

NORMA GROUP SE

Preparation for the Divestment of the Water Management Business



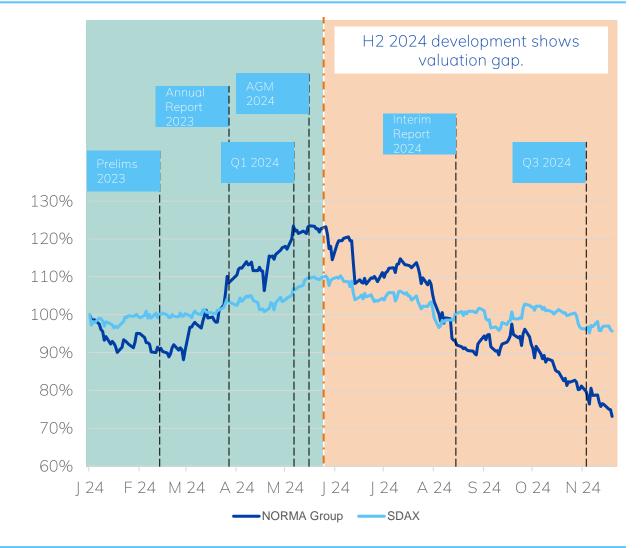
Current Situation



Key facts

- Mid of 2023 Step-Up was initiated. Important progress was achieved in the area of "Operational Efficiency".
- Adjusted EBIT Margin improved yoy despite tremendous pressure on the topline in 2024.
- Further figures, i.e. Net Operating Cash Flow and Equity Ratio, improved also significantly.
- NORMA Group's share price adequately reflected the positive results until around mid of 2024.
- Since the start of the second half of 2024 NORMA Group's share price does not adequately reflect the value potential of NORMA Group.

Strategic alternatives for the further development of NORMA Group as well as for closing the valuation gap need to be considered.



Overview NORMA Groups' SBUs



Mobility & New Energy

About 56% of Group sales*

Part of core industrial competencies

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- Strong organizational interlocking (locations, production facilities, legal entities, ...)
- High synergies in purchasing, research and development, production and sales structures
- Utilizing a common global footprint (production & distribution)

High impact on current valuation of NORMA Group

Low impact on current valuation of NORMA Group

About 18% of Group sales*

Part of core industrial competencies

Industry Applications Water Management

About 26% of Group sales*

Strong brand business with specific distribution channels

- Strong organizational autonomy
- Strong US-Footprint
- Different end markets and sales channels compared to Industry Applications and Mobility & New Energy

Low impact on current valuation of NORMA Group

Divestment

^{*}In the period from January to September 2024



Divestment as game changer to unleash valuation potential

Selected Water Management business figures

Sales Revenues

FY 2023: EUR ~300 million

Adjusted EBIT Margin Target

15 – 20%

Employees

FY 2023: ~ 1,500

- The value of NORMA Group's global Water Management Business significantly exceeds the current valuation of NORMA Group according to Management Board conviction.
- A divestment of the Water Management Business would add financial resources for a focused organic and inorganic growth of the Industry Application Business.
- Divesting Water Management Business is seen as the game changer to achieve the strategic goal of an accelerated transformation towards #newNORMA.

#newNORMA as an "Industrial Powerhouse"



Now: "Conglomerate"

Industry Applications Mobility & New Energy

Water Management Future: "Industrial Powerhouse"

Industry Applications

Mobility & New Energy

- Organic growth via
 - adding new OEM customers
 - fostering product innovations
 - expanding regional footprint
- Inorganic growth via targeted M&A transactions
- Increase value proposition as Solution Applications Provider vs. currently product supplier

- Strengthen global excellence and innovation
- Margin expansion by selective order intake
- Global #1 in Fasten
- Zero emission focus





Proceeds to be used for:

Growth

Deleverage

Accelerating growth in the Industry Applications business organically as well as through add-on acquisitions.

NORMA Group with optimized debt levels and a strong financial position.

Higher multiples in water business compared to industrial business.

Proceeds to be re-invested in attractive valuated IA-targets.





We want to accelerate our transformation towards a focused #newNORMA.

We are convinced that the decision made is the game changer to unleash the value potential of NORMA Group.

Process will be started immediately.

We will continuously communicate on the progress.



Thank you. Any questions?

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