15-20%) and France (10-14%)
- › Key Accounts stand for 40-45% of total revenues

Growth drivers:

- › **Digitization e.g.**
 - EasyCarWash PRO/4U
 - Subscription models
- › **Bundling of our offerings**
- › **Product range e.g.**
 - SmartCare Connect
 - Magic Care

2.3 Revenue by business lines

Mid-term plan – revenue by business lines



Recurring revenues:

Resilient business on growing recurring revenues, increasing from 40% in 2020 to ~50% by 2027

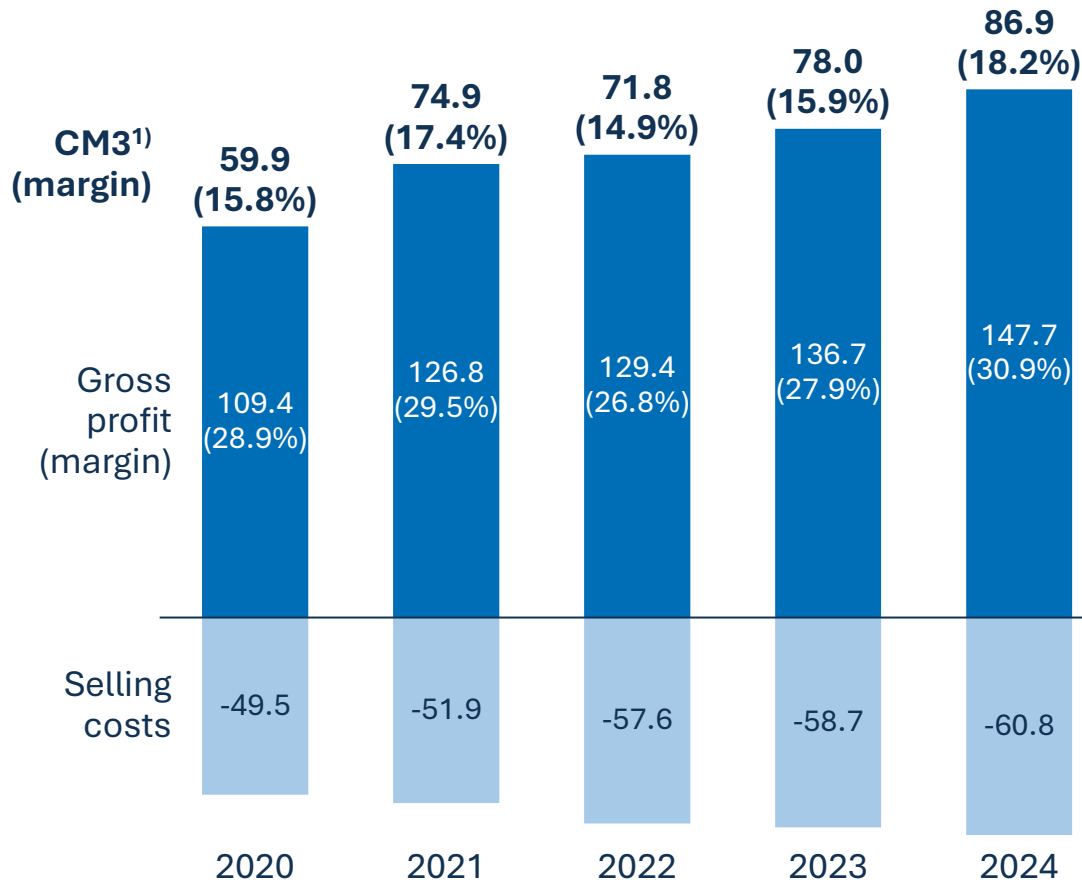
How to expand recurring revenues:

- › **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

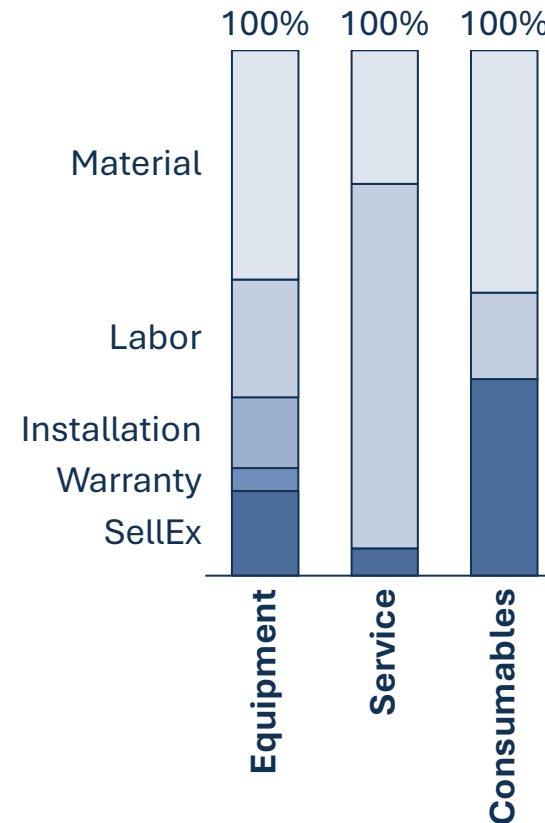
2.4 Gross profit & CM3¹⁾

Gross margin & CM3¹⁾

in €m



Cost composition



Segment differences:

- › Higher density of installed machines and production of own consumables makes Europe's Service and Consumable business comparably more profitable than North America

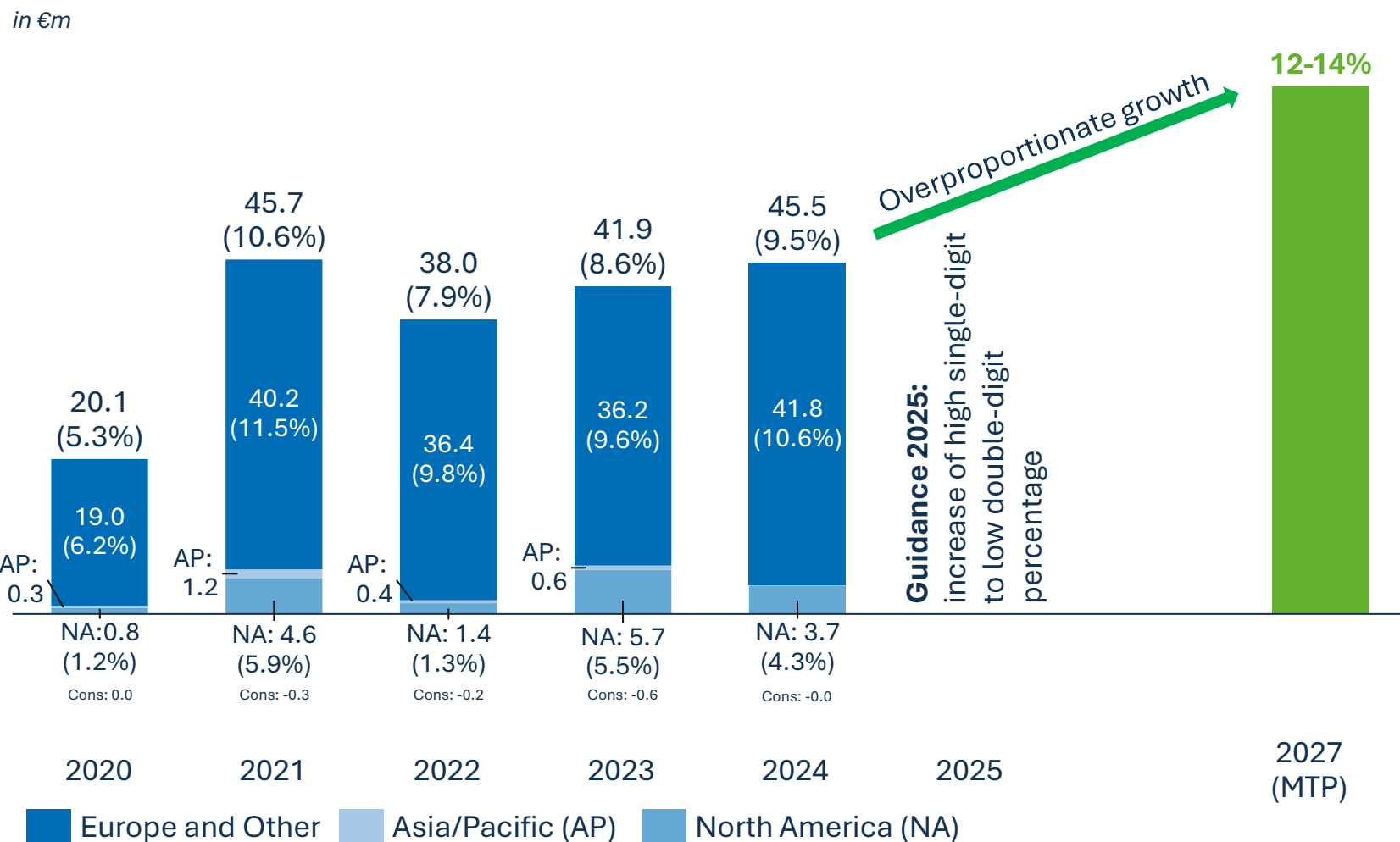
How to improve profitability:

- › Global efficiency programs for installation and warranty
- › Production optimization and (re-)location
- › Strengthen supplier management
- › Usage of digital database to increase effectiveness (e.g. optimized service)

Note: 1) CM3 = contribution margin 3 = Gross margin + Selling costs ratio

2.5 EBIT by segments

Mid-term plan – EBIT and EBIT margin by segments



Profitable growth:

- › Growth will be profitable over the coming years.
- › EBIT growth will clearly exceed annual average revenue growth (~+5%)
- › Profitability will be higher in Europe than in North America

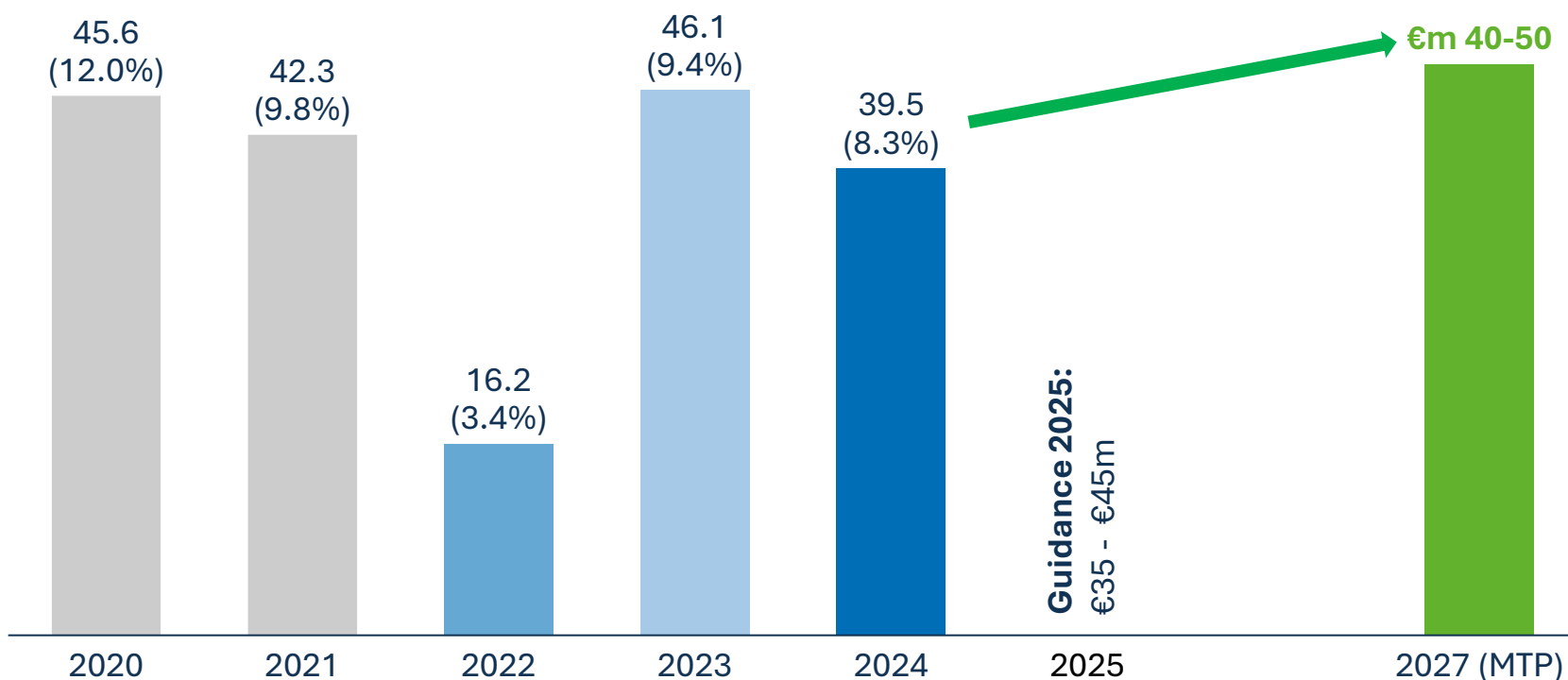
Financial mid-term target (EBIT-Margin):

- › WashTec Group: 12-14%

2.6 Free Cashflow

Free Cashflow and Free Cashflow to total revenue

in €m



Cashflow statement:

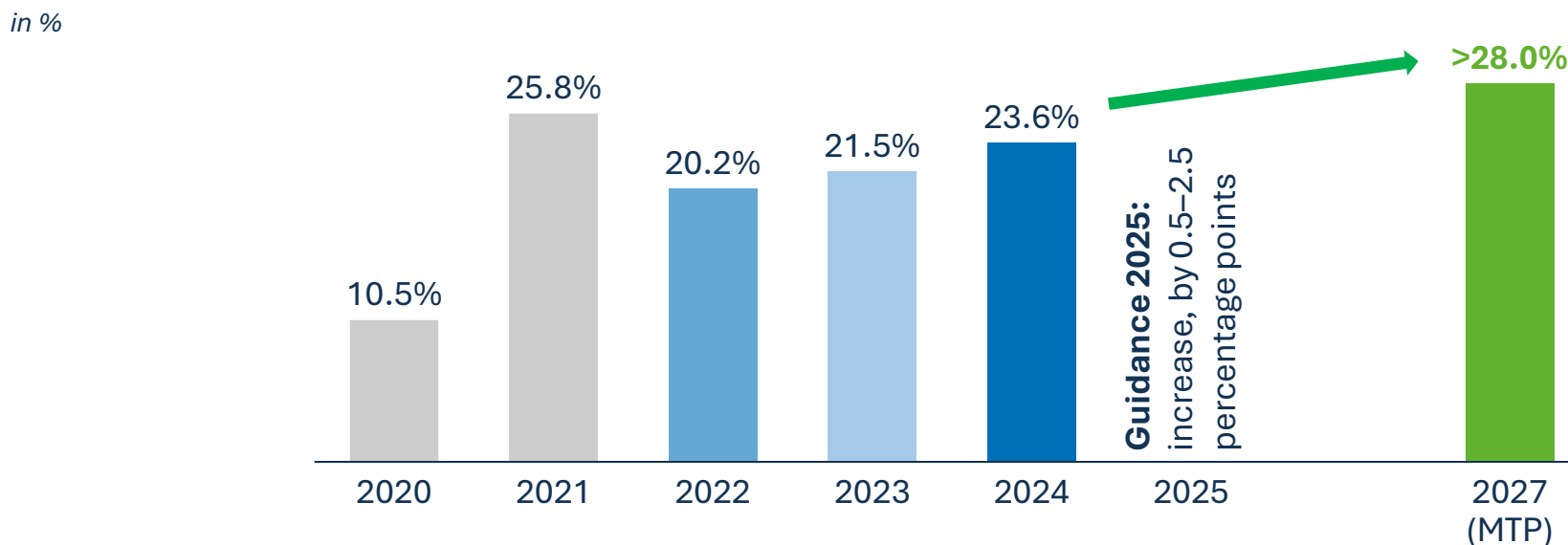
Based on profitable business and ongoing working capital management WashTec shows stable cash inflows to finance necessary investments and generate cash for distribution to investors

CAPEX:

Over the last years investments done mainly in machines and digitalization (exemption: 2023 acquisition of US production facilities)

2.7 Return on Capital Employed (ROCE)

Return on Capital Employed (ROCE)



(in €m)	2020	2021	2022	2023	2024			2027 (MTP)
EBIT	20.1	45.7	38.0	41.9	45.5			
÷ Capital Employed	191.1	177.0	188.3	194.5	193.1			
= ROCE	10.5%	25.8%	20.2%	21.5%	23.6%			>28.0%

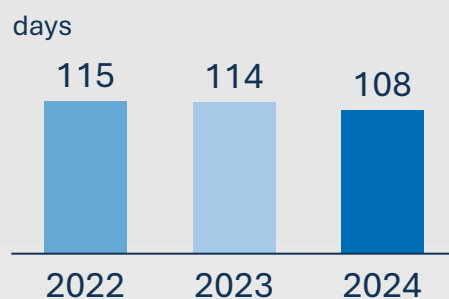
ROCE:

- › KPI used for steering on group level
- › Capital employed = fixed assets incl. goodwill and right of use + Net Operating Working Capital (calculated on average over last five quarters)
- › Higher profitability and cautious investment in fixed assets will support growing ROCE-margin of next years

3.1 Other key financial indicators



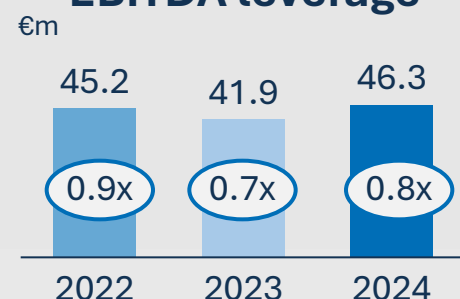
C2C Cycle



Improving cash 2 cash cycle



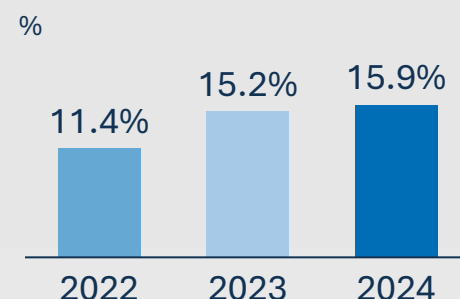
Net financial debt & EBITDA leverage



Solid financed – based on bilateral banking agreements



Fixed asset ratio*

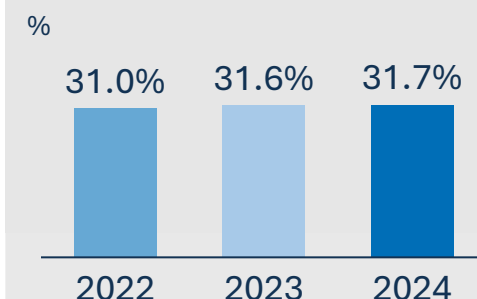


Asset light business model

*(Fixed assets+ intangibles)/total assets



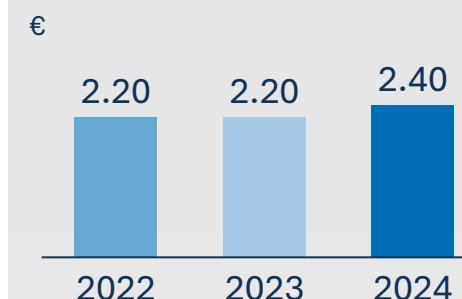
Equity ratio



Healthy and stable equity ratio



Dividend

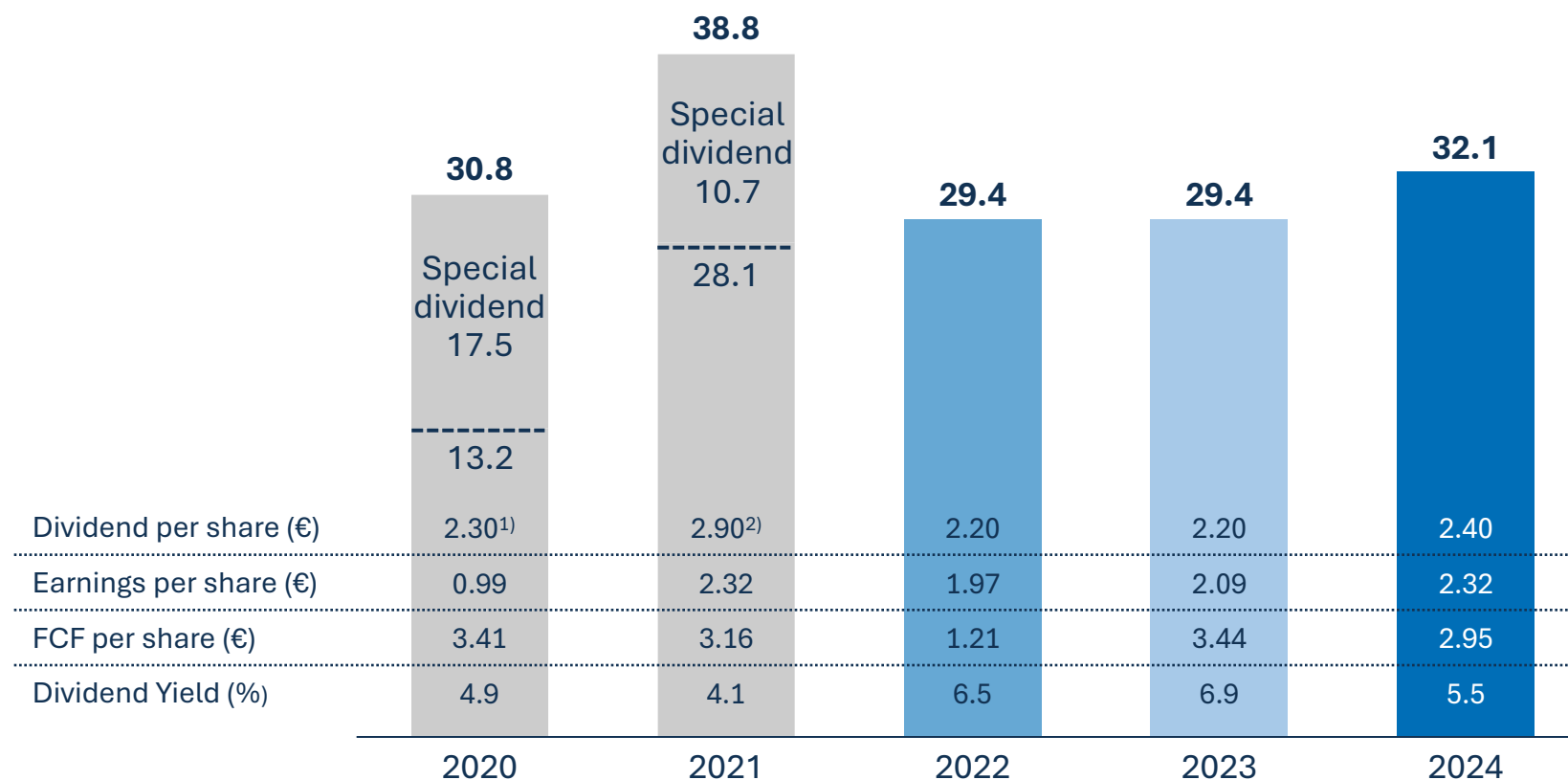


Strong dividend over the recent years

3.2 Shareholders pay back

Total dividend for the year

€m



Notes:

1) 2020: Dividend of €0.99 per share and special dividend of €1.31 per share

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

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

Focus on Total Shareholder Return

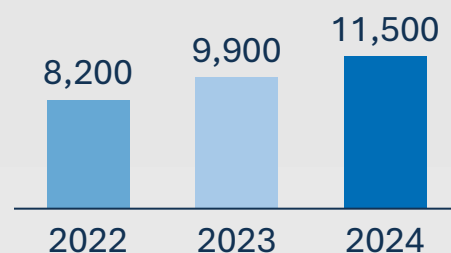
Stable or slightly increasing investors payout (through dividend and/or share buy back). Stock-liquidity to be enforced via communication and good results.

4. Selected other non-financial indicators



Digital connected machines

units

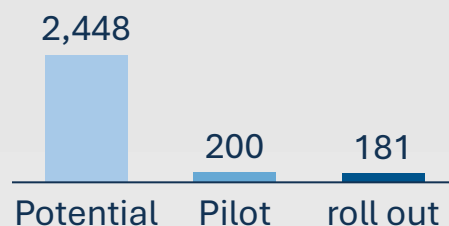


Connectivity as basis for business improvement



Easy CarWash PRO/4U

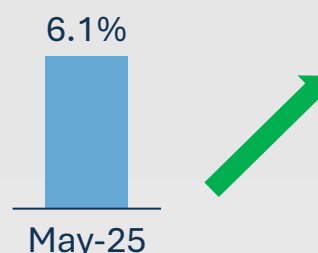
sites



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



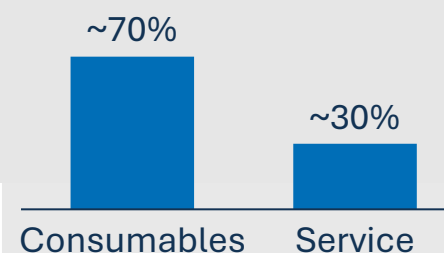
Remotely solved issues



Already 6.1% of service notifications are solved remotely



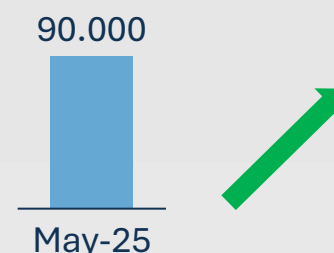
Sleeping customers



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

Conclusion

Michael Drolshagen, CEO





Market Shift

- We understood that markets are changing



Change

- Based on our strong market position we will drive that change



Solution Provider

- We are developing WashTec to become a solution provider



Digital Revenue

- Digitization with bundling will expand our recurring revenue share



Profitability

- We put profitability in the center of our work



Shareholders

- Therefore, we will drive Total Shareholder return

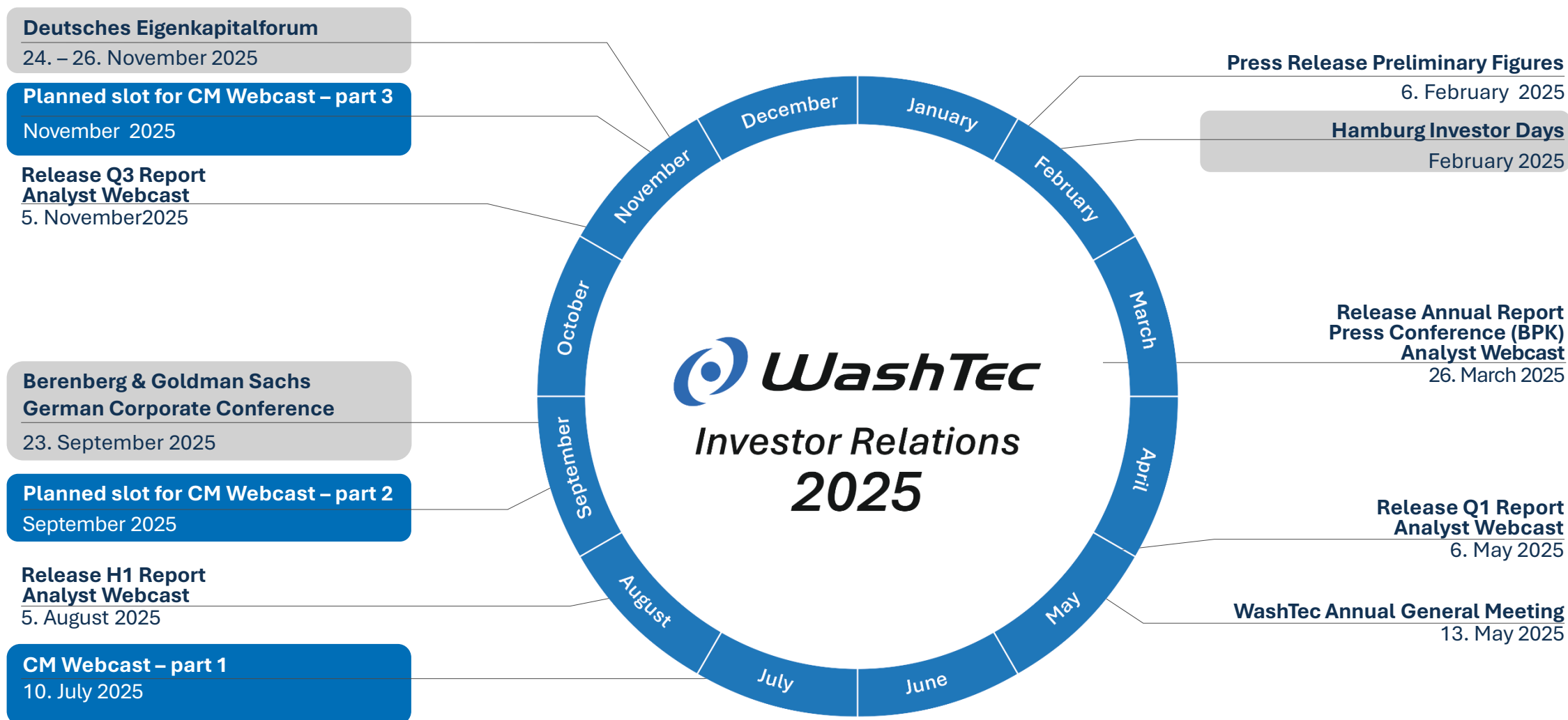


WashTec is well on track!

Q&A



Communication Cycle 2025





CLEAN CARS®

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