

NORMA GROUP

PRELIMINARY RESULTS 2025

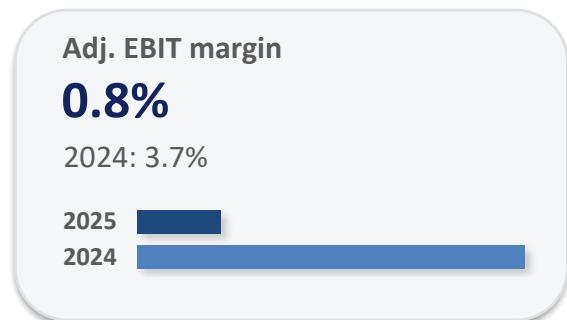
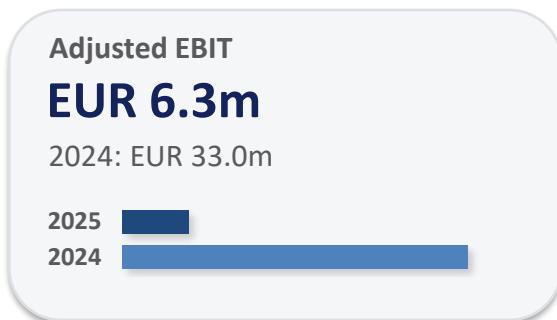
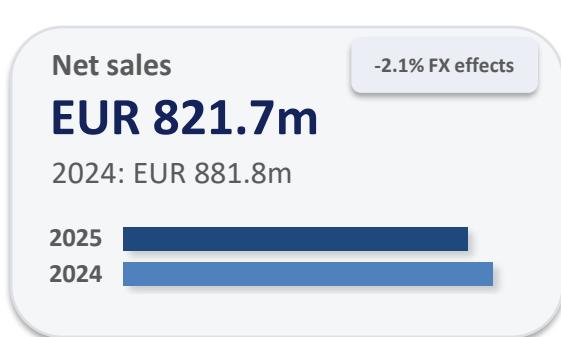


Maintal, February 17, 2026

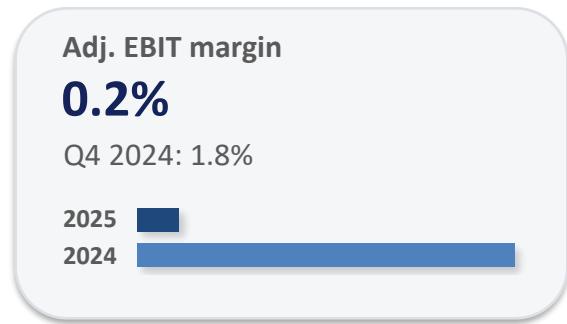
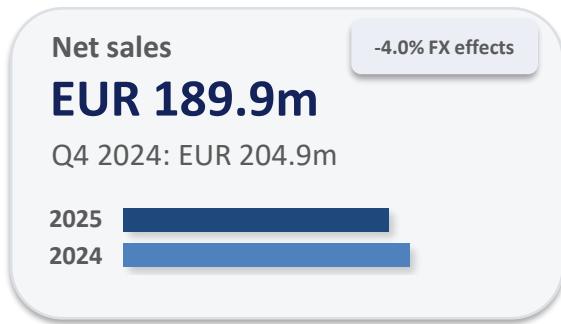


Revenue largely resilient | Profitability impacted prior to NewNORMA

FY 2025 vs 2024



Q4 2025 vs Q4 2024



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%

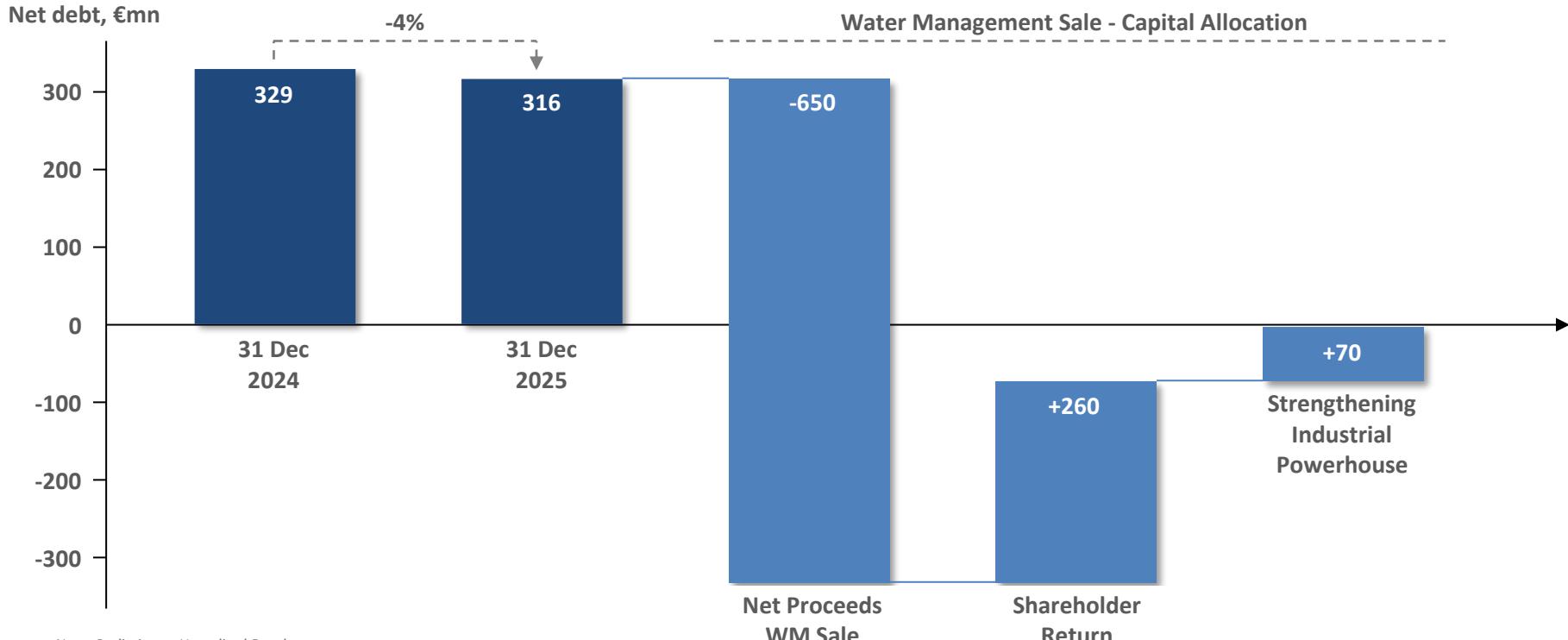
Leverage (Net debt / adj. EBITDA)

2.5x | 2024: 2.1x

Gearing (Net debt / equity)

0.6x | 2024: 0.5x

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



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%

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

Contact

Investor Relations

Phone: +49 6181 6102-741

Mail: ir@normagroup.com

* 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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