

NORMA GROUP

PRELIMINARY RESULTS 2025



Maintal, February 17, 2026



Financial Year 2025 Overview

NewNORMA | continued operations



Revenue largely resilient | Profitability impacted prior to NewNORMA

FY 2025 vs 2024

Net sales

EUR 821.7m

2024: EUR 881.8m

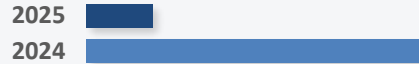
-2.1% FX effects



Adjusted EBIT

EUR 6.3m

2024: EUR 33.0m



Adj. EBIT margin

0.8%

2024: 3.7%



Q4 2025 vs Q4 2024

Net sales

EUR 189.9m

Q4 2024: EUR 204.9m

-4.0% FX effects



Adjusted EBIT

EUR 0.4m

Q4 2024: EUR 3.6m



Adj. EBIT margin

0.2%

Q4 2024: 1.8%



Note: Preliminary, Unaudited Results

Net debt reduced | Solid cash generation supports financial flexibility

Net debt

EUR 316m

-4.0%

2024: EUR 329m



Net operating cash flow

EUR 96m

-9.8%

2024: EUR 105m



Supply chain financing programs*:
EUR 47.2m (2024: EUR 52.6m)

Key ratios

Equity ratio

45.2% | 2024: 50.2%

Leverage (Net debt / adj. EBITDA)

2.5x | 2024: 2.1x

Gearing (Net debt / equity)

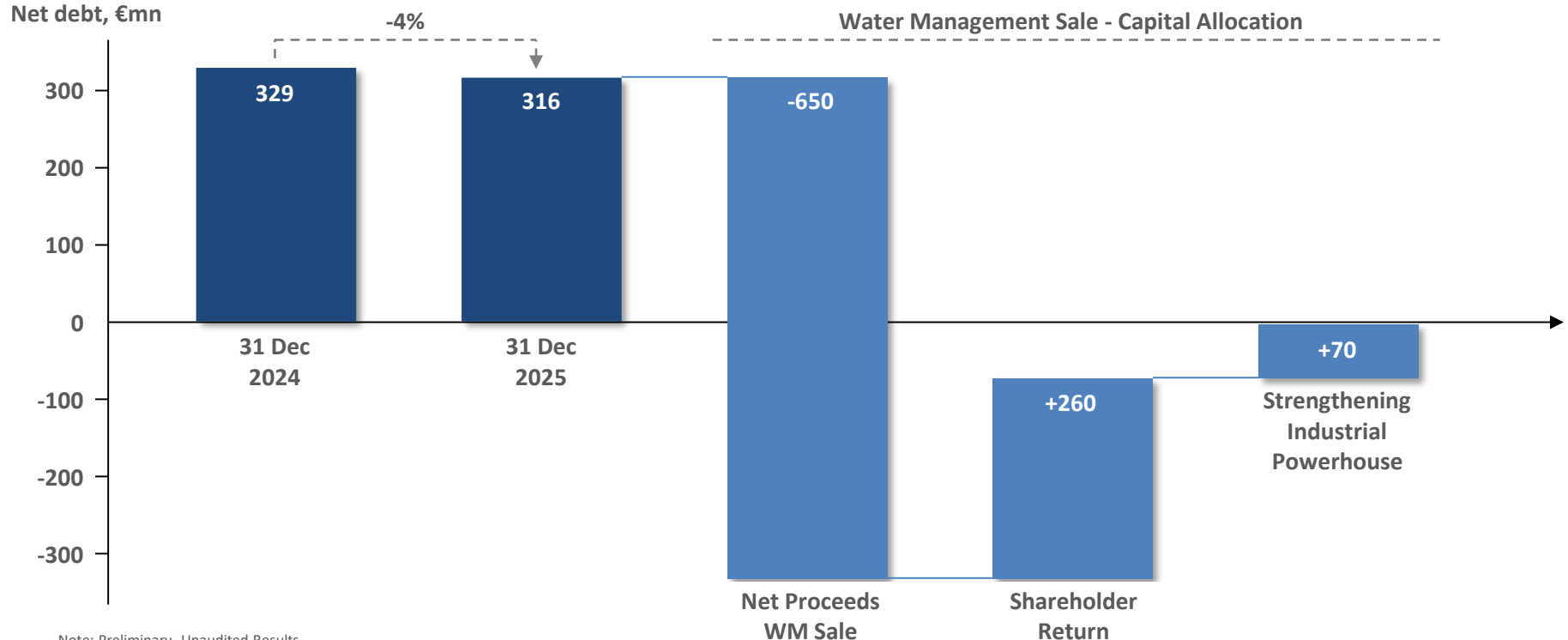
0.6x | 2024: 0.5x

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Capital allocation strategy drives NORMA Group towards a near debt-free position



Note: Preliminary, Unaudited Results

Financial Year 2025 Overview

NewNORMA | continued operations



Industrial Applications strengthening | Advancing the Industrial Powerhouse transformation

Sales by Region

	FY 2025	Q4 2025
EMEA	-6.5%	-5.4%
AM	-7.5%	-11.1%
APAC	-6.4%	-6.8%

Sales by Business Unit*

	FY 2025	Q4 2025
IA	8.3%	5.5%
MNE	-12.2%	-11.9%

FX effects: FY 25: -2.1%; Q4 25: -4.0%

Note: Preliminary, unaudited results

*Includes reclassifications such as Construction & Agricultural Machinery and Stationary Energy Supply industries, previously part of Mobility & New Energy, to Industrial Applications

Investor Relations Contact & Events Calendar

Event	Date
Consolidated Annual Financial Statements, Annual Report 2025	March 31, 2026
Interim Report Q1 2026	May 5, 2026
Annual General Meeting	May 21, 2026*
Interim Report Q2 2026	August 11, 2026
Interim Report Q3 2026	November 3, 2026

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* If the necessary preparations for the announced capital reduction by redemption of shares in the simplified procedure pursuant to Section 237 (3) of the German Stock Corporation Act cannot be completed in time for the date of May 21, 2026, the date of the Annual General Meeting may be postponed.

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