

THE WÜRTH GROUP

The Würth Group is leading in the development, production, and sale of assembly and fastening materials. More than 400 companies operating over 2,800 shops in 80 countries form part of this global family business, which hails from the German town of Künzelsau. The founding company, Adolf Würth GmbH & Co. KG, is still the largest individual company in the Würth Group to this day.

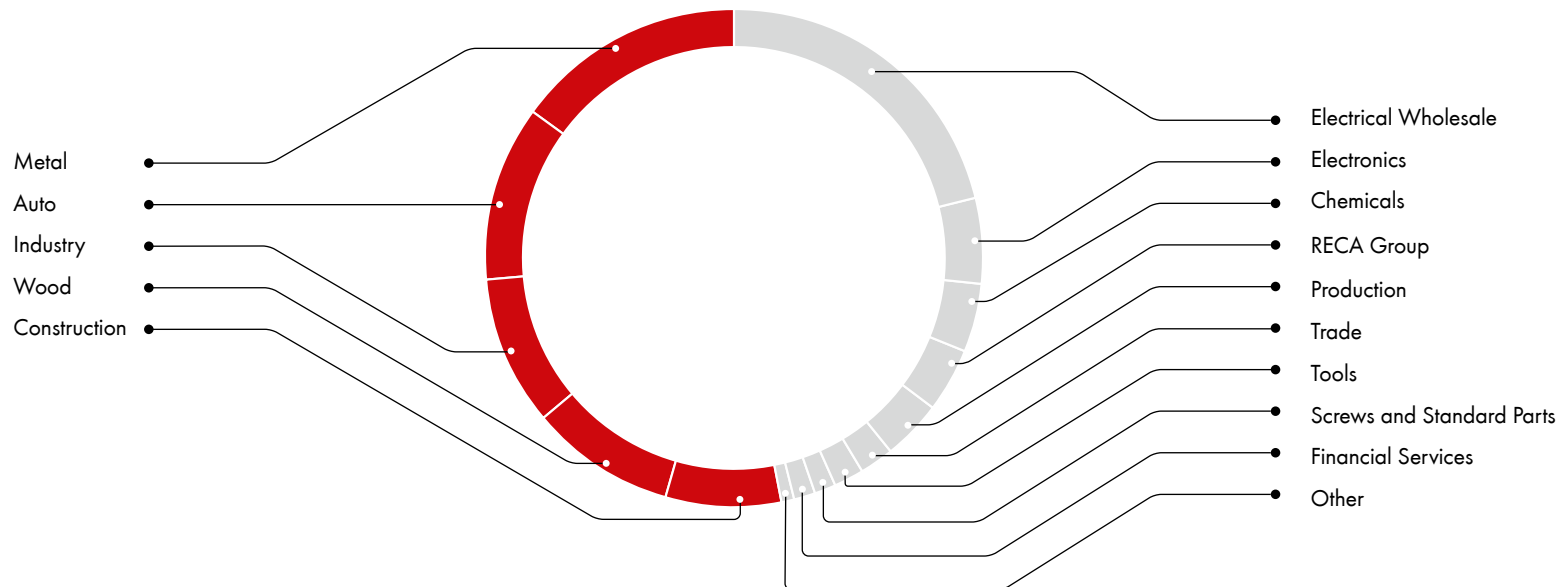
The Group is divided into two operational units: the Würth Line and the Allied Companies.

Würth Line

The business activities of the Würth Line focus on the production and sale of assembly and fastening materials for customers in the trades and industry. The operative business units within the Würth Line are divided into five divisions. These account for 53.0 percent of the total sales volume generated by the Würth Group.

Allied Companies

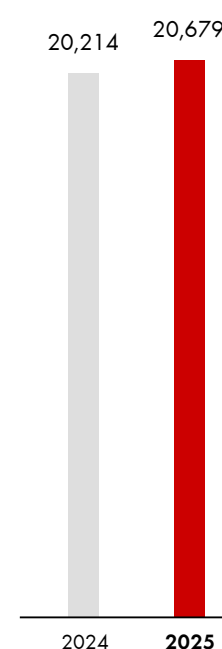
The Allied Companies are Group companies that either operate in business areas related to the core business or in diversified business areas. They are divided into nine strategic business units. With the exception of a small number of production companies, the majority are trading companies operating in related sectors. They account for 47.0 percent of the Group's total sales volume.



THE WÜRTH GROUP AT A GLANCE

		2021	2022	2023	2024	2025
Sales	in millions of EUR	17,060	19,933	20,396	20,214	20,679
Sales growth	in %	18.4	16.8	2.3	-0.9	2.3
Employees	Number	83,183	85,637	87,047	88,393	86,415
Pre-tax operating result*	in millions of EUR	1,270	1,575	1,455	940	970
Return on sales	in %	7.4	7.9	7.1	4.6	4.7
EBIT	in millions of EUR	1,261	1,575	1,502	978	1,047
EBITDA	in millions of EUR	2,036	2,379	2,364	1,940	2,070
EBITDAR	in millions of EUR	2,101	2,455	2,459	2,037	2,176
Net income for the year	in millions of EUR	965	1,194	1,136	673	676
Cash flows from operating activities	in millions of EUR	1,034	867	2,002	1,635	1,796
Investments	in millions of EUR	861	1,178	1,312	1,226	1,145
Equity	in millions of EUR	6,824	7,913	8,761	9,231	9,703
Net debt	in millions of EUR	567	987	455	791	540
ROCE	in %	14.8	15.6	14.4	8.7	9.4
Total assets	in millions of EUR	15,114	17,188	17,995	19,273	19,199
Scope 1 + 2 greenhouse gas emissions**	† CO ₂ e	365,248	335,632	325,760	334,466	313,502
Sustainable packaging material***	in %	-	-	-	66.7	67.6
Low-risk suppliers with regard to sustainability criteria****	in %	-	-	-	-	81.9
Rating S&P Global Ratings		A/stable	A/stable	A/stable	A/stable	A/stable

SALES | Würth Group in millions of EUR



Generating sales of EUR 20.7 billion, the Würth Group achieved a new sales record in the 2025 fiscal year (2024: EUR 20.2 billion). This corresponds to growth of 2.3 percent. Adjusted for currency effects, sales grew by 3.2 percent. The German companies of the Würth Group reported a slight increase in sales of 1.0 percent, with Adolf Würth GmbH & Co. KG, the Group's largest individual company, generating a 2.9-percent increase compared to the previous year. The companies outside Germany increased their sales by 3.2 percent, or by as much as 4.7 percent after adjustments to reflect currency effects.

The consolidated financial statements of the Würth Group are prepared in accordance with the International Financial Reporting Standards (IFRS).

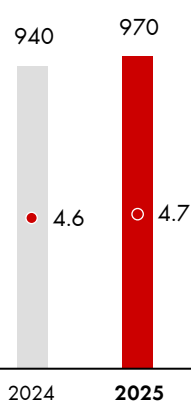
* Earnings before taxes, before the impairment of goodwill, brands, and financial assets, before the collection of negative differences recognized in profit or loss, before the adjustment of purchase price liabilities from acquisitions through profit or loss, and before changes recognized in profit or loss of non-controlling interests disclosed as liabilities

** Market-based method; scaled up to 100 % of the Würth Group's sales for 2021 and 2022

*** Proportion of packaging material used made from renewable or recycled raw materials

**** Proportion of suppliers assessed according to social and environmental criteria via the central platform solution for sustainable supply chain management, based on active suppliers of the participating companies

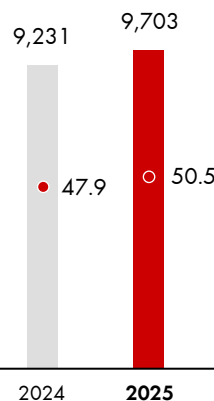
OPERATING RESULT | Würth Group in millions of EUR



The operating result was slightly up on the previous year at EUR 970 million (2024: EUR 940 million). The rate of return also saw a slight uptick, to 4.7 percent (2024: 4.6 percent).

● Return on sales in percent

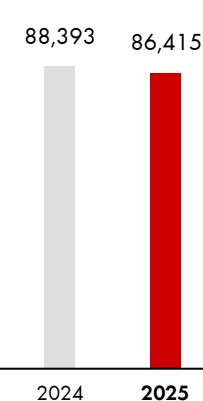
EQUITY | Würth Group in millions of EUR



The equity of the Würth Group increased by 5.1 percent to EUR 9,703 million last year. The equity ratio increased significantly to 50.5 percent (2024: 47.9 percent), which is a very good level for a trading company.

● Equity ratio in percent

EMPLOYEES | as of 31 December



The number of employees in the Würth Group decreased by 2.2 percent to 86,415 (2024: 88,393). In Germany, the Würth Group had 26,672 employees on the payroll (2024: 27,308), while Würth companies abroad reported 59,743 employees (2024: 61,085). In the 2025 fiscal year, 43,940 employees worldwide worked in sales (2024: 44,912).