



INVESTOR PRESENTATION

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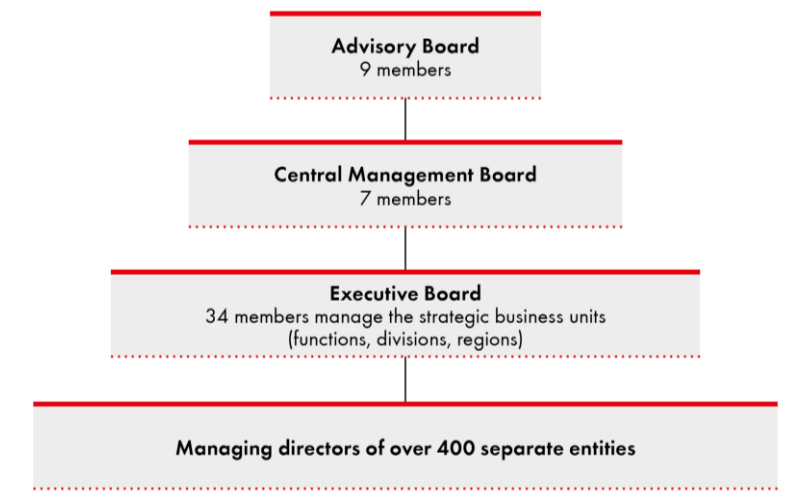
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Würth Group

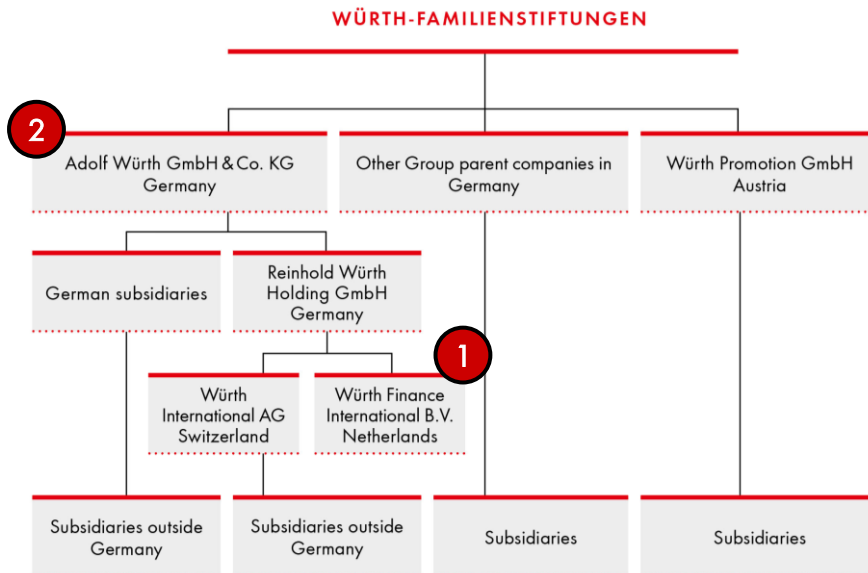
Organizational and legal structure

Simplified charts

Organizational structure



Legal structure



1) Bond Issuer: Würth Finance International B.V. Netherlands
2) Bond Guarantor: Adolf Würth GmbH & Co. KG Germany

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 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 with C-parts
- Large scale business (YTD December): EUR 20.2 billion sales / EUR 940 million operating result / EUR 1.9 billion EBITDA / 88'393 employees
- Current focus:
 - Top-line growth: Increasing sales volume
 - Pricing power: Safeguarding gross profit
 - Cost efficiency: Safeguarding operating margin
- Clear sustainability targets in each transformation area

Bonds

- Regular issuer: EUR 2.2 billion across four bonds outstanding (after May 2025 redemption)
- 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

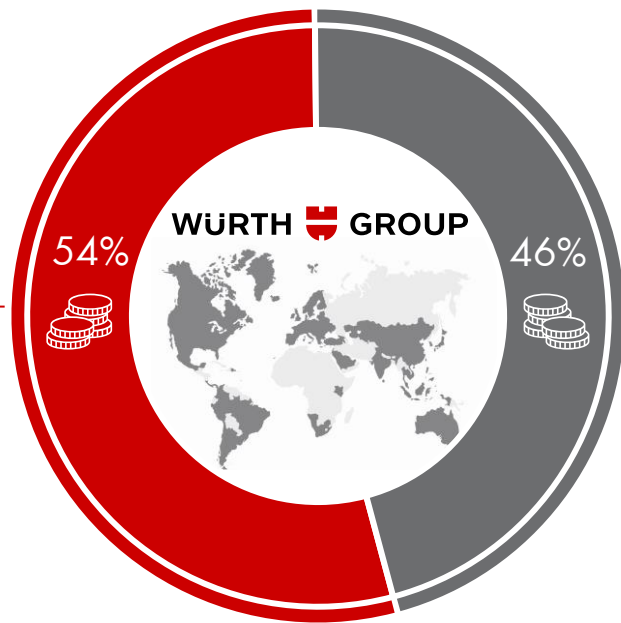
More than 400 companies in over 80 countries

YTD December | share of sales in percent



Würth Line

Production and distribution
of Würth-branded products



WÜRTH  GROUP



WÜRTH
ELEKTRONIK

HAHN+KOLB
GROUP



Unielektro
Fachgroßhandel GmbH & Co. KG

IBB



ARNOLD®
BlueFastening Systems

Allied Companies

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

Customer focus: skilled trades & industrial companies

Success factor of the Würth Group: Multi-Channel approach

YTD December

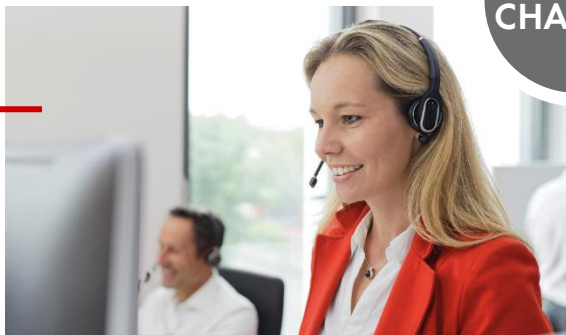
Sales staff

44,912
employees



Telesales staff

~ 2,000
employees*



MULTI-
CHANNEL



Shops

>2,800 locations

E-business

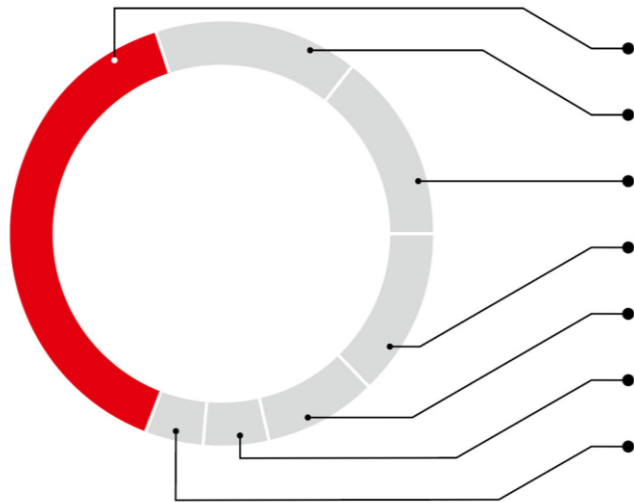
Sales of EUR 4.8
billion



* out of 44,912 sales employees

YTD December

YTD December



	2024 in %	2024 in millions of EUR	2023 in millions of EUR	Change in %
Germany	39.4	7,964	8,289	-3.9
Southern Europe	15.5	3,132	3,017	+3.8
The Americas	14.5	2,923	2,997	-2.5
Western Europe	12.6	2,558	2,685	-4.7
Eastern Europe	8.8	1,786	1,544	+15.7
Scandinavia	4.8	963	1,002	-3.9
Asia, Africa, Oceania	4.4	888	862	+3.0
Total		20,214	20,396	-0.9



Financials

Long-term sales development

YTD December 1954–2024 | 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

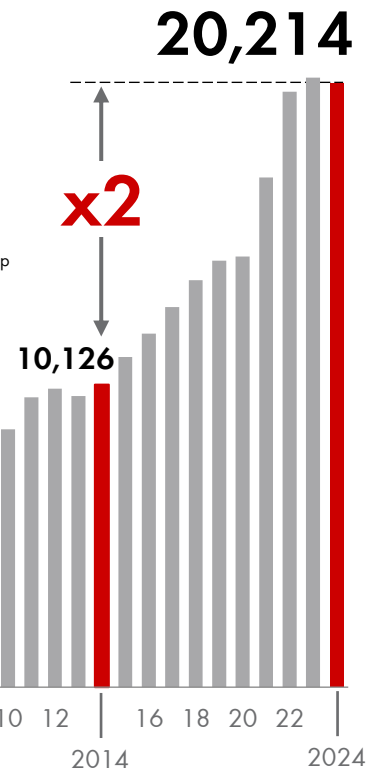
Executive Vice President of the Würth Group for Arts and Culture

Prof. Dr. h. c. mult. Reinhold Würth

Member and Honorary Chairman of the Supervisory Board of the Würth Group

Benjamin Würth

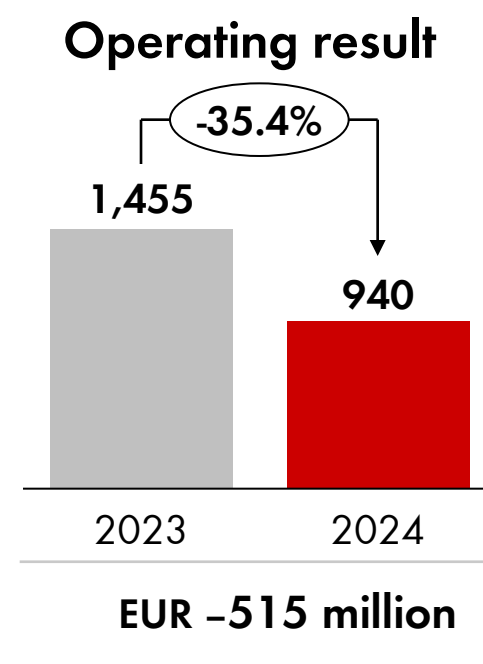
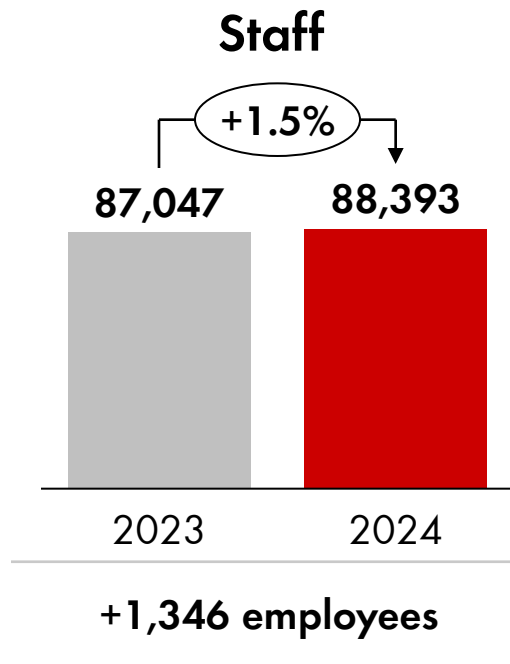
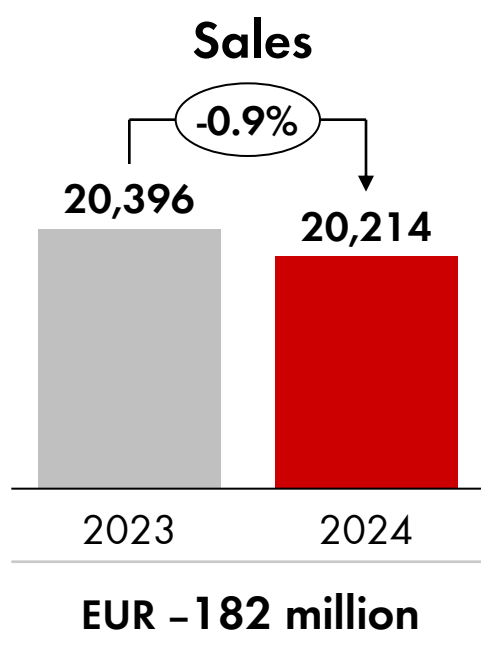
Chairman of the Supervisory Board of the Würth Group



Financials

Sales, staff and operating result

YTD December | in millions of EUR



Financials

Key figures

YTD December

		2020	2021	2022	2023	2024
Sales	in millions of EUR	14,413	17,060	19,933	20,396	20,214
Employees	no. of	79,139	83,183	85,637	87,047	88,393
Pre-tax operating result*	in millions of EUR	775	1,270	1,575	1,455	940
Return on sales	in %	5.4	7.4	7.9	7.1	4.6
EBIT	in millions of EUR	809	1,261	1,575	1,502	978
EBITDA	in millions of EUR	1,588	2,036	2,379	2,364	1,940
EBITDAR	in millions of EUR	1,650	2,101	2,455	2,459	2,037
Net income for the year	in millions of EUR	604	965	1,194	1,136	673
Cash flows from operating activities	in millions of EUR	1,600	1,034	867	2,002	1,635
Investments	in millions of EUR	852	861	1,178	1,312	1,226
Equity	in millions of EUR	5,920	6,824	7,913	8,761	9,231
Net debt	in millions of EUR	601	567	987	455	791
Total assets	in millions of EUR	13,478	15,114	17,188	17,995	19,273
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 amortization 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

Recent developments 2025

Safeguarding the operating result

- Global economic uncertainty remains elevated
- The Würth Group's core markets are still facing a challenging situation
- Slight sales increase of +2.4% YTD April 2025
- Focus on short-term initiatives, not structural programs or major cost measures:
 - Reduction of staff: No replacements for employees who left the company
 - Focus on gross profit: Maintaining pricing power
- Ongoing commitment to disciplined discretionary spending

Financing strategy of the Würth Group

Debt

- **EUR 4 billion EMTN Programme**

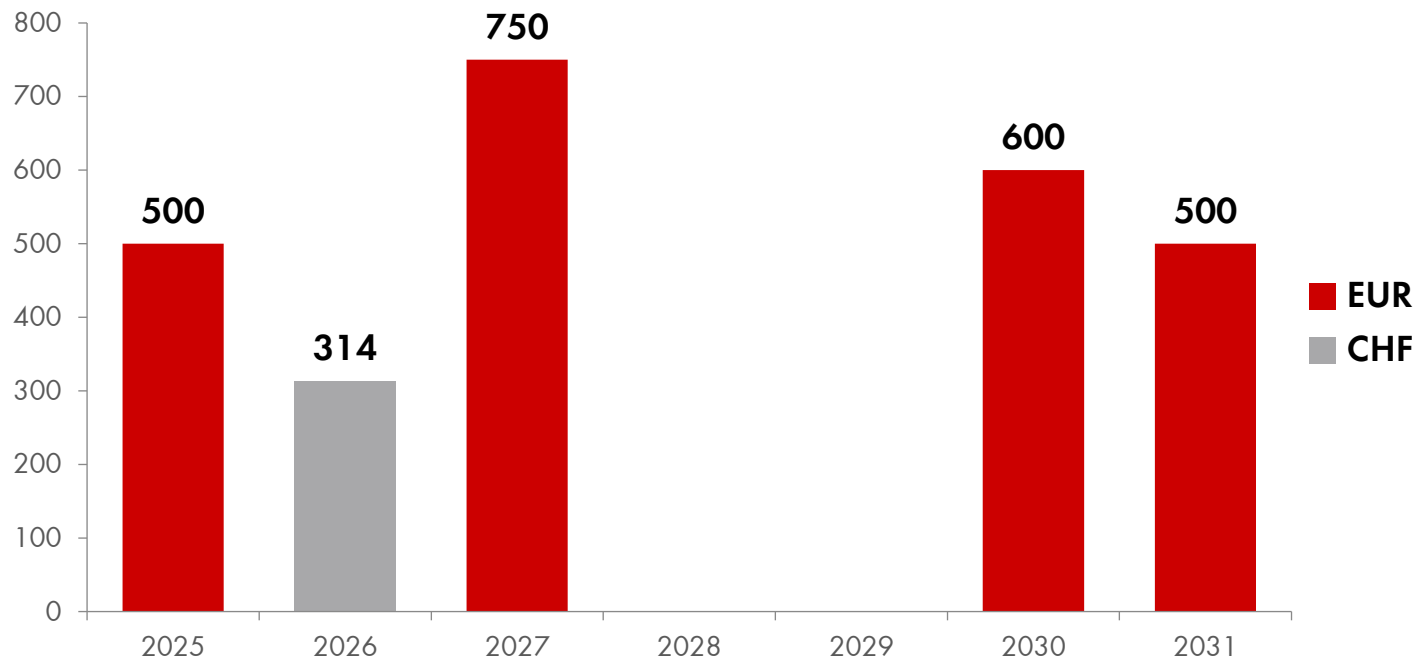
Issuer	Würth Finance International B.V.
Guarantor	Adolf Würth GmbH & Co. KG
Offerings	Public and Private
Issuing currencies	Various
Listing	Luxembourg Stock Exchange
Denomination	EUR 1,000
Key covenants	Pari passu, negative pledge, cross default, change of control
Arranger	Deutsche Bank

- **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**

Financing strategy of the Würth Group

Maturity profile bonds

In millions of EUR equivalent



Sustainability

Strategy, Initiative & Reporting

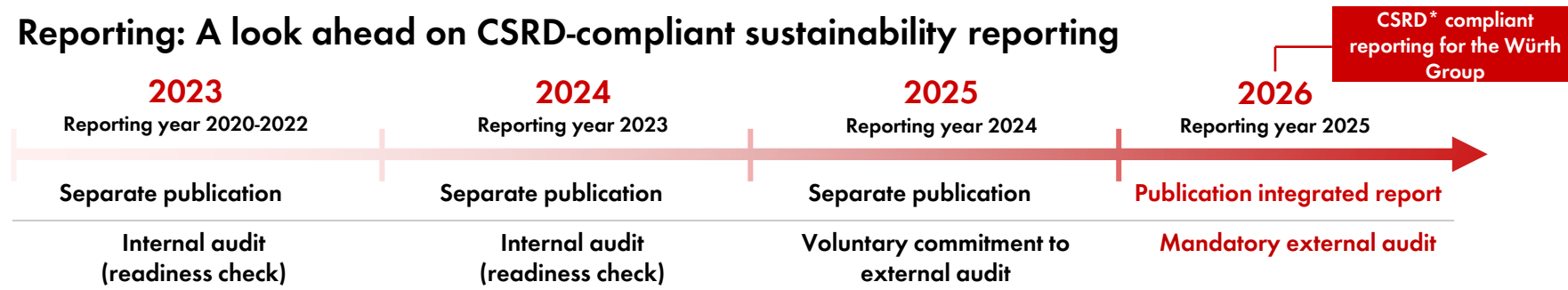
Strategy: Three transformation areas



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	1. Climate (Emissions of CO ₂ e in Scope 1+2) 2. Material life cycles (Share of recyclable packaging) 3. Social standards (Share of supplier with no negative impact)

Reporting: A look ahead on CSRD-compliant sustainability reporting



KPI* Performance 2024 in each transformation area

YTD December

CLIMATE

Scope 1+2 CO₂e emissions (in metric tonnes)

Achieved a **CO₂e reduction** (Scope 1+2) to **34,403 t**, outperforming the 2024 target and supporting Würth's aim of **active climate protection** through the reduction of harmful greenhouse gas emissions.



MATERIAL LIFE CYCLES

Share of recyclable packaging (in %)

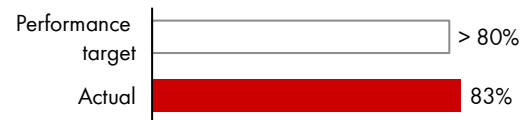
Recyclable packaging increased to **73%** of total packaging weight, exceeding the 2024 target and supporting Würth's strategy to establish **closed material cycles** for growth decoupled from finite resource consumption.



SOCIAL STANDARDS

Share of supplier with no negative impact (in %)

83% of suppliers were **assessed without negative social impact**, surpassing the 2024 target and supporting Würth's view of **social standards** as aligning human, environmental, and economic needs in supply chains.



2024 ESG milestone: **Sustainability performance targets exceeded**