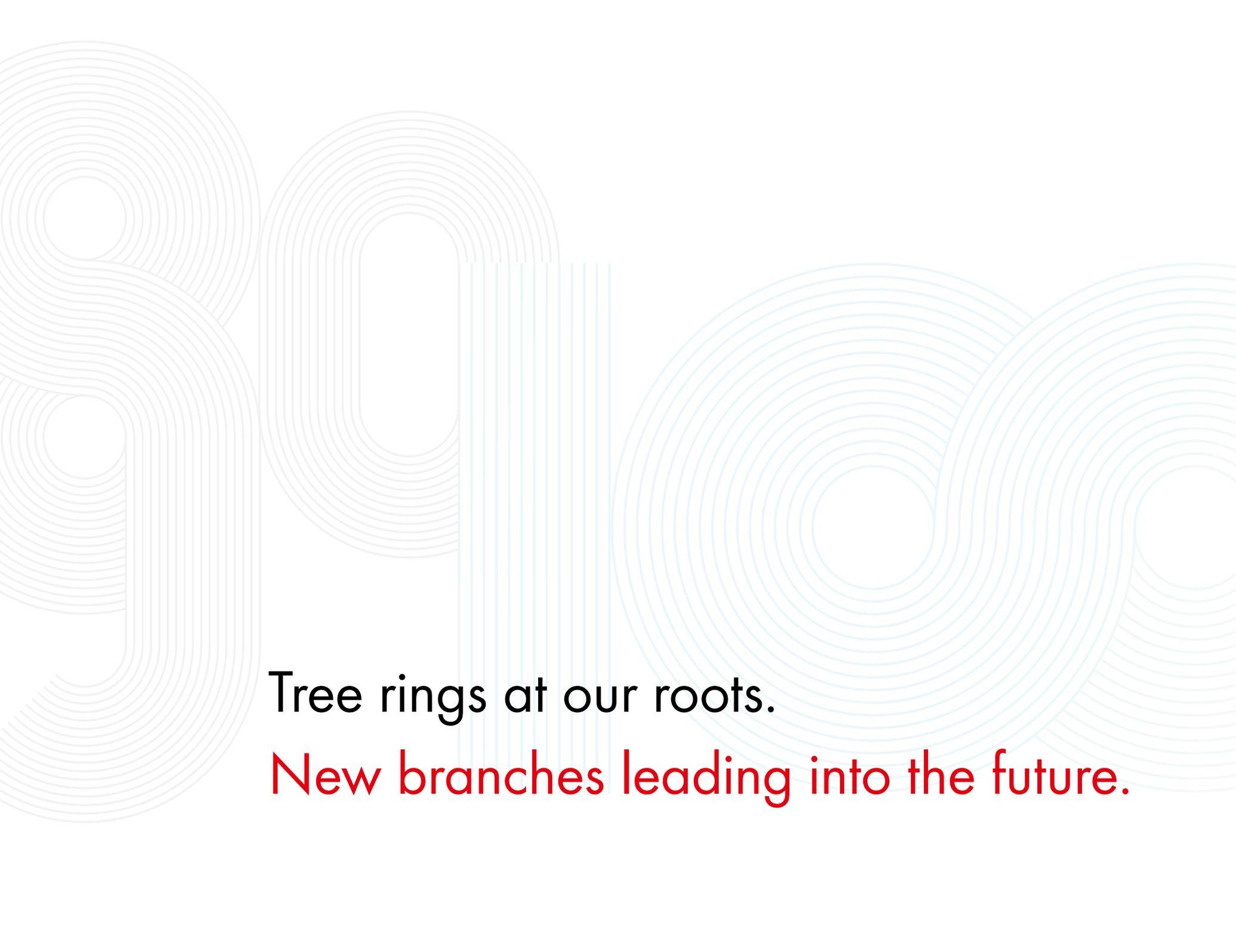


SPROUTING NEW BRANCHES

100% ready for transformation

The background features a series of concentric circles in shades of light blue and grey, arranged in a way that suggests a tree's growth pattern. A central vertical column of thin, light blue lines extends upwards from the bottom, resembling a tree trunk or a path leading to the top of the frame.

Tree rings at our roots.

New branches leading into the future.

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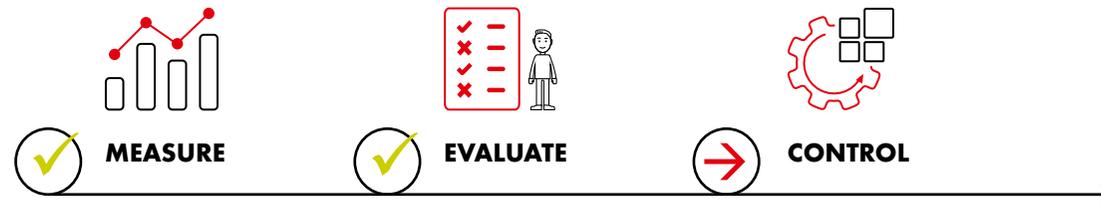
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The Würth Group has embarked on the circular way: a transformation process that allows sustainability and innovation not only to be expressed in words but also to be embodied in actions and that promotes thinking beyond the status quo. This path requires strong roots: not only a strategy, but also extensive data, practiced values, and, above all, people who actively contribute to this change. In the 2024 reporting year, the Würth Group further anchored these principles in processes in order to implement and manage the transformation in a targeted manner. Our circular way combines progress, responsibility, and cooperation. This has prepared the Würth Group for the transformation from a linear to a circular economy.

Overview of the Würth Group

WÜRTH GROUP

		2020	2021	2022	2023	2024
Sales	in millions of EUR	14,413	17,060	19,933	20,396	20,214
Employees	Total	79,139	83,183	85,637	87,047	88,393
Scope 1 ¹⁾ greenhouse gas emissions	t CO ₂ e	236,879	258,922	257,874	260,463	270,087
Scope 2 ¹⁾ greenhouse gas emissions	t CO ₂ e	116,972	106,326	77,758	65,297	64,379
Scope 1+2 ¹⁾ greenhouse gas emissions	t CO ₂ e	353,851	365,248	335,632	325,760	334,466
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
Rating by 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).

1) Greenhouse gas emissions for 2020–2022 were scaled up to 100% of Würth Group sales.

BUSINESS FOCUS ACCORDING TO SALES IN REGIONS

Share of sales in relation to the Würth Group's total sales

EUROPE

81.1%

(2023: 81.1%)

Germany: 39.4%
(2023: 40.6%)

Southern Europe: 15.5%
(2023: 14.8%)

Western Europe: 12.6%
(2023: 13.2%)

Eastern Europe: 8.8%
(2023: 7.6%)

Scandinavia: 4.8%
(2023: 4.9%)

THE AMERICAS

14.5%

(2023: 14.7%)

ASIA, AFRICA, OCEANIA

4.4%

(2023: 4.2%)





Prof. Dr. h. c. mult. Reinhold Würth, Honorary Chairman of the Supervisory Board of the Würth Group

The background of the slide features a series of concentric, light gray circles that create a sense of depth and movement, centered around the text.

« Growth is **life and vitality** »

Prof. Dr. h. c. mult. Reinhold Würth

The Würth Group considers sustainability to be a central component of its future strategic orientation. This requires reconciling economic, ecological, and social factors. With this as its guide, the Würth Group strives for long-term successful development.



WÜRTH GROUP

BRIEF PROFILE

The company

The Würth Group is the global market leader in the development, production, and sale of assembly and fastening materials. The family business comprises over 400 companies with more than 2,800 shops in 80 countries. The Group generated EUR 20.2 billion in sales in the 2024 fiscal year, with an operating result of EUR 940 million.

The product range for customers in the trades and industry includes more than one million products: screws, screw accessories, anchors, technical chemicals, tools, and personal protective equipment. At the same time, Würth also serves customers in related business areas, such as electrical wholesale, electronics, and financial services.

Würth is a family business

Shortly after the end of the Second World War, Adolf Würth decided to set up his own screw wholesale business in Künzelsau, Hohenlohe. It commenced operations on 16 July 1945. This marked the beginning of a success story. Adolf Würth built up the business over the years. Always at his side: his son Reinhold, who officially joined the company on 1 October 1949 as the second employee and first apprentice. After the death of his father in 1954, he took over the company with the support of his mother, Alma Würth, and

developed the two-man business into a global group with over 88,000 employees, including more than 44,000 in sales.

A major concern of Prof. Dr. h. c. mult. Reinhold Würth was securing the future of the company and knowing that the succession remained in family hands: On 1 January 2025, the next generation, Benjamin, Sebastian, and Maria Würth, took over various management positions in the Würth Group. Reinhold Würth handed over the position of Chairman of the Supervisory Board of the Würth Group to his grandson, Benjamin Würth, and now holds the position of Honorary Chairman. Bettina Würth, previously Chairwoman of the Advisory Board of the Würth Group, handed over her position to her nephew, Sebastian Würth. Bettina Würth is already a member of the Supervisory Board of the Würth Group and is now Honorary Chairwoman of the Advisory Board of the Würth Group. Maria Würth, daughter of Bettina Würth, took over the position of Executive Vice President for Arts at the Würth Group. These three position changes have been in preparation for a long time. Both the family and the company value continuity in succession, based on growing into the roles at the company. This ensures the corporate culture continues to be practiced.



Sebastian Würth, Bettina Würth, Maria Würth, Prof. Dr. h. c. mult. Reinhold Würth, and Benjamin Würth (from left to right)



INDUSTRY DIVERSITY IN THE WÜRTH GROUP

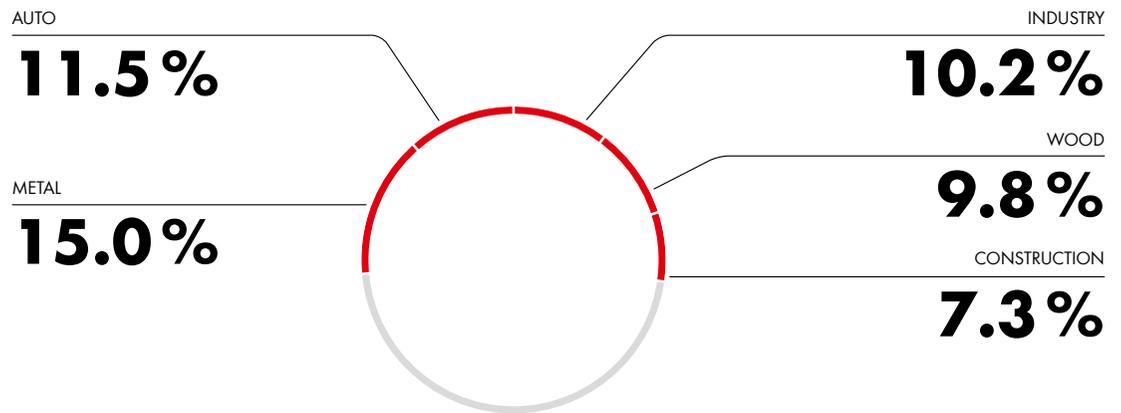
The diversity and heterogeneity of our industries and business areas afford us independence and stability.

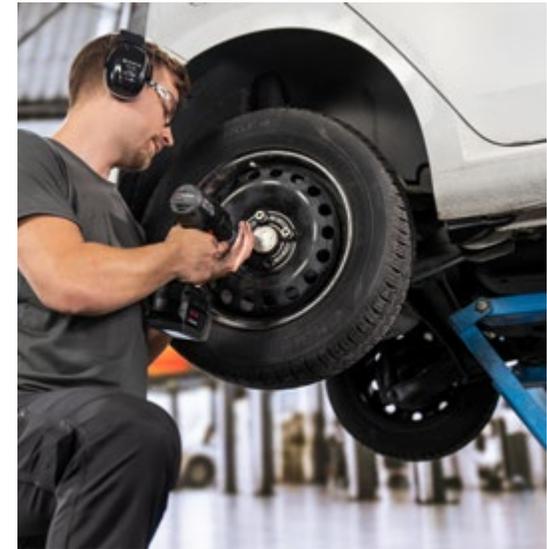
The Würth Group can trace its origins back to its German parent company and the largest individual company in the Group, Adolf Würth GmbH & Co. KG. The more than 400 companies of the Würth Group around the world are divided into the Würth Line and the Allied Companies. The Würth Group’s international and decentralized structure, as well as its activities across various industries, help ensure the Group’s independence and stability.

THE DIVISIONS OF THE WÜRTH LINE

● Share of sales in relation to the Würth Group’s total sales in 2024

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. Within the Würth Line, the operating business units are split into Metal, Industry, Auto, Wood, and Construction divisions.



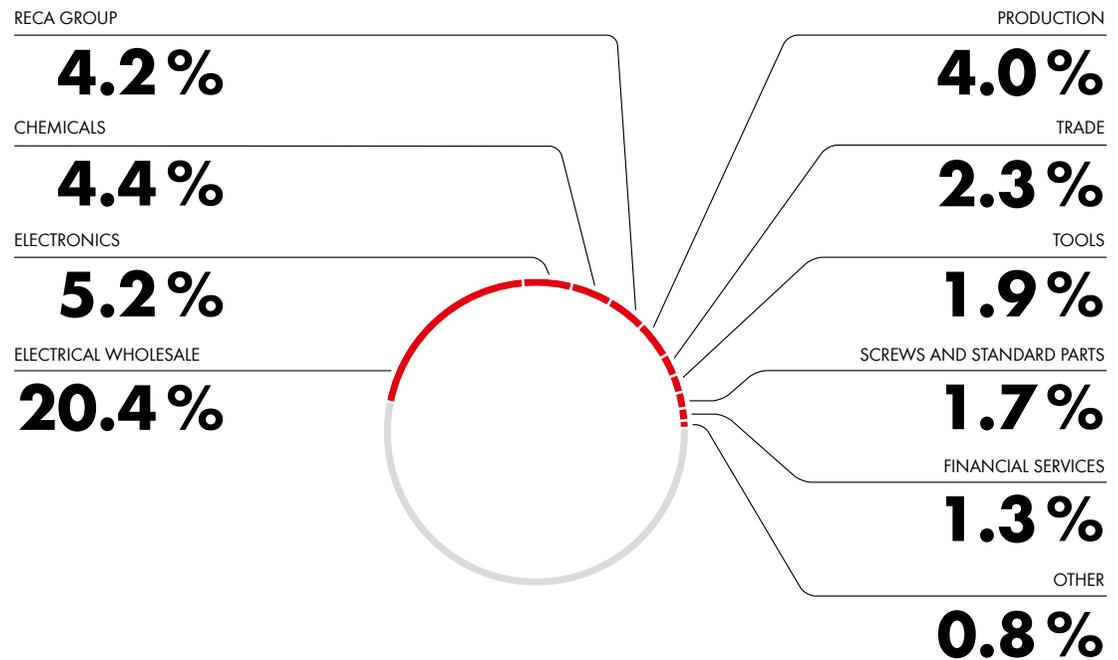


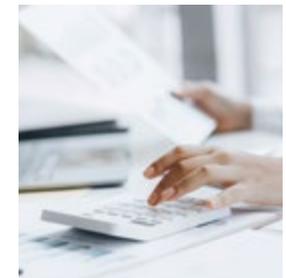
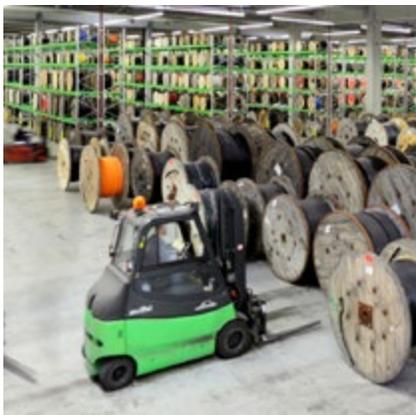
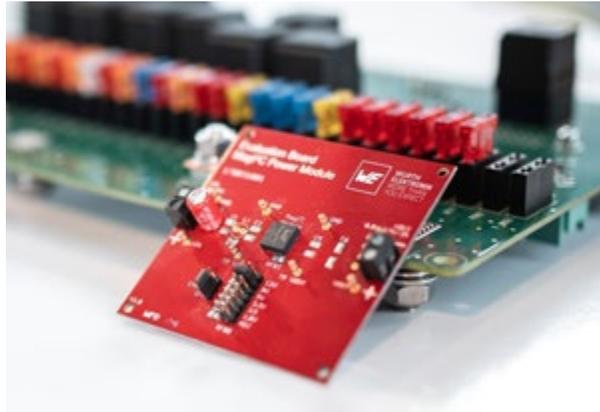


THE BUSINESS UNITS OF THE ALLIED COMPANIES

● Share of sales in relation to the Würth Group's total sales in 2024

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







STATEMENT BY THE ADVISORY BOARD

Ladies and gentlemen, Dear employees,

The year 2025 marks significant milestones in the history of the Würth Group: We celebrate 80 years of the company's existence, as well as another anniversary: My dear father, Professor Dr. h. c. mult. Reinhold Würth, celebrates his 90th birthday. In a special way, these events symbolize the long-term mindset and values that have shaped our company for decades. Our actions are determined by foresight, continuity, and a deep sense of responsibility – not only toward our business partners and employees but also toward the environment and future generations.

This long-term mindset is also reflected in our clear commitment to sustainability. In recent years in particular, we have worked hard to establish the circular economy as a central element of our corporate strategy. In doing so, it quickly became clear: The path to a sustainable future needs a solid foundation, meaning accurate data to show us where we stand and people to interpret this data in order to make the right decisions and drive the transformation to a circular economy. This was the basis for our first two sustainability reports.

We have taken a big step toward holistic integration. With the help of our sustainability score, which covers our three transformation areas of climate, material life cycles, and social standards, the transformation to a circular economy is a central component of our corporate strategy. This enables us not only to measure our progress but also to target where we would like to intensify our efforts. This full integration means that sustainability is no longer seen as an isolated project; rather, it is anchored in each of our business areas.

A specific example of our progress in the climate transformation area can be seen at Würth Industrie Service GmbH & Co. KG, where we have installed one of the largest photovoltaic façade systems in Europe. This system is not only a symbol of our commitment to renewable energies but also underscores our ability to implement large projects with real added value for the environment. We are also proud that our cordless ABS 18 Compact and ABS 18 Subcompact M-CUBE drill/drivers were the first power tools in the world to be awarded Cradle to Cradle Certified® Bronze status. Both the power tools as such and the batteries are up to 88 percent recyclable.

**Bettina Würth**

Chairwoman of the Advisory Board of the Würth Group
until 31 December 2024

Our subsidiary KMT Kunststoff- & Metallteile AG has also set a good example: The ORSY® system case has been awarded Cradle to Cradle Certified® Silver status, and the materials can be kept entirely in a closed loop—further proof of how deeply the principles of sustainability are anchored in our products and processes.

But our commitment to the circular economy does not stop here. On the contrary, now the actual, systematic work begins. We know that sustainability is a dynamic field, which requires constant adaptation and innovation. Our job is to continuously evolve and to measure and document our progress and make it transparent. Therefore, this report will be the last stand-alone sustainability report. In future, the implementation of our sustainability strategy will be documented in the Annual Report as an integral part of all our business activities.

This report also marks a personal turning point. After 18 years as Chairwoman of the Advisory Board of the Würth Group, I handed over the baton to my nephew, Sebastian Würth, at the turn of the year.

With the transfer of responsibility to the next generation, the Würth Group will remain a family business in the future. This succession is just as important to us as a long-term corporate strategy, and it stands for stability, security, and the certainty that our values and commitment will be maintained in the coming decades.

Best regards,

A handwritten signature in blue ink that reads "B. Würth". The signature is written in a cursive, flowing style.

Bettina Würth
Chairwoman of the Advisory Board of the Würth Group
(until 31 December 2024)



STATEMENT BY THE CENTRAL MANAGEMENT BOARD

**Ladies and gentlemen,
Dear colleagues,**

The current economic challenges are affecting us all worldwide. Sales are plummeting, companies such as those in the automotive industry and their suppliers are announcing massive job cuts, and company locations are being forced to close. Such uncertain times also pose major challenges for us at the Würth Group and require a clear and determined focus on long-term goals more than ever. Therefore, we are committed to the sustainable transformation to a circular economy and to consistently promoting this transformation. Sustainability is not a short-term trend but rather an investment in the future viability of our company.

It is important to emphasize that we see sustainable transformation as an opportunity in the midst of economic challenges. Switching to circular processes, reducing emissions, and promoting social standards make us more resilient as a company and create new potential for innovation. This change process gives us the opportunity to react flexibly to new market requirements and at the same time live up to our ecological and social responsibility.

This is exactly what we address with the implementation of our sustainability strategy. We have developed a sustainability score to visualize and support the strategy. This internal score not only provides us with orientation but also helps us to steer our companies toward a circular economy in a targeted manner. The score records our progress at company level in our three transformation areas of climate, material life cycles, and social standards.

With over 400 companies worldwide, the Würth Group is not only heterogeneous and therefore complex but also a global ecosystem that benefits from its diversity in every respect—whether culturally, regionally, or in our various business areas. This diversity enables us to react flexibly and innovatively to regional and global challenges. For example, Würth Logistics AG, based in Switzerland, is looking at how we can make global logistics processes more transparent and gradually reduce emissions through optimized processes and more sustainable forms of mobility. We are also scrutinizing and optimizing our use of materials in production in order to avoid wasting



Robert Friedmann

Chairman of the Central Management Board of the Würth Group

valuable raw materials: For example, the Liqui-Moly subsidiary Meguin uses a cleaning system that pushes what is called a “pig” through a pipeline system using compressed air. Thanks to this process, the pipeline no longer has to be flushed extensively after production, which saves up to 560 tons of flushing oil every year. In this way, locally adapted solutions are gradually emerging, which bring us closer to a common goal worldwide: the transition to a sustainable, resource-friendly economy.

We see the transformation to a circular economy as the key to developing sustainable solutions together with our customers, which not only meet short-term needs but also ensure long-term success. With the sustainability score, we create the necessary transparency and ensure measurable progress within the Würth Group.

With precise data, the commitment of our employees, and the firm anchoring of our values, we will continue on this path with determination. For us,

sustainability and economic success are inextricably linked, and we are convinced that this integrated approach will enable us to ensure a sustainable and resilient Würth Group.

On behalf of the Central Management Board, I would like to thank our customers, employees, business partners, suppliers, and the members of the Supervisory Board and Advisory Board of the Würth Group, as well as the Würth family and, in particular, Prof. Dr. h. c. mult. Reinhold Würth and Bettina Würth for their trust and support on our journey.

Best regards,

Robert Friedmann
Chairman of the Central Management Board of the Würth Group



The background of the slide features a series of concentric, light gray circles that create a ripple effect, centered around the text. The circles are of varying diameters and are spaced evenly, filling the entire frame.

With the **compass** of progress.

A clear strategy is the compass that guides us.
The Würth Group is committed to shaping progress
and growth responsibly. With systematic data management,
defined transformation indicators, and clear, long-term
objectives, it has established structures that allow it to act
in a well-founded and targeted manner.



STRATEGY

VISION FOR OUR TRANSFORMATION

We have defined three transformation areas for our circular way, the process of transformation from a linear to a circular economy.

In order to act as a future-oriented and responsible company, the Würth Group is developing a transformation strategy with the aim of transforming its business model from a linear to a circular economy.

The circular economy enables us to decouple our business activities from finite primary resources, while offering potential to reduce greenhouse gases and promote social justice. Closing material life cycles contributes to the long-term availability of raw materials and allows for future sustainable growth.

If we look at Earth as a metaphorical warehouse filled with valuable resources, then we humans are currently pulling resources out of it without any consideration for the remaining inventory. The warehouse thus grows emptier and emptier while the global economy pursues growth targets. The Würth Group sees the model of the circular economy as a promising solution to counteract an empty warehouse.

We strive to transform the Würth Group, moving on from a linear to a circular economy and paying particular attention to the following three transformation areas: climate, material life cycles, and social standards. Valuable raw materials should be retained in climate-friendly material life cycles in a socially just manner.

CLIMATE: For the Würth Group, active climate protection means minimizing direct and indirect greenhouse gas emissions that are harmful to the environment in the long term, including along the supply chain.

MATERIAL LIFE CYCLES: For the Würth Group, establishing closed material life cycles is crucial in order to achieve future growth that is decoupled from the consumption of finite resources.

This means valuing resources, using them efficiently, and minimizing the use of primary raw materials.

SOCIAL STANDARDS: The Würth Group understands social standards as helping to align the needs of people, the environment, and the economy and also to act in an efficient, socially just, and environmentally friendly manner along the supply chains.

Climate

+ Material life cycles + Social standards

REDUCTION OF
GREENHOUSE GAS
EMISSIONS

DECOUPLING GROWTH
AND DEPLETION OF
RESOURCES

LEAVE NO ONE BEHIND,
NO PERSON AND
NO PLACE



For the Würth Group, further development means, among other things, continuously improving its products and services in order not only to strengthen its market position but also to offer its customers convincing added value.

Sustainable transformation means thinking in terms of long-term growth prospects.

As a family business, Würth is characterized by consistency, long-term management, and the intrinsic motivation to succeed. Long-term thinking and actions are firmly enshrined in the Würth Group's corporate culture. Responsible interaction and mutual respect are our guiding principles.

Identifying and cultivating opportunities purposefully is crucial to succeeding in a competitive environment with the best ideas. By taking a proactive approach to recognizing these opportunities, the Würth Group can not only react to changes on the markets but also drive innovation in a targeted manner. Curiosity and promoting creative thinking are important here, as is being aware of the needs and developments of the market and society.

The Würth Group always aspires to ensure growth continuously and sustainably. It sees a wide range of opportunities for further growth in the transformation to a circular economy. The Würth Group strives to create an environment that promotes the development of innovative solutions in line with the increasing demands of the market and society. For us, the transition to a circular economy means integrating sustainable practices into all business areas and opening up long-term growth prospects for the entire Würth Group. In this way, we not only aim to boost our business success but also to make a positive contribution to the environment and society in line with new regulatory requirements, such as those arising from the European Green Deal. Together, we see the future as an opportunity, which we strive to systematically make a reality through the commitment and dedication of our employees.

Business potential

The principles of the circular economy offer companies a wide range of opportunities to operate more sustainably and remain successful and competitive in the long term. The Würth Group sees this approach not only as an opportunity for ecologically responsible action but also as one with clear economic advantages. Sustainable corporate development is becoming increasingly important against the backdrop of stricter regulatory requirements and is being boosted significantly by the European Green Deal. The Würth Group is convinced that companies that respond to these changes at an early stage will benefit from increased efficiency, new business models, and improved resilience. As a reliable partner, we take our customers' needs seriously and at the same time aspire to offer ecologically sustainable solutions. The Würth Group is working on firmly anchoring sustainability in all areas of the company, thereby creating long-term growth potential.

Innovative products and optimized processes minimize the use of materials and the production of waste, which not only benefits the environment but also leads to savings. For example, as part of its sustainable development, TUNAP focuses on offering products that provide components and machines with the best possible protection against wear, thereby significantly extending their service life. The intake and exhaust valve cleaner for engines, for example, helps to remove stubborn deposits and thus increase engine durability. But it is not just about efficiency gains. The circular economy calls for a new mindset: Products and materials should be retained in the economic cycle, which conserves resources and prevents waste.

The transformation to a circular economy also reduces dependence on scarce or volatile raw materials, which makes the Würth Group more resilient to

market fluctuations. This can be a decisive advantage, especially in times of uncertain global supply chains and rising commodity prices. Companies that recognize and exploit these opportunities in their production activities and in the supply chain minimize risks and remain flexible in the face of changes in the market environment.

There is also potential for new, sustainable business models. One approach that is becoming increasingly important is product as a service (PaaS). This means that products are not sold but offered as a service instead. This creates new markets and also the opportunity to expand long-term relationships with our customers and support them with their own sustainable transformation. Leasing products and providing maintenance and repair services are also becoming increasingly important in the context of the circular economy. In this way, we can strengthen our customer loyalty and at the same time help extend the service life of our products.

Retaining qualified specialists is increasingly underpinned by a credible sustainability strategy. The Würth Group sees that more and more applicants are paying attention to an employer's environmental awareness and socially responsible actions when choosing a job. A high level of employee trust and motivation, as well as a strong corporate culture, have a positive effect on the employer brand and corporate success in the long term.

The Würth Group is convinced that circular business models will help secure the company's future sustainably. It is not enough to react to short-term market developments. Instead, we proactively seek ways to adapt our products and services to the needs of a circular economy. This requires continuous learning a long with the courage to pursue new approaches.



THE CIRCULAR WAY: OUR APPROACH TO TRANSFORMATION

The transformation of the Würth Group is based on the combination of high-quality data and dedicated employees.

Data and people as success factors in the Würth Group's transformation

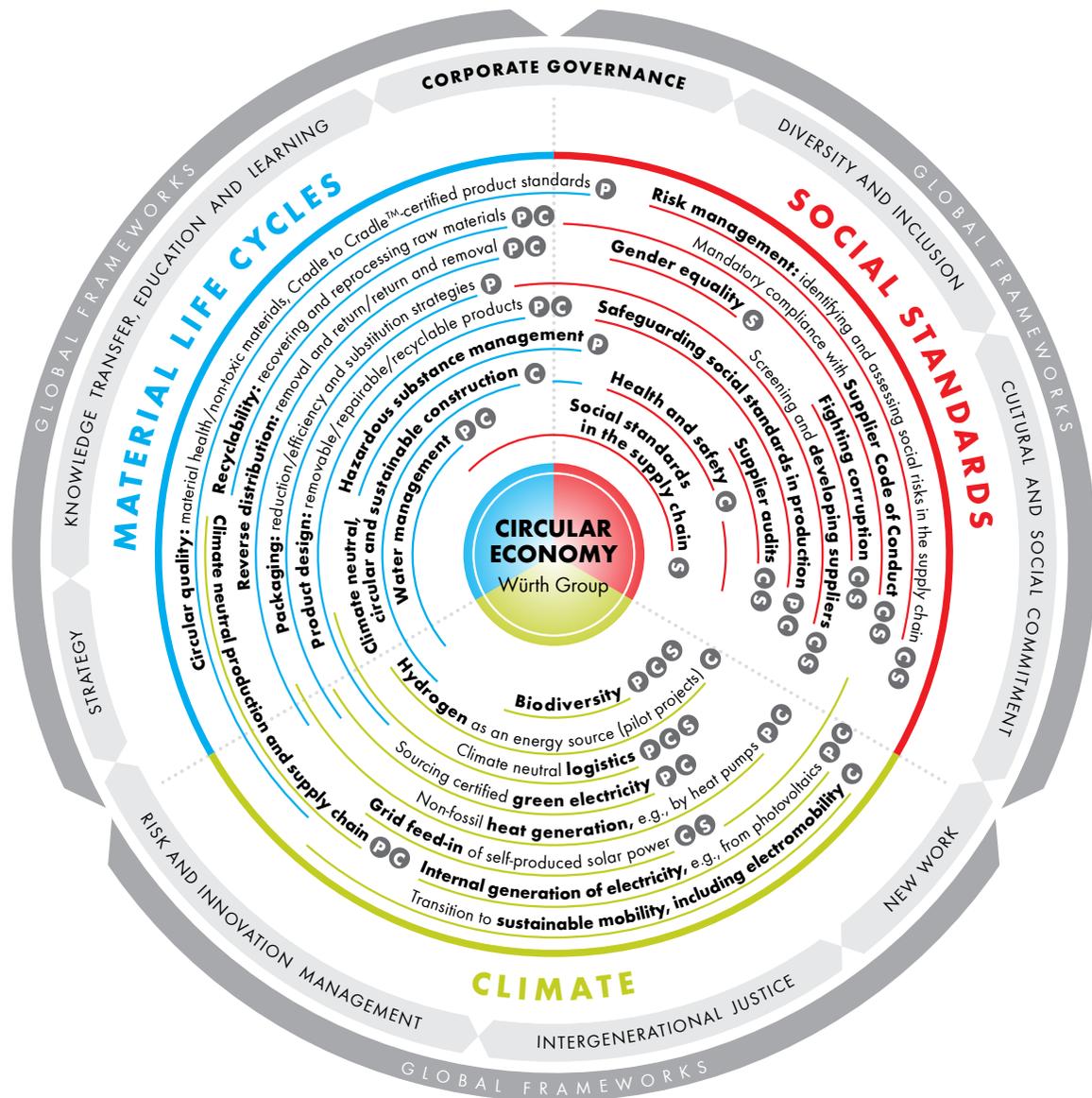
For the Würth Group, a successful transformation is directly connected to two vital elements: data and people. Data provides the foundation for sound decision-making and makes it possible to measure progress, while people, with their knowledge, dedication, and ability to implement change, are the true drivers of transformation. A synergetic combination of high-quality data and the active contribution of people are thus crucial to ensuring a sustainable and successful transformation. A key aspect is also the large number of companies within the Würth Group and their cooperation with each other. The use of synergies can significantly facilitate and accelerate the transformation process. The transformation can only succeed if the companies of the Würth Group pursue the same overarching goals. These goals contribute to raising increased awareness of the circular economy, which is reflected in new innovative measures.

In recent years, the establishment of a comprehensive data management process and the Group-wide empowerment of employees have laid the foundation for effectively managing the transformation. The pool of data is used to make well-founded decisions, which employees can implement in the Würth Group companies using their ideas and skills. The Corporate Sustainability team supports the individual companies, allowing them to navigate this change independently. In this way, the Würth Group pursues a regenerative, self-sustaining approach, which is intended to lead it to a more sustainable future in the long term.

CIRCULAR ECONOMY COMPASS OF THE WÜRTH GROUP

The vision behind the Circular Economy Compass is a circular economy. The Compass contains the three transformation areas: climate, material life cycles, and social standards. Their individual aspects have different positive effects on products **P**, companies **C**, and/or society **S**.

The Würth Group's material topics (► **Materiality matrix, p. 25**) are an integral component of the Compass and are reflected in our strategic focus. The Würth Group operates within these transformation areas in compliance with various global frameworks, such as the Greenhouse Gas Protocol and the Sustainable Development Goals of the United Nations. Our corporate governance system establishes the necessary framework for successfully completing the transformation process.





The Würth Group's sustainability strategy is managed and evaluated based on an internal sustainability score.

The Würth Group has adopted a Group-wide sustainability strategy. This strategy is based on previous strategic processes but is more efficient and goal-oriented thanks to precise optimizations. In the 2024 reporting year, the components of the strategy and the new process were developed at the Group level and communicated to the individual companies. This strategic process is intended to guide and steer the Würth Group's sustainable transformation in its three transformation areas: climate, material life cycles, and social standards.

A sustainability score was developed to assess sustainability development, which measures sustainability performance in the three transformation areas, all three of which are weighted equally. Using a standardized and largely automated calculation system, a comprehensive assessment of sustainability performance on a scale of 0 to 100 will be carried out in the future, both at the level of the individual companies and at the level of the Würth Group. Additional bonus points can be earned by implementing certified management systems.

The basis for this is the annual sustainability reporting (► **Sustainability reporting, p. 35**). In the future, the key figures will be presented and the progress of each company monitored using a new, specially developed tool. The sustainability managers at each company are responsible for driving the strategy within the company, identifying levers, and implementing initiatives.

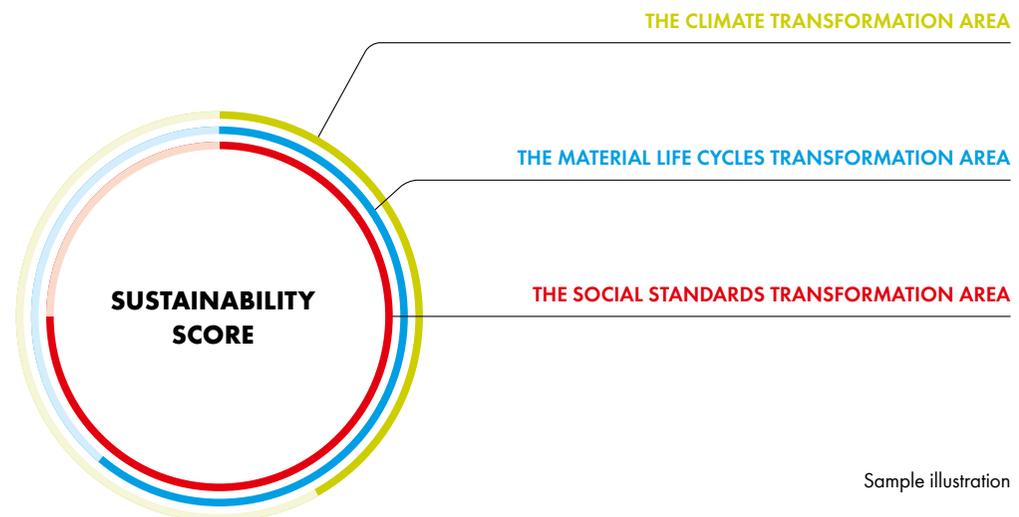
As sustainability is a dynamic field and both external and internal requirements will continue evolving in the coming years, the assessment model deliberately leaves room for future adjustments. The current indicators should not be seen as a static concept. Following a step-by-step approach, it will be possible to integrate further indicators at a later date in order to gradually refine and expand the sustainability assessment.

The current data collection will establish the basis for the relevant key figures. In 2025, this pool of data serves to set an individual ambition level for the long-term goals of each company. Since 2022, sustainability has been an integral element of the annual planning process for the Group companies, in which climate has already been established as a transformation area.

After introducing the sustainability score, material life cycles and social standards will be added as transformation areas in order to operationalize these areas and demonstrate their strategic significance for the company as a whole. Target achievement will be monitored.

The Würth Group will use this new central strategy to manage and drive forward its sustainable development in the coming years.

COMPOSITION OF THE GROUP'S INTERNAL SUSTAINABILITY SCORE



Sample illustration



MATERIALITY ASSESSMENT PROCESS

Continuous and open dialog with stakeholders is essential for the Würth Group to develop its full potential. Together, we can avoid blind spots and focus on the challenges that matter.

The Würth Group operates globally in a large number of industries and business areas, which makes a comprehensive and holistic view essential during the materiality analysis. In light of the dynamic developments in areas such as technological innovations, regulatory requirements, and market developments, a continuous materiality assessment process is essential. It ensures that all relevant perspectives are integrated so that we can focus on the material topics. This enables us to react flexibly to changing conditions, while clearly pursuing our strategic priorities.

The importance of the materiality analysis

The materiality analysis forms the foundation of our transformation. As part of the ongoing dialog with all relevant stakeholders, the transformation process in the Würth Group's more than 400 companies is continuously reviewed, scrutinized, and adjusted where necessary. Increasing data transparency helps us manage the transformation in a targeted manner and actively involve

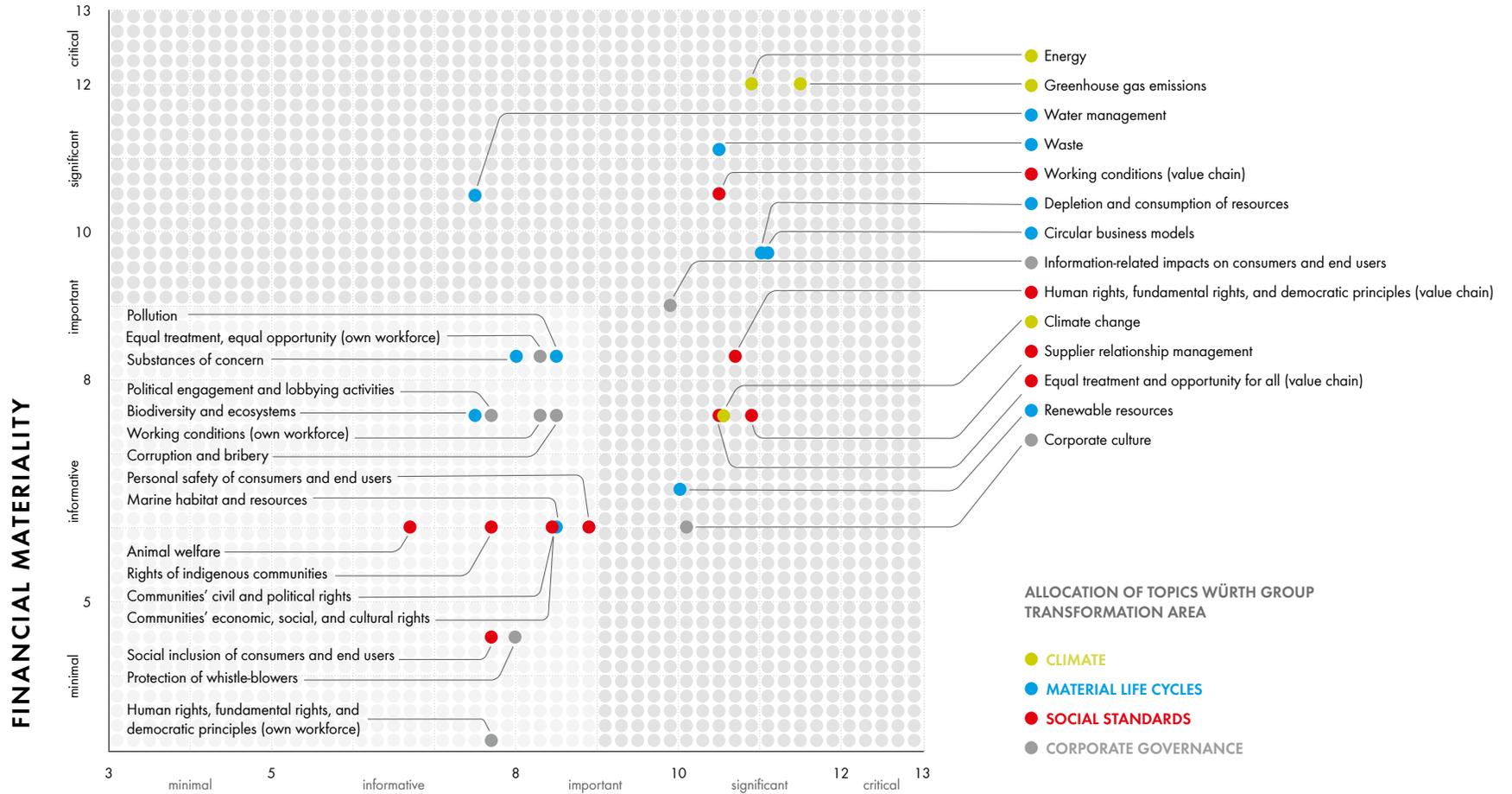
employees at all levels of the company in this process. Collaborating with external stakeholders also helps identify future measures and goals and drive the transformation forward.

The materiality analysis underlying this year's reporting is based on the drafts of the European Sustainability Reporting Standards (ESRS), as well as the analysis for 2023, and involved a two-stage process in which both the impact materiality and the financial materiality of the relevant areas of influence were carefully examined (► **2023 Sustainability Report, p. 34 ff.**).

For 2024, the review of the framework conditions did not reveal any significant deviations from the previous year's findings. Consequently, the material topics for the Würth Group in 2024 correspond to those of 2023 and continue to form the basis for our strategic orientation.

MATERIAL TOPICS FOR THE WÜRTH GROUP

2024 materiality assessment





RISK MANAGEMENT

The central risk management process leads to the early identification of relevant sustainability risks.

Dealing with risks

As a globally active company, the Würth Group is constantly exposed to risks but also makes systematic use of opportunities that present themselves. Opportunities and risks can arise both as a result of our own actions or failure to act and as a result of external factors. The risk and opportunities policy of the Würth Group is aimed at meeting the company's medium-term financial objectives and at ensuring the sustainable, long-term growth of the Group. To ensure this, the Würth Group has established a system that identifies entrepreneurial opportunities and risks, records and assesses them using a standardized system, weighs them against each other, and communicates them. Our conscious and systematic approach to addressing opportunities and risks is inextricably linked to our entrepreneurial activities.

The Würth Group has a three-tier risk management system (RMS), comprising the cyclical monitoring system of the Group Auditing Department, the Group Controlling Department, and the early warning system. The Central Management Board of the Würth Group holds overall responsibility for the Group-wide risk management process and defines the principles of our risk policy and risk strategy. The management of each company within the Group is responsible for installing a functioning and efficient RMS for themselves. They are supported by the risk manager, who reports directly to the Central

Management Board of the Würth Group and coordinates risk management at the Group level. The risk manager regularly informs the Audit Committee of the Advisory Board about the risk situation of the Würth Group.

The Central Management Board identifies, analyzes, and assesses the Group's risks at a dedicated annual workshop. This workshop also determines focus risks that could pose a threat to the net assets, financial position, and results of operations of individual entities or the Würth Group as a whole in the short, medium, or long term. Furthermore, in some cases with the support of the risk manager, all major Group companies carried out a risk inventory and recorded and assessed focus risks and other risks in the reporting system. The processes in place were developed further, improved, and adjusted to meet changing internal and external requirements in 2024.

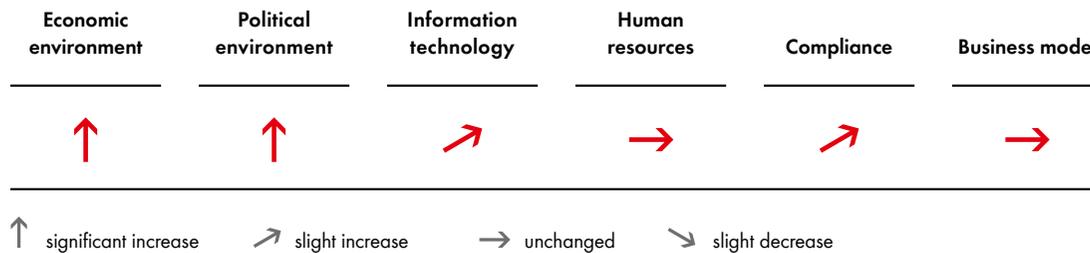
Risks are evaluated for one calendar year at a time, including their impact on the next 24 months. In the 2021 reporting period, sustainability was identified as a possible opportunity with a positive impact on the net assets, financial position, and results of operations, which is why it was integrated into the process for the first time.

Recording the risk situation and risk management

The reporting system was designed for the risk identification process and to perform a standardized analysis and recording of the risks, with an option to aggregate. A risk owner is appointed for each risk. This person is responsible for the operative management of the risk and, in particular, for implementing and following up on existing and planned measures. As the business environment is constantly changing, risk management is seen as a permanent process in which risk monitoring plays a key role. In the risk universe, our risk catalog used to identify and categorize risks, a separate sustainability risk category was established in 2023, containing five risks. As part of the analysis of sustainability-related opportunities and risks, the risks associated with climate change are also assessed. They include the rise in ambient temperatures, water availability, and energy supply. In addition, risks related to the consumption of resources along the supply chain are analyzed, as are risks related to human rights and the environment along the supply chain. The occupational

health and safety risk can be assessed in the Employees category. Both in 2024 and in years prior, no sustainability risks were reported in the risk management system that would have endangered the continued existence of the Würth Group according to the risk and opportunities policy. At present, the opportunities in the area of sustainability outweigh the risks for the Würth Group due to the short-term period under review and the quantitative assessment system. In contrast to this, the Sustainability Report takes a more in-depth qualitative look at general sustainability risks (► **Climate risk assessment, p. 46 f., Material life cycles risk assessment, p. 58 f., Social standards risk assessment, p. 70 f.**). The Würth Group intends to expand its assessment of risks and opportunities in the area of sustainability in the future.

Risk development in the Würth Group in 2024



► 2024 ANNUAL REPORT, Group management report, p. 82 ff.



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With a **network** of synergies.

The Würth Group's corporate governance creates the framework and conditions for the transformation. It builds on the corporate culture. But it is the people who fill this framework with life. Mutual trust, appreciation, the pursuit of success, and the willingness to shape change are part of the corporate principles that support the transformation. Strategic foundations alone are not enough; we are tasked with empowering the Würth Group's employees to actively participate in this change.



CORPORATE GOVERNANCE

CORPORATE CULTURE OF THE WÜRTH GROUP

The Würth Group's success relies on its distinct corporate culture, which is based on values.

Value-oriented corporate culture

Mutual trust, predictability, honesty, and straightforwardness in both internal and external interactions are fundamental principles that are deeply ingrained in Würth's corporate culture. Our commitment to these values can be traced back as far as the corporate philosophy penned by Prof. Dr. h. c. mult. Reinhold Würth back in the 1970s. This is not just about complying with all of the relevant legislation and internal company regulations but also about employees adopting the right intrinsic attitude, a key component in the sustainable corporate success of the Würth Group. Extensive internal guidelines known as the Policy and Procedure Manual (PAP) operationalize these fundamental principles in the form of descriptions of the structure and process organization, in addition to setting out specific rules and codes of conduct.

Corporate philosophy

Lifelong learning and employee empowerment play a key role in implementing this corporate philosophy. The aim is to develop the full potential of all employees by supporting and challenging them. The words "thank you" are considered to be the most important words in our dealings with one another and underscore the importance of practicing appreciation within the company. The open feedback culture also promotes active exchange and continuous improvement in how we work together. The company follows the principle of "as much organization as necessary, as much initiative, creativity, and flexibility as possible."

This approach is intended to enable the Würth Group to meet the challenges of the future in an active, agile, and self-confident manner. It also includes strategies for sustainability and for securing the Würth Group's business model and success in the long term.

Leadership culture

In order to meet future developments and requirements, the Würth Group has developed guiding principles for its managers based on its corporate culture.

In order to fulfill the requirements of the circular economy, sustainability issues must be anchored in the general awareness of employees. This not only demands thinking and acting in local, global, economic, ecological, and social contexts but also requires a deeper understanding of the principles and potential of the circular economy. The management culture in the Würth Group follows the principle of “adding value by recognizing value.” The Würth Group is continuing to develop its responsible corporate culture accordingly by focusing more closely on respect for people, resources, and nature. The aim is to create a common understanding, which provides employees with the freedom they need to develop through empowerment and mutual trust.

The Würth Group’s leadership culture is not based on hierarchies and authority but rather on cooperation. It is based on the corporate principles which emphasize the combination of values, expertise, and personal mindset. Managers play a decisive role in the sustainable transformation of the company by showing curiosity and openness to new developments, actively driving change, and thus setting an example as role models for employees. They are aware of their strengths and weaknesses, exemplify the importance

of lifelong learning, and convey the fundamental values of our corporate culture to all employees. It is important to make the reasons behind the corporate strategy transparent, especially as the economic conditions and requirements are subject to constant and ever-faster change. It is also important that the associated requirements and expectations of employees be communicated clearly. This can be achieved by providing appropriate information that is clear and comprehensible.

In addition, the Würth Group’s leadership culture promotes a diverse environment and workplace, in which employees can grow through personal responsibility and targeted development opportunities. High-potential employees are identified proactively in order to fill key positions from within our own ranks and to promote leadership talent in the long term. Their basic attitude and mindset is a decisive factor in the selection process. In our culture, in addition to the criteria mentioned above, we see the ability to cooperate between different areas and people as essential for overcoming future challenges. We believe that managers bear the main responsibility for the development of our employees. Supporting and challenging employees is a key aspect of our culture, enabling us to exploit their full potential and thus make the Würth Group successful in the long term.



INTEGRATION, PROCESS CONTROL, AND DATA MANAGEMENT

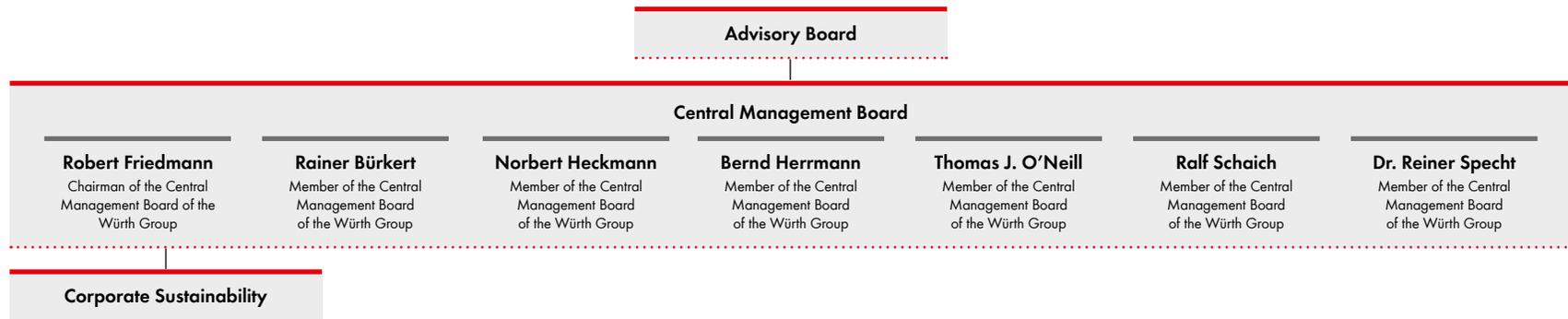
The Corporate Sustainability team of the Würth Group promotes global synergies, uniform process control, and a pool of baseline data.

The Group-wide sustainability management approach creates synergies and encourages the transfer of knowledge between the individual Group companies and other Group functions. This promotes a shared understanding of common requirements and goals, provides data, process structures, orientation, and a basis for decision-making, and helps transform the Würth Group together with its diverse business units and over 400 companies around the world. As a Group function, the sustainability team reports directly to the Central Management Board on a regular basis.

As the chief supervisory and controlling body of the Würth Group, the Advisory Board is also involved in important decision-making processes along with the Central Management Board. Since the 2024 reporting year, the Corporate Sustainability team has been strengthened by employees who bring local market and customer-specific requirements into line with the Würth Group’s sustainability strategy in selected regions worldwide. In addition, sustainability managers have been appointed in each individual company, who are tasked with driving sustainable development.

STRUCTURAL INTEGRATION OF SUSTAINABILITY MANAGEMENT

As of 31 March 2025



HOW SUSTAINABILITY MANAGEMENT WORKS IN THE WÜRTH GROUP

General overview as of 31 December 2024





Uniform data management ensures quality and transparency for a sustainable transformation.

Process control via ISO-standardized management systems

In the Würth Group, standardized management systems form the basis for collecting sustainability data. The management systems that have already been integrated into the individual companies provide verified process data and thus ensure high-quality data and compliance with industry-specific standards in advance. The relevant sustainability information can be determined on the basis of these processes. The uniform generation of data by all companies in the Group allows for comparability, which helps to improve data transparency and quality. Including economic, ecological, and social indicators at the same time creates a comprehensive pool of data for the Würth Group.

Transformation indicators as a management tool for sustainable development

As part of our sustainability reporting, we have added aspects to our existing management processes in order to get valuable transformation indicators from each individual company and to form the basis for Group-wide sustainability management. International sustainability standards serve as a guide for the underlying data management. This reflects the two perspectives of double materiality in the indicators: financial materiality and the materiality of the impacts.

COMBINATION OF PROCESS CONTROL AND DATA MANAGEMENT



Measuring sustainability performance through standardized reporting

Instead of wasting time and resources collecting, analyzing, and reporting the data from each individual company, we have developed a Group solution. We make use of the existing reporting system in order to achieve the goals of the Würth Group and ensure the advancement of the sustainable transformation in the companies. In order to make the large volume of data efficient and easy to evaluate, we have also recorded social and environmental indicators in our reporting system for financial indicators since 2020—an effective and integrated solution for the comprehensive reporting of our transformation indicators.

The data is collected on an annual basis using software, which ensures comparability over the years and makes the progress of the transformation visible. The scope of the indicators is developed annually and the data capture system is optimized. Initially based on the voluntary international framework of the Global Reporting Initiative (GRI), the reporting system has gradually been expanded to include the indicators of the European Sustainability Reporting Standards (ESRS), which are subject to mandatory disclosure. The carbon footprint of each company is calculated by the system using both standard and country-specific emission factors from the International Energy Agency (IEA). Furthermore, validation checks are recorded to ensure the quality of the data. The data is also checked centrally by experts and prepared for the various interest groups. It forms the basis for the Sustainability Report, for ESG ratings, and for the transparency of our sustainability performance vis-a-vis our customers.

Centralized data collection increases efficiency and significance at the Würth Group level and creates a uniform pool of data in the decentralized structure.

This comparability and transparency provide both the Corporate Sustainability team and the companies with insight into their current individual development status, which can be used to determine potential for action. This data is used to manage sustainability development as part of the future Group-wide strategy (► **Sustainability score, p. 22 f.**).

Continuously improving the quality of the data

High-quality data is crucial for successful management. Only accurate and reliable information provides us with a clear orientation as to where we currently stand and where we want to develop. With clear responsibilities, defined processes, and effective control mechanisms, we constantly strive to optimize the quality of our data. All those involved in sustainability reporting were trained in 2024 in order to achieve a uniform level of knowledge. In addition, the Würth Group's specific manual on sustainability reporting is developed further each year. It contains definitions, background information, and explanations for data entry and what to do if data is missing in order to ensure a common understanding and comparable data sets. Rounds of discussion help to answer frequently asked questions about data collection.

As a further tool, the companies were provided with a guide on preparing for the future statutory audit with limited assurance. This audit also includes data collection. In 2024, internal trial audits were conducted with selected companies, coordinated by the Corporate Sustainability team. This made it possible for them to identify and address weaknesses in their data collection and documentation. The internal trial audits focused in particular on the traceability and plausibility of the data chains. In order to support the documentation and reconstructability of the collection processes, the companies received a template for process profiles.



COMPLIANCE

Integrity and trust are core values in our dealings with each other. They are also reflected in our compliance culture.

Compliance organization

In order to meet the increasing compliance requirements, the Central Management Board of the Würth Group has established a Group-wide compliance management system with the approval of the Advisory Board and the Supervisory Board of the Würth Group. In addition to the Chief Compliance Officer and Group Compliance Officer, compliance officers are appointed at the level of the business units and also at the individual companies in the Würth Group. The responsibilities and structures for product, tax, and IT compliance that are already in place across the Group remained unchanged in the 2024 fiscal year, and the individuals responsible report to the Chief Compliance Officer of the Würth Group. The Compliance Board provides advice on compliance incidents as and when required and makes recommendations regarding any measures that need to be taken. The Compliance Board is also responsible for the further development of the compliance organization and reports to the Central Management Board and the Advisory Board of the Würth Group in all compliance matters. In order to anchor the compliance organization within the Group in the long term, Group-wide training sessions are conducted on compliance issues.

Prerequisite for sustainable corporate success

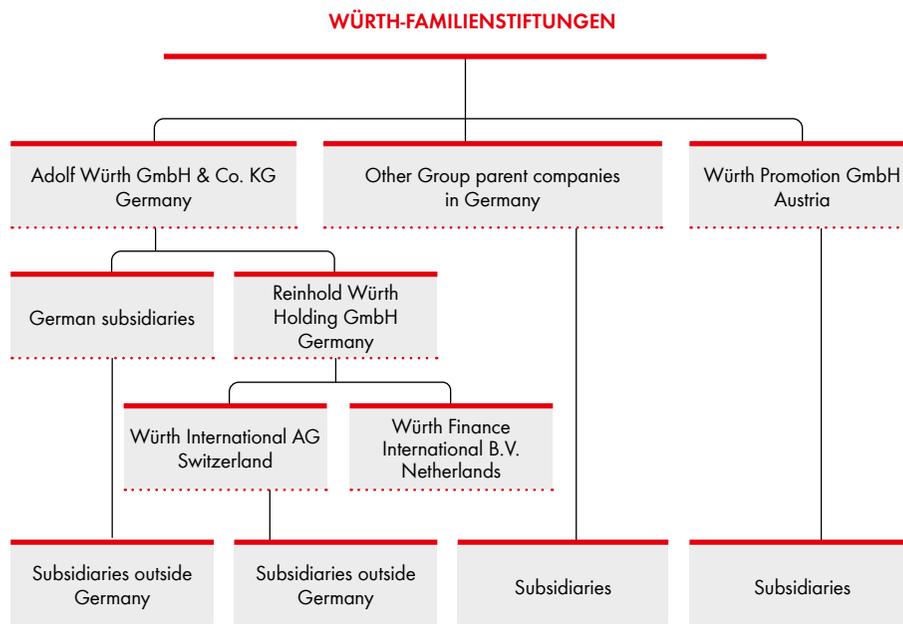
The compliance organization is supported by the firm conviction of the Central Management Board, the Würth family, the Supervisory Board of the Würth Group, and the Advisory Board that a living and breathing compliance culture plays a key role in the continued, sustainable success of the Würth Group. At the same time, the management teams of the Group companies are required to proactively meet their responsibilities with regard to the more extensive national and international demands placed on a compliance organization (► **Würth Group 2024 Annual Report, Group management report, p. 87 f.**).

Compliance regulations and Group-wide whistleblower system

The Code of Compliance summarizes the principles of the corporate philosophy and supplements them with adherence to international compliance standards. Training sessions are conducted on compliance issues in order to anchor the compliance organization within the Group in the long term. The Group-wide whistleblower system means that not only employees but also customers, suppliers, and third parties are able to report any suspected compliance breaches directly to the Würth Group's Compliance Office. Thanks to an online system, this is also possible completely anonymously.

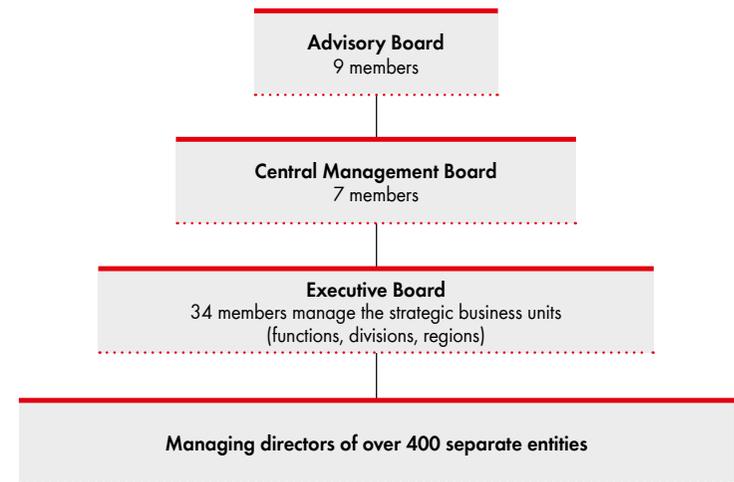
WÜRTH GROUP: LEGAL STRUCTURE

Simplified chart



ORGANIZATIONAL STRUCTURE

As of 31 March 2025



► 2024 ANNUAL REPORT,
Consolidated financial statements, p. 200ff.



DIVERSITY & INCLUSION

We are committed to inclusion and diversity for the Würth Group's ongoing success.

Global diversity as a success factor

Diverse opinions and perspectives promote creativity, innovation, and new solutions. The Würth Group draws on a wide range of ideas from different backgrounds to ensure its sustainable and long-term success. The diversity of the people in the Würth Group amplifies this effect: Each individual Group company, each individual business unit, and each team unit, along with all of our customers, employees, suppliers, and business partners, is important and contributes to the future-oriented transformation of its economic activities in its own way. In this way, the Group sparks innovations and helps employees remain attentive and proactive at all times. Thanks to the employees' diverse wealth of experience, topics can be examined from different perspectives, optimal solutions developed, and blind spots avoided.

In order to promote diversity within the Würth Group as a valuable part of our culture and to make the best possible use of its potential, we strive to build diverse teams and an environment in which all employees are actively involved and heard. The basis for this is a working environment in which every single person feels comfortable in order to make the best possible contribution to the success of the Würth Group. For us, this includes framework conditions that are free of prejudice and intolerance.

Any form of discrimination is unacceptable. The fact that we are expanding and strengthening diversity awareness among employees and management will further promote this development. This approach is set out in the Diversity Statement, which is also supported by the Advisory Board of the Würth Group:



The Würth Group's stance on diversity

The future needs good decisions.

Good decisions also arise from the diversity of opinions and perspectives.

Diversity stands for creating space, for variety, for opportunities, and that is precisely what the Würth Group stands for.

That is why we make our teams diverse at all organizational levels and are enthusiastic about the opportunities this creates.

That is why we actively focus on incorporating the perspectives of people with different world views, experiences, and socio-economic backgrounds.

That is why we provide a framework and work environment that is free of prejudice and intolerance and enables everyone to make a valuable contribution.

That is why we do not tolerate any discrimination based on gender, gender identity, sexual orientation, physical or mental impairments, social or ethnic origin, age, nationality, language, skin color, religion, or any other unique characteristic that makes us human.

That is why, in the end, it is the best idea that counts for us, and not where the idea comes from.

That is why we are committed to a strong corporate culture, and to inclusion and diversity, for the future success of the Würth Group.

Expanding our expertise in the area of diversity and inclusion

The Würth Group actively strives to build a diverse workforce, with a particular focus to date on increasing the share of women at all hierarchical levels, especially in leadership roles. At the end of 2024, for example, 11.2 percent of the managing directors of all Würth Group companies were women, with a slight increase in recent years. Würth Business Academy runs a mentoring program (CHAMP) for high-potential female employees with the aim of providing additional support for female talent, making them more

visible to top management, and raising awareness of each other. In addition, Global Women @ Würth (GLOW) offers a network to promote exchange among the women at the company.

There are also webinars for top management and short video learning units for all employees to develop competencies in the area of diversity and inclusion. In order to facilitate and promote a targeted exchange of best practices, the strategic Diversity & Inclusion network strengthens the connection between the companies of the Würth Group.

The new Learning Lighthouse series of web talks was launched in 2024. In this series, which is open to all employees of the entire Würth Group, colleagues share their experiences and knowledge about selected aspects of diversity and inclusion. This includes topics such as cultural backgrounds and people with disabilities in the workplace.

In addition, Würth Business Academy conducted a survey of female employees at the Würth Group for the first time in 2024 with specific questions on the situation of women in the workplace. With over 5,000 respondents from all over the world, this survey met with a strong response. The aggregated results were presented to top management and are intended to provide impetus on how women can be advanced even better at the Würth Group in the future. The starting points identified include a more transparent remuneration policy, more fairness and transparency in promotion processes, and more flexible working conditions in terms of time and location. The companies were also surveyed about the situation of people with disabilities in the workplace, a topic for which further steps are planned in the near future.



NEW WORK

The Würth Group focuses on customer-oriented, innovative, and practical solutions: our employees are our most valuable resource for this.

The working environment as a key factor influencing employee dedication

Real and sustainable transformation starts in the mind. Therefore, we aim to create working conditions in which our employees can unfurl their innovative strength and potential as best possible. Many approaches that accompany this transformation of the working world are summarized under the term "New Work". It is important for the Würth Group to adapt to the new requirements and changing needs of its employees and thus to offer a working environment where they are happy to get involved and make a contribution. Accordingly, Employee Experience will be a strategic field of action for the Würth Group. The experiences of employees at each company will be surveyed annually in the future for the Employee Experience Index. Diversity and inclusion also form part of this survey. Based on the results, each company will define specific measures to shape the world of work in such a way that employees perceive it positively and are able to contribute and develop sustainably. This also includes workspaces, leadership culture, work methods, digital work, work models, and benefits. Establishing a mindset focused on people and on learning in the daily work culture is essential for this purpose.

We also work continuously to enable our employees to adjust their work hours to their personal circumstances. This flexibility allows them to balance work commitments with personal interests more effectively, which in turn can contribute to greater employee satisfaction. It is important to establish modern principles and methods of collaborating in order to address the challenges that can result from this, especially with regard to ensuring effective communication and coordination within the team.

As a company that operates all over the world, the Würth Group actively promotes a modern and global work style. International assignments are also possible within this framework. They give employees the opportunity to experience new cultures, get to know different market conditions and customer needs worldwide, and expand their professional capabilities in international contexts. In addition, these exchanges can strengthen the sense of belonging and the global community within the Würth Group. A comprehensive Global Mobility Policy Landscape is being developed as the basis for international assignments, ensuring that this approach is implemented fairly and transparently while safeguarding the interests of the company and meeting legal compliance requirements.

KNOWLEDGE TRANSFER

Learning from and with each other is essential for our sustainable transformation

Our increasingly complex world demands agile evolution in order to keep up with changing requirements, find innovative solutions, and thus ensure a successful transition to a circular economy. A shared basic understanding of sustainability represents the prerequisite for sustainable action. Lifelong learning is enshrined in the Würth Group's culture. Transformative thinking requires effective and ongoing communication. This is why a targeted flow of information is integrated into all existing infrastructures, which vary from informative to enabling depending on the target group, at all levels of the company. Joint communication platforms are intended to create a common understanding and vision. It is a matter of everyone involved pulling together and promoting individual sustainability development in the Group companies.

Managers are made aware of and enabled to develop a common understanding of sustainability and to incorporate sustainable practices into the processes of their companies. The introduction of Sustainability as a specialist department is an integral part of the Welcome Seminars for new functional managers and new managing directors.

First conference of the Group functions Sustainability and Quality "Summit for Change – Synergizing Sustainability & Quality"

With the first international conference of the Group functions Sustainability and Quality under the kick-off motto "Summit for Change – Synergizing Sustainability & Quality" in October 2024, we jointly set the course for the future, not only in order to make our contribution but also to establish the basis for meeting the growing legal and customer-specific requirements. Over 400 quality managers and sustainability managers from the Würth Group compa-

nies attended the digital conference. Over a period of two days, knowledge was shared, the synergies between quality and sustainability in particular were emphasized, and numerous opportunities for exchange were provided.

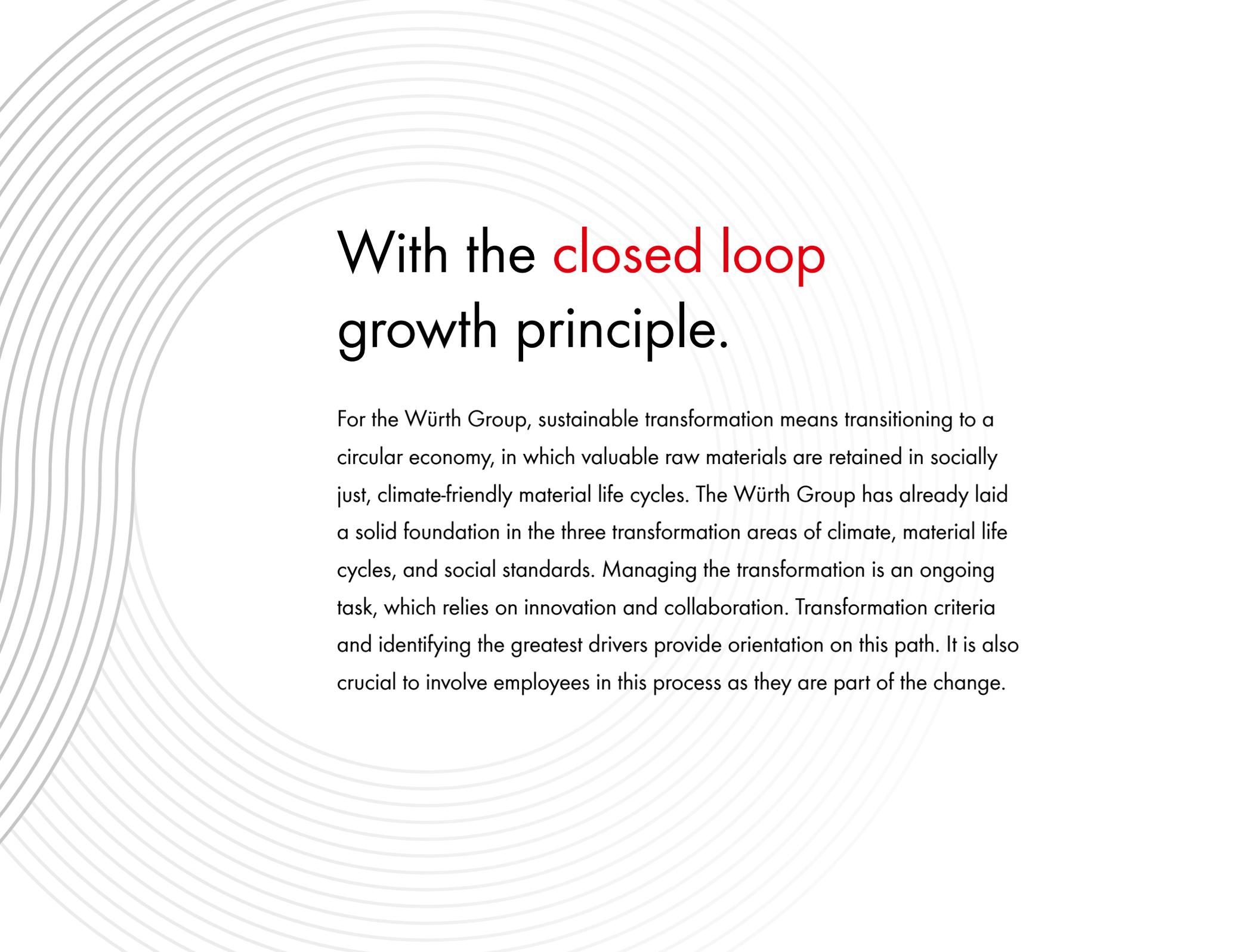
Continuous exchange of information within the Würth Group

Since 2021, the Würth Group's International Sustainability Panel has provided a comprehensive overview of current sustainability issues and legal requirements twice a year. It serves to provide all those interested in sustainability at the companies with updates and announcements on current topics related to sustainability. In fall 2024, the panel was replaced by the "Summit for Change" in order to further promote this exchange. In addition, the monthly #CircularWay newsletter informs all interested parties about the Würth Group's current projects and progress. This regular exchange of information strengthens awareness for sustainability and also the operational capabilities in the companies.

Sustainability training program

The Group-wide "Sustainability in the Würth Group" digital training program aims to build up comprehensive basic knowledge and promote a shared understanding of sustainability. It includes a number of short video units focusing on different topics, such as general sustainability, the Würth Group's sustainability strategy, sustainability communication and reporting, and the three transformation areas: climate, material life cycles, and social standards. The training program is primarily aimed at the companies' sustainability managers, but it is also open to all other employees via the Learning Campus. The Learning Campus is an internal platform with digital training courses for employees on various topics. In addition, there are regular digital events to share knowledge on specific topics such as climate management or ESG ratings.



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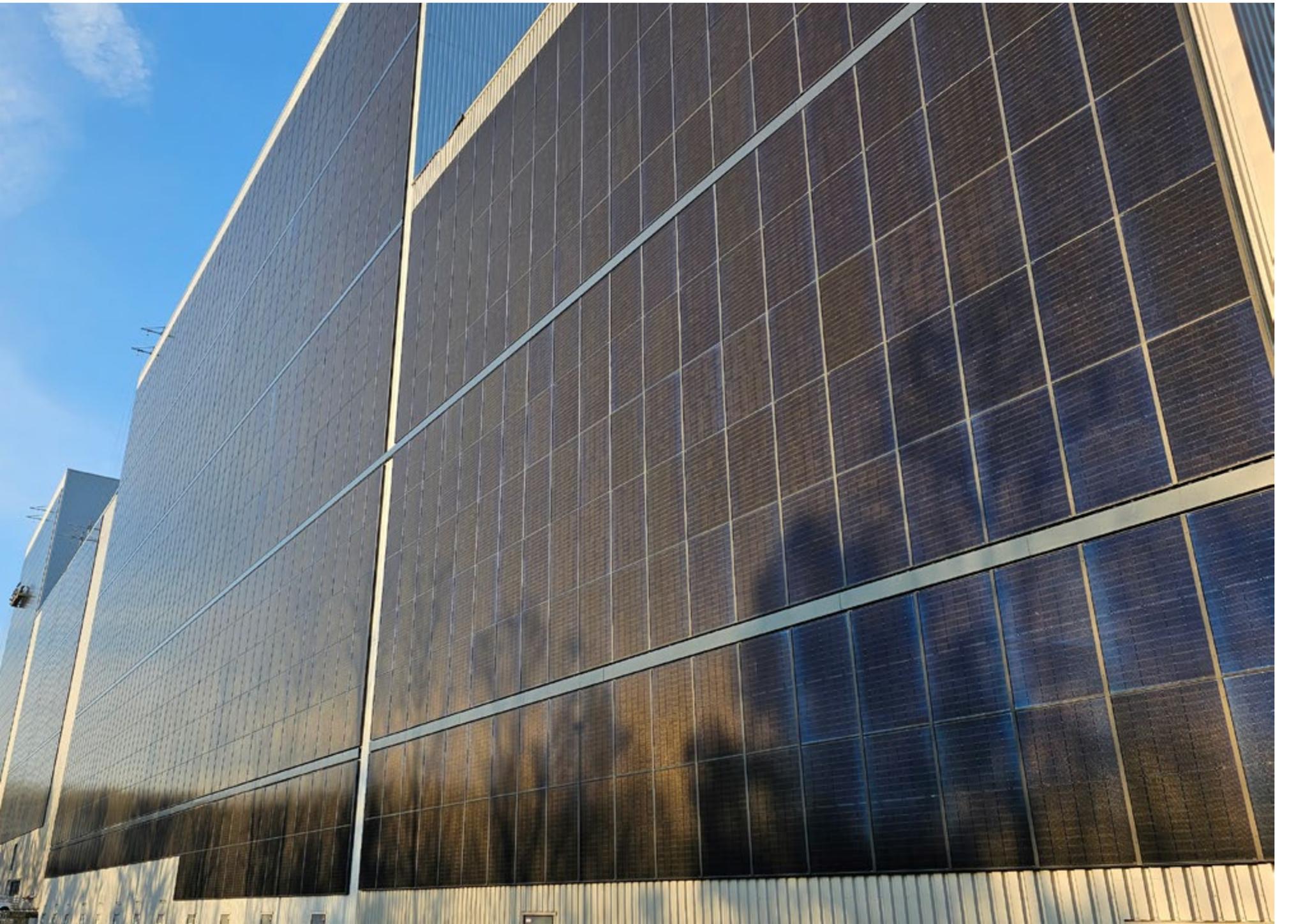
With the **closed loop** growth principle.

For the Würth Group, sustainable transformation means transitioning to a circular economy, in which valuable raw materials are retained in socially just, climate-friendly material life cycles. The Würth Group has already laid a solid foundation in the three transformation areas of climate, material life cycles, and social standards. Managing the transformation is an ongoing task, which relies on innovation and collaboration. Transformation criteria and identifying the greatest drivers provide orientation on this path. It is also crucial to involve employees in this process as they are part of the change.

The **climate** transformation area

The Würth Group accepts its responsibility to making a meaningful contribution to climate protection and to achieving the goals of the Paris Agreement. For us, active climate protection means minimizing direct and indirect greenhouse gas emissions that are harmful to the environment in the long term, including along the supply chain. The transparency of the climate footprint analysis can help us to better understand greenhouse gas emissions and to take targeted steps to reduce them. Energy, greenhouse gas emissions, and climate change represent the material topics for the Würth Group in the climate transformation area.







To counteract the risks of climate change, the Würth Group pursues a climate strategy that focuses on the countries with the highest emissions.

Risk assessment

The use of fossil energy sources leads to the release of greenhouse gases and thus contributes to climate change. This results in various risks for the Würth Group, which can impact different business units and locations. They range from physical risks to transition risks, which must all be mitigated. Extreme weather conditions can cause damage to company infrastructure such as buildings, production facilities, and means of transportation. The resulting business disruptions affect supply chains and result in a loss of market shares. All these negative impacts of climate change will lead to additional costs in the long term for the elimination of climate damage and the required adaptation measures. In addition, the intensive use of fossil fuels makes us dependent on international energy markets. A further risk is the potential competitive disadvantage that can arise from a lack of transparency in the face of increasing customer demand for climate data.

A study by the Potsdam Institute for Climate Impact Research has calculated the future impact of changing climatic conditions on economic growth. Climate change leads to major economic disadvantages worldwide. It is estimated that around USD 38 trillion worth of damage is caused every year. By 2050, the global economy is expected to see a 19 percent loss in income. These losses arise due to a variety of effects, such as losses in agricultural yields, labor productivity, or infrastructure, caused by rising and volatile temperatures, as well as changes in precipitation. The study underlines the urgency of climate protection measures and points out that it is significantly cheaper to protect the

climate and people's livelihoods than to bear the consequences of inaction. As part of its risk assessment, the Würth Group analyzes the countries with high greenhouse gas emissions in which it operates. In 2024, Group companies located in Germany accounted for 29.7 percent of the Würth Group's total greenhouse gas emissions (scope 1 and 2). The US, Italy, Spain, Austria, China, France, and Poland accounted for a further 41.8 percent. Together, the companies in these eight countries are responsible for over 70 percent of scope 1 and 2 emissions, which is precisely why the focus lies on them.

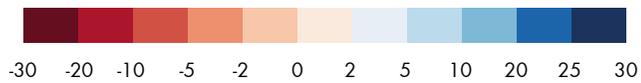
Opportunities based on the use of regenerative energy

In contrast to fossil fuels, renewable energy comes from natural sources that are inexhaustible. Therefore, it is a key component in the Würth Group's long-term and sustainable energy supply and a decisive factor in reducing its greenhouse gas emissions. Increasing the use of renewable energy reduces our dependence on fossil fuels and imports, which can secure the energy supply and reduce vulnerability to geopolitical risks and price fluctuations. In addition, innovations and key technologies, as well as new markets and long-term partnerships, offer competitive advantages and economic opportunities. By reducing greenhouse gas emissions, the Würth Group can contribute to minimizing the negative effects of climate change. This can lower costs for climate damage and adaptation measures in the long term. At the same time, this development is crucial to maintaining the economic base and protecting livelihoods.

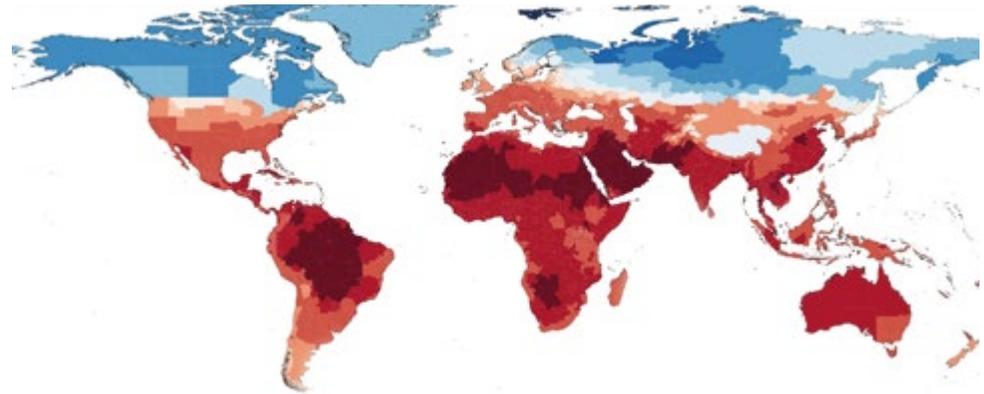
GLOBAL FOCUS REGIONS

Risk assessment of the economic impact of climate change

Projected percentage change in per capita income for 2049 compared to a scenario without climate change impacts

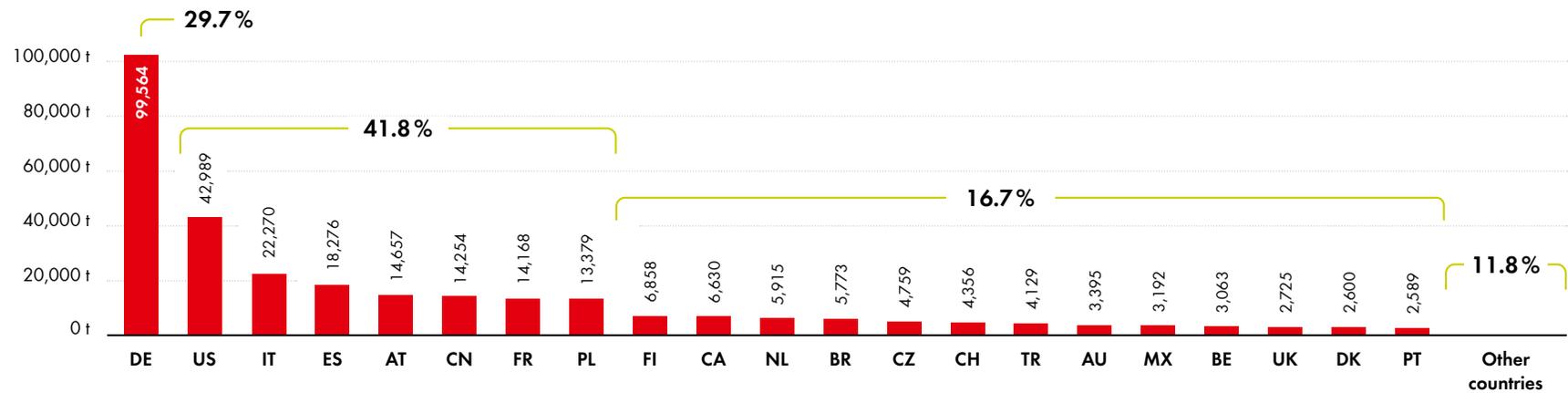


Source: Kotz, M., Levermann, A. & Wenz, L. The economic commitment of climate change. Nature 628, 551–557 (2024). <https://doi.org/10.1038/s41586-024-07219-0>



Greenhouse gas emissions of the Würth Group according to location

Absolute volume in tons of CO₂e and share within the Würth Group as a percentage in 2024





The Würth Group takes a variety of measures to effectively reduce scope 1 and 2 greenhouse gas emissions.

As a globally active company, the Würth Group supports the goals of the Paris Agreement. It not only contributes to global greenhouse gas emissions but also has the opportunity and responsibility to effect positive changes. The Würth Group ensures transparency with regard to its greenhouse gas emissions and their sources by analyzing its climate footprint in line with the Corporate Standard of the Greenhouse Gas Protocol. This provides the foundation for developing the Group-wide climate strategy. The primary goal is to reduce greenhouse gas emissions in order to make a real contribution to climate protection. First, this means avoiding all harmful direct and indirect emissions. If this is not possible, the Würth Group strives to reduce them to a minimum.

Measures to actively reduce greenhouse gas emissions

The Würth Group successfully implemented a number of targeted measures to reduce greenhouse gas emissions in its companies over the course of 2024. The efficient use of energy is an important part of these efforts. The Würth Group is also continually expanding its own regenerative electricity production and sourcing of green electricity, which in turn promotes the expansion of renewable energies on the energy market. Last year, for example, the Würth Group was able to increase its own regenerative electricity consumption rate to 4.3 percent and increase its sourcing of green electricity by 2.2 percent compared to the previous year to just under 270,000 MWh.

Even though the ratio of renewable energy to total electricity consumption fell by 3.4 percentage points, greenhouse gas emissions from electricity use were reduced by 3.1 percent overall. The Würth Group also pursues the implementation of holistic energy concepts and individual solutions for non-fossil heat generation. The aim is also to gradually convert the vehicle fleet to alternative drive systems and more climate-friendly fuels. Accordingly, around 10 percent of vehicles with combustion engines were replaced by electric and hybrid vehicles in 2024. Even if some of these are interim solutions, the progress on electrifying the vehicle fleet is clear. A slight increase in greenhouse gas emissions in the mobility sector can be seen due to the increase in mileage. In 2024, the total energy from renewable energy sources amounted to around 370,000 MWh, which corresponds to 20.7 percent of total energy consumption. This is an increase of 2.5 percentage points compared to the previous year.

At the same time, we are working to continually improve the quality of our data. The Group has achieved greater transparency by further expanding its data collection processes. As previously unknown greenhouse gas emissions are now also recorded, this can lead to a higher overall carbon footprint despite savings measures.

Future recording of scope 3 emissions

The reduction of all greenhouse gas emissions from upstream and downstream value chains poses a challenge for the future. In 2024, the Würth Group expanded its focus from scope 1 and 2 emissions to include the development of a uniform recording methodology for indirect scope 3 emissions.

An upstream materiality analysis based on industry benchmarks showed which scope 3 categories are likely to generate the most greenhouse gas emissions. The collection of scope 3 data poses a number of challenges, particularly due to the decentralized nature, the different business models, and the varying availability of data among the companies. In order to overcome these challenges, flexible and hybrid approaches to calculating greenhouse gas emissions have been developed so that each company can use the best possible underlying data. The aim is to combine pragmatism with the best possible quality in order to not only collect and analyze the main scope 3 emissions categories in the future but also to reduce them through effective measures.

Raising climate awareness at the companies

In addition to collecting data, the Würth Group emphasizes the targeted transfer of climate knowledge within the Group and the personal empowerment of employees at the individual companies. Only when they have understood the meaningfulness of the implementation can they find new paths on their own. This awareness also results in specific, targeted measures to reduce greenhouse gas emissions at each individual company in the Group.

The climate round table “Let’s talk about CLIMATE” was introduced in 2023 to deepen the understanding of the climate transformation area within the Würth Group. Around 150 employees who are responsible for climate-related topics from Würth Group companies around the world meet here every six weeks to deepen their knowledge of climate management and resolve questions in an open forum. During the reporting year, the recording methodology for scope 3 emissions was discussed in particular. The Würth Group has also had its own climate handbook since 2024, which sets out the methodology for collecting data to calculate the scope 3 emissions categories.

In addition, existing instruments such as a tool for individual companies to calculate their carbon footprint by themselves and the “Climate Management” training program provide assistance. The Corporate Sustainability team supports the companies by providing individualized advice on the relevant processes.



Calculating greenhouse gas emissions creates transparency in terms of identifying the greatest potential for improvements and savings.

Energy consumption and top emitters

The Würth Group's greenhouse gas emissions are primarily the result of energy consumption, particularly the use of fossil fuels. A look at energy consumption in 2024 shows that the Würth Group's vehicle fleet is the main energy consumer at 54.0 percent. This is also reflected in the corporate carbon footprint (scope 1 and 2 emissions) since the vehicle fleet accounts for 61.8 percent of greenhouse gas emissions. The kerosene used in our airport operations falls under scope 1 and makes up 1.2 percent of total emissions. The second largest share of our greenhouse gas emissions can be attributed to the use of heat. The decentralized nature of the heating system makes changes challenging. This illustrates the importance of expanding and sourcing regenerative energy for the electricity supply, which facilitates an easier and faster transformation.

Transformation drivers in the Würth Line and Allied Companies

Both the Würth Line companies and the Allied Companies have the highest greenhouse gas emissions in the area of mobility, with shares of 74.4 and 41.5 percent respectively in 2024. Due to the increased sourcing of green electricity and the in-house generation of electricity from renewable energy sources, the Allied Companies have shifted their focus from electricity procurement to mobility in recent years.

The biggest transformation driver for reducing our carbon footprint in scope 1 and 2 lies in switching mobility to alternative drive systems and fuels. Although this change poses challenges, it also opens up significant potential for the future. In order to be successful in the long term, it is crucial that we continue strengthening our proximity to our customers as this is the only way we can respond flexibly to customer needs and at the same time create a stable basis for sustainable growth. In doing so, the Würth Group considers the countries in which a switch to alternative drive systems is possible and sensible. The aim is to identify the best possible solutions for each region. Electromobility is not the optimal choice in every market as infrastructures vary around the world. In some cases, alternative fuels such as ethanol are a better solution for reducing greenhouse gas emissions related to our mobility.

To date, we have focused on avoiding and reducing scope 1 and 2 greenhouse gases. In 2024, we began building data transparency for scope 3 by establishing internal processes to evaluate, measure, and transparently present the effects of current measures in scope 3.

TRANSFORMATION LEVERS RELATED TO CLIMATE IN THE WÜRTH GROUP

Electricity, heat, mobility

MOBILITY: 74%

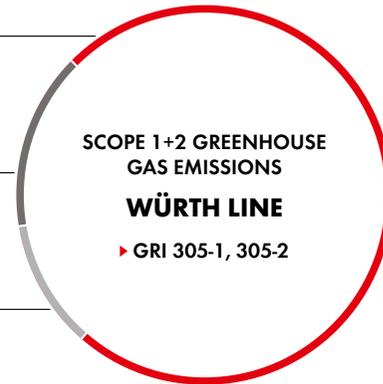
2024: 153,546 t CO_{2e}

HEAT: 15%

2024: 30,760 t CO_{2e}

ELECTRICITY: 11%

2024: 22,207 t CO_{2e}



MOBILITY: 41%

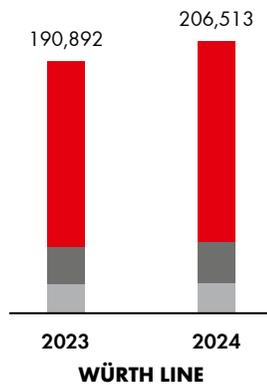
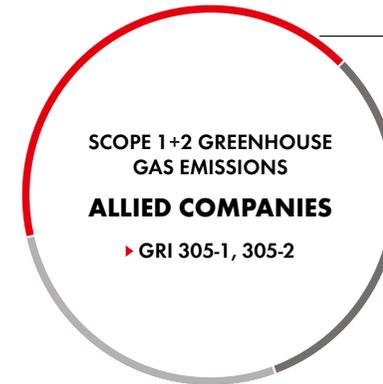
2024: 53,124 t CO_{2e}

HEAT: 32%

2024: 40,835 t CO_{2e}

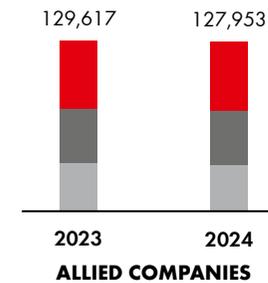
ELECTRICITY: 27%

2024: 33,994 t CO_{2e}



SCOPE 1+2 GREENHOUSE GAS EMISSIONS in t CO_{2e}

- MOBILITY
- HEAT
- ELECTRICITY



▶ **BASELINE DATA** Climate on pages 90-99



The climate transformation area in the **Würth Line**

PROJECTS IN 2024

The Würth Line companies are constantly optimizing their use of energy: More in-house electricity, alternative fuels, and better controls reduce their dependence on fossil fuels and lower greenhouse gas emissions.

Automated facility management to minimize energy and resource requirements

Würth España S.A., Spain

The inmotics system is an automated high-tech facility management system that controls a building's energy and resource flows and was installed at the two Spanish headquarters in Palau-solità i Plegamans and Agoncillo in 2024. The advantage of the system lies both in the real-time monitoring of all associated elements and in the measurement of specific KPIs. Each area of the company was analyzed individually, and the most efficient method for each was implemented. In the warehouse, for example, there are areas that are ventilated naturally and are not integrated into the automated system. In the office buildings, the heating, cooling, and ventilation are monitored by an integrated CO₂ and temperature detector, while timers and presence sensors ensure that the lighting and air conditioning in the offices, meeting rooms, and communal areas such as corridors, stairwells, canteen, and toilets are switched on and off automatically. In addition, the system can detect gas leaks and is linked to existing fire protection systems. Inmotics also measures the company's own energy generation via photovoltaics and regulates the irrigation of the company premises. The avoidance of idle times and the optimized use of resources in the areas of energy and water offer financial benefits, while at the same time reducing greenhouse gas emissions. Würth Spain predicts that the investment will already pay for itself in less than five years.





Approx. 50 percent self-sufficiency with electricity from regenerative sources, pilot project in the Latin America region
Würth del Uruguay S.A., Uruguay

In 2024, Würth Uruguay generated around 50 percent of its electricity consumption independently and from regenerative sources. The photovoltaic system used for this on the roof of the site in Barros Blancos in the Canelones region complies with the German VDE 176 11 2006 standard. With an installed capacity of 54.9 kWp and 164 modules, a total of 65.43 MWh of electricity was generated in 2024. This not only reduces greenhouse gas emissions but also provides autonomy from electricity providers and the associated costs.

The project was launched at the end of 2021 and supported by the Uruguayan government as a sustainability investment. For the Würth Group, this initiative is a pilot project in the Latin America region that can encourage other companies in the region to take a more conscious approach to their energy supply and to focus more on producing their own electricity.



Campus Gaisbach replaces diesel with HVO fuel
Adolf Würth GmbH & Co. KG & WSS Würth Shared Services GmbH, Germany

Adolf Würth GmbH & Co. KG was one of the first companies in Germany to use bio-based HVO fuel, starting in February 2024, in a joint project with Würth Shared Services. HVO is made exclusively from renewable raw materials, certified in accordance with DIN EN 15940, and can therefore be used in all diesel vehicles. Alongside the switch to electromobility, this is an important measure for Würth Germany in order to reach its climate goals. The bio-based fuel is available at the company filling station on the campus in Gaisbach. It is produced by converting vegetable oils, as well as oil and grease waste, into hydrocarbons through a catalytic reaction with hydrogen, which gives the oils the properties of fossil fuels. Calculated according to EU Renewable Energy Directive II (2018/2001/EU), the HVO fuel "Neste MY Renewable Diesel" used produces up to 90 percent less greenhouse gas emissions over the entire product life cycle than conventional sulphur-free diesel and thus offers considerable reduction potential when using diesel vehicles that cannot be electrified.



The climate transformation area in the **Allied Companies**

PROJECTS IN 2024

For the Allied Companies, 2024 was all about sustainable innovation and boosting efficiency. With geothermal energy, heat recovery, and precise emission calculations, the projects show how technology and responsibility can be combined to shape the future.

Synergies in the calculation of transport emissions

Würth Logistics AG, Switzerland

Together with the Corporate Sustainability team of the Würth Group, Würth Logistics has developed an approach for calculating transport emissions in the upstream and downstream supply chain. Software can be used to calculate the resulting greenhouse gas emissions in line with standards. The calculation system uses a shipment-based approach, meaning the emissions are calculated on the basis of shipment-specific data (e.g., place of departure, destination, transshipment points, mode of transport, and shipment weight). As the Würth Group produces the most greenhouse gas emissions in the scope 3 categories, this approach makes a valuable contribution to identifying opportunities for action.

Würth Logistics not only uses this calculation solution itself but also makes it available as a service to all other companies in the Würth Group. This facilitates data collection for reporting and creates the basis for reduction measures. Würth Logistics thus delivers an important building block for fulfilling the reporting obligations of the Würth Group and supports the companies with meeting the increasing information requirements of their customers. Some companies are already using the services offered by Würth Logistics.





Freiham site completely heated and cooled with geothermal system

Würth Elektronik eiSos GmbH & Co. KG, Germany

The High-Tech Innovation Center (HIC) research site of Würth Elektronik eiSos in Munich-Freiham is heated and cooled exclusively using geothermal energy. This is achieved by means of a geothermal heat pump, which uses the constant temperature of the groundwater as evaporation or cooling energy. Energy use is limited to the well pumps, which are powered by the company's own photovoltaic system on sunny days and by green electricity at other times. The introduction of geothermal energy at the site not only results in financial savings. The energy concept at the site saves approx. 660,000 kWh annual gas consumption, which corresponds to a reduction of 160 tons of CO_{2e}. Further reductions in greenhouse gas emissions, such as from refrigerants, have not yet been taken into account here. The system offers a cutting-edge solution for the site, combining supply security with efficiency and independence from municipal heating suppliers.



Heat recovery in the hardening shop used for preliminary processes

Arnold Umformtechnik GmbH & Co. KG, Germany

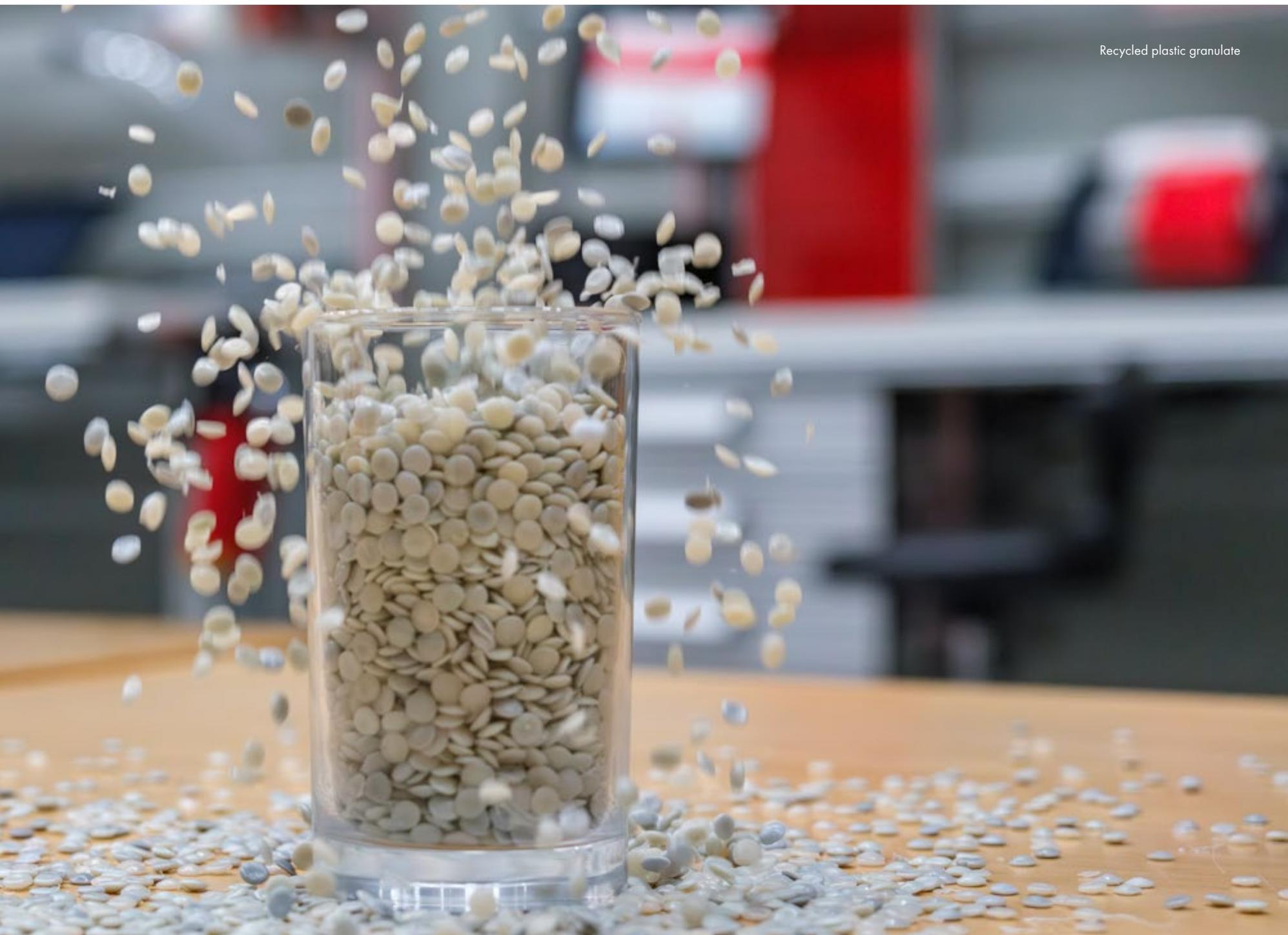
The installation of a heat recovery process at Arnold Umformtechnik's production site in Dörzbach aims to significantly improve energy efficiency in screw production through the use of thermal discharge. Various production processes generate significant amounts of waste heat, particularly in the hardening shop, which runs on natural gas, and at the compressors. This thermal discharge, totaling around 1,140,000 kWh per year, is now being integrated into the energy system at the site, which consists of high- and low-temperature elements and supplies all other heating processes. The high-temperature waste heat, which is recovered from burners, inlet hoods, and compressors, covers 100 percent of the annual high-temperature thermal energy required, approx. 570,000 kWh, in the pre-wash and intermediate wash plant. This significantly reduces energy consumption, helps minimize the use of external energy sources, and protects the environment. Overall, 11.6 percent of the thermal energy requirements (high and low temperature) at the Dörzbach site is therefore covered by waste heat.

The material life cycles transformation area

For the Würth Group, the responsible use of resources means using them efficiently, keeping them in a closed loop, minimizing the consumption of primary materials, and extending the life cycles of its products. In doing so, we aim to decouple our growth from the consumption of finite resources and proactively address the challenges associated with their environmental impact. The depletion and use of natural resources, circular business models, and waste and water management are the material topics for the Würth Group in the material life cycles transformation area.



Recycled plastic granulate





The Würth Group is aware that the limited availability of resources can have a significant impact on the the environment, the economy, and the structure of society.

Risk assessment

The linear economy, which follows the principle of “take, make, waste,” poses a risk as it leads to a loss of valuable resources and thus threatens the basis of our economy. On the one hand, there are availability risks due to the finite nature and dependencies of individual raw materials, countries, and companies. On the other hand, the extraction of raw materials has a negative impact on the environment and contributes to climate change. Extreme weather events make global supply chains more fragile and increase the risk of supply bottlenecks or disruptions. This can drastically limit operations. Decreasing availability of raw materials coupled with rising demand can jeopardize supply security, which is essential for the Würth Group and its customers. If regulatory requirements and the demand for sustainable products continue to increase, then insufficient focus on resource-friendly measures could harm the Würth Group’s competitiveness.

A shortage or uneven local distribution of certain raw materials can have a direct impact on their prices. Additional regulatory measures to achieve global climate goals could place a financial burden on individual companies, particularly those whose products have high greenhouse gas emissions. The significant increase in procurement prices for relevant raw materials since 2021 is an indicator of their reduced availability. However, as the price is influenced by many factors, it is not suitable as the sole indicator for the risk assessment. The static range, for example, indicates how long the known raw

material reserves can still cover demand. Recyclability and available recycles indicate the extent to which secondary materials can cover demand. Future technologies and global trends play a decisive role in the long-term availability of raw materials.

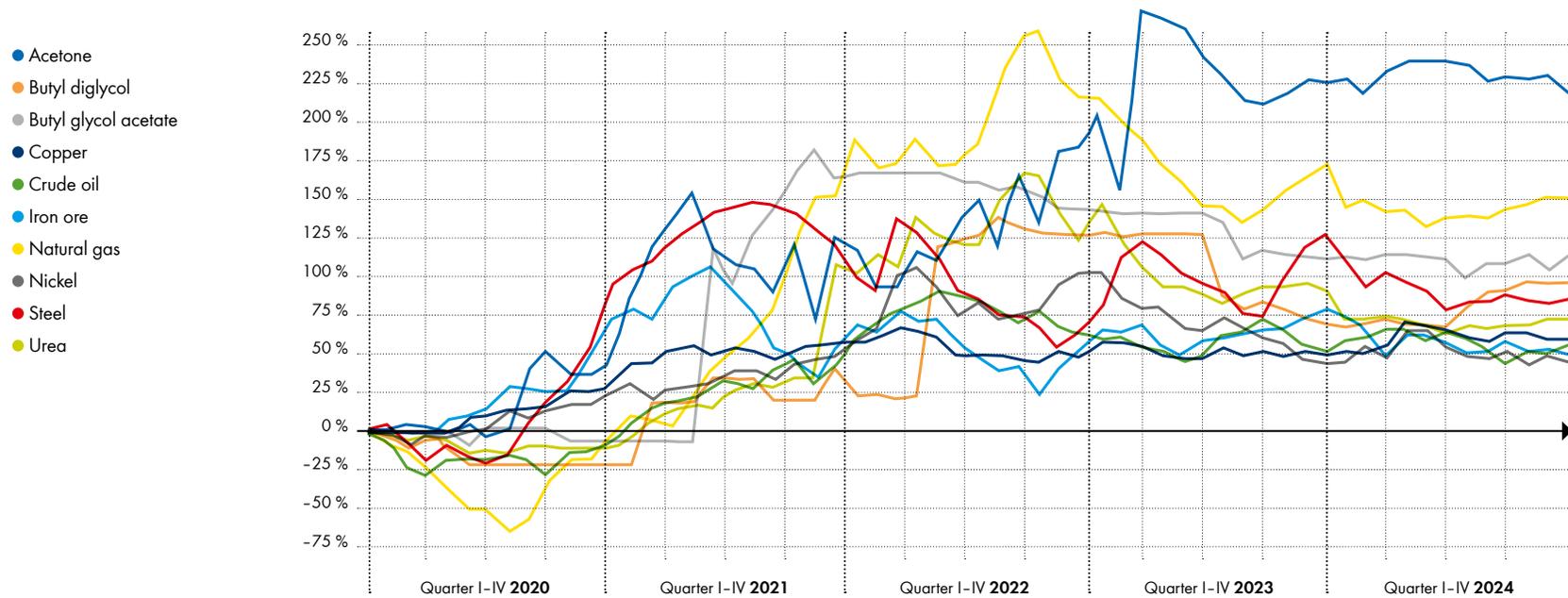
Opportunities offered by decoupling growth from the consumption of resources

Recycling and reusing materials purposefully in closed loops reduces the depletion of new raw materials. In this way, the Würth Group aims to contribute to resource efficiency and reducing waste of limited natural resources. The opportunities offered by material life cycles lie in improving supply security by minimizing dependence on primary raw materials and replacing them with secondary raw materials, ideally local ones. Closed material life cycles can thus allow for long-term and independent growth for the Würth Group. Less waste, extended service life of products through repair and reuse, the promotion of innovation and technology, and the resulting reduction in greenhouse gas emissions are further positive effects. Potential new business models also open up new business areas. The Würth Group aims to make optimum use of its organizational structure for the systematic development of circular processes. It promotes cooperation between the companies in order to achieve synergy effects.

GLOBAL RAW MATERIAL ASSESSMENT

Pricing for relevant raw materials in the Würth Group as risk indicator for availability on global markets

The graph below illustrates how raw material prices developed in the years 2020–2024. Both raw materials that are categorized as relevant for the Würth Group and those with particularly dynamic prices are currently being analyzed.



Changes in raw material price as percentage in 2020–2024



The raw materials and resources needed for our products represent valuable assets for the Würth Group's future and are the key to decoupling our activities from finite resources.

Collecting commodity and material data

The concept of the circular economy considers the entire life cycle of products, from the extraction of raw materials to production, use, and disposal. Due to the wide variety of products, transparent data management is crucial in order to respond to changing market and customer demands and advancing digitalization. Based on the data collected, we can measure, assess, control, and advance our transformation process so that we can gradually close our material cycles.

In order to establish material life cycles, it is essential to know what materials products and packaging are made of, to what extent renewable and recycled raw materials are used, and how much waste is produced. Measures taken by Group companies to implement the circular economy are recorded centrally. The Würth Group is continually expanding its understanding of the data it collects, while simultaneously improving the quality of that data. The scope of the data collected for Group-wide sustainability reporting was expanded again in 2024. In addition to packaging material added by the company itself, the packaging material introduced to the market was also recorded centrally Group-wide for the first time, regardless of whether it was added independently or by an upstream supplier. The internal differentiation between

product and transport packaging forms a valuable basis for decision-making regarding additional savings potential. Sustainability-related certifications for packaging and production materials, as well as the use of reusable systems, are now also recorded. This allows savings to be tracked directly. The possible water storage of the companies is now also recorded.

Assessing product sustainability

Ecological and social criteria create a high degree of transparency for customers. Therefore, Würth Line products are tested to determine their sustainability performance using an assessment matrix and evaluated based on 4+1 categories. The four categories of climate, environment, resources, and pollutants/emissions cover ecological aspects. A further category evaluates suppliers regarding social and fair working conditions. The process was developed for the Würth Line first. Due to the supplier-customer relationships within the Würth Group, the assessment methodology is also applied to the Allied Companies. A set of rules ensures that the assessments are consistent and serves as a training tool to raise awareness among employees in product-related areas for sustainable product development. The rules are continuously adapted to meet market and legal requirements.

The product assessments form the basis for the further development of our portfolio and for the current and future marketing of our sustainable products. Since 2024, the assessments of individual companies in the joint product system are automatically transmitted to the central sustainability management system. As the next step, we are working to expand the concept to the Allied Companies, although the test phase already started in 2023 for individual Allied Companies with similar business units to the Würth Line.

The Würth Group's Corporate Sustainability team strengthens the operating abilities, knowledge, and expertise in sustainable product management of the Group companies with the highest sales by offering individual training and consulting. The aim is to support new processes as proof of concept for the Würth Group and to share the lessons learned with the other companies.

CO₂e footprints and environmental product declarations

To meet increasing customer demand, we determine the environmental impact of relevant products and provide information about it. The product life cycle is analyzed in terms of various impacts based on CO₂e footprints (product carbon footprints; PCFs) and environmental product declarations (EPDs).

The Corporate Sustainability team supports and advises individual companies in the Würth Group with the preparation of PCFs and EPDs and facilitates the necessary contact with suppliers in order to make targeted use of existing expertise. Work was carried out on a Group-wide PCF standard during the reporting period. Among other things, it is intended to define binding life cycle phases and a uniform presentation of results in order to enable coordinated communication with our suppliers. In addition, a central roadmap was developed to create EPDs for the standard range of the Würth Line, prioritized according to customer demand and sales volume. In this way, the Würth Group aims to make optimum use of synergies and meet customer requirements more efficiently.

Creating transparency with the material passport

The material passport presents product data transparently and is particularly important in the construction industry. It contains all the important information about material, social, and technical compliance. In order to create a material passport, it is necessary to disclose the product components and their material properties up and down the supply chain. Among other things, this includes origin, toxicity of ingredients, and share of recycled materials. This data transparency needs to be continuously expanded. Carmen Würth Forum in Künzelsau served as a pilot project in 2019. The relevant parts of the interior fixtures and fittings were evaluated in a material passport. Almost 80 percent of the components used are low-pollution and thus contribute to a healthy construction method. Material passports are closely linked to the future introduction of digital product passports, which the Würth Group is preparing for.

Sustainable packaging design

The packaging is just as important as the product itself when it comes to establishing material life cycles. A general internal packaging manual has been written to create a shared basic understanding of product packaging design. A comprehensive chapter on sustainability is a key section of this manual, which is aimed at the Würth Line companies and also offers general starting points for the Allied Companies. It serves to provide employees in product-related areas with general principles of sustainable packaging design and offers an easy way to assess the sustainability of product packaging. It is also intended to encourage more environmentally friendly designs for existing and new packaging. The manual provides an overview of preferred alternatives, as well as options to avoid when designing packaging. Last but not least, it provides a checklist to help make packaging more sustainable. The checklist can be used internally and also serves as a helpful tool in discussions with suppliers and other relevant partners. In addition, the implementation of reusable solutions was investigated in several companies during the reporting period.



In order to reduce the consumption of primary and finite raw materials, the Würth Group is focusing on converting its packaging as a first step since there are already established material flows and infrastructures and a high level of data transparency regarding the materials used.

Gradual development of material life cycles

The development of circular product designs is a fundamental component of the circular economy for the Würth Group. In future, products must be designed so that they can be broken down easily into their individual components in order to ensure various possibilities for reuse: for example, recycling. Using alternative, resource-friendly materials and innovative technologies can reduce the environmental impact of products. Another potential key step is to establish and develop reverse logistics aimed at optimizing the value chain. In 2024, the Würth Group recycled 67.1 percent of its total waste volume, meaning that around 60,000 tons of materials could be prepared for reuse as secondary raw materials. In order to gradually build up material life cycles, we must develop innovative technological solutions for reprocessing commodities and materials and for using them in closed-loop cycles, among other challenges. In addition to expertise and innovative approaches, this requires a strategy for pooling synergies within the Würth Group and tapping the growth potential for new business models.

Transformation drivers in the Würth Line and Allied Companies

The collaboration of all stakeholders along the Würth Group's value chain is indispensable for ensuring that commodities and materials from products circulate in material loops and are available in the necessary quality and quantity. In this context, the Würth Group strives to use less finite primary

material and more recycled and renewable raw materials. The aim is to extend the product life cycles, minimize waste, and use resources efficiently.

Packaging represents the initial transformation driver. There are already established material flows, infrastructures, and high data transparency with regard to the materials being used. In this first step, the strategic focus is on increasing the proportion of renewable and recycled raw materials. In 2024, the Würth Group actively added a total of almost 90,000 tons of packaging material and thus put it into circulation. In the Würth Line companies, 67.6 percent of the packaging added consists of renewable raw materials. The proportion of recycled material used is 25.1 percent. In the Allied Companies, 31.8 percent of the packaging actively added consists of renewable raw materials and 26.4 percent of recycled materials. If packaging consists proportionally of renewable raw materials and recycled material, the recycled material is given priority. This may result in shifts in the proportions. Continuous improvements in the data collection processes and increased data transparency may also result in changes compared to the previous year.

TRANSFORMATION LEVERS RELATED TO MATERIAL LIFE CYCLES IN THE WÜRTH GROUP

Packaging materials and products

RENEWABLE RAW MATERIALS: 68 %

2024: 21,388 t

RECYCLED MATERIALS: 25 %

2024: 7,955 t

PRIMARY FOSSIL AND
MINERAL RAW MATERIALS: **7 %**

2024: 2,295 t



RENEWABLE RAW MATERIALS: 32 %

2024: 22,502 t

RECYCLED MATERIALS: 26 %

2024: 18,697 t

PRIMARY FOSSIL AND
MINERAL RAW MATERIALS: **42 %**

2024: 29,560 t



If packaging consists proportionally of renewable raw materials and recycled material, the recycled material is given priority.

▶ **BASELINE DATA** for material life cycles on pages 100–103



The material life cycles transformation area in the Würth Line

PROJECTS IN 2024



Würth Line companies promote closed material life cycles through optimized recycling, resource-friendly production, and recyclable products. Improved waste separation, efficient use of materials, and durable products all reduce waste, conserve resources, and lower environmental impact.

Individually separated recycling at the warehouse and headquarters

Würth Norge AS, Norway

Würth Norway has significantly improved its waste management through various measures. These include improved labeling, mandatory waste separation training for all employees, and the creation of an informative website explaining the waste management guidelines for the correct handling and disposal of waste.

With these measures, Würth Norway achieved a waste separation rate of 94.2 percent at its warehouse and headquarters in Hagan in 2024. This type of waste management provides for higher-quality recycling and has so far led to savings of 12.8 percent in the total amount of waste and 44.5 percent in residual waste (13.7 instead of 24.6 tons), which is usually only recycled thermally in Norway. The data is recorded in real time via a digital monitoring system implemented at all sites, which checks to ensure that all types of waste are separated individually.

In addition, Würth Norway has printed instructions for correct disposal on its packaging materials in order to improve the waste separation rate of consumers, thus taking a measure that has an impact beyond the company's own premises.



Resource-friendlier alternative to turned part manufacturing
Baier & Michels GmbH & Co. KG, Germany

The forming processes of pressing and rolling are familiar from screw production. In contrast to machining technology, which produces chips as a waste product, cold forming offers optimum material utilization.

Baier & Michels has developed the concept further and created an alternative to expensive turned part manufacturing with b&m-ECCO TEC® (Ecological Coldforming Technology). Ball studs, drive shafts, adjusting spindles: Long-shaft precision parts with complex profiles can now also be produced without cutting, up to ten times faster and ready for installation. Because less material has to be processed, moved, and recycled, the life cycle assessment improves significantly. Compared to conventional turned part manufacturing, for example, the material input and therefore the product carbon footprint (PCF) of a threaded bolt that Baier & Michels manufactures for industrial customers without machining is reduced by around 67 percent. Thanks to their high mechanical strength, the b&m-ECCO TEC® parts also help increase the service life of the end products and save additional resources.



German Sustainability Award for M-CUBE power tools
Adolf Würth GmbH & Co. KG, Germany

From product development, use, and repair to reuse and recycling, Würth is committed to preserving valuable materials in the long term. The aim of the circular power tool strategy: to keep valuable raw materials in closed loops. This is also intended to reduce the carbon footprint and any potential negative social impacts. The world's first Cradle to Cradle Certified® cordless drill/drivers, the ABS 18 Compact and Subcompact, are a special highlight of the award-winning M-CUBE power tool range. Following successful pilot projects, Würth takes its sustainability strategy to a new level with this initiative and demonstrates that corporate responsibility and economic success can go hand in hand in a circular future.

The 2025 German Sustainability Award for M-CUBE power tools represents an important milestone on this path and a strong statement of the company's commitment as a co-creator of a sustainable economic system.



The material life cycles transformation area in the **Allied Companies**

PROJECTS IN 2024

The Allied Companies improve material life cycles through material savings, recycling, and more efficient processes. Innovative processes reduce raw material consumption, avoid waste, and lower emissions. This results in more resource-friendly production processes, which also offer sustainable economic benefits.

Valve cleaner extends product service life

TUNAP Group

Changing production and consumption patterns is one of the key tasks of the circular economy. With its philosophy of “conserve instead of replace,” TUNAP contributes directly to Sustainable Development Goal 12 “Responsible consumption and production.” TUNAP’s 133 valve cleaner removes residue fuel deposits from valves in automotive components, such as those in engines, eliminating the need for the complicated removal of the old valve and installation of a replacement part. This not only extends the service life of existing components but also prevents the consumption of resources for the production and installation of replacement parts.

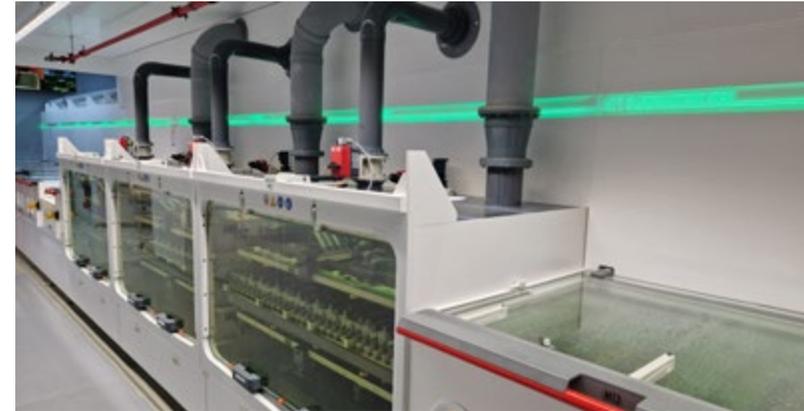
As a beneficial side effect, these savings have the potential to avoid around 35 kg of CO_{2e} per engine unit, according to our own calculations. This example shows how the two transformation areas of climate and material life cycles can be mutually dependent.





Material savings through pigging system in filling plants
Meguin GmbH & Co. KG, Germany

The pigging system from the Liqui-Moly subsidiary Meguin is a cleaning system that uses compressed air to push a shaped plug, known as a pig, through a pipeline system. Meguin has thus made it possible to move product residues in piping systems in two directions in its own production facilities: on the one hand, toward the tank of origin in order to add residual quantities that are already in the pipes back to the recipe tank, and, on the other hand, toward the filling plant in order to completely empty a recipe tank during production changeovers. A sensor on the product feed pump determines when there is a dry run and the pigging process should start. The product in the pipe is gradually moved into the receiver tanks and filled into containers. This eliminates the need to flush the pipeline after filling, which can save around 71 liters of flushing oil per changeover process. This amounts to up to 560 tons of oil per year, which no longer have to be purchased as raw materials and produced as a recipe.



New regeneration process for printed circuit board production
Würth Elektronik GmbH & Co. KG, Germany

Hydrogen peroxide is normally used to manufacture printed circuit boards to dissolve copper through a chemical reaction in the etching process. However, Würth Elektronik has used oxygen instead of energy-intensive and explosive hydrogen peroxide since 2023. The copper solution is reactivated by oxygen, which makes additional chemical reactions or products for producing the oxidizing agent unnecessary. This process is not yet widely used in PCB production. Thanks to extensive preliminary tests, Würth Elektronik was able to change over successfully. This significantly reduces safety requirements in production and transportation. Oxygen as an oxidizing agent not only offers benefits for people and the environment but also reduces the emissions produced.

The social standards transformation area

The companies of the Würth Group take an interdisciplinary and collaborative approach to developing a global and sustainable supply chain management system. This system not only strives to correlate efficiency and quality of supply but also to create a more participatory, more equitable, and safer living environment, especially for people in countries associated with high social risks. Supplier management, working conditions, human rights, equal treatment, and equal opportunities in the value chain are the material topics addressed by the Würth Group in the social standards transformation area.







Respect for human rights, fair working conditions, and the preservation of natural resources are at the heart of the Würth Group's sustainable supply chain management.

Risk assessment

The Würth Group pursues a holistic approach to assessing risks in the supply chain, focusing on respect for human rights and compliance with environmental standards. Increasing requirements due to legal, social, and economic developments lead to the continuous adaptation of the Group's purchasing practices. The ongoing development of transparency in the broad supplier and product portfolio plays a central role in recognizing risks and counteracting them in a targeted manner. The central purchasing companies of the Würth Group and other companies perform systematic risk assessments, taking into account procurement countries and sectors.

At present, the Würth Group's risk assessment focuses on the upstream value chain and comprises the following risk categories:

- › Anti-corruption and anti-bribery
- › Environmental protection
- › Human and labor rights
- › Occupational health and safety
- › Responsibility in the supply chain
- › Conflict minerals

The findings of the risk analysis are decisive for rating and selecting suppliers. The Würth Group recently identified the following risks as being particularly relevant: environmental pollution, substances of very high concern, forced

labor, child labor, and occupational health and safety. Continuous evaluation based on sustainability criteria ensures that suppliers comply with the set requirements. We take regional and cultural circumstances into account in order to achieve sustainable supply chain management and strive to ensure both quality and compliance with social standards in all of our sourcing regions.

Opportunities associated with sustainable supply chain management

Complex global value chains expose us to social, ecological, and economic risks. Therefore, incorporating social standards into the supply chain is essential for the Würth Group in order to operate ethically and sustainably. Fundamental aspects such as fair pay, reasonable working hours, safe working conditions, preventing corruption, and equal opportunities as well as protecting the immediate environment, are crucial for the well-being and quality of life of local people. This contributes significantly to our corporate success and promotes ethical business practices that can lead to higher-quality work in the long term. The fulfillment of due diligence obligations and compliance with social standards promote stability in the supply chain and also support further economic development. In this way, the Würth Group helps ensure that environmental standards are met and human rights are respected in its supply chains.

GLOBAL FOCUS REGIONS FOR ENVIRONMENTAL AND SOCIAL STANDARDS

General consideration of global risk groups for sustainable supply chains

The Würth Group considers general country-specific risks with regard to anti-corruption and anti-bribery, environmental protection, human and labor rights, and occupational health and safety worldwide. External quantitative indicators of the risk groups form the basis for assessing country risks. Based on this assessment, the following regions, among others, are associated with the highest environmental and social risks: Africa, Asia, and Central and South America.

RISK GROUPS ASSESSED

Anti-corruption and anti-bribery

- › Corruption Perceptions Index
- › Corruption control

Environmental protection

- › Basel Convention (hazardous wastes)
- › Stockholm Convention (persistent organic pollutants)
- › Mercury emissions
- › Minamata Convention (mercury)

Human and labor rights

- › Children’s Rights in the Workplace Index
- › Child labor
- › Global Rights Index

Occupational health and safety

- › Fatal accidents at work





By using an international quality and supplier management system, the Würth Group strives to uphold due diligence for human rights, the environment, and quality standards within its supply chains.

As a company with international operations, the Würth Group sees global frameworks for social and environmental standards as guidelines to ensure consistent compliance with our corporate due diligence obligations. The Group aims to achieve a uniform understanding of sustainable supply chain management throughout the Group and pursues a three-pronged approach to this:

1. Commitment
2. Assessment
3. Development

Commitment: Supplier Code of Conduct

As part of its global supply chain management system, the Würth Group aims to establish not only efficiency and quality but also sustainability. With this goal in mind, clear exclusion criteria have been defined for cooperation with suppliers, such as child labor and forced labor. The Würth Group has provided its companies with a template for a supplier code of conduct. For example, suppliers are also obliged to comply with ethical business practices, human rights, and environmental standards. In terms of content, the requirements of the Supplier Code of Conduct are based on the ten principles of the UN Global Compact, which are derived from the Universal Declaration of Human Rights, the core labor standards of the International Labour Organiza-

tion (ILO), and the Rio Declaration on Environment and Development. If violations occur at the level of a supplier, depending on the severity of the violation, improvement measures have to be implemented by a set deadline and their implementation is monitored. If no improvements are made, this can result in the supplier relationship being terminated. However, the preferred solution is improvement. This approach also reflects the assumption of economic and social responsibility.

Assessment: risk analysis using a Group-wide platform

The Würth Group relies on a platform solution to ensure that supply chain management is implemented successfully. A Group-wide platform allows for the simple and efficient analysis of the extensive supplier portfolio and supports the identification and management of sustainability risks along the entire supply chain. It also leads to more uniform and optimized communication with suppliers.

The risk assessment process is largely automated and comprises two stages: First, an abstract analysis of the country-specific and sector-specific risks is conducted using databases. Thereafter, a concrete risk analysis of the pre-filtered suppliers is carried out using questionnaires directly via the platform. The risk assessment process was initially carried out for all suppliers of the central pur-

chasing companies and is being expanded to other companies on an ongoing basis. This expansion is based on a prioritization determined by legal and market requirements. To date, the Würth Group has been able to evaluate more than 20,000 suppliers using the abstract risk analysis, and, based on the results, additional concrete risk analyses have been carried out for over 11,000 of them. Collaboration via the platform enables the Würth Group to identify critical suppliers with a high risk potential for people and the environment according to uniform standards and to develop corresponding measures. The Corporate Sustainability team of the Würth Group supports and assists the companies with onboarding their suppliers. In addition, the Corporate Sustainability team continuously scans the media for any critical reports. If problematic information comes to light, the suppliers concerned are contacted immediately to check the situation and demand compliance with the set standards.

In order to ensure cooperation with suitable suppliers, a pre-assessment process has been established at the central purchasing companies, which is now gradually being rolled out Group-wide. Future suppliers are checked for potential risks before a business relationship is established; the process serves as a preventive measure to safeguard social and ecological standards.

Development: Group-wide audit network

The Würth Group is committed to the very highest quality standards. Therefore, the supplier auditor network audits and develops suppliers worldwide. In the future, these audits will focus even more heavily on social and ecological standards. During the 2024 reporting year, the central purchasing companies began carrying out targeted audits of suppliers identified as high risk, in accordance with environmental and social standards. Group-wide standardized questionnaires are currently being developed for these sustainability audits in order to ensure consistent supplier rating. By providing this support, the Würth Group pools synergies and ensures that ethical and sustainable practices are implemented consistently along the entire supply chain.

In addition, the Würth Group is currently developing four e-learning modules on the topics of human rights, occupational health and safety, ethics, and the environment. These are primarily intended to encourage high-risk suppliers to comply with social and environmental standards. These training courses are not only based on the requirements of the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) but are also based on the Supplier Code of Conduct.



The Würth Group actively focuses on a common understanding and synergies for sustainable supply chain management.

Group solution for sustainable supply chain management

In order to implement the Group-wide strategy for sustainable supply chain management, the Würth Group's Corporate Sustainability team offers extensive tools and solutions to meet the mounting corporate due diligence requirements. There is also ongoing internal training on sustainable supply chain management, and those responsible at the individual companies are supported throughout the entire process of implementing sustainable supply chain management. Another part of the program involves training purchasers and those responsible for sustainable supply chain management. Priorities are set based on size and risk.

The tools provided include various templates for documents, such as a policy on social standards to supplement the Code of Compliance, complaint management, and a supplier code of conduct. These templates are flexible and can be adapted to meet the specific legal requirements of the respective company. In addition to the communication documents, solutions for risk analysis and possible preventive and corrective action are also shared across the Group.

Transformation drivers in the Würth Line and Allied Companies

Certified quality management systems represent an initial transformation driver with regard to social standards in the supply chain. These quality management systems follow a risk-based approach and require careful selection of suppliers, as well as regular monitoring and evaluation of their performance. The certification thus confirms a standardized requirement level for the processes implemented and ensures that the supplier provides documented information in order to verify compliance with the requirements. In 2024, the Würth Group covered 78.9 percent of its companies' sales with a certified quality management system.

In addition, the Würth Group's biggest transformation driver is the risk assessment of suppliers and the associated selection and development. During the 2024 reporting year, more than 4,100 suppliers of the Würth Line companies were screened according to social and environmental criteria, of which around 4,000 were assessed as low risk. At the Allied Companies, over 90 percent of the more than 6,100 suppliers screened have a low risk with regard to social and environmental criteria. The Würth Group is continuously expanding its supplier screening and aims to increase the proportion of low-risk suppliers. Once more, development is focused on high-risk suppliers.

TRANSFORMATION LEVERS RELATED TO SOCIAL STANDARDS IN THE WÜRTH GROUP

Risk assessment based on social and environmental criteria

LOW RISK
SOCIAL CRITERIA: **94%**

Number in 2024: 3,955

LOW RISK
ENVIRONMENTAL CRITERIA: **97%**

Number in 2024: 4,014

HIGH RISK
SOCIAL CRITERIA: **6%**

Number in 2024: 250

HIGH RISK
ENVIRONMENTAL CRITERIA: **3%**

Number in 2024: 130



LOW RISK
SOCIAL CRITERIA: **91%**

Number in 2024: 5,629

LOW RISK
ENVIRONMENTAL CRITERIA: **92%**

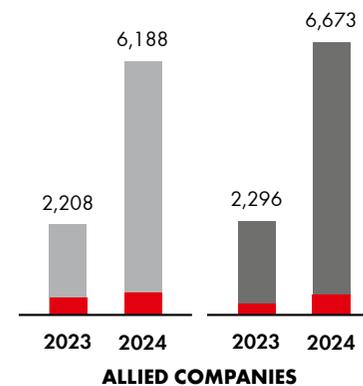
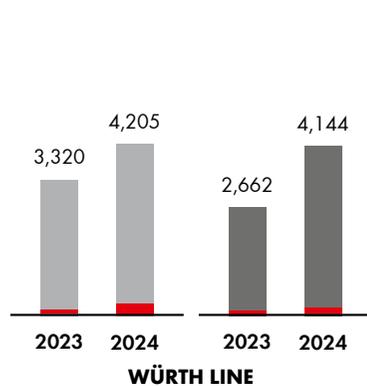
Number in 2024: 6,162

HIGH RISK
SOCIAL CRITERIA: **9%**

Number in 2024: 559

HIGH RISK
ENVIRONMENTAL CRITERIA: **8%**

Number in 2024: 511



▶ **BASELINE DATA**
for social standards on pages 104–107



The social standards transformation area in the **Würth Line**

PROJECTS IN 2024



Fair working conditions and responsible supply chains are the focus at the Würth Line companies. Social and environmental standards are reviewed, improved, and secured in the long term through audits, risk assessments, and partnerships – a continuous process to ensure transparency and fairness.

ETI membership supports continuous improvement **Würth MODYF AS, Norway**

Würth MODYF Norway is active in the textile industry and takes its due diligence obligations seriously. The industry generally has a high risk of violations of social standards.

As a member of the Ethical Trading Initiative Norway (ETI), Würth MODYF Norway is supported during an annual review cycle, which consists of an assessment and above all the development of a strategic roadmap in order to implement measures for more fairness in its supply chains. The work focuses on continuous improvement as sustainability is not a final state but rather must be seen as an ongoing development process. The review cycle is based on the OECD guidelines and concludes with an annual report, which consists of two parts and serves as an external communication tool, as well as for the documentation and management of internal processes. This approach offers Würth MODYF insight into the deeper supply chain. Supply chain management must be a continuous process to be internalized in the relevant departments and must not be seen as a side project of the sustainability department.



Sustainability audits provide important insights for the Würth Group

Adolf Würth GmbH & Co. KG, Germany

The pilot phase of the sustainability audits, which have been taking place since fall 2024, has provided valuable insights to date. Suppliers in Taiwan, China, and India were audited, many of which face similar challenges. In preparation for the pilot phase, standards such as ISO 45001 and SA 8000 were used to develop a questionnaire covering the aspects of environment, health and safety, human rights, and ethics. The answers are discussed on site during the audit and documented by the auditor. Once the status quo has been determined in the audit, the audit results are evaluated and a corrective action plan with specific improvement measures is developed. After implementing the measures, the supplier is audited again to ensure that they have been implemented successfully.

The underlying questionnaire will be further optimized in 2025 so that such an audit can be made available to all Würth Group companies in the future as a basis.



**Additional body for prioritizing sustainability audits
Würth Industrie Service GmbH & Co. KG, Germany**

In addition to the assessment of suppliers by a service provider on behalf of the Würth Group, Würth Industrie Service has established an internal working group made up of managers with various relevant functions in order to select the suppliers to be audited. Accordingly, this selection is now based both on the results of the assessment by the Group-wide supplier management platform—which takes into account country-specific and sector-specific risks, as well as the answers from the suppliers’ self-assessment questionnaires—and also on the decisions of the working group. The purchasing volume is also used as a further aspect.

Different supplier clusters can be formed based on this assessment. For example, suppliers with sales volumes of more than EUR 50,000, inadequate self-disclosure, and high country and sector risks are classified as high-risk suppliers. This makes it possible to prioritize these suppliers in the Würth Group’s audit plan.



The social standards transformation area in the **Allied Companies**

PROJECTS IN 2024



Advanced audit processes, automated systems, and continuous evaluations all optimize supplier management in the Würth Group. The Allied Companies rely on standards, data quality, and training in order to promote transparency, safety, and compliance with social and environmental requirements.

Continuous supplier rating process

Würth Electronics (Shenzhen) Co, Ltd, & Würth Electronics (Chongqing) Co, Ltd, China

Würth Electronics in Shenzhen and Chongqing have introduced an evaluation process that checks potential suppliers before a contract is signed with them. The mechanism provides information about all suppliers. It is used for supplier selection, qualification, and management and minimizes the risk of doing business with suppliers who do not meet social standards.

The business unit's export control team reviews the sanctions list for every new supplier and also regularly checks existing business partners. The list is updated through a regular assessment of supply risks and annual audits of the most important suppliers. Suppliers are trained in the areas of quality improvement, safety, and compliance with customs regulations. They must sign agreements on confidentiality, purchasing conditions, and materials, in particular on substances of very high concern, and must commit to the quality level and Supplier Code of Conduct. To date, 95 percent of all local main suppliers and 87.5 percent of all main suppliers have signed the Sustainability Code of Conduct.



Improved data quality with less effort
Dinol GmbH, Germany

Due to the significant time and resources required to assess suppliers using questionnaires, Dinol has been using the Group-wide supplier management platform in its role as a supplier and customer since 2024. The idea of handling the onboarding of their own suppliers via this platform arose from the huge effort involved in using supplier questionnaires. All information is now collected via the centralized platform with significantly reduced effort, which not only frees up capacity for other projects but above all improves data quality. To complement this, a regular review of the purchasing volume of suppliers and the elimination of strategically unimportant suppliers with low turnover ensure that supplier management costs remain reasonable.

In addition, comprehensive and transparent information from the Group-wide service provider's questionnaire provides for a well-founded assessment of the top suppliers.



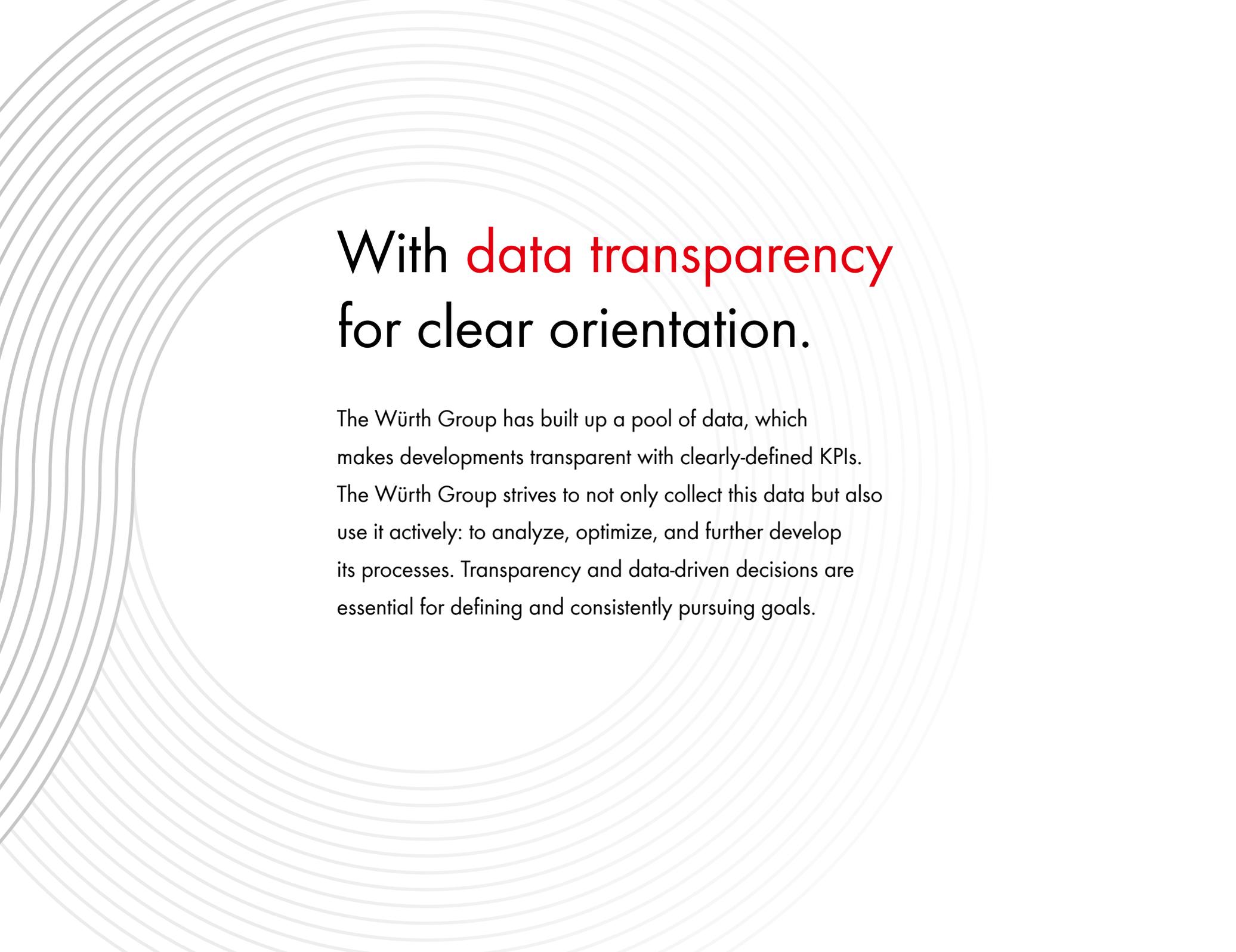
Extension of the survey to include handling of hazardous substances

Inox Mare S. r. l., Italy

All of Inox Mare's suppliers are currently registered and assessed using the Group-wide supplier management platform. The results of this assessment are then made available to the purchasers. Suppliers from which goods worth less than EUR 50,000 are purchased will also be integrated into the platform so that they can also be assessed in the future. In addition to the platform provider's standardized questionnaires, Inox Mare asks its suppliers to answer questions on the handling of substances that are regulated under chemicals legislation, on critical raw materials such as cobalt and mica minerals, and on substances with persistent, bioaccumulative, and toxic properties. This allows the company to fulfill its information and reporting obligations when handling these substances. The transition to a better software solution planned for 2025 should also provide further support. This changeover will make it possible to link with the data from the Group-wide platform and the findings of the Würth Group's network of auditors and to establish an automated notification system for supplier management. The changeover is being carried out in close cooperation with WASI GmbH.



WURTH  GROUP

The background of the slide features a series of concentric, light gray circles that create a tunnel-like effect, drawing the eye towards the central text.

With **data transparency** for clear orientation.

The Würth Group has built up a pool of data, which makes developments transparent with clearly-defined KPIs. The Würth Group strives to not only collect this data but also use it actively: to analyze, optimize, and further develop its processes. Transparency and data-driven decisions are essential for defining and consistently pursuing goals.



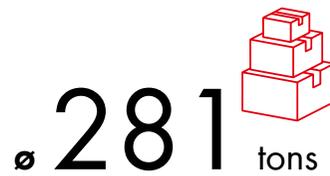
BASELINE DATA

A DAY IN THE WÜRTH GROUP 2024¹⁾



of training and continuing education are completed every day

Würth Line: ∅ 2,885 h/d
 Allied Companies: ∅ 2,039 h/d



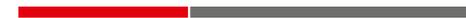
of packaging material are used each day

Würth Line: ∅ 87 t/d
 Allied Companies: ∅ 194 t/d



of waste (resources) are produced each day

Würth Line: ∅ 97 t/d
 Allied Companies: ∅ 158 t/d



of water are consumed each day

Würth Line: ∅ 43 m³/d
 Allied Companies: ∅ 144 m³/d



of power are needed for heating each day

Würth Line: ∅ 404 MWh/d
 Allied Companies: ∅ 528 MWh/d



of electricity are consumed daily

Würth Line: ∅ 488 MWh/d
 Allied Companies: ∅ 837 MWh/d



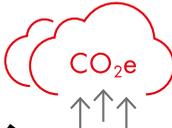
¹⁾ All figures are average values (∅) derived from the total annual values from 2024 for 365 days to calculate 1 day/year.

Würth Line: Allied Companies:
 ø EUR 29.8 million/d ø EUR 25.6 million/d

ø EUR **55.4 million**



in sales are generated each day


916 tons

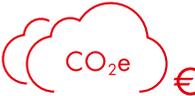
of CO₂e emissions are produced each day in total (scope 1+2)²⁾³⁾

Würth Line: Allied Companies:
 ø 566 t/d ø 350 t/d


10 kilograms

of CO₂e emissions are produced each day per employee (scope 1+2)²⁾³⁾

Würth Line: Allied Companies:
 ø 11 kg/d ø 9 kg/d


17 grams

of CO₂e emissions are produced per euro in sales (scope 1 +2)²⁾³⁾

Würth Line: Allied Companies:
 ø 19 g/EUR ø 14 g/EUR


57 MWh

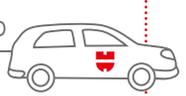
of electricity are generated and used each day by in-house photovoltaic systems

Würth Line: Allied Companies:
 ø 27 MWh/d ø 30 MWh/d


231,078 liters

of gasoline and diesel are used by the in-house vehicle fleet per day

Würth Line: Allied Companies:
 ø 172,561 l/d ø 58,517 l/d


40,567 kWh

of electricity are used each day by electric vehicles

Würth Line: Allied Companies:
 ø 26,545 kWh/d ø 14,022 kWh/d

of which green electricity:
 Würth Line: 3,275 kWh/d, Allied Companies: 1,736 kWh/d



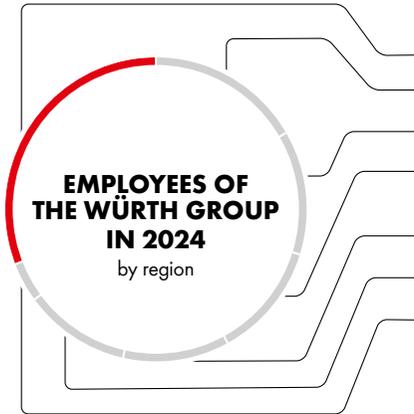
2) Sources for conversion and emission factors: IEA 2024, IPCC, DEFRA 2024

3) Kerosene for aircraft is included directly in the Würth Group calculation. As a result, the individual results vary between the Würth Line and Allied Companies and the Würth Group. [Carbon footprint for mobility, p. 94](#)



Baseline data for corporate governance

EMPLOYEES ▶ GRI 405-1



EMPLOYEES BY REGION

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.
Germany	20.1	19.6	45.5	47.3	30.9	31.2	- 0.3
Southern Europe	18.4	19.1	14.2	11.6	16.6	16.0	+ 0.6
Western Europe	15.0	14.2	10.8	12.9	13.2	13.7	- 0.5
The Americas	18.6	18.5	3.8	3.6	12.3	12.3	0.0
Asia, Africa, Oceania	12.1	12.4	10.5	11.6	11.4	12.0	- 0.6
Eastern Europe	9.4	9.5	14.1	11.9	11.4	10.5	+ 0.9
Scandinavia	6.4	6.7	1.1	1.1	4.2	4.3	- 0.1

WORKFORCE DIVERSITY

Share of employees by gender and age structure ¹⁾²⁾

Male	74.5	74.7	66.6	65.9	71.1	70.9	+ 0.2
Female	25.5	25.3	33.4	34.1	28.9	29.1	- 0.2
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0
< 30 years	18.0	18.1	19.4	19.7	18.6	18.8	- 0.2
30-50 years	58.9	59.2	54.5	54.8	57.0	57.3	- 0.3
> 50 years	23.1	22.7	26.1	25.5	24.4	23.9	+ 0.5
People with disabilities	1.5	1.5	2.4	2.2	1.9	1.8	+ 0.1

1) Allocation based on the number of employees per capita
 2) Age data refers to companies that can break down the age structure of their employees

DIVERSITY ▶ GRI 405-1

75.3%

of the companies in the Würth Group have women in management positions in 2024¹⁾³⁾

Würth Line: 83.7%

Allied Companies: 71.2%

DIVERSITY AMONG MANAGEMENT¹⁾²⁾³⁾

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.
Male	79.7	80.4	77.7	78.8	78.8	79.7	- 0.9
Female	20.3	19.6	22.3	21.2	21.2	20.3	+ 0.9
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0
< 30 years	3.3	2.8	3.5	4.1	3.4	3.4	0.0
30-50 years	64.8	66.6	64.7	63.2	64.8	65.2	- 0.4
> 50 years	31.9	30.6	31.8	32.7	31.8	31.4	+ 0.4

DIVERSITY AMONG TOP MANAGEMENT¹⁾²⁾⁴⁾

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.
Male	85.1	85.0	85.1	86.2	85.1	85.7	- 0.6
Female	14.9	15.0	14.9	13.8	14.9	14.3	+ 0.6
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0
< 30 years	1.7	1.5	0.2	0.2	0.7	0.7	0.0
30-50 years	40.1	41.5	48.4	48.7	45.4	45.9	- 0.5
> 50 years	58.2	57.0	51.4	51.1	53.9	53.4	+ 0.5

1) Allocation based on the number of employees per capita
 2) Age data refers to companies that can break down the age structure of their employees
 3) Management includes all employees with administrative responsibility in the organization.
 4) Top management comprises the Central Management Board, Executive Board, and Senior Vice Presidents, as well as the management of the individual Group companies.



DIVERSITY ▶ GRI 401-1, 405-1

14.7%

of employees joined the workforce during the reporting year¹⁾

Würth Line: 15.3%

Allied Companies: 13.8%

NEW HIRES ¹⁾

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.
Male	73.0	72.0	63.5	64.9	69.2	69.1	+ 0.1
Female	26.9	28.0	36.4	35.1	30.7	30.9	- 0.2
Other	0.1	0.0	0.1	0.0	0.1	0.0	+ 0.1
< 30 years	40.4	40.3	41.5	42.9	40.8	41.4	- 0.6
30-50 years	52.2	52.1	47.8	47.5	50.4	50.2	+ 0.2
> 50 years	7.4	7.6	10.7	9.6	8.8	8.4	+ 0.4

DIVERSITY AMONG PART-TIME EMPLOYEES ¹⁾²⁾

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.
Male	33.1	30.4	28.7	26.2	30.6	27.9	+ 2.7
Female	66.9	69.6	71.3	73.8	69.4	72.1	- 2.7
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0
< 30 years	11.1	11.4	13.1	14.3	12.3	13.1	- 0.8
30-50 years	52.2	55.0	47.8	52.5	50.4	53.5	- 3.1
> 50 years	36.7	33.6	39.1	33.2	37.3	33.4	+ 3.9

1) Allocation based on the number of employees per capita
 2) Age data refers to companies that can break down the age structure of their employees

DIVERSITY ▶ GRI 2-30, 405-1

58.7%

of employees are covered by collective bargaining agreements or agreements guided by these¹⁾

Würth Line: 53.1%

Allied Companies: 66.0%

93.3%

of employees have a permanent employment contract¹⁾

Würth Line: 94.4%

Allied Companies: 91.8%

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.

EMPLOYEES WITH A FIXED-TERM EMPLOYMENT CONTRACT¹⁾

Male	74.1	71.1	63.2	60.3	68.4	65.6	+ 2.8
Female	25.9	28.9	36.8	39.7	31.6	34.4	- 2.8
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0

EMPLOYEES WITH A PERMANENT EMPLOYMENT CONTRACT¹⁾

Male	74.5	74.9	66.9	66.4	71.3	71.3	0.0
Female	25.5	25.1	33.1	33.6	28.7	28.7	0.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0

¹⁾ Allocation based on the number of employees per capita



CORPORATE CULTURE ▶ GRI 2-30, 401-2, 401-3

63.4%

of companies had company agreements on working conditions and terms of employment in 2024

Würth Line: 72.3%

Allied Companies: 59.0%

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.

EMPLOYEES ON PARENTAL LEAVE BY GENDER ¹⁾

Male	59.7	34.2	45.6	53.2	53.2	43.1	+ 10.1
Female	40.3	65.8	54.4	46.8	46.8	56.9	- 10.1
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0

EMPLOYEES ENTITLED TO FRINGE BENEFITS ¹⁾²⁾

Company events and cultural activities	97.7	99.3	97.6	95.4	97.6	97.6	0.0
Traineeships, continuing education, or training seminars	96.6	96.3	95.1	92.8	96.0	94.8	+ 1.2
Mobile office	92.5	90.9	90.1	85.8	91.4	88.8	+ 2.6
Special bonuses, vacation bonus, and Christmas bonus	89.9	90.1	89.5	85.3	89.7	88.1	+ 1.6
Health care and fitness or health management programs	89.6	86.7	81.9	77.7	86.3	82.9	+ 3.4
Insurance services	91.4	88.6	75.8	73.0	84.7	82.0	+ 2.7
Retirement provisions	72.3	71.5	73.9	73.7	73.0	72.5	+ 0.5
Company canteen	75.3	74.8	55.5	56.2	66.8	66.9	- 0.1
Sabbaticals	51.1	51.2	37.6	33.6	45.3	43.8	+ 1.5

1) Allocation based on the number of employees per capita

2) Multiple answers possible

KNOWLEDGE TRANSFER ▶ GRI 404-1, 404-2

84.4%

of employees can take advantage of continuing education programs offered by Akademie Würth and Würth Business Academy¹⁾

Würth Line : 86.1%

Allied Companies: 82.1%

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change

TRAINING AND CONTINUING EDUCATION

	Hours	Hours	Hours	Hours	Hours	Hours	%
Hours per employee	20.5	21.5	19.2	17.1	19.9	19.7	0.0

EMPLOYEES WITH ACCESS TO TRAINING AND CONTINUING EDUCATION PROGRAMS¹⁾²⁾

	%	%	%	%	%	%	pp.
Internal training courses	98.4	97.6	97.9	97.4	98.2	97.5	+ 0.7
External training and continuing education courses funded by the company	94.4	89.2	95.1	91.6	94.7	90.2	+ 4.5

1) Allocation based on the number of employees per capita
2) Multiple answers possible

48.6%

of the new participants in 2024 in the Würth Potential Program offered by Würth Business Academy were women

27.4%

of the new participants in 2024 in the High Potential Program offered by Würth Business Academy were women

33.3%

of the new participants in 2024 in the Top Potential Program offered by Würth Business Academy were women



Baseline data for climate

CARBON FOOTPRINT FOR ELECTRICITY ▶ GRI 302-1, 305-1, 305-2, 305-5

		Scope	2024		2023		2024 : 2023 Change
			Consumption	Emissions t CO ₂ e	Consumption	Emissions t CO ₂ e	Emissions %
COUNTRY-SPECIFIC ENERGY PROCUREMENT							
Country-specific electricity mix ^{1 2)} in kWh	Würth Line	2	71,509,839	22,149	65,964,003	21,677	+2.2
	Allied Companies	2	110,848,171	33,055	106,266,275	36,057	-8.3
	Würth Group	2	182,358,010	55,204	172,230,278	57,734	-4.4
IN-HOUSE POWER GENERATION FROM FOSSIL FUELS							
Combined heat and power ³⁾ in kWh	Würth Line	1	2,790,635	565	1,892,482	384	+47.2
	Allied Companies	1	6,018,726	1,219	4,103,049	832	+46.5
	Würth Group	1	8,809,361	1,784	5,995,531	1,216	+46.7
	Input into public power grid		378,246		217,479		
Diesel generator in kWh	Würth Line	1	245,783	58	515,466	122	-52.5
	Allied Companies	1	3,987,050	939	621,476	146	+543.2
	Würth Group	1	4,232,833	997	1,136,942	268	+272.0

		Scope	2024		2023		2024 : 2023
			Consumption	Emissions	Consumption	Emissions	Change
				† CO ₂ e		† CO ₂ e	%
GREEN ENERGY PROCURED FROM RENEWABLE ENERGY SOURCES							
Green energy ²⁾ in kWh	Würth Line	2	94,158,282	0	90,041,648	0	0.0
	Allied Companies	2	173,860,832	0	172,173,900	0	0.0
	Würth Group	2	268,019,114	0	262,215,548	0	0.0
IN-HOUSE POWER GENERATION FROM RENEWABLE ENERGY SOURCES							
Photovoltaics, hydropower, and wind power in kWh	Würth Line	1	10,999,212	0	7,484,597	0	0.0
	Allied Companies	1	20,988,109	0	18,569,578	0	0.0
	Würth Group	1	31,987,321	0	26,054,175	0	0.0
	Input into public power grid	1	11,256,398		10,585,990		0.0
TOTAL EMISSIONS FROM ELECTRICITY		1+2		56,201		58,002	-3.1

1) The country-specific energy mix includes electricity to power e-mobility and electricity for heat pumps. To calculate the country-specific GHG emissions, the specific data sets from the International Energy Agency (IEA) were used.

2) Due to the considerable differences between countries, the country-specific electricity mix is calculated using the location-based method and the green electricity is calculated using the market-based method.

3) In-house electricity generated with a combined heat and power unit (CHP), which is operated with natural gas. Greenhouse gas emissions are included in the carbon footprint for heat from fossil fuels, natural gas (scope 1). [▶ Climate footprint for heat, p. 92f.](#)

Sources for conversion and emission factors: IEA 2024, IEA 2023, IPCC, DEFRA 2024, DEFRA 2023



CARBON FOOTPRINT FOR HEAT ▶ GRI 302-1, 305-1, 305-2, 305-5

		Scope	2024		2023		2024 : 2023
			Consumption	Emissions	Consumption	Emissions	Change
				t CO ₂ e		t CO ₂ e	%
HEAT FROM FOSSIL FUELS AND CLIMATE-RELEVANT COOLANTS							
Heating oil in kWh	Würth Line	1	4,960,722	1,289	4,817,484	1,251	+ 3.0
	Allied Companies	1	21,931,930	5,698	20,591,340	5,349	+ 6.5
	Würth Group	1	26,892,652	6,987	25,408,824	6,600	+ 5.9
Natural gas in kWh	Würth Line	1	115,797,751	23,461	105,075,231	21,296	+ 10.2
	Allied Companies	1	160,054,633	32,427	155,307,986	31,476	+ 3.0
	Würth Group	1	275,852,384	55,888	260,383,217	52,772	+ 5.9
District heating from fossil fuels in kWh	Würth Line	2	18,295,319	4,022	16,153,548	3,957	+ 1.6
	Allied Companies	2	8,548,510	1,315	9,754,763	2,399	- 45.2
	Würth Group	2	26,843,829	5,337	25,908,311	6,356	- 16.0
Other fuels ¹⁾ in kWh	Würth Line	1	2,463,455	576	3,120,365	735	- 21.6
	Allied Companies	1	787,708	181	1,072,716	247	- 26.4
	Würth Group	1	3,251,163	757	4,193,081	982	- 22.8
Refrigerants in kg	Würth Line	1	435	823	577	1,007	- 18.2
	Allied Companies	1	546	1,070	967	1,822	- 41.3
	Würth Group	1	981	1,894	1,544	2,829	- 33.1
HEAT FROM COUNTRY-SPECIFIC ENERGY PROCUREMENT							
Heat pump (country-specific electricity mix) ²⁾ in kWh	Würth Line	2	14,886,360	1,552	544,514	133	+ 1,066.9
	Allied Companies	2	567	0	1,203,765	388	- 100.0
	Würth Group	2	14,886,927	1,552	1,748,279	521	+ 197.9

		Scope	2024		2023		2024 : 2023
			Consumption	Emissions	Consumption	Emissions	Change
			t CO ₂ e	%			
HEAT FROM RENEWABLE ENERGY SOURCES AND RENEWABLE RESOURCES							
Biogas in kWh	Würth Line	1	5,045	0	0	0	0.0
	Allied Companies	1	102,339	2	112,972	0	0.0
	Würth Group	1	107,384	2	112,972	0	0.0
Geothermal and hydrothermal energy in kWh	Würth Line	1	253,539	56	374,100	0	0.0
	Allied Companies	1	20,058	4	46,375	0	0.0
	Würth Group	1	273,597	60	420,475	0	0.0
District heating from renewable energy sources in kWh	Würth Line	1	2,246,867	494	-	-	-
	Allied Companies	1	582,383	128	-	-	-
	Würth Group	1	2,829,250	622	-	-	-
Heat pump (green energy) ²⁾ in kWh	Würth Line	2	75,500	0	5,982,535	0	0.0
	Allied Companies	2	3,554,222	0	1,477,625	0	0.0
	Würth Group	2	3,629,722	0	7,460,160	0	0.0
Wood chips, wood pellets in kWh	Würth Line	1	3,502,791	40	2,820,683	30	+31.9
	Allied Companies	1	702,719	8	146,052	2	+297.0
	Würth Group	1	4,205,510	48	2,966,735	32	+48.5
TOTAL EMISSIONS FROM HEAT		1+2		71,595		69,571	+2.9

1) Other fuels include, for example, propane and liquid gas, which means that multiple emission factors are used in the climate footprint analysis.

2) The electricity for the heat pumps is shown in the country-specific electricity procurement or in the procurement of green electricity from renewable energy sources (scope 2). [▶ Carbon footprint for electricity, p. 90f.](#)

Sources for conversion and emission factors: IEA 2024, IEA 2023, IPCC, DEFRA 2024, DEFRA 2023



CARBON FOOTPRINT FOR MOBILITY ▶ GRI 302-1, 305-1, 305-2, 305-5

		Scope	2024		2023		2024 : 2023 Change
			Consumption	Emissions t CO ₂ e	Consumption	Emissions t CO ₂ e	Emissions %
MOBILITY WITH FOSSIL FUELS							
Gasoline in l	Würth Line	1	29,802,232	62,120	23,239,204	48,744	+27.4
	Allied Companies	1	4,634,122	9,659	4,250,312	8,915	+8.4
	Würth Group	1	34,436,354	71,779	27,489,516	57,659	+24.5
Diesel in l	Würth Line	1	33,182,752	84,899	36,290,412	91,164	-6.9
	Allied Companies	1	16,724,453	42,139	16,990,101	42,680	-1.3
	Würth Group	1	49,907,205	127,038	53,280,513	133,844	-5.1
Liquefied petroleum gas in l	Würth Line	1	191,837	297	23,115	34	+772.3
	Allied Companies	1	217,452	335	96,718	148	+126.5
	Würth Group	1	409,289	632	119,833	182	+247.1
Kerosene in kg	Würth Group	1	1,268,568	4,032	1,652,130	5,251	-23.2
MOBILITY WITH COUNTRY-SPECIFIC ENERGY PROCUREMENT							
Electricity charged on company premises ¹⁾ in kWh	Würth Line	2	711,951	231	1,384,319	554	-58.3
	Allied Companies	2	1,530,469	233	1,253,217	148	+57.4
	Würth Group	2	2,242,420	464	2,637,536	702	-33.9
Electricity charged outside company premises in kWh	Würth Line	2	7,781,330	2,167	3,235,460	833	+160.2
	Allied Companies	2	2,954,048	975	1,279,964	374	+160.6
	Würth Group	2	10,735,378	3,142	4,515,424	1,207	+160.3

		Scope	2024		2023		2024 : 2023 Change
			Consumption	Emissions	Consumption	Emissions	Emissions
				t CO ₂ e		t CO ₂ e	%
MOBILITY WITH RENEWABLE ENERGY SOURCES							
Green electricity charged on company premises ¹⁾ in kWh	Würth Line	2	1,195,526	0	669,736	0	0.0
	Allied Companies	2	633,500	0	719,108	0	0.0
	Würth Group	2	1,829,026	0	1,388,844	0	0.0
Hydrogen (H ₂) and biofuels ²⁾ in l	Würth Line	1	1,547,322	32	861,059	42	- 24.2
	Allied Companies	1	100,255	16	50,113	2	+ 688.5
	Würth Group	1	1,647,577	48	911,172	44	+ 8.2
TOTAL EMISSIONS FROM MOBILITY		1+2		206,670		198,187	+ 4.3

1) The electricity charged on company premises is shown in the country-specific electricity procurement or in the procurement of green electricity from renewable energy sources (scope 2). [▶ Carbon footprint for electricity, p. 90f.](#)

2) Biofuels include biodiesel, HVO, and bioethanol, which means that different emission factors are used in the climate footprint analysis.

Sources for conversion and emission factors: IEA 2024, IEA 2023, IPCC, DEFRA 2024, DEFRA 2023



CARBON FOOTPRINT FOR WÜRTH GROUP, SCOPE 1 AND SCOPE 2 ▶ GRI 302-1, 305-1, 305-2, 305-5

SCOPE 1	System boundaries	2024	2023	2024 : 2023 Change
		Emissions	Emissions	Emissions
		t CO ₂ e	t CO ₂ e	%
ELECTRICITY				
In-house power generation from fossil fuels and renewable energy sources	Würth Line	58	122	- 52.5
	Allied Companies	939	146	+ 543.2
	Würth Group	997	268	272.0
HEAT				
Heat from fossil fuels, renewable energy sources and renewable raw materials ¹⁾ , and climate-relevant coolants	Würth Line	26,245	24,319	+ 7.9
	Allied Companies	39,391	38,896	+ 1.3
	Würth Group	65,636	63,215	+ 3.8
MOBILITY				
Mobility with fossil fuels and renewable energy sources ²⁾	Würth Line	147,347	139,984	+ 5.3
	Allied Companies	52,149	51,745	+ 0.8
Kerosene ³⁾	Würth Group	4,032	5,251	- 23.2
	Würth Group	203,528	196,980	+ 3.3
TOTAL SCOPE 1 EMISSIONS		270,161	260,463	+ 3.7

SCOPE 2	System boundaries	2024	2023	2024 : 2023 Change
		Emissions	Emissions	Emissions
		t CO ₂ e	t CO ₂ e	%
ELECTRICITY				
Country-specific electricity procurement and green energy from renewable energy sources, market-based method ⁴⁾	Würth Line	22,149	21,677	+2.2
	Allied Companies	33,055	36,057	-8.3
	Würth Group	55,204	57,734	-4.4
HEAT				
Externally provisioned heat	Würth Line	4,516	3,957	+14.1
	Allied Companies	1,443	2,399	-39.8
	Würth Group	5,959	6,356	-6.2
MOBILITY				
Electricity charged in kWh	Würth Line	2,167	833	+160.2
	Allied Companies	975	374	+160.6
	Würth Group	3,142	1,207	+160.3
TOTAL SCOPE 2 EMISSIONS		64,305	65,297	-1.5
TOTAL SCOPE 1+2 EMISSIONS		334,466	325,760	+2.7

1) Renewable energy sources and renewable raw materials include biogas, wood chips, and wood pellets.

2) Renewable energy sources include fueling with green electricity, bioethanol, and hydrogen.

3) Kerosene for aircraft is included directly in the Würth Group calculation.

4) Due to the considerable differences between countries, the country-specific electricity mix is calculated using the location-based method and the green electricity is calculated using the market-based method.

Sources for conversion and emission factors: IEA 2024, IEA 2023, IPCC, DEFRA 2024, DEFRA 2023



CARBON FOOTPRINT FOR WÜRTH GROUP, ENERGY AND GREENHOUSE GAS INTENSITY ► GRI 302-3, 305-4

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	MWh	MWh	MWh	MWh	MWh	MWh	%
ENERGY CONSUMPTION							
from fossil fuels	880,209	835,892	540,283	522,902	1,420,491	1,358,794	+4.5
from renewable energy sources							
fuel consumption from renewable energy sources, including biomass ¹⁾	15,731	14,128	61,435	60,205	77,165	74,333	+3.8
purchased electricity, heat, steam, and cooling from renewable energy sources ²⁾	97,264	90,042	175,417	172,174	272,681	262,216	+4.0
renewable energy generated in-house that does not come from fuel ³⁾	9,938	6,483	11,067	8,885	21,005	15,368	+36.7
Total	122,932	110,653	247,919	241,264	370,850	351,917	+5.4
Total	1,003,140	946,545	788,201	764,166	1,791,342	1,710,711	+4.7
IN-HOUSE PRODUCTION⁴⁾							
from fossil fuels	3,035	2,407	9,630	4,724	12,665	7,131	+77.6
from renewable energy sources	9,684	7,485	11,046	18,570	20,730	26,055	-20.4
Total	12,719	9,892	20,676	23,294	33,395	33,186	+0.6
Input into public power grid	1,316	1,002	10,318	9,801	11,635	10,803	+7.7

1) Fuels include biogas, biomass, geothermal energy, and hydrothermal energy to produce heat, as well as hydrogen (H₂) and bioethanol for mobility. The energy sources used are converted into kWh.

► Carbon footprint for heat, p. 92f.) ► Carbon footprint for mobility, p. 94f.)

2) Includes externally sourced green electricity ► Carbon footprint for electricity, p. 90f.)

3) Includes photovoltaics, hydropower, and wind power ► Climate footprint for electricity, p. 90f.)

4) Total energy includes all energy sources used for electricity, heat, and mobility. All energy sources used are converted into kWh for this purpose.

Calculation basis: Energy consumption data and climate footprint are divided by the number of employees and sales.

CARBON FOOTPRINT FOR WÜRTH GROUP, SCOPE 1 AND SCOPE 2 ▶ GRI 302-3, 305-4



20.3 MWh

Total energy consumption per employee in 2024
(2023: 19 MWh/employee)

Würth Line: 19.8 MWh/employee
Allied Companies: 21.0 MWh/employee



0.09 kWh

Total energy consumption per euro in sales in 2024
(2023: 0.08 kWh/EUR)

Würth Line: 0.09 kWh/EUR
Allied Companies: 0.08 kWh/EUR

3.8 t

market-based
CO₂e emissions per employee in 2024
(2023: 3.8 t/employee)

Würth Line: 4.1 t/employee
Allied Companies: 3.4 t/employee

4.8 t

location-based
CO₂e emissions per employee in 2024
(2023: 4.7 t/employee)

Würth Line: 4.6 t/employee
Allied Companies: 5.1 t/employee

16.5 g

market-based
CO₂e emissions per euro in sales in 2024
(2023: 16.0 g/EUR)

Würth Line: 19.0 g/EUR
Allied Companies: 13.7 g/EUR

20.9 g

location-based
CO₂e emissions per euro in sales in 2024
(2023: 20.1 g/EUR)

Würth Line: 21.3 g/EUR
Allied Companies: 20.4 g/EUR



Baseline data for material life cycles

PRODUCTION AND PACKAGING ▶ GRI 301-1, 301-2

	Würth Line		Allied Companies		Würth Group				2024 : 2023 Change
	2024	2023	2024	2023	2024		2023		
	Metric tons	Metric tons	Metric tons	Metric tons	Metric tons	%	Metric tons	%	
PACKAGING MATERIALS USED									
Paper, cardboard	22,243	14,749	24,973	20,970	47,216	46.1	35,719	51.2	+ 32.2
Wood	6,934	3,933	15,821	6,008	22,755	22.2	9,941	14.2	+ 128.9
Plastics	1,670	2,819	18,206	10,845	19,876	19.4	13,664	19.6	+ 45.5
Ferrous metals	557	881	11,357	8,277	11,914	11.6	9,158	13.1	+ 30.1
Other (e.g., aluminum, composite materials, textile fabrics, glass)	234	686	402	634	636	0.7	1,320	1.9	- 51.8
Total weight	31,638	23,068	70,759	46,734	102,397	100.0	69,802	100.0	+ 46.7
of which renewable raw materials	21,388	11,638	22,502	21,373	43,890	42.9	33,011	47.3	+ 33.0
of which recycled materials	7,955	7,224	18,697	5,908	26,652	26.0	13,132	18.8	+ 103.0

If packaging consists proportionally of renewable raw materials and recycled material, the recycled material is given priority.

	Würth Line		Allied Companies		Würth Group				
	2024	2023	2024	2023	2024		2023		2024 : 2023 Change
	Metric tons	Metric tons	Metric tons	Metric tons	Metric tons	%	Metric tons	%	%

MATERIAL USED IN PRODUCT MANUFACTURING

Metal materials	53,724	-	520,521	-	574,245	72.4	-	-	-
Other materials (e.g., plastics, chemical raw materials)	538	868	218,558	166,138	219,096	27.6	167,006	100.0	+31.2
Total weight	54,262	868	739,079	166,138	793,341	100.0	167,006	100.0	+375.0
of which recycled materials ¹⁾	210	191	33,774	18,967	33,984	4.3	19,158	11.5	+77.4
of which renewable raw materials ¹⁾	0	0	13,794	16,003	13,794	1.7	16,003	9.6	-13.8

1) In addition, 16 companies use material made from renewable raw materials or recycled material, but no data is available on the weight (Würth Line 0, Allied Companies 16).

If packaging consists proportionally of renewable raw materials and recycled material, the recycled material is given priority.



WASTE ▶ GRI 306-3, 306-4, 306-5

	Würth Line		Allied Companies		Würth Group				2024 : 2023 Change
	2024	2023	2024	2023	2024		2023		
	Metric tons	Metric tons	Metric tons	Metric tons	Metric tons	%	Metric tons	%	
WASTE GENERATED									
Metals	2,184	1,576	21,305	20,898	23,489	25.2	22,474	28.0	+ 4.5
Paper, cardboard	12,877	13,441	8,067	6,764	20,944	22.5	20,205	25.2	+ 3.7
Residual waste/municipal and commercial waste	6,504	-	1,901	-	8,405	9.0	-	-	-
Wood	3,282	2,361	3,912	4,470	7,194	7.7	6,831	8.5	+ 5.3
Plastics	977	1,214	1,765	1,563	2,742	2.9	2,777	3.5	- 1.3
Other (e.g., biowaste, construction waste, composite materials)	7,713	9,483	4,960	5,974	12,673	13.6	15,457	19.3	- 18.0
Total weight of non-hazardous waste	33,537	28,075	41,910	39,669	75,447	81.1	67,744	84.4	+ 11.4
Hazardous waste (excl. radioactive waste)	2,017	1,512	15,605	10,988	17,622	18.9	12,500	15.6	+ 41.0
Radioactive waste	0	0	0	0	0	0.0	0	0.0	0.0
Total weight of hazardous waste	2,017	1,512	15,605	10,988	17,622	18.9	12,500	15.6	+ 41.0
Total weight	35,554	29,587	57,515	50,657	93,069	100.0	80,244	100.0	+ 16.0
WASTE DISPOSED OF									
Material recovery (recycling)	20,073	10,125	42,411	31,746	62,484	67.1	41,871	52.2	+ 49.2
Thermal recovery	6,322	13,014	6,521	7,116	12,843	13.8	20,130	25.0	- 36.2
Landfill dumping	5,545	2,944	1,586	4,098	7,131	7.7	7,042	8.8	+ 1.3
Other disposal methods	3,614	3,504	6,997	7,697	10,611	11.4	11,201	14.0	- 5.3
Total weight	35,554	29,587	57,515	50,657	93,069	100.0	80,244	100.0	+ 16.0

NATURAL RESOURCES ▶ GRI 303-3, 303-4, 303-5

	Würth Line		Allied Companies		Würth Group				2024 : 2023 Change
	2024	2023	2024	2023	2024		2023		
	MI	MI	MI	MI	MI	%	MI	%	
WATER WITHDRAWAL									
Public drinking water supply	445	384	571	466	1,016	63.2	850	74.6	+ 19.5
Groundwater from own wells	44	64	536	169	580	36.1	233	20.5	+ 148.9
Surface water	6	11	2	6	8	0.5	17	1.5	- 52.9
Rainwater (cistern)	0	1	3	38	3	0.2	39	3.4	- 92.3
Water withdrawal	495	460	1,112	679	1,607	100.0	1,139	100.0	+ 41.1
WATER DISCHARGE									
Public wastewater systems (sewerage)	444	374	531	502	975	60.7	876	76.9	+ 11.3
Groundwater	32	49	500	111	532	33.1	160	14.0	+ 232.5
Surface water	3	8	24	27	27	1.7	35	3.1	- 22.9
Other water discharge	0	-	4	-	4	0.2	-	-	-
Water discharge	479	431	1,059	640	1,538	95.7	1,071	94.0	+ 43.6
WATER CONSUMPTION									
Total water consumption	16	29	53	38	69	4.3	67	5.9	+ 3.0
Total water consumption per billion EUR in sales	1.3	0.8	4.0	3.9	2.7		2.7		0.0
Total water consumption per 1,000 employees	0.3	0.2	1.4	1.0	0.8		0.8		0.0



Baseline data for social standards

SUPPLY CHAIN MANAGEMENT ▶ GRI 204-1, 308-1, 308-2, 414-1, 414-2

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.
EXPENDITURE FOR LOCAL SUPPLIERS ^{1) 2) 3)}							
Share of expenditure for local suppliers	48.2	43.8	41.6	57.3	43.9	52.2	- 8.3
EVALUATION OF SUPPLIERS BASED ON ENVIRONMENTAL CRITERIA							
ENVIRONMENTAL ASSESSMENT OF NEW SUPPLIERS ³⁾							
Share of new suppliers evaluated on the basis of environmental criteria	69.5	81.8	35.0	38.4	41.0	1,229	- 4.9
ENVIRONMENTAL ASSESSMENT OF ALL SUPPLIERS ³⁾							
Share of all suppliers evaluated on the basis of environmental criteria	53.8	45.1	42.2	21.1	46.0	29.5	+ 16.5
DEVELOPMENT OF SUPPLIERS ³⁾							
Share of suppliers identified with actual or potential negative environmental impacts	3.1	3.2	7.7	11.1	5.9	6.9	- 1.0
of which share of suppliers where improvements were agreed as a result of the evaluation based on environmental criteria	7.7	4.7	0.0	1.2	1.6	2.1	- 0.5
of which share of suppliers where the business relationship was terminated as a result of the evaluation based on environmental criteria	1.5	0.0	0.0	0.0	0.3	0.0	+ 0.3

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024 : 2023 Change
	%	%	%	%	%	%	pp.

EVALUATION OF SUPPLIERS BASED ON SOCIAL CRITERIA

SOCIAL ASSESSMENT OF NEW SUPPLIERS³⁾

Share of new suppliers evaluated on the basis of social criteria	57.0	77.4	41.7	36.3	44.4	43.4	+ 1.0
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SOCIAL ASSESSMENT OF ALL SUPPLIERS³⁾

Share of all suppliers evaluated on the basis of social criteria	54.6	56.3	39.2	20.3	44.2	32.9	+ 11.3
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DEVELOPMENT OF SUPPLIERS³⁾

Share of suppliers identified with actual or potential negative social impacts	5.9	3.0	9.0	18.2	7.8	9.1	- 1.3
of which share of suppliers where improvements were agreed as a result of the evaluation based on social criteria	4.8	13.1	0.5	0.0	1.9	2.6	- 0.7
of which share of suppliers where the business relationship was terminated as a result of the evaluation based on social criteria	0.4	0.0	0.0	0.0	0.1	0.0	+ 0.1

1) The geographic definition of "local" refers to the national level (national borders).

2) Includes suppliers of raw materials, manufacturing supplies, operating supplies, and merchandise

3) Refers exclusively to external suppliers that are not part of the Würth Group and have a procurement volume > EUR 50,000



PROCESS AND QUALITY MANAGEMENT ▶ GRI 3-3

CERTIFIED MANAGEMENT SYSTEMS

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024:2023 Change
	%	%	%	%	%	%	pp.
Share of sales generated by companies with a quality management system	79.8	80.9	78.1	79.2	78.9	80.0	- 1.1
Share of sales covered by ISO 9001	79.6	80.6	75.4	76.2	77.4	78.3	- 0.9
Share of total waste generated by companies with an environmental management system	62.3	73.5	58.3	58.1	59.8	63.8	- 4.0
Share of total waste covered by ISO 14001	62.2	73.2	56.1	57.1	58.4	63.0	- 4.6
Share of employees at companies with an occupational health and safety system	48.3	42.8	34.3	31.4	42.3	38.0	+ 4.3
Share of employees covered by ISO 45001	33.3	33.4	15.1	16.4	25.4	26.2	- 0.8
Share of energy consumption at companies with an energy management system	43.7	38.9	37.2	35.8	41.0	37.6	+ 3.4
Share of energy consumption covered by ISO 50001	40.4	35.7	31.4	29.8	36.6	33.2	+ 3.4

SAFETY AND HEALTH ▶ GRI 403-9, 403-10

96.3%

**Average health rate
in 2024**

Würth Line: 96.9%
Allied Companies: 95.6%

OCCUPATIONAL SAFETY AND HEALTH

	Würth Line		Allied Companies		Würth Group		
	2024	2023	2024	2023	2024	2023	2024: 2023 Change
	Total	Total	Total	Total	Total	Total	%
Total number of work-related injuries and accidents recorded	1,571	1,322	1,735	1,273	3,306	2,595	+27.4
of which work-related reportable injuries and accidents ¹⁾	545	559	490	511	1,035	1,070	-3.3
of which work-related injuries and accidents with serious consequences	16	33	11	12	27	45	-40.0
Fatalities due to work-related injuries, accidents, or illnesses	0	2	1	2	1	4	-75.0

1) The definition of the KPI has been modified. In 2023, work-related injuries and accidents that went beyond first aid were recorded.



 WURTH

The background of the slide features a series of concentric, light gray circles that create a ripple effect, centered around the text. The circles are of varying diameters and are spaced evenly, filling the entire page.

With the **benchmark** in focus.

Global standards and frameworks do not just provide guidelines for the transformation of the Würth Group, they also allow for comparability. The Würth Group integrates recognized frameworks such as the GRI standards and the United Nations Sustainable Development Goals in order to create a reliable basis for responsible and sustainable action. For the Würth Group, transformation means growing with global standards, thus forging new paths that combine stability and progress.



GLOBAL FRAMEWORKS

UN GLOBAL COMPACT AND UN SDGS

Global frameworks form the basis for transformation management within the entire Würth Group and all of its global companies.

UN Global Compact

By signing the United Nations Global Compact in May 2024, the Würth Group joined the world's largest initiative for sustainable corporate governance. The UN Global Compact is supported by over 20,000 members in 160 countries worldwide who have committed themselves to upholding the 10 universal principles. These principles are closely aligned with the Sustainable Development Goals (SDGs). Sustainable corporate governance begins with a company's value system. The manner in which business activities are conducted reflects these values. The 10 principles of the UN Global Compact help companies to develop strategies, processes, and rules, which promote a culture of transparency and integrity. The principles are derived from the Universal Declaration of Human Rights, the core labor standards of the International Labour Association, and international agreements such as the Rio Declaration on Environment and Development from 2022 and the UN Convention against Corruption.

Accordingly, the principles are divided into four areas: human rights, labor standards, environment, and anti-corruption. These principles not only ensure that companies assume their fundamental responsibility toward people and the environment but also support the long-term success of their business activities.

Although the UN Global Compact is not a certifiable standard and does not serve as a regulatory instrument, joining it is the logical consequence of the Würth Group's overall focus on sustainable development. The Würth Group thus once again publicly underlines its commitment to the Sustainable Development Goals of the United Nations.

UN Sustainable Development Goals

Globally recognized frameworks allow for standardized benchmarking and offer our stakeholders guidance and support when making decisions in order to assess the Würth Group’s status in terms of sustainable development. These frameworks serve as the basis for our sustainability management.

Using the 17 Sustainable Development Goals of the United Nations (UN SDGs) as a guide allows us to make a major contribution to achieving Agenda 2030. Core objectives 8, 9, 12, and 13 are of particular strategic relevance to the Würth Group. They are important for our three transformation areas: climate, material life cycles, and social standards.

UN SDG CORE OBJECTIVES WITHIN THE WÜRTH GROUP



Climate action

As part of the climate transformation area, the Würth Group aims to make a meaningful contribution to protecting the climate and achieving the goals set out in the Paris Agreement.



Responsible consumption and production

The material life cycles transformation area aims to break the link between the Würth Group’s future growth and the consumption of finite resources. The aim is to use resources more efficiently, minimize the consumption of primary materials, and close material life cycles.



Industry, innovation, and infrastructure

With our circular way, which describes the process of transformation from a linear to a circular economy, we strive to keep valuable resources within climate-neutral, socially just material life cycles.



Decent work and economic growth

With the social standards transformation area, the Würth Group is committed to sustainable supply chain management so that it can do business in a manner that is in harmony with humankind and nature.



GRI CONTENT INDEX

Reporting in accordance with the standards set out by the Global Reporting Initiative (GRI) allows for a global assessment and comparability of our economic, environmental, and social performance.

About this sustainability report

The purpose of this non-financial report is for the Würth Group to inform its stakeholders of its initial data-based status, Group-wide sustainability management activities, strategic management approaches, and project stages for the sustainable transformation of its companies. This Sustainability Report refers to the business activities of all the companies that belong to the Würth Group. Any deviating reporting limitations are indicated accordingly.

The Würth Group has reported in accordance with the GRI standards for the period from 1 January to 31 December 2024. Several requirements cannot yet be fully met with the current underlying data; for the purpose of transparency, the information that is available at the moment has been disclosed.

In the management approaches (GRI 3-3), we refer to the core objectives of the 17 Sustainable Development Goals of the United Nations (SDGs) and the principles of the UN Global Compact (UNGC) as global frameworks.

These are indicated in the GRI content index next to the corresponding GRI indicators. The relevance for the reported topics is based on the materiality assessment from the ► **p. 24f.**

Reservations

We do not assume liability for mistakes, technical errors, and printing errors. No external audit was performed. Any statements regarding future developments are based on the information and forecasts available at the time of publication. Therefore, we cannot guarantee that the predicted future development will materialize.

GRI/SDG Content/explanations

General disclosures

THE ORGANIZATION AND ITS REPORTING PRACTICES

GRI 2-1

Organizational details

Würth Group
 Adolf Würth GmbH & Co. KG
 Reinhold-Würth-Strasse 12-17
 74653 Künzelsau-Gaisbach, Germany

The information in this sustainability report was provided by Adolf Würth GmbH & Co. KG and its affiliated companies.

- ▶ www.bundesanzeiger.de
- ▶ [Overview of the Würth Group, inside cover, p. 3](#)
- ▶ [Brief profile, p. 4f.](#)
- ▶ [Industry diversity, p. 6 ff.](#)
- ▶ Würth Group 2024 Annual Report, Group management report, p. 52 ff.

GRI 2-2

Entities included in the organization’s sustainability reporting

This sustainability report refers to the business activities of the Würth Group as a whole. For the 2024 reporting year, the companies included in quantitative terms match the scope of consolidation of the Würth Group. Changes in the scope of consolidation due to acquisitions result in a change of more than 5% in the following key figures.

		2024
Total weight of packaging materials	t	9,335

- ▶ [Industry diversity, p. 6 ff.](#)
- ▶ Würth Group 2024 Annual Report, Group management report, p. 124 f., 179 ff.

GRI/SDG Content/explanations

GRI 2-3

Reporting period, frequency, and point of contact

As with the Annual Report, this report covers the period from 1 January 2024 to 31 December 2024.
 The Würth Group’s sustainability report is published annually.
 Date of publication: 7 May 2025
 Contact for any questions regarding the report: sustainability@wuerth.com

GRI 2-4

Restatements of information

If the data available on the reference date of the data collection is not sufficient, data is projected. For 2023, the extrapolations were compared with the real data as soon as it became available and adjusted if there were any deviations.
 A deviation of more than 5% was found in the key figures for packaging materials used, materials used in product manufacturing, and water, which is why the data for 2023 was corrected in this report. In addition, the heat from geothermal energy was corrected from liters to kWh for 2023, although this did not result in any change in greenhouse gas emissions. The calculation of total energy consumption for 2023 has also been adjusted. Changes in the definitions of the key figures are indicated as a footnote to the figure.

GRI 2-5

External audit

The disclosures and key figures on sustainability performance in the 2024 Sustainability Report were subjected to an external audit for the current reporting year in order to obtain limited assurance.

ACTIVITIES AND EMPLOYEES

GRI 2-6

Activities, value chain, and other business relationships

- ▶ [Brief profile, p. 4 f.](#)
- ▶ [Industry diversity, p. 6 ff.](#)
- ▶ Würth Group 2024 Annual Report, Group management report, p. 52 ff., Consolidated financial statements, p. 108

GRI 2-7

Employees

The number of employees is reported as full-time equivalents. Where reference is made to employees per capita on the 31 December 2024 reporting date, this is indicated in a footnote.

- ▶ [GRI 405-1](#)
- ▶ [Baseline data for corporate governance, p. 84 ff.](#)
- ▶ Würth Group 2024 Annual Report, Group management report, p. 91 f.



GRI/SDG	Content/explanations
GRI 2-8	<p>Workers who are not employees Information not available/incomplete. External workers at the Würth Group are temporary workers, self-employed persons, subcontractors, contractors, and volunteers. Information on the total number is not available. Data collection is planned in the future. Due to the decentralized nature, no statement can be made on the type of work.</p>
GOVERNANCE	
GRI 2-9	<p>Governance structure and composition ▶ Corporate culture, p. 30f. ▶ Integration, process control, and data management, p. 32 ff. ▶ Baseline data for corporate governance, p. 85 ▶ Würth Group 2024 Annual Report, Consolidated financial statements, p. 200 ff.</p>
GRI 2-10	<p>Nomination and selection of the highest governance body ▶ Würth Group 2024 Annual Report, Consolidated financial statements, p. 200 ff.</p>
GRI 2-11	<p>Chair of the highest governance body ▶ Würth Group 2024 Annual Report, Consolidated financial statements, p. 200 ff.</p>
GRI 2-12	<p>Role of the highest governance body in overseeing the management of impacts ▶ Materiality assessment process, p. 24 ff. ▶ Corporate culture, p. 30f. ▶ Integration, process control, and data management, p. 32f.</p>
GRI 2-13	<p>Delegation of responsibility for managing impacts As a Group function, the Corporate Sustainability team is responsible for centralized sustainability management in the Würth Group and reports to the Central Management Board at regular intervals. In addition to the Central Management Board, the Advisory Board is also involved in important decision-making processes. At least one person responsible for sustainability reporting has been appointed at each of the Würth Group companies. This person is responsible for recording the company's sustainability data. The Corporate Sustainability team works closely with the individuals responsible for sustainability and meets several times a year.</p> <p>▶ Corporate culture, p. 30f. ▶ Integration, process control, and data management, p. 32f. ▶ Würth Group 2024 Annual Report, Consolidated financial statements, p. 200 ff.</p>

GRI/SDG	Content/explanations
GRI 2-14	<p>Role of the highest governance body in sustainability reporting Overall responsibility lies with the Central Management Board of the Würth Group. The Chairman of the Central Management Board himself supervises the sustainability management team as far as sustainability reporting is concerned in accordance with his function, but he does not play an active role in this context. He commissions the head of Corporate Sustainability with the task of reporting on sustainability. The results of the materiality assessment were validated in an additional workshop with the Central Management Board and expanded to include the latter's perspectives.</p> <p>▶ Statement by the Advisory Board, p. 10f. ▶ Statement by the Central Management Board, p. 12f. ▶ Materiality assessment process, p. 24f.</p>
GRI 2-15	<p>Conflicts of interest Corporate governance is ensured in the Würth Group by the following regulations and provisions to avoid conflicts of interest:</p> <ul style="list-style-type: none"> › Dual management system, meaning separation of operational management and supervisory bodies › Internal auditing › Auditing of individual and consolidated financial statements by independent auditors › Risk management and risk controlling › Planning process at Group and company level › Controlling methods to create transparency in operating units › Rating process by international rating agencies › Code of Compliance
GRI 2-16	<p>Communication of critical concerns The communication culture in the Würth Group is characterized by open communication across all hierarchical structures. Both external and internal stakeholders can communicate critical concerns anonymously to the responsible points of contact via the SpeakUp whistleblower system. Furthermore, all employees are welcome to discuss their concerns directly with their supervisor or with the designated compliance officer.</p> <p>In the reporting period, a total of 123 reports received via the SpeakUp whistleblower system were reported to the competent supervisory body. These reports related mainly to process compliance, data protection, discrimination, and customer complaints. A total of 16 violations of compliance rules were identified. Any critical concerns are handled by the compliance officers. These concerns are documented using audit-proof case management software</p>

GRI/SDG	Content/explanations
	<p>within the relevant whistleblower system. The controlling body is responsible for all Würth Group companies.</p> <ul style="list-style-type: none"> ▶ GRI 2-26 ▶ www.bkms-system.net/wuerth
GRI 2-17	<p>Collective knowledge of the highest governance body</p> <ul style="list-style-type: none"> ▶ Integration, process control, and data management, p. 32f. ▶ Knowledge transfer, p. 41
GRI 2-19	<p>Remuneration policies</p> <p>The members of the Advisory Board of the Würth Group receive fixed annual remuneration. The members of the Central Management Board and senior executives receive a basic salary and variable remuneration, generally based on the sales and operating result achieved by the Würth Group companies for which they are responsible. The Würth Group does not offer sign-on bonuses or other payments as a recruitment incentive. In the event that members of the highest governance body or senior executives are dismissed, severance payments are only made if this is provided for by law or if they are dismissed before the end of their contract; this also applies to other employees. Remuneration already paid is not clawed back. Company pension benefits are not granted unless this is required by law; this is taken into account when setting the amount of the basic salary.</p>
GRI 2-20	<p>Process to determine remuneration</p> <p>The remuneration of the members of the Advisory Board is determined by the joint Supervisory Board of the Würth-Familienstiftungen, the remuneration of the members of the Central Management Board is determined by the Advisory Board of the Würth Group, and the remuneration paid to senior executives is determined by the Central Management Board in agreement with the Advisory Board of the Würth Group. The amount of remuneration paid to the members of the highest governance body and senior executives is determined taking into account standard market remuneration for companies of a comparable size and market position with the involvement of independent external remuneration consultants.</p> <ul style="list-style-type: none"> ▶ GRI 2-19

GRI/SDG	Content/explanations
STRATEGY, POLICIES, AND PRACTICES	
GRI 2-22	<p>Statement on sustainable development strategy</p> <ul style="list-style-type: none"> ▶ Statement by the Advisory Board, p. 10f. ▶ Statement by the Central Management Board, p. 12f.
GRI 2-23	<p>Policy commitments</p> <ul style="list-style-type: none"> ▶ Corporate culture, p. 30f. ▶ The social standards transformation area, p. 68 ff. ▶ Würth Group 2024 Annual Report, Group management report, p. 87f. ▶ Code of Compliance of the Würth Group ▶ UNGC Principle 7
GRI 2-24	<p>Embedding policy commitments</p> <p>Extensive internal Group guidelines known as the Policy and Procedure Manual (PAP) operationalize the requirements and fundamental principles in the form of descriptions of the structure and process organization, in addition to setting out specific rules and codes of conduct. As a matter of principle, these rules apply to all companies of the Würth Group. The managing directors are obliged to familiarize themselves with the contents and to ensure compliance with the Group rules in their company.</p> <ul style="list-style-type: none"> ▶ Corporate culture, p. 30f.
GRI 2-25	<p>Processes to remediate negative impacts</p> <p>Employees have been informed about external reporting bodies in accordance with the EU Whistleblower Protection Directive. The web-based SpeakUp whistleblowing system allows whistleblowers to obtain information on the current processing status and follow-up measures. We comply with all statutory deadlines for providing feedback. Regular quantitative and qualitative reporting in the Compliance Board provides information on the effectiveness of the whistleblower system. In addition to the SpeakUp whistleblower system, a grievance mechanism has also been set up in accordance with the requirements laid out in the Act on Corporate Due Diligence in Supply Chains (LkSG).</p> <ul style="list-style-type: none"> ▶ GRI 2-16, 2-26 ▶ The social standards transformation area, p. 68 ff. ▶ www.bkms-system.net/wuerth



GRI/SDG	Content/explanations
GRI 2-26	<p>Mechanisms for seeking advice and raising concerns</p> <p>A compliance management system serves to comply with national and international laws, regulations, self-imposed obligations, and internal guidelines. On this basis, general rules of conduct were defined for all companies of the Würth Group in the form of a Code of Compliance in 2017 in order to provide managers and employees with guidelines regarding the conduct and behavior expected of them by the company.</p> <p>All Group employees have access to the Code of Compliance, which describes the following:</p> <ul style="list-style-type: none"> › General rules of conduct › Standards for dealing with business partners › Rules for avoiding conflicts of interest › Rules for handling information › Instructions for application in everyday life <p>In the event of a potential breach of compliance rules, all employees of the Würth Group and external stakeholders of the companies are invited to use SpeakUp, the Würth Group’s anonymous reporting hotline, to report the matter. Of course, employees can also contact the Company Compliance Officer responsible for their company directly or other people within the compliance organization to voice their concerns. Confidentiality is of utmost importance when handling compliance issues. This guarantees the commitment to the stipulated principles that whistleblowers will not be punished in any way for reporting a violation (in accordance with legal guidelines/IL0 core labor standards).</p> <p>▶ GRI 2-16, 2-25 ▶ Würth Group 2024 Annual Report, Group management report, p. 87f. ▶ www.bkms-system.net/wuerth</p>
GRI 2-27	<p>Compliance with laws and regulations</p> <p>Information on material violations is provided in the Group management report of the Würth Group.</p> <p>▶ Corporate culture, p. 30f. ▶ Würth Group 2024 Annual Report, Group management report, p. 87f.</p>

GRI/SDG	Content/explanations
GRI 2-28	<p>Membership associations</p> <p>The Würth Group is actively engaged in shaping public opinion, among other things, as a member of the following associations:</p> <ul style="list-style-type: none"> › Centre for European Policy (CEP) › European Union of Electrical Wholesalers (EUEW) › Federation of German Industries (BDI) › Federation of German Wholesale, Foreign Trade and Services (BGA) › German Association of the Automotive Industry (VDA) › German Association of Electrical Wholesalers (VEG) › German Association for Materials Management, Purchasing and Logistics (BME) › German Association of Screw Wholesalers (FDS) › German Chamber of Commerce and Industry (DIHK) › German Electro and Digital Industry Association (ZVEI) › German Fasteners Association (DSV) › German Heat Pump Association (BWP) › International Chamber of Commerce (ICC) › The Economic Council (Wirtschaftsrat der CDU e.V.)
STAKEHOLDER ENGAGEMENT	
GRI 2-29	<p>Approach to stakeholder engagement</p> <p>The Würth Group ensures transparency and engages in constant dialogue with its stakeholders. Relevant stakeholders are identified, grouped together by interests, and weighted according to their relevance for the business activities of the Würth Group. Communication is coordinated according to interest group via various company publications. Reports and publications that are relevant to the interests of the stakeholders are publicly accessible.</p> <p>▶ Materiality assessment process, p. 24ff.</p>
GRI 2-30	<p>Collective bargaining agreements</p> <p>▶ GRI 402-1 ▶ Baseline data for corporate governance, p. 87</p>

GRI/SDG Content/explanations

GRI 3 Material Topics

UNIVERSAL STANDARD

GRI 3-1 **Guidance to determine material topics**
 ▶ [Materiality assessment process, p. 24](#)

GRI 3-2 **List of material topics**
 ▶ [Materiality assessment process, p. 25](#)

GRI 200 Economic topics

GRI 201 ECONOMIC PERFORMANCE

GRI 3-3 **Management of material topics**
 ▶ [Materiality assessment process, p. 24f.](#)
 ▶ Würth Group 2024 Annual Report
 ▶ UNGC Principle 7



GRI 201-1 **Direct economic value generated and distributed**
 ▶ [Overview of the Würth Group, inside cover, p. 3](#)
 ▶ Würth Group 2024 Annual Report, Consolidated financial statements, p. 105
 ▶ www.bundesanzeiger.de

GRI/SDG Content/explanations

GRI 201-2 **Financial implications and other risks and opportunities due to climate change**
 In 2024 and in previous years, no sustainability risks were reported as part of the risk management system that could jeopardize the company's survival in accordance with the established risk and opportunity policy.

- ▶ [Risk management, p. 26f.](#)
- ▶ [The climate transformation area, p. 44f.](#)
- ▶ Würth Group 2024 Annual Report, Group management report, p. 82 ff.

GRI 201-3 **Defined benefit plan obligations and other retirement plans**
 The actuarial valuation of pension obligations was carried out as at the balance sheet date.

- ▶ Würth Group 2024 Annual Report, Consolidated financial statements, p. 154 ff.

GRI 201-4 **Financial assistance received from government**
 ▶ Würth Group 2024 Annual Report, Consolidated financial statements, p. 173

GRI 204 PROCUREMENT PRACTICES

GRI 3-3 **Management of material topics**
 We give preference to regional suppliers in line with regional value creation, provided they meet the criteria of our supplier audit and, above all, comply with our basic principles of profitability and product quality. All companies of the Würth Line (Industry + Craft) are required to cover the majority of their needs through the central purchasing companies. In doing so, it is possible to ensure compliance with relevant regulations along the supply chains using a relatively central approach, the aim being to optimize goods procurement.



- ▶ [The social standards transformation area, p. 68 ff.](#)

GRI 204-1 **Proportion of spending on local suppliers**
 ▶ [Baseline data for social standards, p. 104](#)



GRI/SDG Content/explanations

GRI 300 Environmental topics

GRI 301 MATERIALS

GRI 3-3 **Management of material topics**
 ▶ The material life cycles transformation area, p. 56 ff.



GRI 301-1 **Materials used by weight or volume**
 Packaging material includes actively used packaging materials added, meaning additionally circulated, by the company itself (product and transport packaging). Reusable packaging is not included here. Recycled materials are obtained by reprocessing waste material. Renewable raw materials come from renewable, natural sources and are primary raw materials.
 ▶ Baseline data for material life cycles, p. 100f.
 ▶ UNGC Principles 7, 8, 9

GRI 301-2 **Recycled input materials used**
 ▶ Baseline data for material life cycles, p. 100f.

GRI 301-3 **Reclaimed products and their packaging materials**
 Information not available/incomplete. Due to the large number of products and the limited comparability of the various measures, the Würth Group does not currently collect any quantitative data in this area. The possibility of collecting data in the coming years is being examined.

GRI/SDG Content/explanations

GRI 302 ENERGY

GRI 3-3 **Management of material topics**
 ▶ The climate transformation area, p. 44 ff.
 ▶ UNGC Principles 7, 8, 9



GRI 302-1 **Energy consumption within the organization**
 ▶ Baseline data for climate, p. 90 ff.

GRI 302-2 **Energy consumption outside of the organization**
 ▶ Baseline data for climate, p. 90 ff.

GRI 302-3 **Energy intensity**
 ▶ Baseline data for climate, p. 98 f.

GRI 302-4 **Reduction of energy consumption**
 ▶ The climate transformation area, p. 52 ff.
 ▶ Baseline data for climate, p. 90 ff.

GRI 302-5 **Reductions in energy requirements of products and services**
 Information not available/incomplete due to the complexity and diversity of the products.
 ▶ GRI 302-3
 ▶ Baseline data for climate, p. 90 ff.

GRI/SDG	Content/explanations
GRI 303	WATER AND EFFLUENTS
GRI 3-3 	<p>Management of material topics Responsible use of water resources is important to the Würth Group. Annual water consumption is systematically recorded and checked in order to monitor the use of resources and make it transparent. In addition, companies in which water plays a significant role in business activities are analyzed in particular.</p> <p>▶ The material life cycles transformation area, p. 56 ff.</p>
GRI 303-1	<p>Interactions with water as a shared resource Water is considered a fundamental resource for an organization's operation if its revenues depend on water consumption. Water is used either in production processes as a cooling and cleaning agent or as an important raw material in some products. Water is a fundamental resource for the business activities of 9.6% of the Würth Group companies in 2024. (2023: 8.8% / Würth Line 2024: 3.5%; 2023: 3.6% / Allied Companies 2024: 12.5%; 2023: 11.5%)</p>
GRI 303-2	<p>Management of water discharge-related impacts In 2024, 1.2% of companies met voluntary quality standards with regard to effluent discharge that go beyond the regulations imposed by the legislator in the country concerned. (2023: 1.2% / Würth Line 2024: 0.7%; 2023: 1.4% / Allied Companies 2024: 1.4%; 2023: 1.1%)</p>
GRI 303-3	<p>Water withdrawal Information on areas with water stress not available/incomplete.</p> <p>▶ Baseline data for material life cycles, p. 103</p>
GRI 303-4	<p>Water discharge Information on areas with water stress not available/incomplete.</p> <p>▶ Baseline data for material life cycles, p. 103</p>
GRI 303-5	<p>Water consumption ▶ Baseline data for material life cycles, p. 103</p>

GRI/SDG	Content/explanations
GRI 305	EMISSIONS
GRI 3-3  	<p>Management of material topics ▶ The climate transformation area, p. 44 ff. ▶ UNGC Principles 7, 8, 9</p>
GRI 305-1	<p>Direct (Scope 1) GHG emissions ▶ Baseline data for climate, p. 90 ff.</p>
GRI 305-2	<p>Energy indirect (Scope 2) GHG emissions ▶ Baseline data for climate, p. 90 ff.</p>
GRI 305-3	<p>Other indirect (Scope 3) GHG emissions Information not available/incomplete. The Würth Group is working on data collection for scope 3 by establishing appropriate internal processes.</p> <p>▶ The climate transformation area, p. 44 ff.</p>
GRI 305-4	<p>GHG emissions intensity ▶ Baseline data for climate, p. 98 f.</p>
GRI 305-5	<p>Reduction of GHG emissions ▶ The climate transformation area, p. 52 ff. ▶ Baseline data for climate, p. 90 ff.</p>



GRI/SDG	Content/explanations
GRI 306	WASTE
GRI 3-3	Management of material topics ▶ The material life cycles transformation area, p. 56 ff.
	
GRI 306-1	Waste generation and significant waste-related impacts ▶ Baseline data for material life cycles, p. 102
GRI 306-2	Management of significant waste-related impacts 49.4 % of the reporting companies implemented at least one of the measures listed to avoid waste in their own value chain in 2024. (2023: 46.1 % / Würth Line 2024: 61.0%; 2023: 57.9 % / Allied Companies 2024: 43.8 %; 2023: 40.1 %)
	Input material choices and product design: <ul style="list-style-type: none"> ▶ Improving selection of materials and product design by taking into account longevity and durability, reparability, modularity and disassembly, and recyclability ▶ Reducing the use of raw and finite materials by procuring secondary materials (e.g., used or recycled input materials) or renewable materials ▶ Substituting inputs that have hazardous characteristics with inputs that are non-hazardous
	Collaboration in the value chain and business model innovation: <ul style="list-style-type: none"> ▶ Setting policies for procurement from suppliers that have sound waste prevention and waste management criteria ▶ Engaging in or setting up industrial symbiosis as a result of which the organization's waste or other outputs (e.g., by-products from production) become inputs for another organization ▶ Participating in an extended producer responsibility scheme, which extends the producer's responsibility for a product or service to its end of life ▶ Transitioning to and applying new business models, including product service systems, repair services, or product leasing models that use services instead of products to meet consumer demand ▶ Engaging in or setting up take-back schemes and reverse logistics processes to divert products and materials from disposal

GRI/SDG	Content/explanations
	End-of-life interventions: <ul style="list-style-type: none"> ▶ Establishing and improving facilities for waste management, including facilities for the collection and sorting of waste ▶ Recovering products, components, and materials from waste through preparation for reuse and recycling ▶ Implementing new concepts or continuing the use of concepts in line with the cradle-to-cradle principle ▶ Engaging with customers to raise awareness about sustainable consumption practices, such as repairing instead of repurchasing a product, product sharing, exchange, reuse, and recycling
	▶ The material life cycles transformation area, p. 56 ff.
GRI 306-306	Waste generated ▶ Baseline data for material life cycles, p. 102
GRI 306-4	Waste diverted from disposal 71.2 % (53,689 t) of the non-hazardous waste generated was sent for recycling in 2024. (2023: 57.2 % [38,733 t] / Würth Line 2024: 56.2 % [18,847 t]; 2023: 35.2 % [9,872 t] / Allied Companies 2024: 83.1 % [34,841 t]; 2023: 72.8 % [28,861 t]). 49.9 % (8,795 t) of the hazardous waste generated was sent for recycling in 2024. (2023: 25.1 % [3,138 t] / Würth Line 2024: 60.8 % [1,226 t]; 2023: 16.7 % [253 t] / Allied Companies 2024: 48.5 % [7,570 t]; 2023: 26.3 % [2,885 t]). ▶ Baseline data for material life cycles, p. 102
GRI 306-5	Waste directed to disposal The non-hazardous waste generated in 2024 can be broken down into the following disposal methods: <ul style="list-style-type: none"> ▶ 12.2 % (9,242 t) incineration (2023: 23.1 % [15,618 t] / Würth Line 2024: 17.8 % [5,977 t]; 2023: 43.9 % [12,325 t] / Allied Companies 2024: 7.8 % [3,264 t]; 2023: 8.3 % [3,293 t])

GRI/SDG	Content/explanations
	<ul style="list-style-type: none"> › 8.5 % (6,435 t) landfilling (2023: 9.3 % [6,328 t] / Würth Line 2024: 16.4 % [5,484 t]; 2023: 9.4 % [2,634 t] / Allied Companies 2024: 2.3 % [951 t]; 2023: 9.3 % [3,693 t]) › 8.1 % (6,082 t) other disposal operations (2023: 10.4 % [7,066 t] / Würth Line 2024: 9.6 % [3,228 t]; 2023: 11.6 % [3,243 t] / Allied Companies 2024: 6.8 % [2,854 t]; 2023: 9.6 % [3,822 t]) <p>The hazardous waste generated in 2024 can be broken down into the following disposal methods:</p> <ul style="list-style-type: none"> › 20.4 % (3,601 t) incineration (2023: 36.1 % [4,512 t] / Würth Line 2024: 17.1 % [345 t]; 2023: 45.6 % [689 t] / Allied Companies 2024: 20.9 % [3,257 t]; 2023: 34.8 % [3,823 t]) › 3.9 % (696 t) landfilling (2023: 5.7 % [714 t] / Würth Line 2024: 3.0 % [61 t]; 2023: 20.5 % [310 t] / Allied Companies 2024: 4.1 % [635 t]; 2023: 3.7 % [405 t]) › 25.7 % (4,529 t) other disposal operations (2023: 33.1 % [4,135 t] / Würth Line 2024: 19.1 % [386 t]; 2023: 17.3 % [261 t] / Allied Companies 2024: 26.5 % [4,143 t]; 2023: 35.3 % [3,875 t]) <p>▶ Baseline data for material life cycles, p. 102</p>

GRI/SDG	Content/explanations
GRI 308	SUPPLIER ENVIRONMENTAL ASSESSMENT
GRI 3-3	<p>Management of material topics</p> <p>A platform solution helps to identify and manage sustainability risks within the supply chain. The risk assessment process comprises a two-stage risk analysis: First, an abstract risk analysis is carried out on the basis of databases for country- and sector-specific risks. Based on this analysis, a concrete risk analysis of the pre-filtered suppliers is carried out using direct questionnaires via the platform.</p> <p>Using the results, the central purchasing companies began implementing various measures at three high-risk suppliers identified in the 2024 reporting year, including 30 sustainability audits. In addition, supplier quality engineers (SQEs) evaluate and develop the suppliers of defined quality-critical products in the area of fasteners. Process audits, follow-up audits, and quality meetings are conducted and collectively recorded as supplier activities.</p> <p>A total of 892 supplier activities were carried out in 2024. In terms of general risks assessed in the process audits, SQEs are required to rate compliance with social standards, management of risks related to environmental hazards, and occupational health and safety. A poor rating in one of these areas results in a ban if no immediate improvements are made.</p> <p>▶ The social standards transformation area, p. 68 ff.</p>
GRI 308-1	<p>New suppliers that were screened using environmental criteria</p> <p>▶ Baseline data for social standards, p. 104</p>
GRI 308-2	<p>Negative environmental impacts in the supply chain and actions taken</p> <p>▶ Baseline data for social standards, p. 104</p> <p>▶ UNGC Principle 8</p>



GRI/SDG Content/explanations

GRI 400 Social topics

GRI 401 EMPLOYMENT

GRI 3-3



Management of material topics

- ▶ Corporate culture and leadership culture, p. 30f.
- ▶ Diversity & inclusion, p. 38f.
- ▶ New Work, p. 40
- ▶ UNGC Principles 3, 6

GRI 401-1

New employee hires and employee turnover

Employee retention is a high priority in the Würth Group. As such, avoiding staff turnover is one of the key strategic issues. The development of staff turnover as a key figure is usually monitored in all business areas, especially in sales. Staff turnover is analyzed using various approaches in order to determine the causes and take countermeasures accordingly. The findings are normally implemented in the companies through individual, local measures to combat staff turnover. An important tool in this context is the monthly Staff Turnover Report, which is sent to all managing directors, sales managers, and HR managers in the Würth Group and is intended to provide helpful approaches to avoiding staff turnover, as well as the latest figures.

Overall staff turnover in the Würth Group is below 15% in a comparison spanning a period of several years. Well-established teams are constantly being enriched with new and different perspectives through new hires.

- ▶ GRI 405-1
- ▶ Baseline data for corporate governance, data p. 86

GRI 401-2

Benefits provided to full-time employees that are not provided to temporary or part-time employees

In the Würth Group, no distinction is made between full-time and part-time employees when it comes to fringe benefits. Every company offers different individual benefits. A 3:2 rule (office:mobile office) is recommended as a rough guide for the entire Group. In accordance with their options, business models, and local requirements, this is defined independently by the companies.

- ▶ Baseline data for corporate governance, data p. 88

GRI/SDG Content/explanations

GRI 401-3

Parental leave

Due to the decentralized structure of the Würth Group, the data is not fully available. Employees on parental leave are recorded by gender.

- ▶ Baseline data for corporate governance, data p. 88

GRI 402

LABOR/MANAGEMENT RELATIONS

GRI 3-3



Management of material topics

- ▶ Corporate culture, p. 30f.
- ▶ New Work, p. 40
- ▶ Würth Group 2024 Annual Report, Group management report, p. 91f.
- ▶ UNGC Principle 3

GRI 402-1

Minimum notice periods regarding operational changes

All companies in the Würth Group comply with the statutory notice periods.

- ▶ Baseline data for social standards, p. 87

GRI 403

OCCUPATIONAL HEALTH AND SAFETY

GRI 3-3



Management of material topics

The health of our employees is a key asset. We offer a work environment that helps maintain and promote employee health in the long term. When developing our health management program, we take into account the connection between work, leadership, and health. We consider physical and psychological stress factors and help prevent burnouts in both areas. The management plays an essential role in this regard.

- ▶ Corporate culture, p. 30f.
- ▶ New Work, p. 40

GRI 403-1

Occupational health and safety management system

The Würth Group attaches considerable importance to the health and safety of its employees in the workplace. There are already several companies that have introduced a management system for occupational health and safety or are certified in accordance with German industry standard (DIN) EN ISO 45001.

GRI/SDG	Content/explanations
	<p>The Würth Group will systematically enhance its standards by rolling out DIN EN ISO 45001 at selected companies in the future.</p> <p>► Baseline data for social standards, p.106</p>
GRI 403-2	<p>Hazard identification, risk assessment, and incident investigation Hazards in the workplace are assessed in the companies of the Würth Group based on legal compliance and monitoring guidelines. Most employees are also protected by:</p> <ul style="list-style-type: none"> › policies and routine processes to avoid injury, accidents, or hazardous situations (2024: 90.9%; 2023: 90.0% / Würth Line 2024: 92.4%; 2023: 91.2% / Allied Companies 2024: 89.0%; 2023: 88.4%), › a continuous process to assess hazards and risks to prevent or mitigate significant negative impacts on occupational health and safety (2024: 88.1%; 2023: 87.9% / Würth Line 2024: 91.2%; 2023: 91.0% / Allied Companies 2024: 84.0%; 2023: 83.6%), and › an internal process for workers to report work-related hazards and hazardous situations (2024: 74.6%; 2023: 73.7% / Würth Line 2024: 71.2%; 2023: 70.2% / Allied Companies 2024: 79.0%; 2023: 78.3%).
GRI 403-3	<p>Occupational health services Regular health checks at the companies are intended to maintain employees' ability to regenerate in the long term. Responsibility for this lies with the individual companies.</p>
GRI 403-4	<p>Worker participation, consultation, and communication on occupational health and safety The Würth Group's employee opinion survey asks about physical and mental stress in the workplace. The companies conduct additional surveys independently.</p>
GRI 403-5	<p>Worker training on occupational health and safety In addition to the relevant statutory requirements that apply in individual countries, some countries have digital training media: for example, on occupational safety, handling hazardous substances, or fire protection. Akademie Würth also offers seminars on occupational safety.</p>

GRI/SDG	Content/explanations
GRI 403-6	<p>Promotion of worker health The Würth Group attaches great importance to the health of its employees. In addition to the statutory requirements, many companies in the Würth Group offer access to comprehensive healthcare services that go beyond standard occupational health care. These services can be used both during and outside working hours. The offers vary depending on the company.</p> <p>Share of Würth Group employees who were able to participate in the following benefits to promote health in 2024:</p> <ul style="list-style-type: none"> › 69.8% fitness, exercise, and sports programs (2023: 67.4% / Würth Line 2024: 68.2%; 2023: 66.3% / Allied Companies 2024: 72.0%; 2023: 68.8%) › 61.5% voluntary health care (2023: 60.1% / Würth Line 2024: 64.1%; 2023: 60.8% / Allied Companies 2024: 58.1%; 2023: 59.1%) › 58.6% healthy eating (2023: 62.7% / Würth Line 2024: 65.6%; 2023: 64.4% / Allied Companies 2024: 49.3%; 2023: 60.3%) › 48.5% mental training (2023: 46.4% / Würth Line 2024: 56.9%; 2023: 55.9% / Allied Companies 2024: 37.3%; 2023: 33.4%) › 49.3% stress management (2023: 48.5% / Würth Line 2024: 55.0%; 2023: 51.4% / Allied Companies 2024: 41.7%; 2023: 44.5%) › 40.8% prevention and treatment of substance abuse (2023: 41.5% / Würth Line 2024: 49.8%; 2023: 49.3% / Allied Companies 2024: 28.9%; 2023: 31.0%) <p>(Multiple answers possible)</p> <p>► New Work, p.40</p>
GRI 403-7	<p>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships ► GRI 403-1, 403-2, 403-4, 403-5, 403-6</p>
GRI 403-8	<p>Workers covered by an occupational health and safety management system ► Baseline data for social standards, p. 106</p>



GRI/SDG	Content/explanations
GRI 403-9	<p>Work-related injuries Due to the decentralized structure of the Würth Group, the total amount of working hours is not centrally available.</p> <p>▶ Baseline data for social standards, p. 107</p>
GRI 403-10	<p>Work-related ill health ▶ Baseline data for social standards, p. 107</p>
GRI 404	TRAINING AND EDUCATION
GRI 3-3	<p>Management of material topics In parallel to the work of the HR and HR development departments, there are two central providers in the Würth Group dedicated to training and development:</p> <ul style="list-style-type: none"> ▶ Akademie Würth is the global contact in all areas related to developing employees and providing companies with advice. The programs are intended for both in-house Würth Group employees and external customers. ▶ Würth Business Academy (WBA) is responsible for the development of international management candidates and offers various development programs for this purpose. It also offers management seminars for active managers. <p>In addition to these two providers, the Learning Campus is available to the employees with digital training modules on various topics.</p> <p>▶ Corporate culture, p. 30f. ▶ New Work, p. 40 ▶ Knowledge transfer, p. 41</p>
GRI 404-1	<p>Average hours of training per year per employee The Learning Campus offers employees a platform for digital learning. In 2024, more than 3,000 training courses with over 240,000 participants and a total duration of over 280,000 hours were conducted via the platform. Approx. 25% of the participants were female and approx. 75% were male.</p> <p>▶ Baseline data for corporate governance, p. 89</p>
GRI 404-2	<p>Programs for upgrading employee skills and transition assistance programs The Würth Group offers various multi-method training programs.</p>

GRI/SDG	Content/explanations
	<p>In 2024, employees had access to more than 100 online courses, 400 seminars, 3,000 e-learning courses, and 300 offers from Akademie Würth. The focus was on personal and professional development of employees.</p> <p>▶ GRI 404-1 ▶ Baseline data for corporate governance, p. 89</p>
GRI 404-3	<p>Percentage of employees receiving regular performance and career development reviews One of our corporate principles is that all employees have the right to two performance reviews per year.</p>
GRI 405	DIVERSITY AND EQUAL OPPORTUNITY
GRI 3-3	<p>Management of material topics ▶ Diversity & inclusion, p. 38 f. ▶ UNGC Principles 1, 2, 6</p>
GRI 405-1	<p>Diversity of governance bodies and employees ▶ Baseline data for corporate governance, p. 84 ff.</p>
GRI 405-2	<p>Ratio of basic salary and remuneration of women to men Information not available/incomplete. Due to the lack of comparability of the job profiles, the different business areas, and the heterogeneity of the individual companies, the information on the salary analysis is not comparable across the Group. At the company level, the salary structure was reviewed for equal pay at 73.0% of companies in 2024.</p>

GRI/SDG	Content/explanations
GRI 407	FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING
GRI 3-3 	<p>Management of material topics</p> <p>The Code of Compliance of the Würth Group requires us and our suppliers to comply with relevant legislation and to adhere to the guidelines of the International Labour Organisation (ILO). Several companies ensure that their suppliers comply by means of a Supplier Code of Conduct. The Würth Group has a template for this purpose.</p> <p>► The social standards transformation area, p. 68 ff. ► UNGC Principle 3</p>

GRI 407-1	<p>Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</p> <p>In 2024, the right to freedom of association and collective bargaining of employees along the supply chain was ensured at:</p> <ul style="list-style-type: none"> › 26.6% of companies through voluntary agreements and codes of conduct (2023: 23.2% / Würth Line 2024: 36.9%; 2023: 34.3% / Allied Companies 2024: 21.5%; 2023: 17.6%) › 38.5% via the contractually binding Supplier Code of Conduct or comparable codes (2023: 35.6% / Würth Line 2024: 45.4%; 2023: 45.0% / Allied Companies 2024: 35.1%; 2023: 30.8%) › 16.6% of companies through their terms of purchase (2023: 13.4% / Würth Line 2024: 22.7%; 2023: 20.7% / Allied Companies 2024: 13.5%; 2023: 9.7%) › 44.3% of the companies did not have any mechanisms in place (2023: 47.3% / Würth Line 2024: 31.9%; 2023: 32.1% / Allied Companies 2024: 50.3%; 2023: 54.8%) <p>(Multiple answers possible)</p> <p>► The social standards transformation area, p. 68 ff.</p>
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GRI/SDG	Content/explanations
GRI 408	CHILD LABOR
GRI 3-3 	<p>Management of material topics</p> <p>The Code of Compliance of the Würth Group requires us and our suppliers to comply with relevant legislation and to reject any form of child labor. Several companies ensure that their suppliers comply by means of a Supplier Code of Conduct. The Würth Group has a template for this purpose. In process audits, a query to check the age of employees and adherence to legal regulations provides possible risk indicators for assessing whether social standards are being complied with.</p> <p>► The social standards transformation area, p. 68 ff. ► UNGC Principle 5</p>

GRI 408-1	<p>Operations and suppliers at significant risk for incidents of child labor</p> <p>In addition to the Würth Group's Code of Compliance, the following measures were implemented in 2024 to mitigate the risk of child labor:</p> <ul style="list-style-type: none"> › 61.1% of companies require their suppliers to comply with the Supplier Code of Conduct (2023: 57.8% / Würth Line 2024: 70.9%; 2023: 67.9% / Allied Companies 2024: 56.3%; 2023: 52.7%) › 19.1% ensured this by conducting audits (2023: 15.8% / Würth Line 2024: 24.8%; 2023: 22.9% / Allied Companies 2024: 16.3%; 2023: 12.2%) › 18.4% ensured this through contractual terms of purchase (2023: 13.8% / Würth Line 2024: 21.3%; 2023: 20.0% / Allied Companies 2024: 17.0%; 2023: 10.8%) › 34.0% of the companies did not have any special mechanisms in place for this purpose (2023: 36.5% / Würth Line 2024: 26.2%; 2023: 27.9% / Allied Companies 2024: 37.8%; 2023: 40.9%) <p>(Multiple answers possible)</p> <p>► The social standards transformation area, p. 68 ff.</p>
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GRI/SDG	Content/explanations
GRI 409	FORCED OR COMPULSORY LABOR
GRI 3-3 	<p>Management of material topics The Code of Compliance of the Würth Group requires us and our suppliers to comply with relevant legislation and to reject any form of forced labor. Several companies ensure that their suppliers comply by means of a Supplier Code of Conduct. The Würth Group has a template for this purpose. In process audits, a query of recognizable indications of forced labor provides possible risk indicators for assessing whether social standards are being complied with.</p> <p>▶ The social standards transformation area, p. 68 ff. ▶ UNGC Principle 4</p>
GRI 409-1	<p>Operations and suppliers at significant risk for incidents of forced or compulsory labor In addition to the Würth Group's Code of Compliance, the following measures were implemented in 2024 to mitigate the risk of forced or compulsory labor:</p> <ul style="list-style-type: none"> ▶ 60.4% of companies require their suppliers to comply with the Supplier Code of Conduct (2023: 57.5% / Würth Line 2024: 69.5%; 2023: 67.1% / Allied Companies 2024: 55.9%; 2023: 52.7%) ▶ 18.9% ensured this by conducting audits (2023: 15.5% / Würth Line 2024: 22.7%; 2023: 20.0% / Allied Companies 2024: 17.0%; 2023: 13.3%) ▶ 17.7% ensured this through contractual terms of purchase (2023: 13.6% / Würth Line 2024: 22.0%; 2023: 14.3% / Allied Companies 2024: 15.6%; 2023: 10.4%) ▶ 34.0% of the companies did not have any special mechanisms in place for this purpose (2023: 37.5% / Würth Line 2024: 27.0%; 2023: 29.3% / Allied Companies 2024: 37.5%; 2023: 41.6%) <p>(Multiple answers possible)</p> <p>▶ The social standards transformation area, p. 68 ff.</p>

GRI/SDG	Content/explanations
GRI 414	SUPPLIER SOCIAL ASSESSMENT
GRI 3-3 	<p>Management of material topics ▶ GRI 308 ▶ The social standards transformation area, p. 68 ff. ▶ UNGC Principles 1, 2, 3, 4, 5, 6, 10</p>
GRI 414-1	<p>New suppliers that were screened using social criteria ▶ Baseline data for social standards, p. 105</p>
GRI 414-2	<p>Negative social impacts in the supply chain and actions taken ▶ Baseline data for social standards, p. 105</p>
GRI 416	CUSTOMER HEALTH AND SAFETY
GRI 3-3  	<p>Management of material topics Development activities for new, environmentally friendly products, as well as products to enhance customer health and safety, are carried out by the Würth Group companies at their own research locations and in cooperation with external institutions and research facilities.</p> <p>Any risks to human life and health associated with the manufacture, use, or disposal of the products are minimized by a wide range of measures (e.g., substitution of ingredients, design, etc.) implemented at the companies. In addition, further risk reduction measures are taken with the help of a global network by auditing suppliers and by performing random inspections of products. Statutory requirements continue to be monitored and implemented in the Würth Group through the work of the product safety and compliance board.</p> <p>▶ UNGC Principle 9</p>
GRI 416-1	<p>Assessment of the health and safety impacts of product and service categories Information not available/incomplete.</p>
GRI 416-2	<p>Incidents of non-compliance concerning the health and safety impacts of products and services In 2024, there were no breaches of regulations relating to the impact of products and services on health and safety that resulted in a fine or sanction.</p>

GRI/SDG	Content/explanations
GRI 417	MARKETING AND LABELING
GRI 3-3	<p>Management of material topics The Würth Group bases its marketing activities on the marketing and public relations/PR principles that are firmly established in its corporate philosophy and in the Policy and Procedure Manual (PAP). The Press and Public Relations department is a central administrative unit that reports to the Chairman of the Central Management Board of the Würth Group. The PR departments at the individual companies responsible for serving the local media are bound by the instructions issued by the Group Public Relations department. The Group presents itself in strict compliance with the Corporate Identity/Corporate Design manual. The Würth Group provides the individual companies with marketing material for their own use via a centrally managed media database (MAM).</p>
GRI 417-1	<p>Requirements for product and service information and labeling The Würth Group complies with the relevant laws that apply in the individual countries with regard to providing information and labeling. This applies to both the country of production and the delivery country. All packaging and products feature written and visual warnings regarding health risks related to the product, as well as instructions for proper use, in a language and format that are appropriate for the users concerned. As a rule, safety data sheets are published and distributed for relevant products containing the necessary data, recommendations and information on handling substances and mixtures, and required measures to protect health, promote safety at the workplace, and ensure environmental protection. Hazardous substances and mixtures are generally labeled properly in accordance with legal labeling requirements. This also applies to the storage, transport, and processing of raw materials, as well as the handling of waste.</p>
GRI 417-2	<p>Incidents of non-compliance concerning product and service information and labeling In 2024, there was one breach of regulations relating to product and service information and labeling that resulted in a fine or sanction. The amount of the fine was EUR 900.</p>
GRI 417-3	<p>Incidents of non-compliance concerning marketing communications In 2024, there were 2 breaches of regulations relating to marketing and communication, including advertising, promotion, and sponsorship, that resulted in a fine or sanction. The total amount of the fines was EUR 2,300.</p>

GRI/SDG	Content/explanations
GRI 418	CUSTOMER PRIVACY
GRI 3-3	<p>Management of material topics All companies of the Würth Group have signed a global data transfer agreement. This agreement ensures a standard level of data protection based on defined technical and organizational measures. It also defines the companies that process order data for companies of the Würth Group along with the services they provide. In principle, this legitimizes what are referred to as C2C (controller-to-controller) and C2P (controller-to-processor) relationships.</p> <p>In addition to this agreement, every company is required to appoint a data protection officer and an information security officer, seconded by a deputy, as part of internal guidelines (PAP – Policy and Procedure Manual). These officers report to the IT Compliance Officer of the Würth Group and are saved in a central identity management system. They are continuously provided with new information via the information page on our Group intranet WGC. In addition, a position was created in 2024 to address the topic of data protection in the context of the EU GDPR.</p>
GRI 418-1	<p>Substantiated complaints concerning breaches of customer privacy and losses of customer data Total number of substantiated complaints received concerning breaches of customer privacy, categorized by:</p> <ul style="list-style-type: none"> › Complaints from external parties that were substantiated by the organization: not known at the international level › Complaints from regulatory authorities: none <p>Total reported incidents of data theft and data loss in connection with customer data: There were two cyberattacks in 2024, but they did not result in the loss of sensitive customer data. There were six incidents of employee misconduct, four of which were reported to the relevant data protection authorities.</p>



APPENDIX

REPORT OF THE INDEPENDENT AUDITOR

The assurance engagement performed by EY relates exclusively to the German version of the Sustainability Report of Würth Group 2024. The following text is a translation of the original German independent assurance report.

Independent auditor's report on a limited assurance engagement

To Würth Group, Künzelsau

We have performed a limited assurance engagement on the Sustainability Report of Würth Group, Künzelsau (hereinafter the "Company"), for the period from 01 January to 31 December 2024 (hereinafter the "non-financial reporting").

Other references to information outside of the non-financial reporting, as well as information for previous years, were not subject to our assurance engagement.

Responsibilities of the executive directors

The executive directors of the Company are responsible for the preparation of the non-financial reporting in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative (hereinafter "applicable criteria").

These responsibilities of the Company's executive directors include the selection and application of appropriate methods for the preparation of the

non-financial reporting and making assumptions and estimates about individual non-financial disclosures of the Group that are reasonable in the circumstances. Furthermore, the executive directors are responsible for such internal control as the executive directors consider necessary to enable the preparation of a non-financial reporting that is free from material misstatement, whether due to fraud (manipulation of the non-financial reporting) or error.

Independence and quality assurance of the auditor's firm

We have complied with the German professional requirements on independence as well as other professional conduct requirements.

Our audit firm applies the national legal requirements and professional pronouncements - in particular the BS WP/vBP ["Berufssatzung für Wirtschaftsprüfer/vereidigte Buchprüfer": Professional Charter for German Public Accountants/German Sworn Auditors] in the exercise of their Profession and the IDW Standard on Quality Management issued by the Institute of

Public Auditors in Germany (IDW): Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022)) and accordingly maintains a comprehensive quality management system that includes documented policies and procedures with regard to compliance with professional ethical requirements, professional standards as well as relevant statutory and other legal requirements.

Responsibilities of the auditor

Our responsibility is to express a conclusion with limited assurance on the non-financial reporting based on our assurance engagement.

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised): “Assurance Engagements other than Audits or Reviews of Historical Financial Information” issued by the IAASB. This standard requires that we plan and perform the assurance engagement to obtain limited assurance about whether any matters have come to our attention that cause us to believe that the Company’s non-financial reporting is not prepared, in all material respects, in accordance with the applicable criteria.

In a limited assurance engagement, the procedures performed are less extensive than in a reasonable assurance engagement, and accordingly, a substantially lower level of assurance is obtained. The selection of the assurance procedures is subject to the professional judgment of the auditor.

In the course of our assurance engagement we have, among other things, performed the following assurance procedures and other activities:

- › Gain an understanding of the structure of the sustainability organization and stakeholder engagement,
- › Inquiries of the executive directors and relevant employees regarding the selection of topics for the non-financial reporting, the impact and risk assessment and the policies of the Würth Group for the topics identified as material,
- › Inquiries of the executive directors and relevant employees involved in the preparation of the non-financial reporting about the preparation process, about the internal controls related to this process as well as disclosures in the non-financial reporting,
- › Inspection of the relevant documentation of the systems and processes for collecting, aggregating and validating relevant data in the reporting period,
- › Identification and assessment of risks of material misstatement in the non-financial reporting,
- › Analytical procedures on selected disclosures in the non-financial reporting,
- › Inquiries, inspection of sample documents and obtaining evidence relating to the collection and reporting of selected disclosures in the non-financial reporting,
- › Reconciliation of selected information with the corresponding data in the annual financial statements and management report,



- › Evaluation of the presentation of disclosures in the non-financial reporting.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Assurance conclusion

Based on the assurance procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial reporting of the Company for the period from 01 January to 31 December 2024 is not prepared, in all material respects, in accordance with the applicable criteria.

Other references to information outside of the non-financial reporting, as well as information for previous years, were not subject to our assurance engagement.

Restriction of use

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. As a result, it may not be suitable for another purpose than the aforementioned. Accordingly, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is to the Company alone. We do not

accept any responsibility to third parties. Our assurance conclusion is not modified in this respect.

General Engagement Terms and Liability

The enclosed "General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften [German Public Auditors and Public Audit Firms]" as issued by the Institut der Wirtschaftsprüfer [Institute of Public Auditors in Germany] on 01 January 2024 are applicable to this engagement and also govern our relations with third parties in the context of this engagement (ey-idw-aab-en-2024.pdf). In addition, please refer to the liability provisions contained there in no. 9 and to the exclusion of liability towards third parties. We accept no responsibility, liability or other obligations towards third parties unless we have concluded a written agreement to the contrary with the respective third party or liability cannot effectively be precluded.

We make express reference to the fact that we will not update the report to reflect events or circumstances arising after it was issued, unless required to do so by law. It is the sole responsibility of anyone taking note of the summarized result of our work contained in this report to decide whether and in what way this information is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

Stuttgart, 31 March 2025

EY GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft

Hinderer	Rodriguez
Wirtschaftsprüfer	Wirtschaftsprüferin
[German Public Auditor]	[German Public Auditor]



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THANK YOU

Sustainability is achieved through joint action. This Sustainability Report is the result of the dedication of many people who have put their heart and soul, wealth of ideas, and energy into it. Our heartfelt thanks to everyone who is committed to our sustainable transformation to a circular economy.

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www.wuerth.com/sustainability
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Future, we are here!

We are ready: By combining people, knowledge, values, data, and standards, the Würth Group has established a basis for managing its sustainable transformation. This transformation is an opportunity to shape the future together. For our company, our customers, and our environment. Thank you to everyone who is already following our circular way. Together, we look to the future full of energy and drive.



1945-2025

80 YEARS OF WÜRTH

www.wuerth.com/sustainability