

WÜRTH  GROUP

INVESTOR PRESENTATION

Würth Finance International B.V. | June 2026



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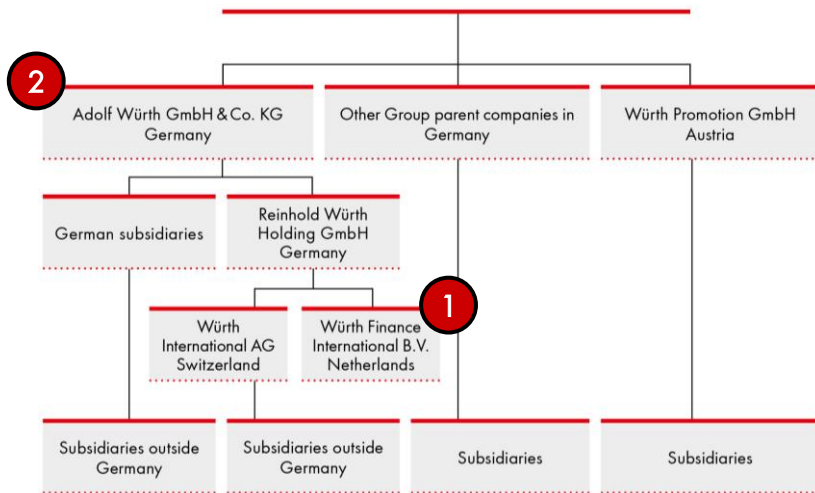
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Organizational and legal structure (simplified charts)

Legal structure

WÜRTH-FAMILIENSTIFTUNGEN



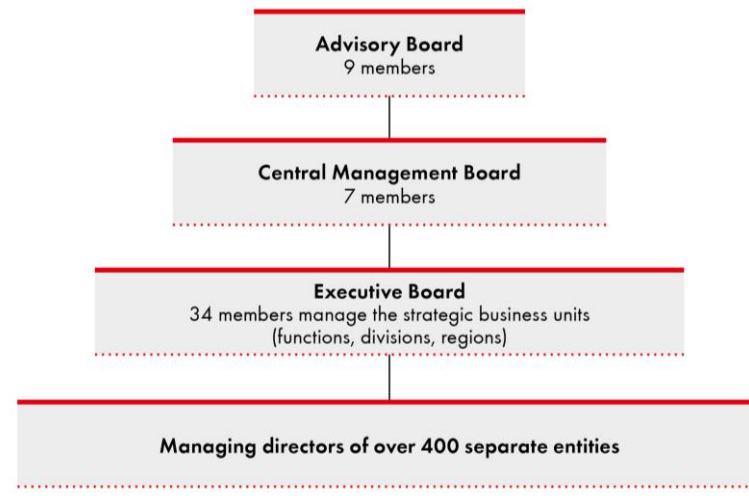
1. Bond Issuer: Würth Finance International B.V. Netherlands

Financial company of the Würth Group. In its core business, Würth Finance International B.V. is responsible for concentrating and optimising the worldwide flow of payments, managing the financial risks, handling Group financing and fostering investor relations.

2. Bond Guarantor: Adolf Würth GmbH & Co. KG Germany

Parent company and at the same time largest individual company in the Group.

Organizational structure



Würth Group

Key credit highlights

100% family-trust-owned Würth Group, headquartered in Germany, is the largest global distributor of assembly products in the maintenance, repair and operations industry with a strong brand and a good reputation for high quality products.

Business

- Highly diversified customer (~4.5 million active customers) and supplier base (~35,000) across various sales regions and industries, highly fragmented market (est. market share 5-10%) -> no major dependencies.
- Trading and logistics are our core competencies (~ 20% of total sales generated with products manufactured by Group companies).
- Strong investment in R&D for > 30 years (~45% of total sales generated with products incorporating the Group's own development expertise).
- Leveraging its strong brand recognition and high-quality products, the Würth Group excels in the historically stable MRO market (maintenance, repair, and operations) with C-parts (low-value, high-volume consumables such as fasteners, washers, seals, and specialized screws). Its proven long-term ability to pass through cost increases is supported by ~31,000 sales representatives, enabling individual pricing discussions.
- Large scale business (FY 2025): EUR 20.7 billion sales / EUR 970 million operating result / EUR 2.1 billion EBITDA / 86,415 employees.
- Slight group sales increase of +3.2% YTD April 2026
- Sustainability: CSRD compliant reporting for the Würth Group already published for the year 2025 (ahead of the mandatory requirement starting in 2028 for the year 2027)

Bonds

- Regular issuer: Currently EUR 2.2 billion across four bonds outstanding.
- S&P: „A“ unchanged since 2000. S&P comment about Würth Group: „among the most stable credit profiles in the global corporate arena“.
- Strong commitment by management and owner family to keep the „A“ Rating. Conservative financial and dividend payout policy.

Würth Group

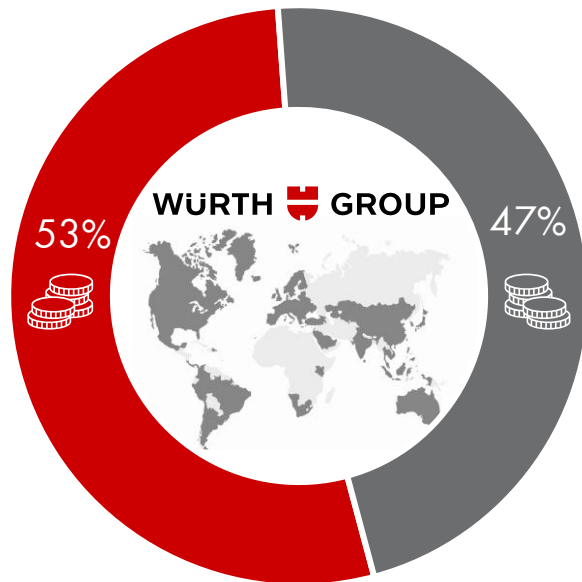
More than 400 companies in over 80 countries

FY 2025 | sales shares in percent of group sales



Würth Line

Production and distribution of Würth-branded products



WÜRTH  GROUP



WÜRTH
ELEKTRONIK
MORE THAN
YOU EXPECT

HAHN+KOLB
GROUP



Unielektro
Fachgroßhandel GmbH & Co. KG

W.Ξ.G.
Würth Elektrogroßhandel

ARNOLD®
BlueFastening Systems

Allied Companies

Production and trading companies operating in areas related to the Würth Line core business

Customer focus: Craft & Industry

Würth Group

Our multi-channel strategy

FY 2025

Shops

>2,800 locations



Digital systems

Sales of
EUR 1.2 billion



Sales

43,940
employees



MULTI-CHANNEL

E-business

Sales of
EUR 5.2 billion**



Telesales consultations

~ 1,900
employees*



* of 43,940 sales employees

** E-business sales of EUR 5.2 billion include Digital systems sales of EUR 1.2 billion

Financials

Long-term sales development

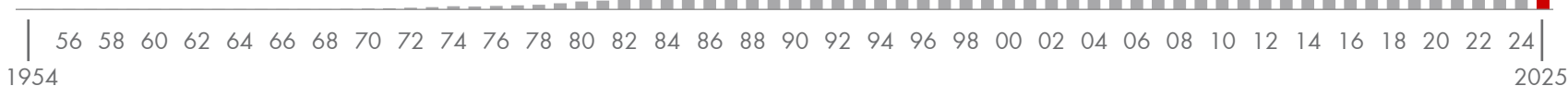
FY 1954-2025 | in millions of EUR



- Sebastian Würth**
Chairman of the Advisory Board of the Würth Group
- Bettina Würth**
Member of the Supervisory Board of the Würth Group
- Maria Würth**
Executive Vice President of the Würth Group for Arts and Culture
- Prof. Dr. h. c. mult. Reinhold Würth**
Honorary Chairman of the Supervisory Board of the Würth Group
- Benjamin Würth**
Chairman of the Supervisory Board of the Würth Group

CAGR 19.3 %
Compound annual growth rate

20,679



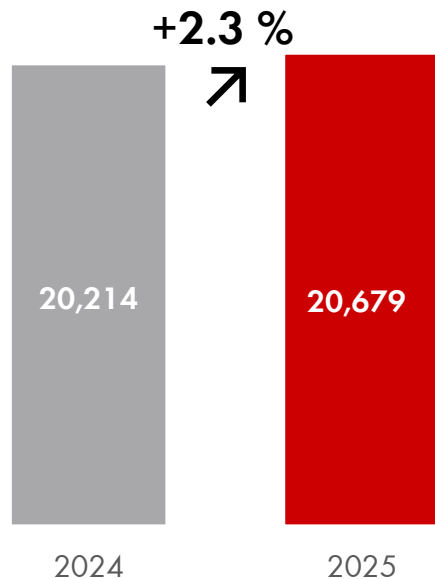
Financials

Current situation

FY 2025

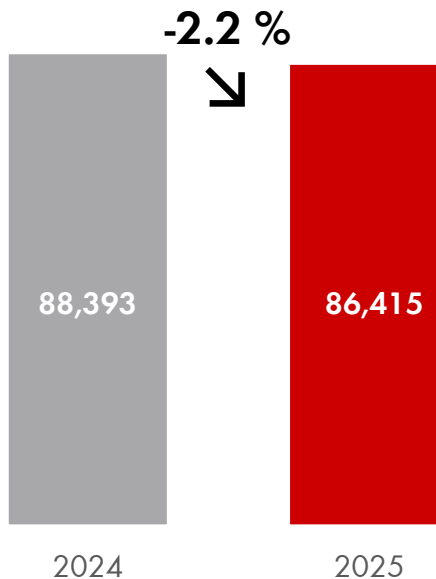
Sales

in millions of EUR



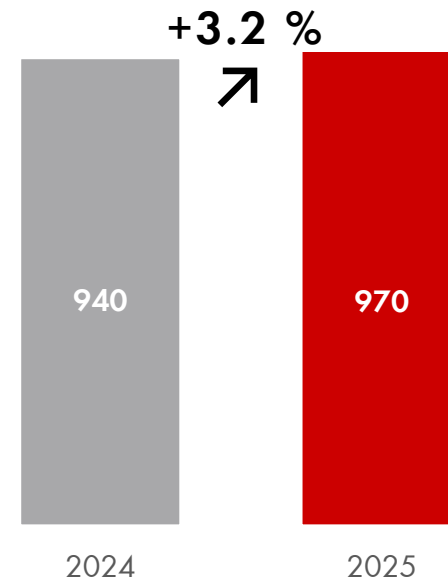
Employees

no. of



Operating result

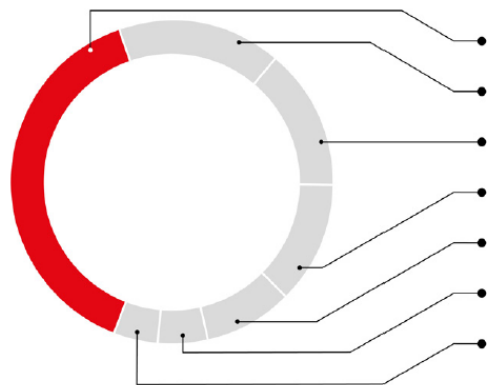
in millions of EUR



Financials

Sales by region

FY 2025



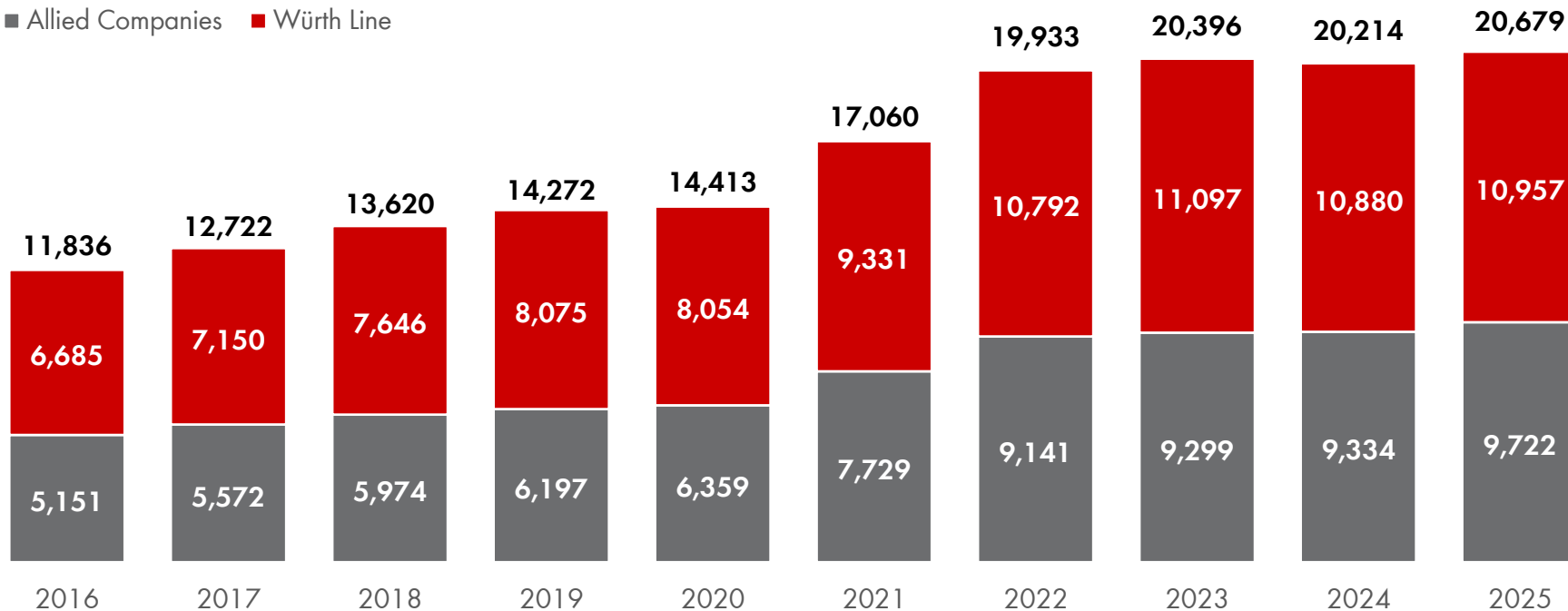
	2025 in %	2025 in millions of EUR	2024 in millions of EUR	Change in %
Germany	38.9	8,042	7,964	+1.0
Southern Europe	16.6	3,417	3,132	+9.1
The Americas	14.0	2,901	2,923	-0.8
Western Europe	12.2	2,530	2,558	-1.1
Eastern Europe	9.1	1,883	1,786	+5.4
Scandinavia	4.8	990	963	+2.8
Asia, Africa, Oceania	4.4	916	888	+3.2
Total		20,679	20,214	+2.3

Financials

Sales developments of Würth Line and Allied Companies

FY 2025 | in millions of EUR

■ Allied Companies ■ Würth Line



Financials

Divisions of the Würth Line

Sales in millions of EUR | sales shares in percent of group sales | FY 2025



Metal division

3,045 (14.7%)



Auto division

2,365 (11.5%)



Industry division

2,014 (9.7%)



Wood division

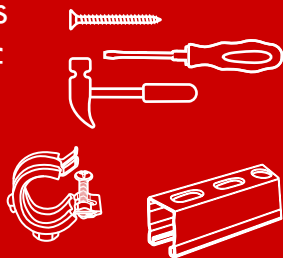
1,960 (9.5%)



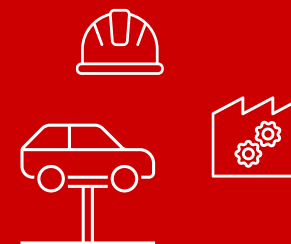
Construction division

1,573 (7.6%)

The Würth Line's core business is the manufacture and sale of **fastening and assembly materials**



Our customers include **tradespeople and industrial companies**



Financials

Business units of the Allied Companies

Sales in millions of EUR | sales shares in percent of group sales | FY 2025



Electrical Wholesale
4,423 (21.4%)



Electronics
1,104 (5.3%)



Chemicals
958 (4.6%)



RECA Group
838 (4.1%)



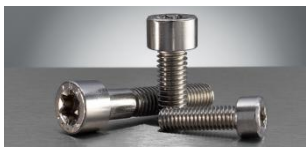
Production
803 (3.9%)



Trade
478 (2.3%)



Tools
365 (1.8%)



Screws and Standard Parts
331 (1.6%)



Financial Services
254 (1.2%)



Other
168 (0.8%)

The Allied Companies operate either in business areas related to the core business of the Würth Line or in diversified business areas, rounding off the Würth Group's portfolio.



Financials

Key figures

FY 2021 – 2025

		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**	t 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

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

Financing strategy of the Würth Group

Debt

- **EUR 4 billion EMTN Programme**

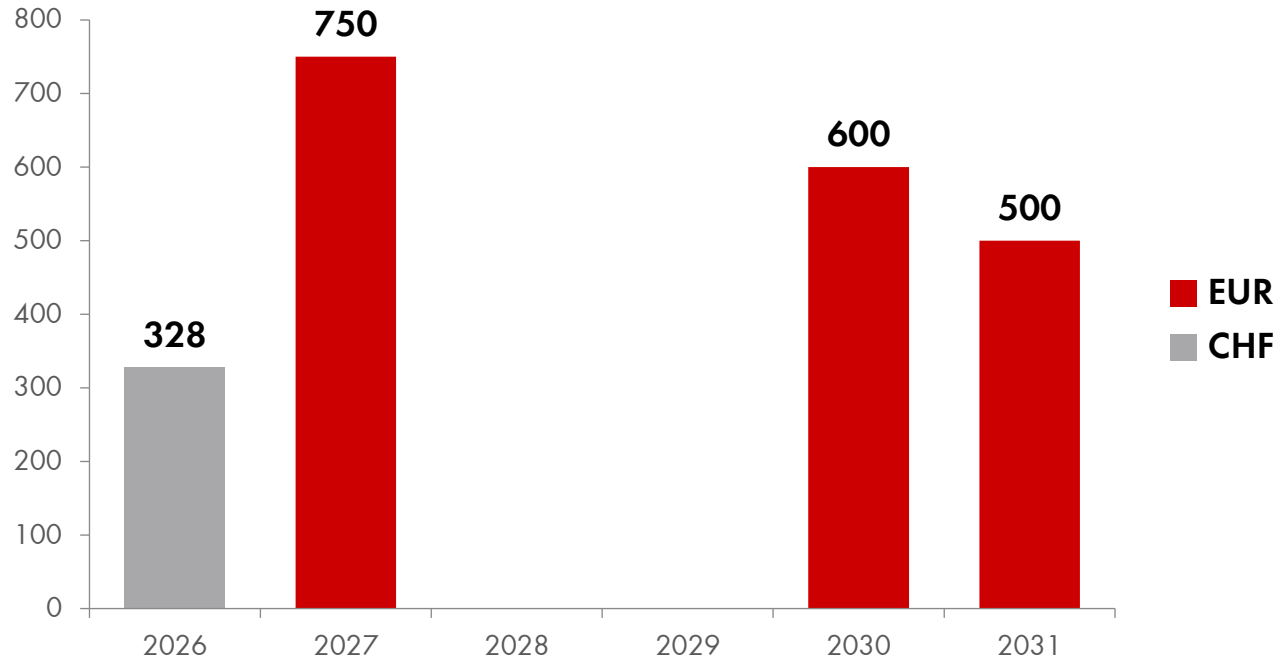
Issuer	Würth Finance International B.V.
Guarantor	Adolf Würth GmbH & Co. KG
Offerings	Public and Private
Issuing currencies	Various
Listing	Luxembourg Stock Exchange
Min. Denomination	EUR 1,000
Key covenants	Pari passu, negative pledge, cross default, change of control
Arranger	Deutsche Bank

- **Short-term liquidity covered via Multi Currency Commercial Paper Programme / Bank credit lines**
- **Alternative financing sources available (e.g. USPP)**
- **ESG-linked revolving credit facility of EUR 500 million (committed)**

Financing strategy of the Würth Group

Maturity profile bonds

In millions of EUR equivalent



Sustainability Strategy, Initiative & Reporting

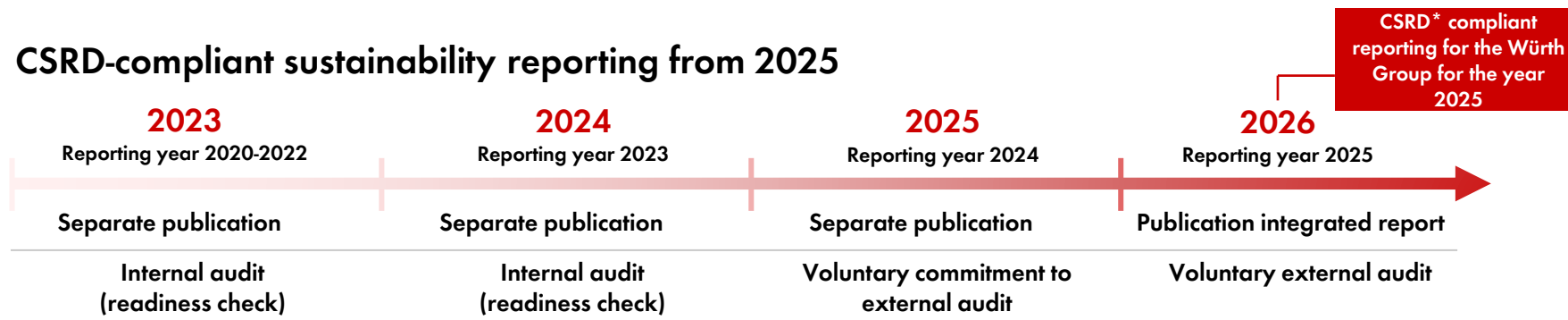
Strategy: Three transformation areas



Initiative: ESG-linked RCF

Volume	EUR 500 million (increase option to EUR 750 million)
Tenor	5+1+1 years, starting from September 2022
Issuer	Würth Finance International B.V.
Guarantor	Adolf Würth GmbH & Co. KG
Fin. Covenants	None
KPIs	<ol style="list-style-type: none"> Climate (Emissions of CO₂e in Scope 1+2) Material life cycles (Share of recyclable packaging) Social standards (Share of supplier with no negative impact)

CSRD-compliant sustainability reporting from 2025



Sustainability

How we put our strategy to work

WÜRTH INDUSTRIE

One of Europe's largest photovoltaic facade systems



WÜRTH GROUP

Supplier qualification by Central Purchasing of the Würth Group



MKT

Most sustainable production building in Germany with a DGNB Certificate in Platinum



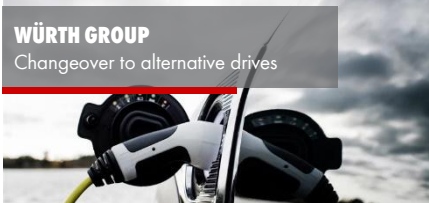
M-CUBE POWER TOOLS

German Sustainability Award for Cradle to Cradle® lifecycle strategy



WÜRTH GROUP

Changeover to alternative drives



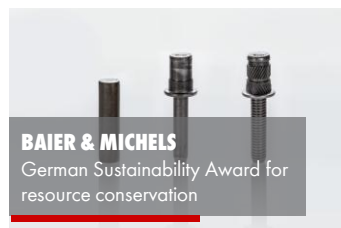
SWG SCHRAUBENWERK GAISBACH

Production building made out of timber



BAIER & MICHELS

German Sustainability Award for resource conservation



VARIFIX® QUICK-MOUNTING SYSTEM

The first system of its kind with Cradle to Cradle Certified® silver-level certification



HAHN+KOLB TOOLS

Heat pump & biodiversity project



ARNOLD FASTENERS (SHENYANG)

Evaporation technology reduces fresh water consumption in electroplating by 95 %



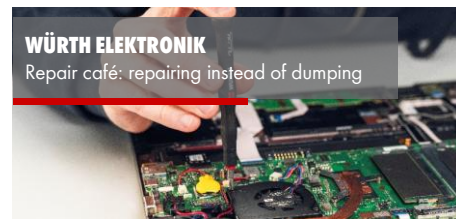
ORSY®SYSTEM-REGALE

Developed in accordance with the Cradle to Cradle® design principle



WÜRTH ELEKTRONIK

Repair café: repairing instead of dumping



Investor Relations contacts

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