

NORMA GROUP

Q3 2025 RESULTS

MAINTAL, NOVEMBER 4, 2025



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NORMA Group New CEO - Birgit Seeger



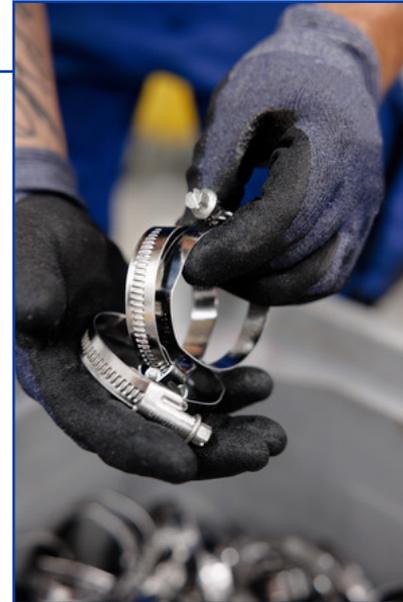
Solid Track Record in Business Transformation

- Expert in industrial leadership including automotive supply
- Experience in driving transformation processes
- Many years of leadership experience with positions in industrial companies and management consultancies
- Customer- and growth-oriented mindset aligned with key megatrends
- Member of the Board of Directors of Konecranes Oyj, a manufacturer of cranes and lifting equipment listed on the Finnish stock exchange Nasdaq Helsinki



Transform NORMA Group to Industrial Powerhouse

- **Sharpen the strategic portfolio focus:** build #NewNORMA as the Industrial Powerhouse for Connecting Solutions.
- **Drive operational excellence and margin improvement:** execute cost efficiency, lean operations, supply-chain resilience and productivity for profitability.
- **Accelerate growth in high-potential segments:** champion growth in segments aligned with strong and wide customer base.
- **Strengthen innovation and sustainable product leadership:** emphasis on quality, R&D, digitalization and sustainability to be embedded into the product offering of NORMA Group.
- **Optimize global footprint & local relevance:** ensure regional strategies are tuned to local demands and global optimization is achieved.
- **Focus on financial discipline and shareholder value:** run financial discipline and a clear drive for value creation with #TeamNORMA.



Successful Divestment of Water Management

Transaction Summary

- **\$1bn valuation** for Water Management Business („NDS Group“)
- **Value accretive multiple of ~19.3x** adjusted EBIT achieved
- **Net Proceeds from transaction** to be used for:
 - Balance sheet **de-leveraging**
 - Significant **distributions to shareholder**
 - **Growth investments** in Industrial Applications

#newNORMA

- Transaction is an important milestone towards **#newNORMA**
 - Deleveraging the balance sheet, providing significant financial flexibility
 - Providing a clear strategic focus on the transformation of the core business
- **#newNORMA** targeting double-digit EBIT margin after successful Global Transformation

Details About the Transaction



Signing	September 23, 2025
Buyer	Advanced Drainage Systems, Inc.
Accounting Impact	Assets to be displayed “at discontinued” from September 30, 2025
Net Proceeds	Around EUR 620-640 million* expected <small>*subject to taxes, transaction costs and purchase price adjustments at closing</small>
Precondition	customary closing conditions incl. regulatory approvals
Closing	To be expected in Q1 2026

Deep Dive: Enterprise Value to Net Proceeds



Enterprise Value	USD 1 billion
- Indication for purchase price adjustments at closing (Working Capital, Net Debt, ...)	USD ~40-60 million
-Taxes	USD ~182 million
= Equity Value Proceeds After Tax	USD ~758 - 778 million
FX transfer (estimated rate: 1.18)*	EUR 642 – 659 million
- Estimated transaction costs	EUR ~20 million
= Estimated Net Proceeds	EUR ~620 – 640 million

Taxes:

- Sold US Assets (NDS) hold under a Pennsylvania Holding since 2014, which brought a beneficial tax structure for NORMA Group ever since.
- NORMA Group has indicated a tax rate of ~22-23% on the capital gain in early communication, based on the assumption of a share deal.
- The transaction in the US has been structured as a “deemed asset sale”. This allows the buyer to treat the transaction as an asset deal for US tax purposes. As a result, the buyer receives a “step-up” of the tax base of the acquired assets, which increases his future depreciation capacity. This tax advantage has been compensated for by an additional purchase price portion. The book values of the individual assets under this deemed asset deal are lower than the book value of the shares.
- The additional purchase price portion is estimated with a maximum of around USD 125 million**.
- Additional taxes for NORMA Group resulting from “deemed asset sale” estimated with USD ~50 million vs. a share deal at a valuation of USD 1bn. Thus: structure is financially beneficial for NORMA Group.

*~about 75% is hedged

**comparison: ADS Deal presentation as of September 23, page 6.

All figures based on preliminary estimates.

Facts & Key Figures Q3 2025



Sales

Net sales totaled to
EUR 197.5 million
(Q3 2024: EUR 206.5 million)

from continued
operations



Adjusted* EBIT

Adjusted EBIT at
EUR 3.8 million
(Q3 2024: EUR 7.5 million)

from continued
operations



Adjusted* EBIT margin

Adj. EBIT margin at 1.9%
(Q3 2024: EUR 3.6%)



Net Operating Cashflow

Net Operating
Cashflow at EUR 24.5 million**
(Q3 2024 EUR 28.2 million)

from continued
and
discontinued
operations



Equity

Equity ratio of 45.0%
as at Sep 30, 2025
(Dec 31, 2024: 50.2%)

from continued
and
discontinued
operations



CO₂ Emissions

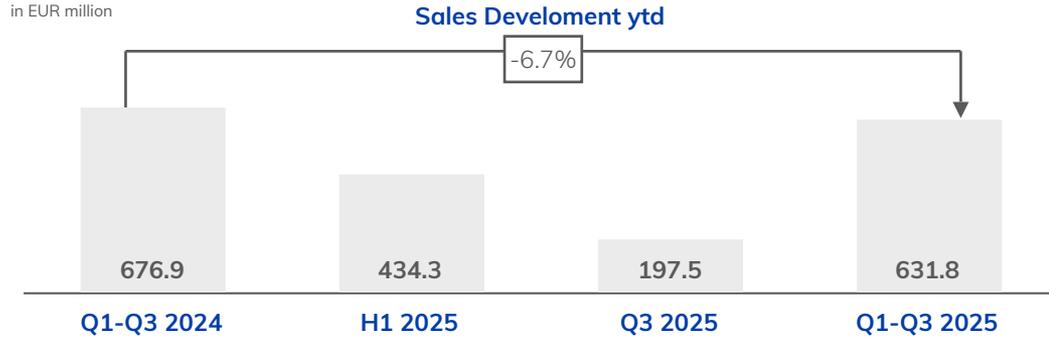
Successful avoidance of 1,193 t CO₂
emissions (Scope 1 & 2)
as at Sep 30, 2025***

* For further details of the adjustments, see the "[Operational Adjustments](#)" slide

** With factoring programs at EUR 49 million as at September 30, 2025 (December 31, 2024 EUR 53 million)

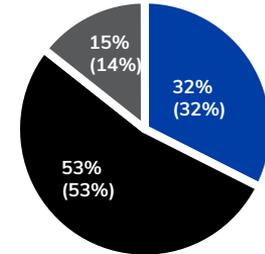
***Includes all efficiency measures implemented in the first half year of 2025 with their full 12-month reduction/avoidance effect

Q3 2025 Top Line Development (continued operations)



Q1-Q3 Regional Segments Split

(previous year in brackets*)



■ Americas ■ EMEA ■ APAC

Top Line Q3 2025

- Net Sales development of -4.3% to EUR 198 million in 2025 compared to EUR 206 million in 2024.

therein

- 0.2% Volume
- 0.9% Price
- 3.2% Currency Effects

Organic Growth

- Industry Applications recorded organic growth in the Americas, offsetting the decline in EMEA. While much of the increase is attributable to higher volume, there were also minimal price increases.
- The organic decline in Mobility & New Energy is primarily attributable to subdued demand from the automotive industry in the Americas and EMEA, while APAC recorded a slight increase. The reduction in volume and pricing was more or less equal.

Currency Effects

- Negative currency effects resulted mainly from the development of the US Dollar and in the Asia-Pacific region. The largely stable currency situation in Europe was unable to compensate for the heavy losses from outside Europe.

* Deviations may occur due to commercial rounding.

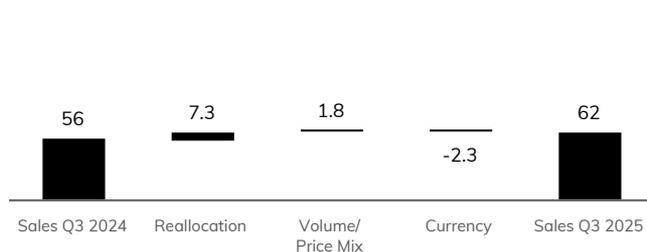
Q3 2025 Sales Development by SBU (continued operations)

Industry Applications



Sales up by 12.2% in Q3 2025 compared to the same quarter of the previous year. The sharp increase was due to effects from reallocation and also a positive volume/price based on successful sales initiatives. Negative exchange rate effects slightly dampened the growth.

Sales Development (in EUR million)

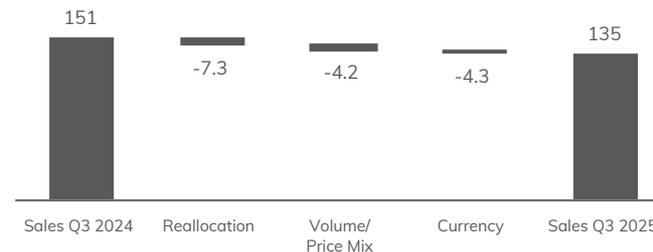


Mobility & New Energy



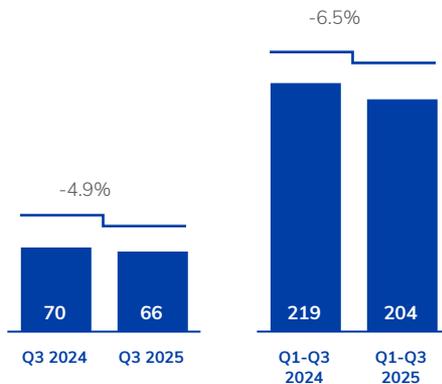
Sales down by -10.4% compared to the same quarter of the previous year. Organic growth in APAC could not compensate subdued demand in other regions and the impact of a cyber-attack at a major EMEA customer. Unfavorable currency effects played also a role in this development as well as negative reallocation effects.

Sales Development (in EUR million)

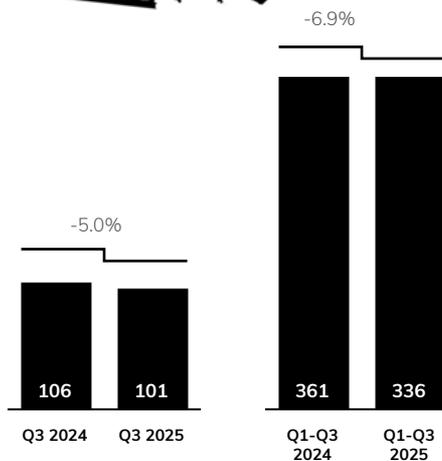


Q3 2025 Sales Development by Regions (continued operations)

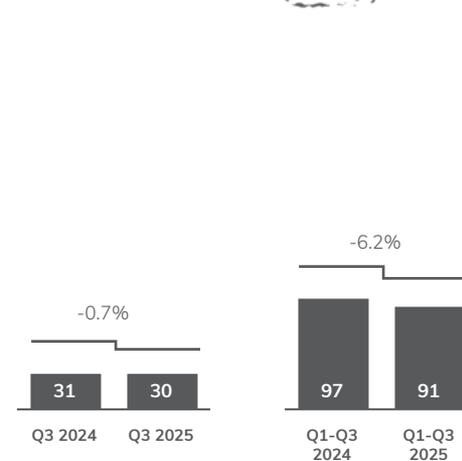
AMERICAS Sales in EUR million



EMEA Sales in EUR million



APAC Sales in EUR million



Q3 2025 SBU Sales by Region (continued operations)

Americas



- **Industry Applications:** At EUR 24.5 million, sales recorded a visible increase compared to the previous year (Q3 2024: EUR 21.3 million). Solid organic growth was supported by reallocation effects. Negative currency effects counteracted this positive development.
- **Mobility & New Energy:** Sales decreased to EUR 41.8 million (Q3 2024: EUR 48.4 million) due to lower volumes as well as reallocation and currency effects.

Sales Development (in EUR million)



EMEA



- **Industry Applications:** At EUR 29.7 million, sales increased against the previous year's level (Q3 2024: EUR 27.0 million) due to reallocation effects.
- **Mobility & New Energy:** Sales decreased to EUR 71.2 million as a result of the generally weak market conditions as well as negative reallocation effects (Q3 2024: EUR 79.3 million).

Sales Development (in EUR million)



APAC



- **Industry Applications:** Sales increased to EUR 8.3 million (Q3 2024: EUR 7.5 million) as a result of reallocation effects. Negative currency effects offset part of the positive development.
- **Mobility & New Energy:** Sales decreased to EUR 22.1 million (Q3 2024: EUR 23.1 million). Negative effects from reallocation and currency translation more than offset the organic growth.

Sales Development (in EUR million)



Q3 2025 Profit & Loss Development (continued operations)



Adjusted* Material Costs
(in EUR million and % of sales)



Adjusted* Gross Profit
(in EUR million and % of sales)



Adjusted* Personnel Expenses
(in EUR million and % of sales)



Total material costs and the cost ratio fell slightly more sharply than the decrease in sales. The encouraging development of the material cost ratio is primarily attributable to various factors, such as further optimizations in the area of material and energy costs, as well as price increases accepted by part of the customer base.

Despite a decrease in the total number of employees, the ratio rose due to lower sales volumes, although inflation-related wage increases were limited.

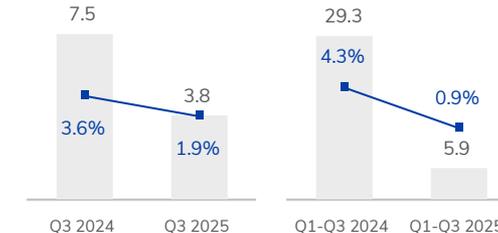
Net Expenses from adjusted* other operating Income and Expenses
(in EUR million and % of sales)



Adjusted* EBITDA
(in EUR million and % of sales)



Adjusted* EBIT
(in EUR million and % of sales)



Total OPEX increased due to the ERP system implementation at the Maintal site. In particular, additional costs for special freight and shifts occurred.

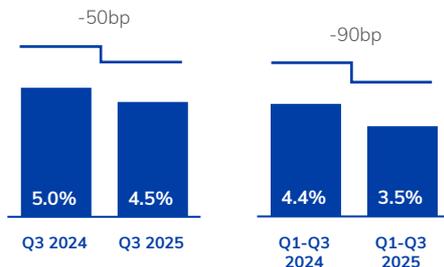
Adjusted EBITDA and adjusted EBIT margins in Q3 2025 solidly due to release of bonus accruals and additionally the implemented efficiency measures and operational improvements. YTD 2025 margins are in line with full year guidance.

*For further details of the adjustments, see the "[Operational Adjustments](#)" slide. For further details on the adjustments, please refer to the Q3 interim financial statement: [NORMA Group financial statements](#).

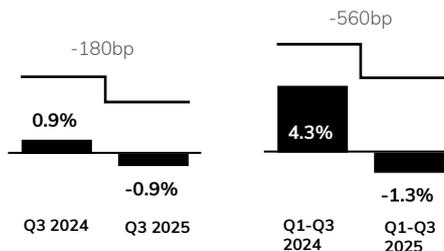
Q3 2025 Adj.* EBIT Margin by Region (continued operations)



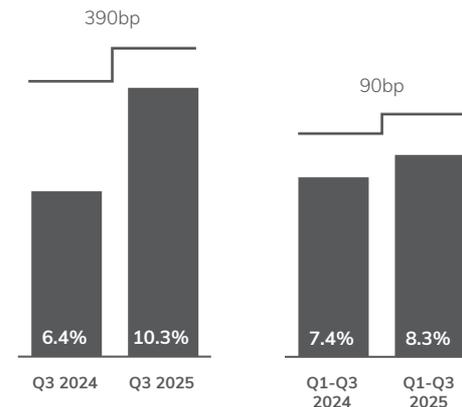
AMERICAS



EMEA



APAC



* For further details of the adjustments, see the ["Operational Adjustments"](#) slide.

Operational Adjustments Q1-Q3 2025 and FY 2025 – 2026 (continued operations)



in EUR million*	Reported	Adjustments	Adjusted	FY 2025	FY 2026
Sales	631.8		631.8		
EBITDA	34.5	5.7	40.2		
EBITDA margin	5.5%		6.4%		
EBIT	-54.1	59.9	5.9	approx. 106.0**	approx. 13.0***
EBIT margin	-8.6%		0.9%		
Net Profit	-75.8	57.3	-18.5		
Net Profit margin	-12.0%		1.6%		
EPS (in EUR)	-1.83	1.25	-0.58		

* Deviations may occur due to commercial rounding

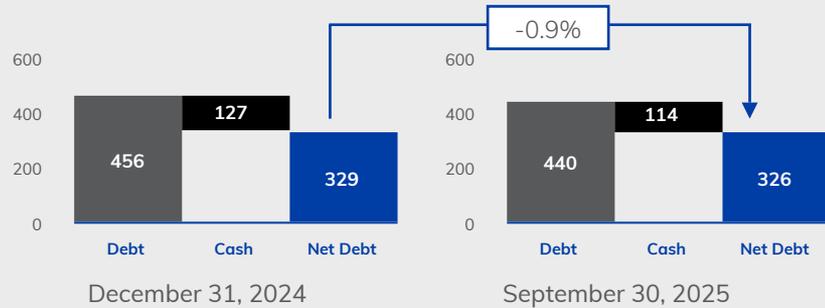
** Including ~ EUR 6 million from PPA effects; up to EUR 20 million transaction costs in connection with the WM sale, up to EUR 30 million one-off costs for transformation and ~EUR 50 million for EMEA goodwill impairment

*** Including ~ EUR 6 million from PPA effects and ~ EUR 7 million one-off costs for transformation

Net Debt, Debt and Equity Ratios (continued & discontinued operations)



Net Debt (in EUR million)

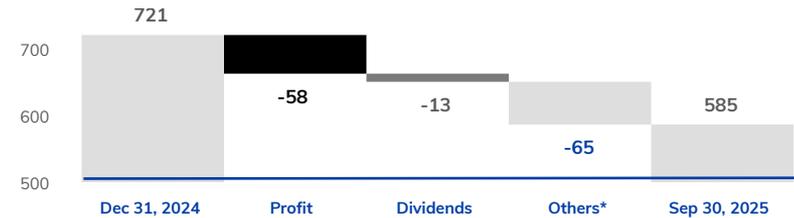


- Net Debt decreased by 0.9% against end of FY 2024 and 3.5% against September 30, 2024.
- Leverage increased to 2.4x adjusted EBITDA after 2.2x as at September 30, 2024 and as at the end of FY 2024 of 2.1x due to lower EBITDA.
- Total Equity at EUR 585 million. Compared to the end of FY 2024, the equity ratio decreased by 520 basis points to 45.0%. Main reasons are the negative exchange differences on translation of foreign operations (EUR -63.7 million) and the negative profit which was predominantly impacted by a goodwill impairment in the EMEA region in the amount of about EUR 50 million as at September 30, 2025.

Debt Ratios

	Sep 30, 2024	Dec 31, 2024	Sep 30, 2025
Leverage (Net debt / adj. EBITDA)	2.2x	2.1x	2.4x
Gearing (Net debt / equity)	0.5x	0.5x	0.6x

Equity (in EUR million)



Balance Sheet Total (in EUR million)	1,437	1,299
Equity Ratio	50.2%	45.0%

* Includes negative exchange differences on translation of foreign operations (EUR -63.7 million) and cash flow hedges (EUR -1.7 million).

Cash Flow Development (continued & discontinued operations)



in EUR million	Q3 2024	Q3 2025	Variance	Q1-Q3 2024	Q1-Q3 2025	Variance
adj. EBITDA	35.3	31.8	-9.9%	116.7	96.1	-17.7%
Δ ± Trade working capital	3.5	1.9	-45.7%	-16.2	-11.2	-30.9%
Net operating cash flow before investments from operating business	38.8	33.7	-13.1%	100.5	84.9	-15.5%
Δ ± Investments from operating business	-10.6	-9.3	-12.3%	-31.1	-25.8	-17.0%
Net Operating Cash Flow	28.2	24.5	-13.1%	69.4	59.1	-14.8%
Payments for interest	-9.3	-7.3	-21.5%	-19.2	-14.7	-23.4%
Payment for Tax	-3.9	-4.1	5.1%	-14.4	-16.3	13.2%
Proceeds from/Repayments for derivatives	0.1	1.3	n. a.	-0.3	1.4	n. a.
External Free Cash Flow	15.1	14.4	-4.6%	35.5	29.5	-16.9%

- In line with the year-on-year decline in revenue, adj. EBITDA in Q3 2025 was below the level of the same period of the previous year.
- The variance in the Q3 Net Operating Cash-Flow is predominantly based on a lower adj. EBITDA and a lower increase in TWC, partly offset by slightly lower investments from the operating business.
- On a Q1-Q3 year-on-year comparison, adj. EBITDA is lower in 2025. The lower working capital outflow of EUR 11.2 million YTD includes a decrease in supply chain financing programs of about EUR 3.4 million to EUR 49.2 million compared to about EUR 52.6 million at the end of 2024 (EUR 50.3 million at the end of September 2024). Additionally, the investments from the operating business are below the previous year's figure.

Outlook 2025 – Company Guidance



Group sales (continued business)

In the range of around EUR 810 million to around EUR 830 million

Adjusted EBIT Margin (continued business)

In the range of around 0% to around 1%

Net Operating Cash Flow (continued & discontinued business)

In the range of around EUR 75 million to around EUR 95 million

CO₂ Emissions (Scope 1 and 2)
(continued & discontinued business)

Avoidance of 1,000 tCO₂eq emissions resulting from measures emitted at NORMA Group sites

Adjusted EBIT Margin Outlook for 2025 – Building Blocks



2025 Outlook Continued Operations

Adjusted EBIT Margin

between around 0 and
around 1 percent of sales

Non-adjusted one-off costs included [in EUR m]

- CEO change ~ 1.5
- Maintal D365 Implementation ~12.5
- EMEA Customer (Cyber-Attack) ~ 2.0

Total: ~16.0

Maintal D365 one-offs 2025 include [in EUR m]

- Special Freights ~5
- Overstaff ~4
- Implementation costs ~3.5

Cyber-Attack assumptions include [in EUR m]

- Monthly sales with customer in EMEA ~4
- One month production stop
- No catch-up effects in 2025
- Pull-through sales/EBIT of ~50%

**Adjusted EBIT Margin
without one-offs**

between around 2 and
around 3 percent of sales

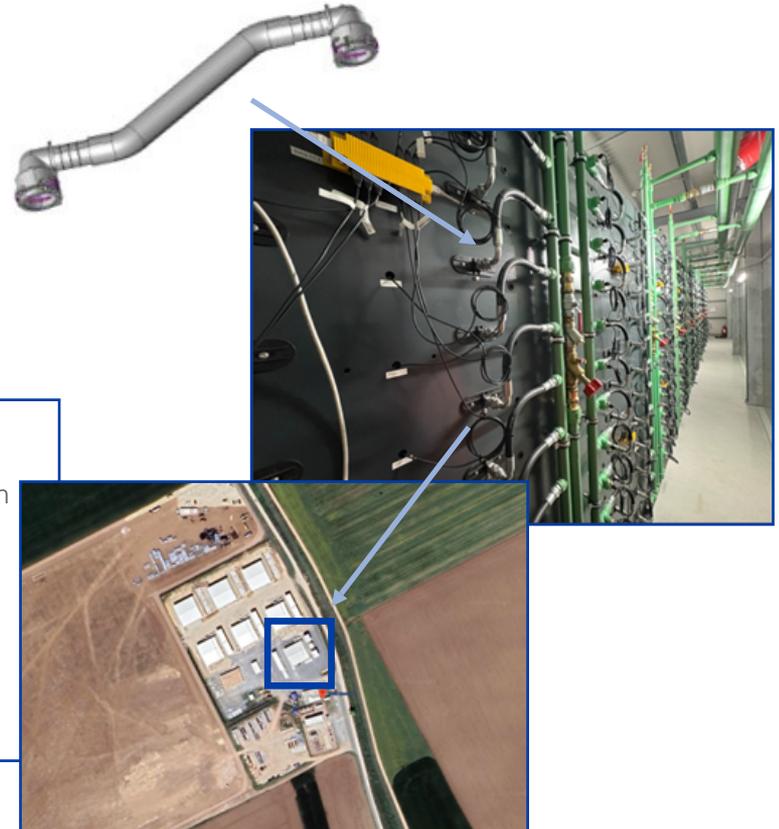
Step Up Growth Example: IA Example of fluid products

NORMA Group supplies a major European renewable developer

- Notable order in a new market for fluid products for NORMA Group: Battery Cooling System as part of Battery Energy Storage Systems (BESS).
- Customer already built more than 1.1 GW wind and solar plant in Europe, Romania.
- Customer is pioneer in advanced BESS, integrating Li-Ion batteries into efficient and seamless energy solution.

NORMA Group solved the following problem

- High temperatures can significantly impact the performance and lifespan of lithium-ion batteries, causing accelerated degradation and increased safety risks.
- The customer required a dependable, top-notch solution for their cooling system, encompassing the pipes and connections.
- NORMA Group is providing a flexible pipe solution for the customer and improving their assembly efficiency.



Step Up Growth Example: MNE - Quick Connector Preferred



Quick Connector Preferred Sales Enablement

To strengthen the leadership of NORMA Group in Quick Connectors, three strategic milestones have been defined to drive visibility, customer engagement, and operational competitiveness.

- **Quick Connector Content Store**

NORMA Group is expanding its digital presence through the Quick Connector Finder and new online store, showcasing the full range of innovations — including products in development, prototypes, and customized solutions. This platform enables customers (OEMs and tier suppliers) to explore more than 2,000 reference products and supports seamless digital selection and ordering.

- **Positioning NORMA Group Innovations with OEM Decision-Makers**

Global teams are actively engaging key OEM stakeholders through targeted webinars, keynote presentations at leading industry events in English and Mandarin, and executive-level meetings. These initiatives ensure NORMA Group's innovations are visible and valued across global markets.

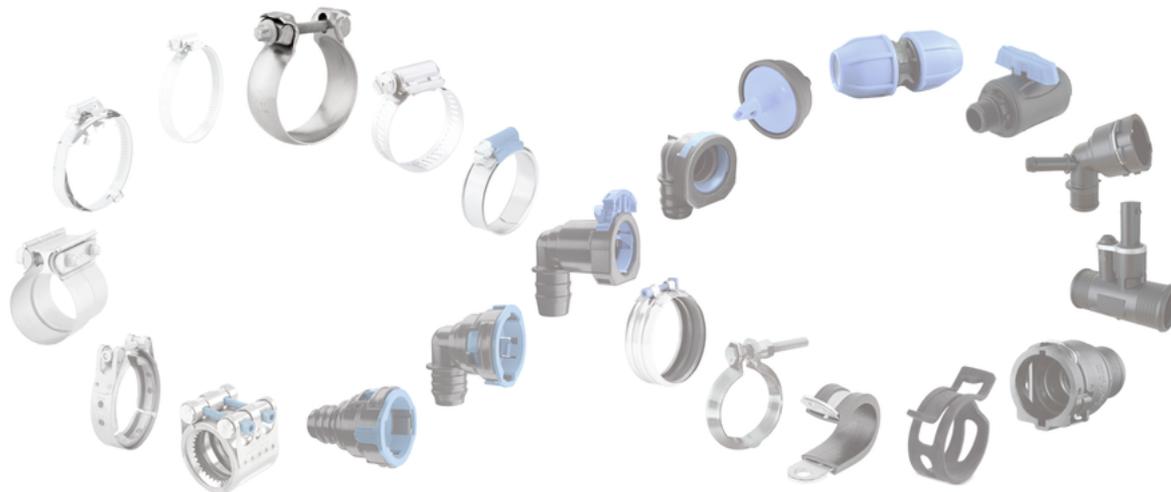
- **Ensuring Competitiveness in Production and Pricing**

Through advanced data analytics and tools — including a capacity database, digital price ladder, and high cavitation analysis — NORMA Group is optimizing production capabilities and maintaining competitive pricing to meet customer demands efficiently and profitably.

Together, these initiatives elevate NORMA Group's Quick Connector portfolio, reinforcing its position as a preferred partner for OEMs and tiers worldwide.



TRANSFORMATION



Footprint - Update on APAC



Production Layout Optimization at the Pune site, offering additional ~700 m² of production space for expected growth in India.

Measure	Status
Site Transfer Wuxi to Changzhou & Qingdao / Closing Wuxi	completed by end of September
Site Transfer Guangzhou to Changzhou / Closing Guangzhou	to be completed by end of 2025
Closing Adelaide Distribution Center	to be completed by end of October

**Total Savings from 2026:
EUR 1.8 million p.a. / 51 HC**

Footprint - Next Steps Americas



Measure	Status
Rental of New Factory in Juarez	completed by end of September 2025
Transfer of Tijuana Metal business to new Juarez Factory	to be completed by end of 2026
Transfer from old Juarez Location to new Factory	to be completed by end of 2027

Total Savings from 2027:

EUR 1.2 million p.a.

Target Vision 2028 - Building Blocks

Adjusted EBIT Improvements 2026ff.

2025 Adj. EBIT Margin without one-offs	between around 2 and around 3 percent of sales
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Global Transformation	~38-42* m EUR
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Maintal Ops. Recovery <small>(on top of D365 implementation effects)</small>	~10 m EUR
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- + IA Growth (organic) with new customers/products
- + MNE margin recovery with selective order intake and upside potential from market recovery
- + M&A Opportunities in IA

= Double Digit Margins by end of 2028

Recent Examples for New Wins (IA):

- Data Center in APAC -> [Press Release](#)
- Home Appliances -> [Press Release](#)
- Energy Storage -> [Press Release](#)

Recent Examples for New Wins (MNE):

- Quick Connectors for BEV-platform -> [Press Release](#)
- Tank ventilation -> [Press Release](#)

#NewNORMA as Industrial Powerhouse

- Strong Industry Applications market position with high growth prospects
- Highly competitive mobility supplier
- Lean and cost adjusted organization
- Globally streamlined manufacturing, logistics and distribution
- Efficient production organization in all regions

Building the base for strong financials and sustainable attractiveness for our shareholders

NORMA GROUP

FULL YEAR 2024 RESULTS

MAINTAL, MARCH 31, 2025



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Operational Highlights & FY 2024 Review

Solid performance in a difficult market environment with reliable communication

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Segment & SBU Reporting, P&L Statement

Sales development driven by challenging environment, efficiency measures take effect and lead to stable adjusted EBIT margin

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Balance Sheet & Maturity Profile

Balance sheet further improved, including a sound maturity profile with a long-term financing strategy

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Cash Flow, NOVA & Non-Financial Highlights

Strong Net Operating Cash Flow

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Guidance & Step Up Program

Successful implementation of efficiency and growth measures in 2024

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Strategy & Business Model

Strong business model with growth opportunities driven by global mega trends

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Financial Track Record

Long-term charts including P&L, Balance Sheet, Cash Flow, Working Capital, CapEx & Supply Chain Financing Programs

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Corporate Responsibility

Key non-financial figures, sustainability ratings and CR-initiatives

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Share Information & Other

Shareholder structure, analyst coverage, contact & events calendar

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NORMA Group Mission Statement



Driven by **passionate collaboration**
and **global excellence**, we add value
as the **reliable partner** for
mission-critical solutions
in **Industry Applications,**
Water Management,
Mobility & New Energy.

Milestones in 2024

Creating a new vision and mission statement

Successful implementation of our step-up process for continuous improvement

Further recovery and operational improvement of our production plants



Solid performance in a difficult market environment with reliable communication



The exciting journey to creating #newNORMA

The Exciting Journey to Creating #newNORMA: Status Quo



Striving to be best in class

We increased our competitiveness and continue to work with the aim of being “best in class” in the medium term

Focused rather than conglomerate

We enhance the transparency of the company's value by sharpening its core competences

Future oriented

We have sharpened the corporate strategy with the major decision to sell the water business



NORMA Group will return profitability to double-digit EBIT margins in the medium term and increase the momentum of our growth by investing in our core businesses

The future of NORMA Group



Ultimately, NORMA Group aims to be the market leader in the field of connection technology to 'bring media from A to B at the highest level'.

We want NORMA Group to be the preferred partner for our stakeholders around the world because our expertise, solutions and products offer the greatest value in the marketplace.

At the end, NORMA Group's business model, in conjunction with the targeted market leadership, will be reflected in healthy profitability, solid growth and the corresponding key financial figures.

Facts & Figures FY 2024 – Key Figures (I/II)



Sales

Net sales totaled to EUR 1,155.1 million

(2023: EUR 1,222.8 million)



Adjusted* Gross Profit

Adj. Gross Profit rose to EUR 668.2 million

(2023: EUR 668.0 million)



Adjusted* EBIT

Adjusted EBIT levelled at EUR 92.3 million

(2023: EUR 97.5 million)



Adjusted* EBIT Margin

Solid adjusted EBIT margin at 8.0%

(2023: 8.0%)



EPS

Adjusted* EPS at EUR 1.28
(2023: EUR 1.37)

Reported EPS at EUR 0.46
(2023: EUR 0.87)



Dividend

Dividend proposal of EUR 0.40 per share for FY 2024 to AGM on May 13, 2025

(2023: EUR 0.45 per share)

Facts & Figures FY 2024 – Key Figures (II/II)



Equity & Equity Ratio

Increase of Equity to
EUR 721.4 million
as at Dec 31, 2024

(Dec 31, 2023: EUR 693.4 million)

Improved equity ratio at 50.2%

(2023: 46.4%)



Net Debt

Net Debt decreased to
EUR 329.2 million

(2023: EUR 345.4 million)



Leverage

Improved Leverage at 2.1x

(Dec 31, 2023: 2.2x)



Net Operating Cashflow

Strong increase in Net Operating
Cashflow to EUR 105.4 million*

(2023: EUR 87.3 million)



NOVA

NORMA Value Added
at EUR -38.8 million

(2023: EUR -43.6 million)



Corporate Responsibility

CR targets 2024 achieved**

New CSRD reporting successfully
implemented

* With factoring programs at EUR 53 million on December 31, 2024 (December 31, 2023 EUR 58 million)

** For more details please refer to the CR report

1

SEGMENT & SBU REPORTING, P&L STATEMENT

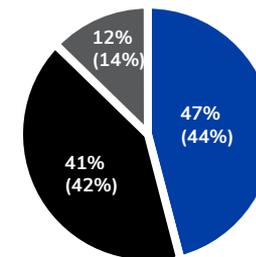


FY 2024 Top Line Development



2024 Regional Segments Split

(in %, prev. year in brackets)



■ Americas ■ EMEA ■ APAC

Top Line 2024

- Net Sales development of -5.5% to EUR 1.16 billion in 2024 compared to EUR 1.22 billion in 2023.

therein*

0.1%
Price

-5.6%
Volume

-0.3%
Currency Effects

0.2%
Acquisitions

Volume / Price Mix

- This development reflects the volatile market situation in all regions. Europe and Asia proved to be particularly challenging.
- In terms of volume, the growth in Water Management continued, although it was unable to offset restrained customer demand in Mobility & New Energy and Industry Applications, particularly in Europe and Asia.
- Pricing remained stable with a tendency to slight decreases in H2.

Currency Effects / Acquisitions

- Slightly negative currency effects resulted primarily from the Americas and APAC regions, compared to neutral currency effects from the EMEA region.
- The Teco acquisition made a positive revenue contribution of 0.2% in 2024.
- Adjusted for effects from currency translations and acquisitions, the decline in 2024 sales amounted to -5.5%.

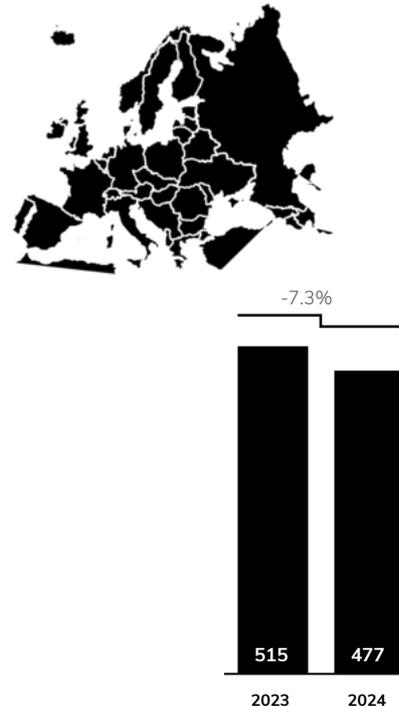
* Deviations may occur due to commercial rounding

FY 2024 Sales Development by Regions

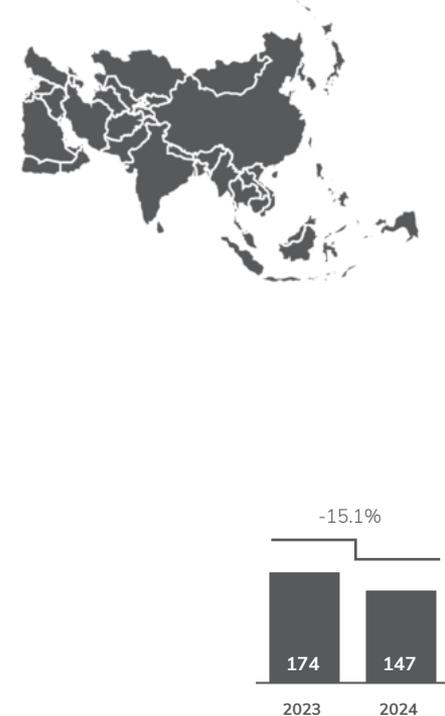
AMERICAS Sales in EUR million



EMEA Sales in EUR million



APAC Sales in EUR million



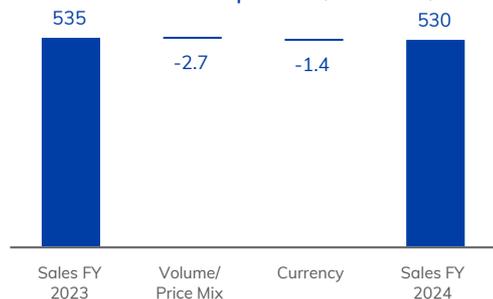
FY 2024 SBU Sales Development by Region

Americas



- **Industry Applications:** At EUR 71.0 million, sales were lower compared to the previous year (2023: EUR 74.5 million).
- **Water Management:** Sales at EUR 266.6 million show healthy growth (2023: EUR 258.1 million).
- **Mobility & New Energy:** Sales decreased to EUR 192,753 million (2023: EUR 201.9 million).

Sales Development (in EUR million)



EMEA



- **Industry Applications:** At EUR 116.7 million, sales were lower in comparison with the prior year (2023: EUR 121.6 million).
- **Water Management:** Effects from the acquisition of Teco which was completed in February 2024 led to sales more than doubling to EUR 5.8 million (2023: EUR 2.5 million).
- **Mobility & New Energy:** Sales decreased to EUR 354.8 million as a result of the generally weak market conditions (2023: EUR 390.6 million).

Sales Development (in EUR million)

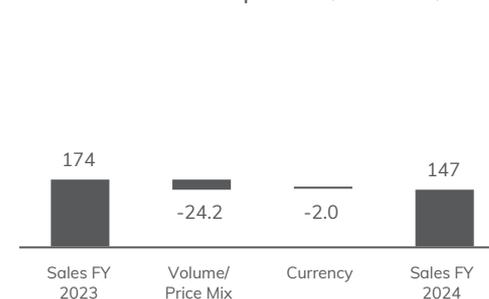


APAC



- **Industry Applications:** Sales declined to EUR 19.0 million (2023: EUR 24.6 million) due to a further delay in recovery of the Chinese economy.
- **Water Management:** Sales decreased to EUR 26.6 million, as higher prices could not offset the lower volumes (2023: EUR 28.3 million).
- **Mobility & New Energy:** Driven by lower volumes, sales decreased to EUR 101.9 million (2023: EUR 120.6 million).

Sales Development (in EUR million)



2024 Sales Development by Strategic Business Unit



Industry Applications



- Sales were down -6.4% on the previous year. Slight price increases were unable to compensate for the decline in volume. All regions contributed to the negative development, particularly the weak economy in APAC.

Sales Development (in EUR million)



Water Management



- Sales were up 3.5% compared to the previous year. This is due to both volume increases and slight price increases, which were not even affected by slightly negative currency effects. The acquisition of Teco also contributed to the positive development.

Sales Development (in EUR million)

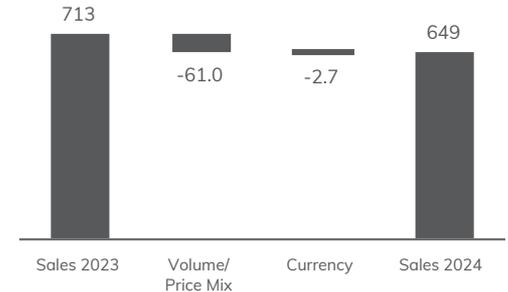


Mobility & New Energy



- Sales down by -8.9% against the previous year. Subdued global demand, particularly in the EMEA and Asia-Pacific regions, led to declining volumes in Passenger Cars as well as in trucks. Unfavorable pricing and currency effects played a subordinate role.

Sales Development (in EUR million)



FY 2024 (Adjusted) Profit & Loss Development



Material Costs

(in EUR million and % of sales)



Gross Profit

(in EUR million and % of sales)



Personnel Expenses

(in EUR million and % of sales)

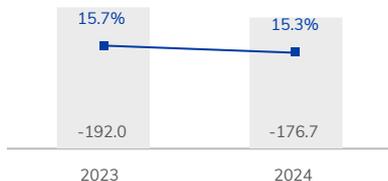


Material Cost ratio significantly decreased by 170 BPs due to optimization measures in purchasing. Gross Profit ratio significantly increased by 320 BPs mainly as a result of the optimization measures and also due to disproportionate reduction in the cost of materials compared to sales.

Despite a reduction in total workforce, the ratio rose due to lower sales volume and higher wages as a result of inflation-related increases.

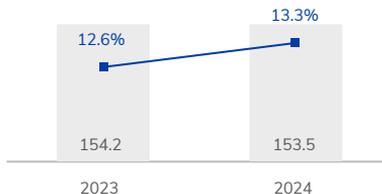
Net Expenses from adjusted* other operating income and expenses

(in EUR million and % of sales)



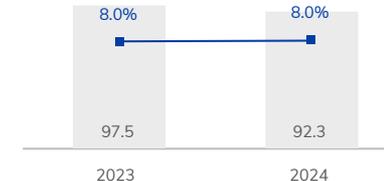
Adjusted* EBITDA

(in EUR million and % of sales)



Adjusted* EBIT

(in EUR million and % of sales)



Total OPEX decreased mainly due to lower special freight costs, and less costs for temp workers.

Adjusted EBITDA and adjusted EBIT margins developed solidly in 2024 despite lower sales as a result of implemented efficiency measures and operational improvements.

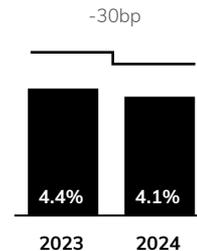
*For the adjustments, see slide 16. For further details on the adjustments, please refer to the annual financial report: [NORMA Group Annual Report](#).

FY 2024 – Adjusted* EBIT Margin by Region

AMERICAS



EMEA



APAC



* For further details of the adjustments, see slide 16

Operational Adjustments 2024 and Outlook 2025 – 2026



in EUR million*	Reported	Adjustments FY 2024	Adjusted	FY 2025	FY 2026
Sales	1,155.1		1,155.1		
EBITDA	153.1	0.4	153.5		
EBITDA margin	13.3%		13.3%		
EBIT	57.3	approx. 35.0 (incl. EUR 33.8 million amortization PPA)	92.3	approx. 35.0**	approx. 15.0 (mainly related to PPA effects)
EBIT margin	5.0%		8.0%		
Net Profit	14.8	26.1 (incl. EUR -8.9 million post tax impact)	40.9	approx. 23.9	approx. 10.3
Net Profit margin	1.3%		3.5%		
EPS (in EUR)	0.46	0.82	1.28	approx. 0.75	approx. 0.32

* Deviations may occur due to commercial rounding

** Including ~ EUR 15 million from PPA effects and ~ EUR 20 million associated transaction costs in connection with the sale of the water management business; additional adjustments from one-offs for transformation costs expected

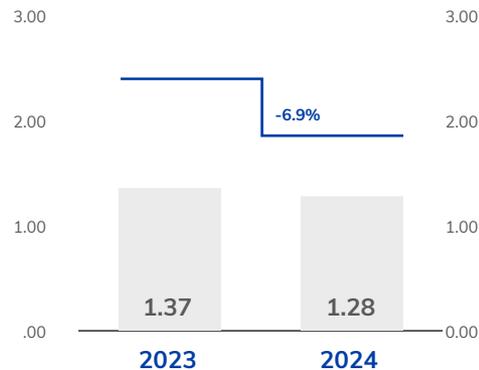
FY 2024 EPS and Dividend Development



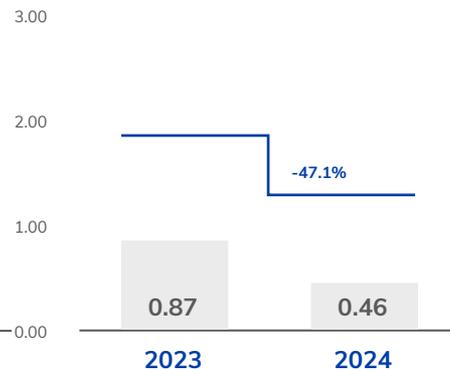
Dividend policy

Payout ratio of approx. 30%-35% of adjusted Group annual earnings

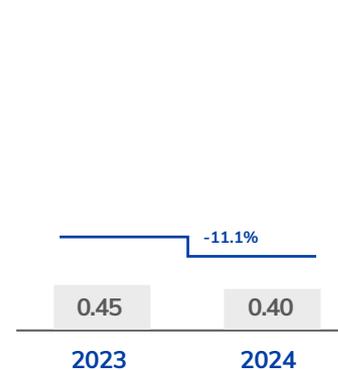
Adjusted EPS in EUR



Reported EPS in EUR



Dividend per share in EUR



Dividend proposal of EUR 0.40 or **31.2%** of adjusted Group net profit for the fiscal year 2024 to the AGM on May 13, 2025

Net Income
(in EUR million)

43.9

40.9

27.9

14.8

Distribution
(in EUR million)

14.3

12.7

FY 2024 Profit and Loss Statement



in EUR million and %	Adjusted*		Reported	
	2023	2024	2023	2024
Sales	1,222.8	1,155.1	1,222.8	1,155.1
Gross Profit	668.0	668.2	668.0	667.9
EBITDA	154.2	153.5	154.0	153.1
in % of sales	12.6%	13.3%	(4.4)%	13.3%
EBITA	101.7	96.3	100.7	95.1
in % of sales	8.3%	8.3%	8.2%	8.2%
EBIT	97.5	92.3	76.1	57.3
in % of sales	8.0%	8.0%	6.2%	5.0%
Financial Result	-22.7	-23.3	-22.7	-23.3
Profit before Tax	74.8	69.0	53.5	34.0
Taxes	-30.9	-28.1	-25.5	-19.2
in % of profit before tax	(41.3)%	(40.8)%	(47.8)%	(56.5)%
Net Profit	43.9	40.9	27.9	14.8

* For further details of the adjustments, see slide 16

2

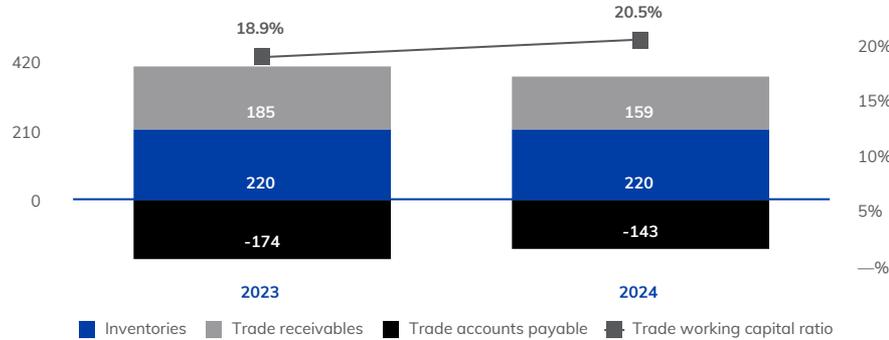
BALANCE SHEET & MATURITY PROFILE



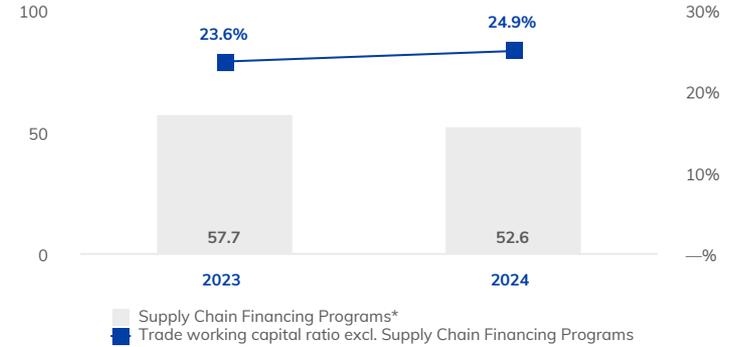
FY 2024 Trade Working Capital Development



Trade Working capital incl. Supply Chain Financing Programs*
(in EUR million and % of sales)



Supply Chain Financing Programs**
(in EUR million and % of sales)



Trade Working Capital at EUR 236 million slightly above the level of the previous year of EUR 231 million. Trade Working Capital Ratio increased predominantly due to lower sales.

Supply Chain Financing Programs (SCF) reduced by about EUR 5 million. TWC ratio increase including SCF thus higher than the TWC ratio increase excluding SCF Programs (160 BPs versus 130 BPs).

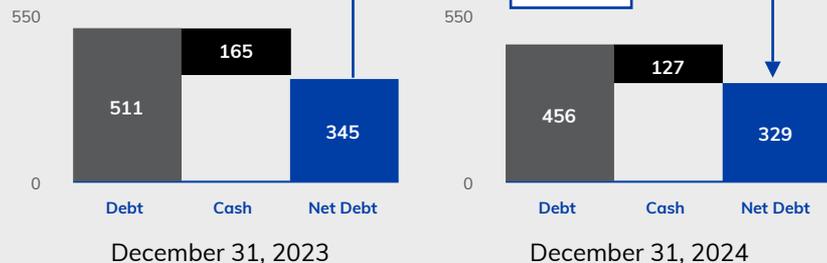
*including non cash-effective additions to finance leases

** including Factoring, ABS and Reverse Factoring Programs

FY 2024 Equity Ratio, Net Debt and Debt Ratios



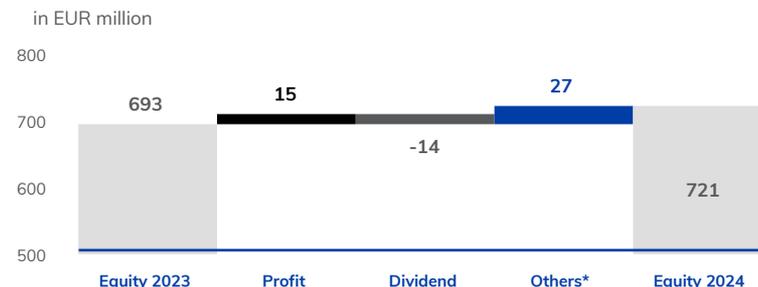
Net Debt (in EUR million)



- Net Debt decreased by -4.7%
- Leverage improved to 2.1x adj. EBITDA against the level of 2.2x at the end of 2023 as well as at the end of Q3 2024
- Total Equity with solid increase compared to the previous year. Equity Ratio increased by 380 bps to 50.2%

Debt Ratios

	December 31, 2023	December 31, 2024
Leverage (Net debt / adj. EBITDA)	2.2x	2.1x
Gearing (Net debt / equity)	0.5x	0.5x



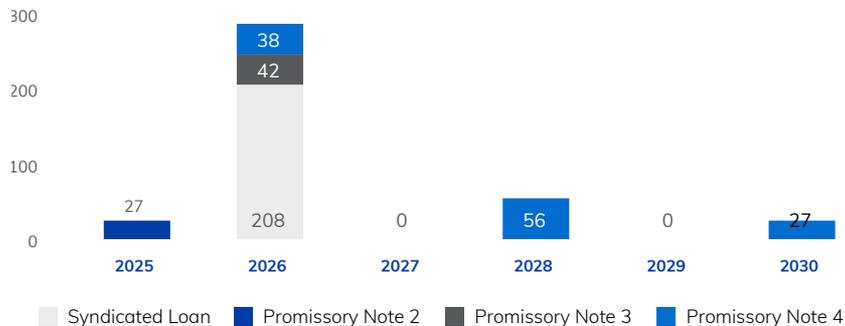
Balance Sheet Total (in EUR million)	1,493	1,437
Equity Ratio	46.4%	50.2%

* Includes exchange differences on translation of foreign operations of EUR 28.7 million and cash flow hedges net of tax amounting to EUR -1.1 million

Maturity Profile



Financial Instruments* (in EUR million)



Currencies (in EUR million)



General Information

- In 2024, promissory note loan 1 + 2 tranches (EUR 2 and 16 million) were repaid as planned
- A voluntary and unscheduled repayment of EUR 48.1 million was made in connection with the syndicated loan
- Next larger refinancing due in 2026

Fixed/Floating Ratio

- Liabilities with fixed or hedged rate amounting to ~ 45%**
- Liabilities with variable and unhedged rate amounting to ~ 55%**

No general Covenant risk in NORMA Group's longterm financing

- Only Margin Step Ups at a leverage (Net Debt/EBITDA) > 3.25x
- Margin step ups referring to Promissory Note 2 and 3
- No Margin Step Up for the Promissory Note 4
- No Default Covenant for all outstanding Financings
- Pricing of Syndicated loan is based on a leverage margin grid

* excluding EUR 0.8 million installment loan from Teco acquisition

** as at Dec. 31, 2024

FY 2024 Balance Sheet



in EUR million	Dec 31, 2023	Dec 31, 2024
Assets		
Non-current assets		
Goodwill / Other intangible assets / Property, plant & equipment	872.1	879.9
Other (non-)financial assets / Contract asset / Derivative financial assets / Deferred- and income tax assets	18.8	20.9
Total non-current assets	890.9	900.7
Current assets		
Inventories	220.1	219.9
Other non-financial / other financial / derivative financial / income tax assets	32.6	29.0
Trade and other receivables	184.5	159.4
Cash and cash equivalents	165.2	127.1
Contract assets	0.0	0.0
Total current assets	602.4	535.9
Total assets	1,493.3	1,436.6

in EUR million	Dec 31, 2023	Dec 31, 2024
Equity and liabilities		
Equity		
Total equity	693.4	721.4
Non-current and current liabilities		
Retirement benefit obligations / Provisions	28.3	25.3
Borrowings and other financial liabilities	467.5	413.1
Other non-financial liabilities	39.3	46.1
Contract liabilities	1.1	0.9
Lease liabilities	42.6	42.4
Tax liabilities and derivative financial liabilities	47.5	44.5
Trade payables	173.7	142.8
Total liabilities	799.8	715.3
Total equity and liabilities	1,493.3	1,436.6

3

CASH FLOW, NOVA & NON-FINANCIAL HIGHLIGHTS



Cash Flow Development



Net Operating Cash Flow and External Free Cash Flow

in EUR million	2023	2024	Variance (2024 to 2023)
EBITDA	154.2	153.5	-0.5%
Δ ± Trade Working capital	-5.6	+5.3	n. a.
Net operating cash flow before investments from operating business	148.6	158.8	6.9%
Δ ± Investments from operating business	-61.3	-53.4	-12.9%
Net Operating Cash Flow	87.3	105.4	20.7%
Payments for interest	-19.6	-23.7	20.9%
Payment for Tax	-28.3	-24.6	-13.1%
Proceeds from/Repayments for derivatives	-1.9	-0.1	-94.7%
External Free Cash Flow	37.5	57.0	52.0%

- Net Operating Cash Flow increased significantly by more than 20%
- After an outflow of working capital of EUR 5.6 million in 2023, there was an inflow of working capital of EUR 5.3 million in 2024
- External Free Cash Flow increased by more than 50% compared to 2023

NORMA Value Added

in EUR million	2023	2024
Adjusted EBIT after (calculated) taxes	57.2	54.7
Δ ± Capital Cost (WACC* x CE per January 1st)	-100.8	-93.5
NOVA	-43.6	-38.8
ROCE (adjusted EBIT / Ø CE)	9.3%	8.8%
ROCE (reported EBIT / Ø CE)	7.3%	5.5%
* WACC	9.6%	9.0%

- The NORMA Value Added (NOVA) is NORMA Group's long term strategic target
- In 2024, the general development of the Group was reflected in NOVA
- The cost of capital is defined by the weighted average cost of capital (WACC) and the capital employed (equity plus net debt)

Non-Financial Highlights 2024



New ESG-reporting with reference to ERSR successfully implemented

- Implementation of Scope 1-3 CO₂ reporting according to GHG protocol
- Several new metrics implemented
- Audit with limited assurance (Scope 1 and 2 emissions with reasonable assurance) successfully completed

2024 targets for CO₂ reduction, defective parts and # of customer complaints achieved

Very good rating grades maintained



- AA (on a scale from CCC to AAA): „MSCI leader“
- Norma leads global peers in corporate governance practices



- Score: 77 (on a scale from 0 to 100)
- Top 5% of rating universe: Gold standard



- Risk Score: 20.0 (on a scale from 0 (best) to 100 (worst)): Low risk
- Rank #37 in the Industry Machinery sector (out of 458)



- Score: C+ (on a scale from D- to A+)
- Prime Status

4

COMPANY GUIDANCE & STEP UP PROGRAM



Outlook 2025 – Company Guidance



Group sales

In the range of around EUR 1.1 billion to around EUR 1.2 billion

Adjusted EBIT Margin

In the range of around 6% to around 8%

Net Operating Cash Flow

In the range of around EUR 75 million to around EUR 95 million

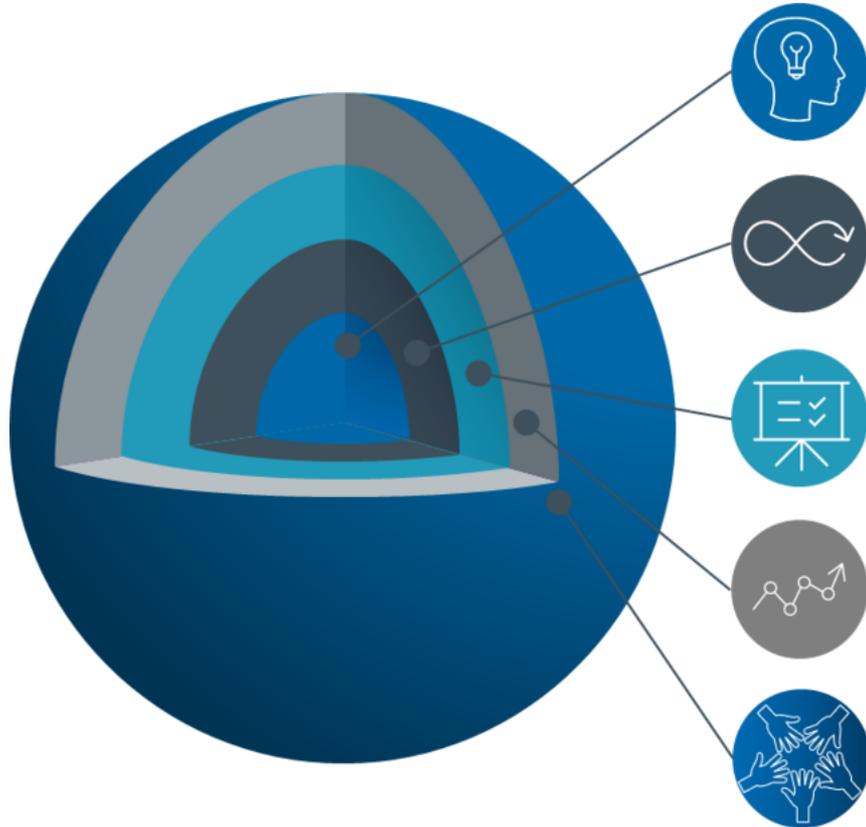
NORMA Value Added (NOVA)

In the range of around EUR -40 million to around EUR -20 million

CO₂ Emissions (Scope 1 and 2)

Avoidance of 1,000 tCO₂eq emissions resulting from measures emitted at NORMA Group sites

NORMA Group Step Up Program



mindset / cultural change

Step Up intends to change the mindset of NORMA Group employees and to create a new culture of openness and focus.

continuous process - KAIZEN

Step Up is to become a continuous process that enables and supports a sustainable and profitable growth of the NORMA Group.

targeting growth & efficiency

Step Up consists of growth plans for the three strategic business units (SBUs) and measures to increase operational efficiency.

permanent identification and evaluation of initiatives

Starting with approx. 100 initiatives in mid-2023, the number of initiatives at the end of 2024 was around 2,000. In order to remain focussed, the initiatives are regularly re-evaluated and extended each year.

teamwork and the power of self-help

As a bottom-up process, Step Up incorporates the ideas and potential of all employees. As a team, we will realize the full potential of the NORMA Group and take the company to the next level!

NORMA Group Step Up Program: Growths Highlights 2024



Growth via focus on resilient business opportunities and entering new markets

NORMA Group provides clamps for cooling system of German energy storage facility

- NORMA Group's products support the thermal management of stationary batteries
- VPP Bi-Cone clamps are flange connections designed for leak-proof performance
- Storage facility to mitigate fluctuating availability of wind energy



Growth via globalization including M&A

NORMA Group closes the acquisition of Italian company Teco

- Teco offers irrigation solutions for gardening, landscaping and agriculture
- With the acquisition of Teco, NORMA Group expands its product portfolio and strengthens its market share in the European Water Management sector



Product development for alternative powertrain technology & expanding the new offering to existing customers

NORMA Group equips electric SUV of Indian car manufacturer with cooling water lines

- NORMA Group supports the transformation of the automotive industry with innovative and lightweight thermal management solutions
- Equipment of around 700,000 vehicles until 2030
- The customer's electric SUV product portfolio answers to the growing demand for robust electric passenger vehicles in India



Growth via new business and the supply of existing products to new customers

NORMA Group wins major contract from home appliance manufacturer in the US

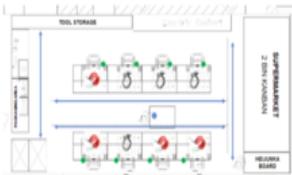
- The supply of almost three million dishwashers with custom-made metal TORRO clamps annually
- TORRO worm drive, a clamp commonly used in the automotive industry, designed with a screw according to the Anglo-American dimensional system



NORMA Germany Maintal

Automatic TORRO Assembly Line

- Next-Gen Automatic TORRO Assembly Line to improve manufacturing process
- Integrated Poka Yoke systems for control of the manufacturing sequence
- Higher process stability and faster changeover times
- Faster cycle times - increase in productivity
- Next Step: use of AGV to improve material and inventory processes - reducing requirement for indirect labor in internal logistics area



Czech Republic plant

Flexible Automation System

- Development of a flexible automated system for the clamp assembly process that reduces the need for manual labor, enhance product quality, and boost client satisfaction.
- The system is designed to cover the entire range of manufacturing operations, regardless of the product group or product range, for example by
 - Developing a fully automated system with robots
 - Combining assembly and welding processes

NORMA Group Products India Pvt. Ltd.

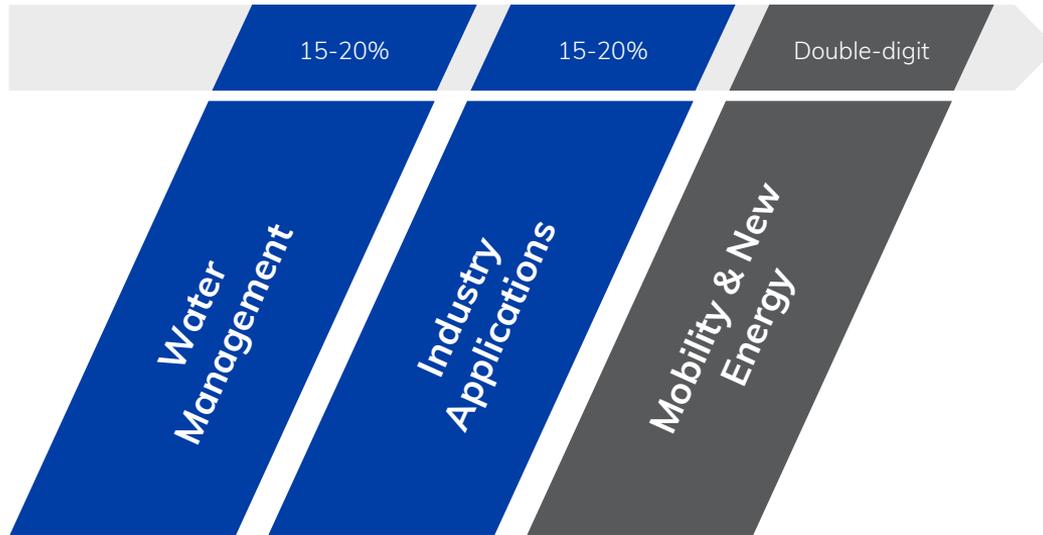
Optimization of Quality Assurance Processes

- Higher degree of automation through the introduction of a new vision inspection system
- Dimensional inspection is automatically integrated into quality control
- Direct sorting out of defective parts
- Direct packaging of defect-free products
- Including an ultra-modern camera system

NORMA Group Step Up Program: Margin Development



Ongoing growth & efficiency measures lead to



NORMA Group's
EBIT midterm
margin on
double-digit
levels

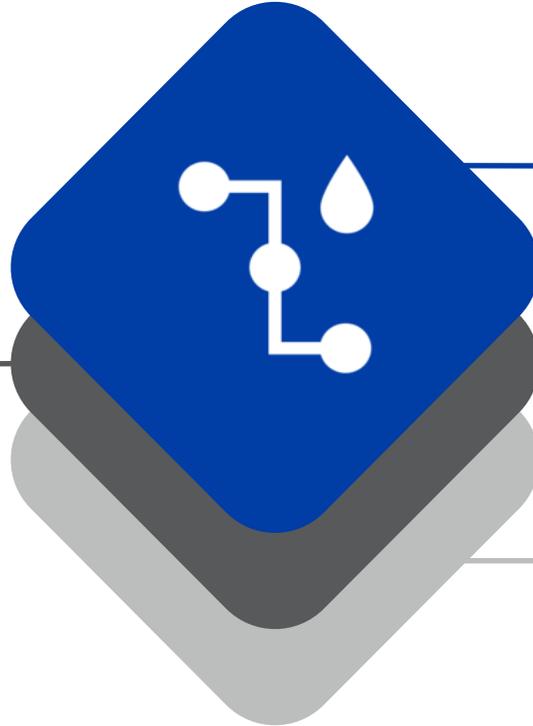
5

STRATEGY & BUSINESS MODEL



Focused production:

- Injection molding
- Plastic extrusion
- Metal forming



Bringing Liquids and gases from “a” to “b” in the most efficient way



Mission critical and high quality parts at a reasonable price

Core competences are enabling a wide variety of applications in different industries with superior margins

NORMA Group's Strategic Business Units (SBU's)



Industry Applications

~18 % of 2024 Group Sales
(EUR 207 million)

Branded, high quality Standardized & Engineered Joining Technology for various applications

Distribution via Wholesale, Distributors, direct B2B and Online

Adj. EBIT-Margin Target of 15-20%



Mobility & New Energy

~56 % of 2024 Group Sales
(EUR 649 million)

Engineered Joining Technology for Passenger Car+ Truck OEM & Suppliers

Distribution direct to B2B customers

Adj. EBIT-Margin Target of ~10%



Water Management*

~26 % of 2024 Group Sales
(EUR 299 million)

Standardized plastic based products for Stormwater Management, Irrigation and Flow Management

Distribution via Wholesale, Distributors and Online

Adj. EBIT-Margin Target of 15-20%

*divestment process initiated

- >40,000 products, manufactured in 25 locations and sold to more than 10,000 customers in 100 countries
- 719 patents and utility models
- Top 1 customer accounts for <4% of 2024 sales; Top 5 customers account for only around 16% of 2024 sales

NORMA Group - Global Footprint



EMEA

Czech Republic (P)
France (P, D)
Germany (P, D)
Italy (D)
Netherlands (D)
Poland (P, D)
Portugal (P,D)
Serbia (P)
Spain (D)
Sweden (P, D)
Switzerland (P, D)
Turkey (D)
United Kingdom (P, D)

Americas

Brazil (P, D)
Mexico (P, D)
USA (P, D)

Asia-Pacific

Australia (D)
China (P, D)
India (P, D)
Japan (D)
Malaysia (P, D)
Singapore (D)
South Korea (D)
Thailand (D)

- 25 Production sites - localized capacities to serve customers predominantly local
- 24 Countries with Distribution, Sales & Competence Centers
- Sales into more than 100 countries

Now: "Conglomerate"

Industry Applications

Mobility & New Energy

Water Management

Future: "Industrial Powerhouse"

Industry Applications

- 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

Mobility & New Energy

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

Proven Business Model Addresses Global Megatrends



Value creation by NORMA products addressing global megatrends

Industries

Mobility

- Products designed to the specific requirements across all powertrain and auxiliary systems
- wide product range in e-mobility for battery and vehicle thermal management

Energy Transition

- Solutions designed for the unique needs of renewable energy

Sustainable Construction

- Reliable connections for supply and disposal lines for construction and infrastructure applications

Industrial Production

Prudent Use of Resources

- Pipelines for transporting liquid and gaseous media, like process water, compressed air, lubrication lines etc.
 - Innovative solutions for efficient irrigation, access box, and flow management to the landscape and agricultural markets

Climate Protection

- Reduction of CO₂-emissions through innovative products
- Provide customers options that meet emission requirements for today and tomorrow's demanding environmental regulations

Industrial Efficiency

- Standardized joining technology that is engineered and manufactured for superior performance, durability, and wide availability
 - Reduction in assembly time with easy-to-install products
- State-of-the-art sterile connection technology for pharmaceutical & biotech industries

Product availability

Superior service level through worldwide presence, regional sales hubs and e-commerce

NORMA Group's Key Facts



NORMA serves various markets via its strategic business units Industry Applications, Mobility & New Energy and Water Management



One of the global market and technology leaders in joining technology



Delivers to more than 10,000 customers in 100 countries



Headquarters in Maintal near Frankfurt/Main, Germany



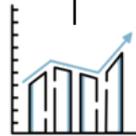
Numerous sales and distribution sites across Europe, the Americas and Asia-Pacific



Employees ~ 7,600 worldwide



Sales of about EUR 1,155 million in fiscal year 2024



Listed on the Frankfurt Stock Exchange since 2011 and included in the SDAX index



More than 40,000 innovative joining and fluid-handling solutions in three product categories: **Water, Fluid and Fasten**



Operates a global network of 25 manufacturing facilities

NORMA Group Provides Mission-Critical Products and Solutions with Clear Added-Value



A World without NORMA Group



Customer Impact

- Reputation/Image loss
- Costs for complaints and returns
- Warranty costs
- Non-compliance with legal requirements/regulations

Loss of End Customers

NORMA Group Products – Selected Examples



IA Products

NORMA Pipe Clamp



- Anti loss side screw. Screws stay in place while handling with clamp and pipe
- Noise and vibration insulation rubber



FGR Combi Grip

- Connect plastic pipes with metal pipes without welding
- Special design of the anchoring ring the coupling can withstand even high vibration loads



VPP Compact

- Connection solution to applications exposed to high temperatures
- V PP profile clamps are reliable and time-effective connection elements

MNE Products



TORCA Coupler

- No loose hardware, installs easily and consistently
- Provides a serviceable joint — no permanent distortion of exhaust members



eM Compact

- Smallest Quick Connector in the electric and hybrid car market
- Robust design to ensure a leak-free interface



NORMAQuick Connector

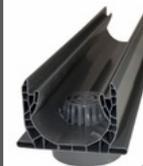
- Combines reinforced and unreinforced materials
- Enables safe connection of the connector with the plastic fuel tank

WM Products



Dura Flo HD

- Dripwater irrigation product
- Saves up to 30% of water



Spee-D Channel

- Stormwater management product
- Lightweight and easy to install drainage systems



Compression Fittings

- Flowmanagement product
- High resistance to temperature and UV exposure

Selective Competitors per SBU



- Ideal Tridon (US)
- Oetiker (CH)
- Straub Werke (CH)
- Kale (TUR)
- Mikalor (ESP)
- TeekayCouplings (UK)
- Teconnex (UK)
- Clampco (UK)
- Murray (US)
- Dong-A Metal (KOR)



- Oetiker (CH)
- Akwel (FRA)
- Caillau (FRA)
- Teconnex (UK)
- Ideal-Tridon (US)
- Teklas (TUR)
- Kale (TUR)
- Continental (Fluid) (GER)
- TI Group (Fluid) (UK)
- Hutchinson (Fluid) (FRA)
- ARaymond (Fluid) (FRA)
- Chinaust (Fluid) (CHN)
- Voss (Fluid) (GER)
- Cooper (US)
- Fränkische Rohrwerke (Fluid) (GER)



- Rain Bird (US)
- Hunter (US)
- Spears (US)
- Netafim (ISR)
- ADS (US)
- Plasson (ISR)
- ACO (GER)
- Oldcastle Infrastructure (US)
- Philmac (AUS)
- Reln (AUS)

Industry Applications - SBU Strategy

SBU Mission

NORMA "Connect it Right" fasten and fluid solutions aim to empower our customers and channel partners with high-quality, value, secure and reliable connections.

New Markets



Beyond traditional Key Sales Initiatives

New Products



Buy vs. make

Cross Selling



Act as ONE SBU

Sales Efficiency



Internal & channel partners

SBU Strategy

Maximize market opportunities and profitability by sharpening NORMA Group's value proposition with the right speed, capabilities and talents, delivering product-solution-application to meet our channel partner & customer needs.

- Transformation from Product Supplier to Solution Provider
- Win new OE-Customers with high volume & quality and/or engineering demand
- Strengthening of online sales and eventually start (price entry) trade business
- Fostering SBU-Strategy, and dedicate resources in engineering and production towards IA
- Winning of flexibility in production is crucial to fulfil needs of IA customers (eg. smaller lots) - buy vs. build strategy

Brands



High quality, joining technology products
with strong brands

Distribution Channels

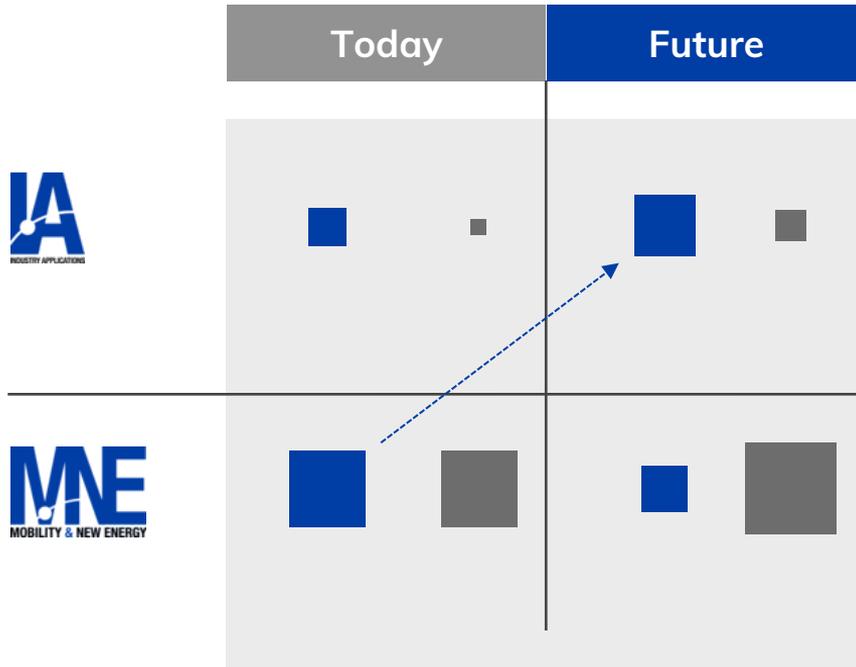
	Today	Future
Distributors/Wholesaler	~80 %	~50%
OE Customers & Online	~20%	~50%

Growth Opportunities for IA

Addressing top Industrial OE customers directly and supply solutions in joining technology, eg.:

- Joining technology within renewable energy sector (e.g. heat pumps, energy storage, ...)
- Shipping/marine industry
- Cooling systems for data centers
- household goods

IA - Production Capacities (schematic illustration)

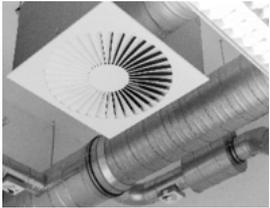


- Metal products
- plastic products

- IA is expected to grow disproportionately over the coming years
- MNE expected to be stable in size, but with a shift in portfolio
- BEV mobility requires predominantly plastic based products
- IA to absorb metal forming capacities from MNE over time
- No major investments into machinery/buildings expected for IA growth plans

IA - Examples of Customer Industries

Examples of NORMA Group's IA end markets

Construction / Infrastructure	Aviation	Engines & General Machinery	Agriculture	Shipbuilding
				
Heat Pumps / Renewables	HVAC	White goods/ Household goods	Pharma & Biotech	Wholesalers & technical distributors and E-Commerce
				

Mobility & New Energy - SBU Strategy

SBU Mission

Through close collaboration with our customers and innovative strength, we engineer optimized joining solutions for the mobility industry

#1 in Fasten



QC Preferred



Zero Emission Focus



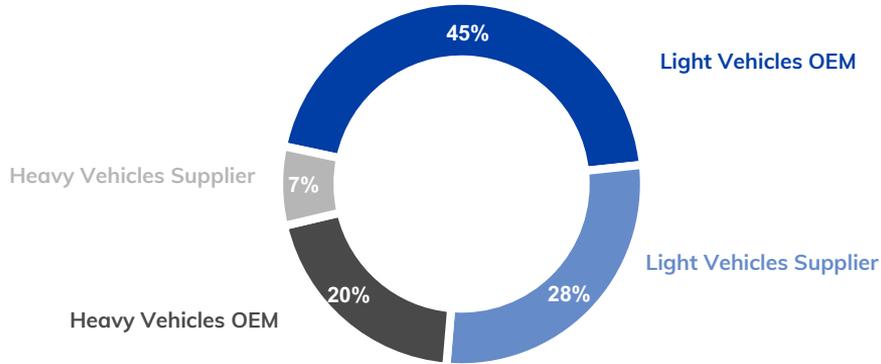
SBU Strategy

Partner closely with Customers - globally and locally - Innovate high-value solutions to solve customer challenges - Stay agile and reliable in an ever-changing market - Execute at the speed of our customers

- Focus intently on the Customers and their Engineered Joining Technology needs.
- Partner closely with Customers to innovate solutions to their current and future application challenges.
- Utilize our global footprint in Sales, Engineering and Production to provide the best global value to Customers.
- Increase agility and speed to address market uncertainty and the rapidly decreasing time to market.

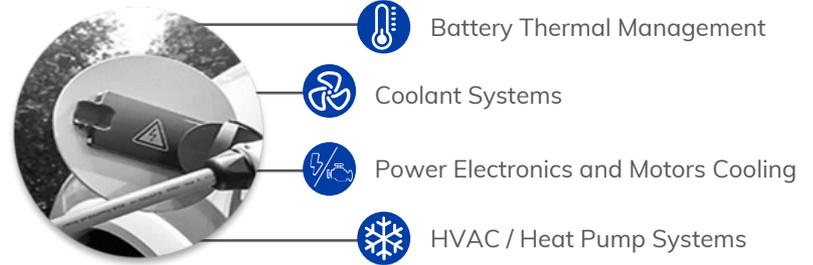
Mobility & New Energy - Customers & Potentials

Customer landscape 2024

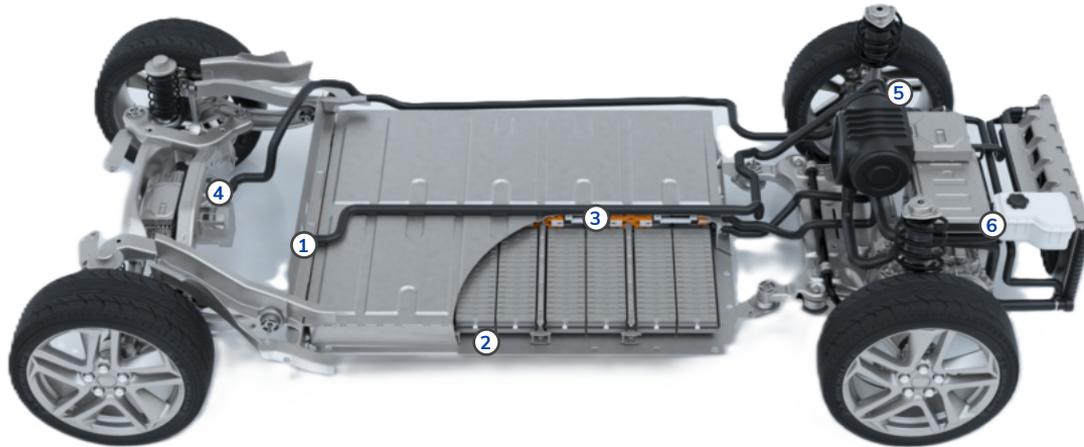


- Well established network to OE customers and suppliers in EMEA, APAC and the Americas
- Production capacities predominantly localized to shorten delivery times and increase supply chain reliability
- Local Sales and Engineers with close contact to international customers

Growth opportunities within the car

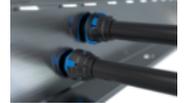


Mobility & New Energy - Growth Opportunities for E-Mobility Developments



Battery Thermal Management

- ① Battery pack:
feed and return lines
- ② Cooling plates:
feed and return manifolds
- ③ Battery pack:
degas line



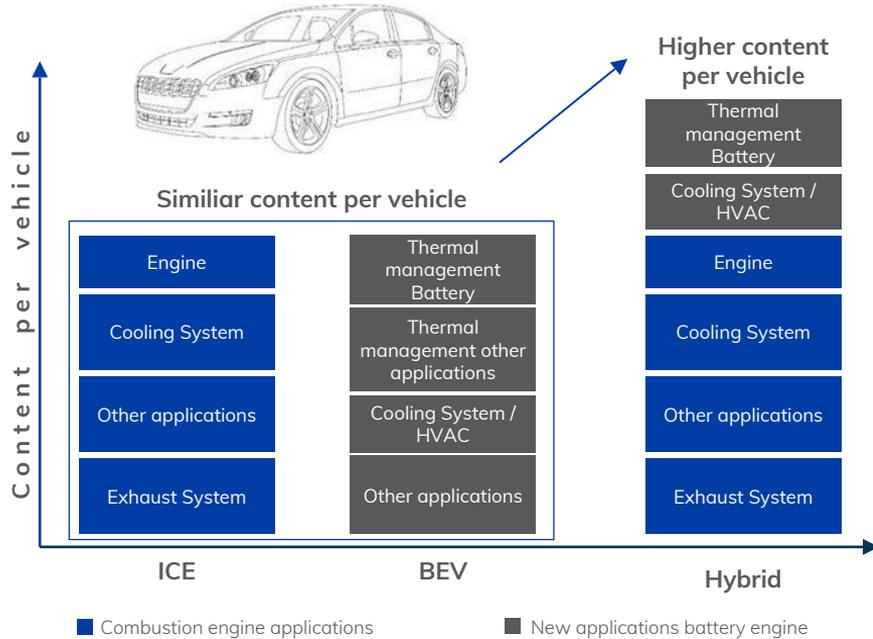
Vehicle Thermal Management

- ④ E-motor cooling lines
- ⑤ Radiator lines
- ⑥ Bottle lines

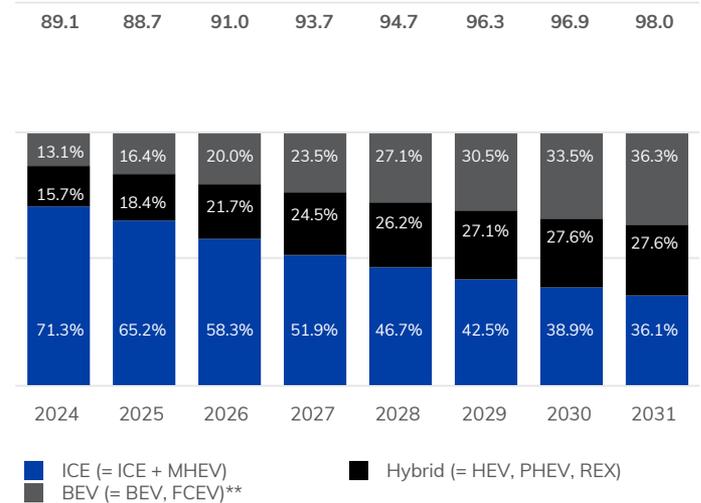


NORMA Group Well on Track: Mobility & New Energy

Benefit from hybridization and maintain content in Battery Electric Vehicles (BEV) vs. Internal Combustion Engines (ICE)



ICE, Hybrid & EV development*
(in production million and % of each years total volume)



* Source: S&P global / NORMA Group as at end of January, 2025

** MHEV= Mild Hybrid EV, PHEV= Plug-in hybrid EV, REX= Range Extender, FCEV= Fuel cell EV

Premium Pricing through Technology and Innovation Leadership in Mission-Critical Components

Mission-criticality: Small relative costs – high impact

Basis for premium pricing

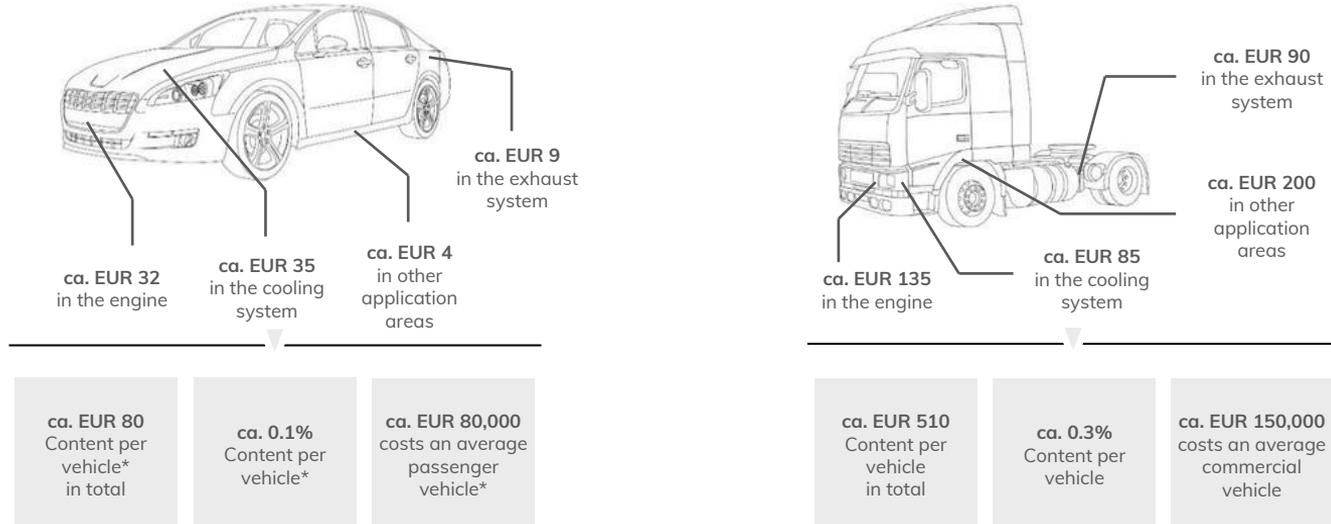
Market leadership

Technology

Quality

Innovation

Tailor-made solutions



High switching costs for customers

* Example: Premium gasoline combustion engine passenger vehicle

Water Management - SBU Strategy

SBU Mission

Preserving the world's precious water resources with trusted and innovative water management solutions that enhance the beauty and protect the value of residential and commercial spaces.

Leadership

Defend and extend market leadership in stormwater and expand drip irrigation

Expansion

Drive growth and new market penetration globally

Profitability

Optimize manufacturing mix of core and commodity products for profitable growth

Innovation

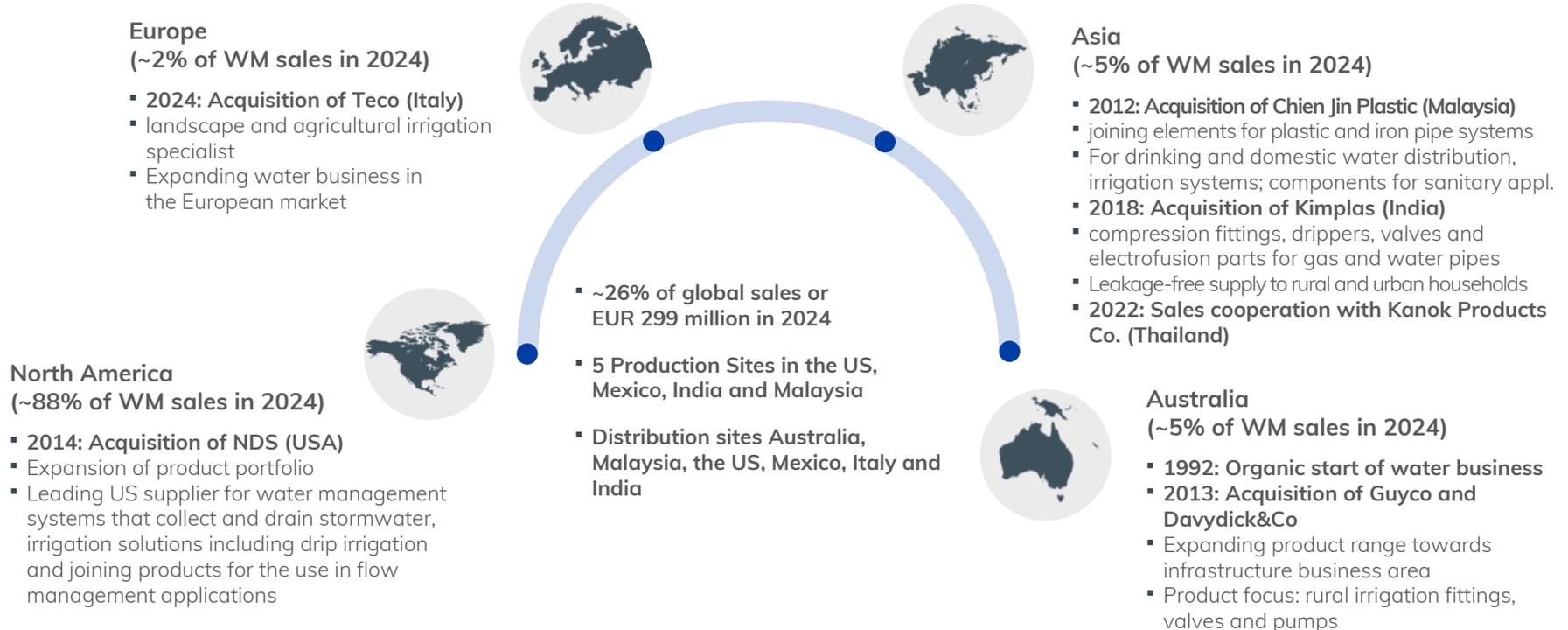
Develop innovative and environmentally sustainable water management solutions

SBU Strategy

Significantly grow the global water business by focusing on stormwater and drip irrigation targeting residential and commercial markets worldwide.

Global Footprint - Water Management

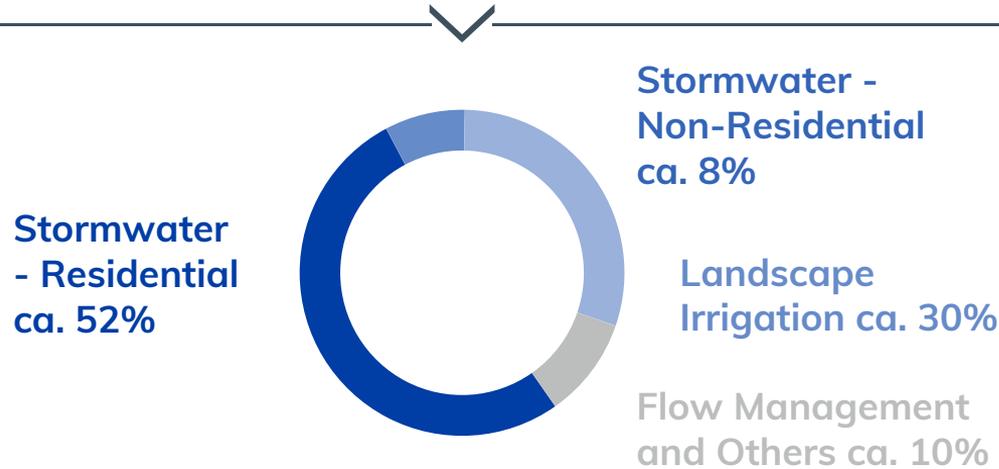
Scarce resource calling for water handling products globally



WM - Sales by Product Group 2024*

Broad diversification in Water Management applications and solutions

Innovator and leader in residential stormwater – emerging positions in irrigation and non-residential stormwater

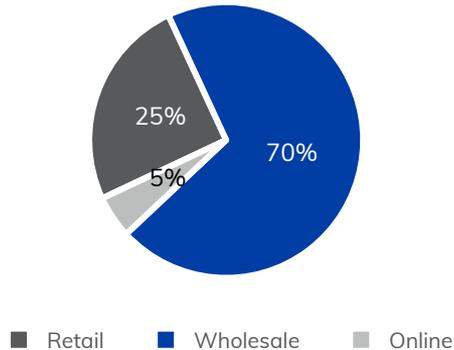


- Large addressable markets for all solutions globally
- Benefiting from strong water macro trends

Known for its product quality as well as highly differentiated distribution, service, and customer partnership model and solution expertise

- More than 13.000 products (SKUs)
- Over 5,000 customer locations (retail, wholesale and online customers)
- Five production sites (2x US, Mexico, India and Malaysia), 16 warehouses, around 1,500 employees (pre carve-out)

Distribution channels*



Brands



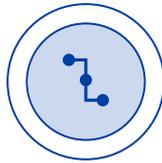
- Professional brand for all water management products, all regions
- NDS is the leading brand for all NORMA Group professional Water Management activities



- Retail brand for residential drip irrigation

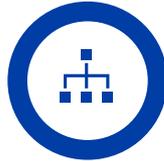
* refers to region Americas only

Why invest in NORMA?



Technology & Future Markets

Focus on Joining & Fluid-handling technology with profitable & sustainable growth in existing & future markets driven by global mega trends such as climate change and resource scarcity



Business Units & Diversification

Active in Industry Applications, Mobility & New Energy and Water Management. Enhanced stability through broad diversification across products, end markets and regions.



Mission Critical Products

Delivering mission critical and high quality parts at a reasonable price to a wide variety of applications in different industries enable superior margins



Distribution Channels

Strong global distribution network with one-stop-shopping service to specialized dealers, wholesalers and distributors as well as increased focus on e-commerce channels



Growth Prospects & Value Creation

Significant growth and value creation opportunity through synergistic acquisitions as well as focus on shareholder return and strong commitment to sustainable development

Management Board of NORMA Group SE



Birgit Seeger

Chair of the Management Board,
CEO of NORMA Group SE
since November 1, 2025



Responsibilities:

Sales, Group Development, Product Development, R&D,
Group Communications, Marketing, HR & Integrity, Legal,
M&A, Regional & Divisional Organ.

Professional background

- 2022 – 2025 Senior Vice President, Head of Global Business Unit Comfort Actuators, Robert Bosch
- 2019 - 2022: Senior Vice President, Quality and Risk Management, Robert Bosch
- 2017 - 2019: Senior Vice President, Transformation, Powertrain Solutions, Robert Bosch
- 2013 – 2016: Global Director, Engineering, Test and Quality Center, WABCO GmbH
- 2011 – 2013: Principal, Ricardo Strategic Consulting
- 2001 – 2011: Managing Consultant, PA Consulting
- 1998 – 2001: Project Manager, Robert Bosch

Studies / professional education

- Global Leadership Executive Program (Carnegie Bosch Institute), Carnegie Mellon, Pittsburgh
- Executive Leadership Program, ESMT Berlin
- Studies of Business Administration at University of Tübingen

Annette Stieve

Member of the Management Board,
CFO of NORMA Group SE
since October 1, 2020



Responsibilities:

Finance & Reporting, Controlling, Treasury & Insurances,
Investor Relations, Corporate Responsibility and ESG, Risk Management & Internal Audit

Professional background

- 2018 – 2020 Management Board, CFO Finance, Indirect Purchasing & General Services at Hoffmann SE, Munich
- 1996 – 2017 Various leading positions (most recently as Managing Director and CFO of the Northern and Eastern Europe region) at Faurecia Group, Stadthagen
- 1991 – 1996 Arthur Andersen & Co GmbH, Audit and Tax Advisory Firm, Hannover

Studies / professional education

- Global Senior Management Program (Faurecia Programs), INSEAD, Fontainebleau Cedex, France
- Studies of economics at University of Paderborn
- Studies of law at the University of Bielefeld

Dr. Daniel Heymann

Member of the Management Board,
COO of NORMA Group SE
since May 1, 2023



Responsibilities:

Production, Purchasing, Supply Chain Management,
Operational Global Excellence, ICT, Quality, Environment,
Health and Safety (EHS), Project Management

Professional background

- 2020 – 2023 Executive Vice President at Dräxlmaier Group, Vilsbiburg
- 2019 – 2020 Senior Vice President & Chief Operating Officer Components at Dräxlmaier Group, Vilsbiburg
- 2019 – 2019 Vice President & Head of Operations Interior at Dräxlmaier Group, Vilsbiburg
- 2008 – 2019 Various positions at Dräxlmaier Group, Vilsbiburg

Studies / professional education

- Doctorate in Engineering from TU Dresden
- Studies of Wood and Fiber Materials Technology at TU Dresden
- Studies of Wood Technology at TH Rosenheim
- Completed training as a carpenter

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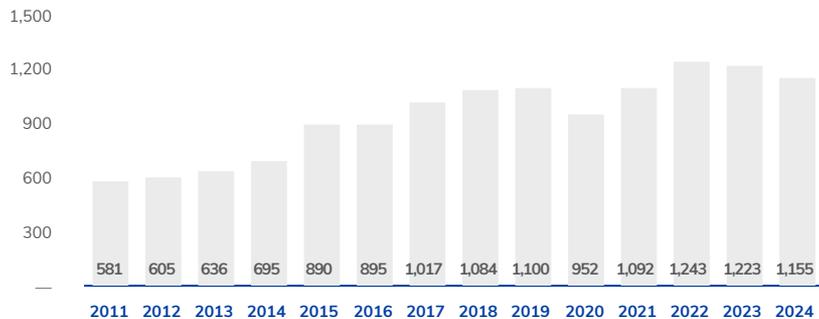
FINANCIAL TRACK RECORD



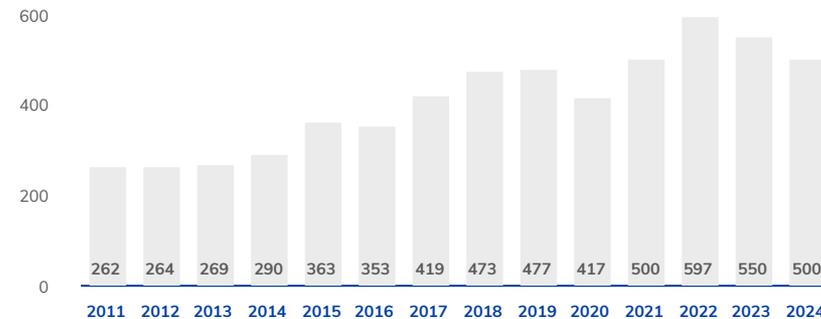
Long-term P&L Development (I/II)



Sales (in EUR million)



(Adjusted) Material Costs (in EUR million)



(Adjusted) Gross Profit (in EUR million and % of sales)

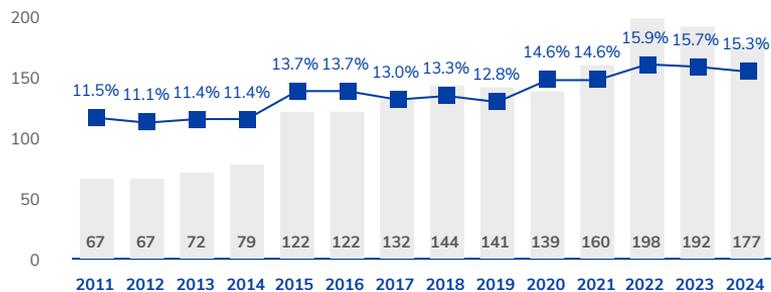


(Adjusted) Personnel Expenses (in EUR million and % of sales)

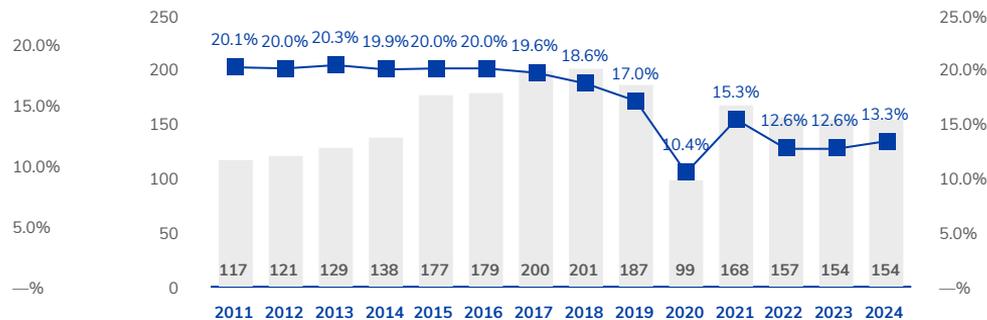


Long-term P&L Development (II/II)

Net Expenses from adjusted other operating Income and Expenses (in EUR million and % of sales)



Adjusted EBITDA (in EUR million and % of sales)



Adjusted EBIT (in EUR million and % of sales)



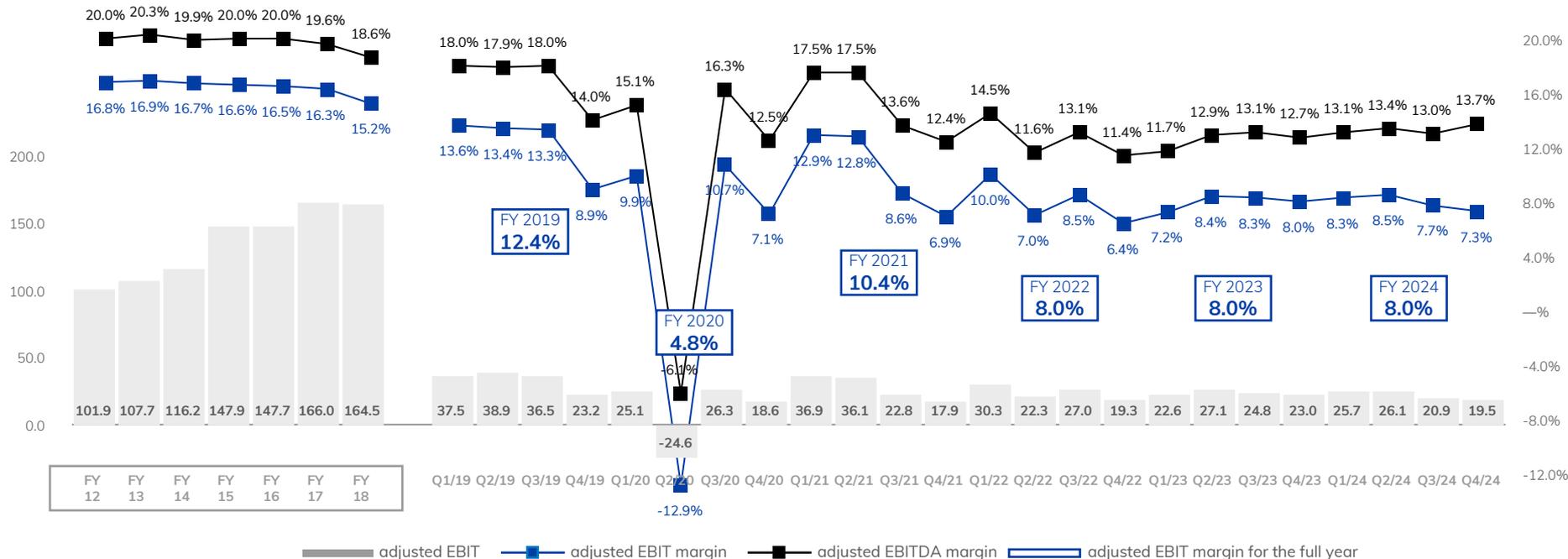
(Adjusted) Net Profit (in EUR million and in % of sales)



Long-term Adjusted EBITDA & EBIT Margin Development



EUR million



Long-term Adjustments on EBIT level



in EUR million	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Reported EBIT	76.6	94.4	99.5	97.8	124.8	120.0	137.8	133.5	96.7	20.1	92.1	76.5	76.1	57.3
+ Acquisition & Rightsizing Costs*	16.8	0	0	6.9	3.6	4.8	3.5	4.4	13.4	0	0	0	0	0
+ PPA Depreciation	1.2	0.3	0.5	1.3	2.2	2.3	4.2	4.0	3.5	3.5	1.5	1.3	0.8	0.8
+ PPA Amortization	5.1	7.2	7.7	10.1	17.3	20.6	20.5	22.6	22.5	21.7	20.2	21.2	20.3	33.8
Total Adjustments	23.1	7.5	8.2	18.3	23.1	27.7	28.2	31	39.4	25.1	21.7	22.4	21.4	35.0
Adjusted EBIT	99.7	101.9	107.7	116.2	147.9	147.7	166	164.5	136.1	45.3	113.8	99	97.5	92.3

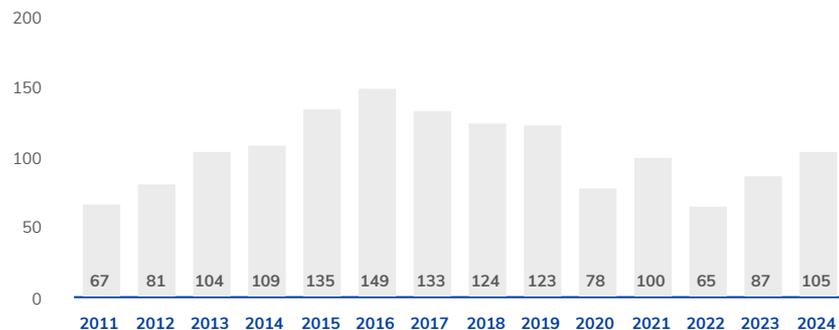
- ▼
- Adjustments mainly consist of purchase price allocations in order to avoid goodwill

* 2010-2011: mostly IPO related costs

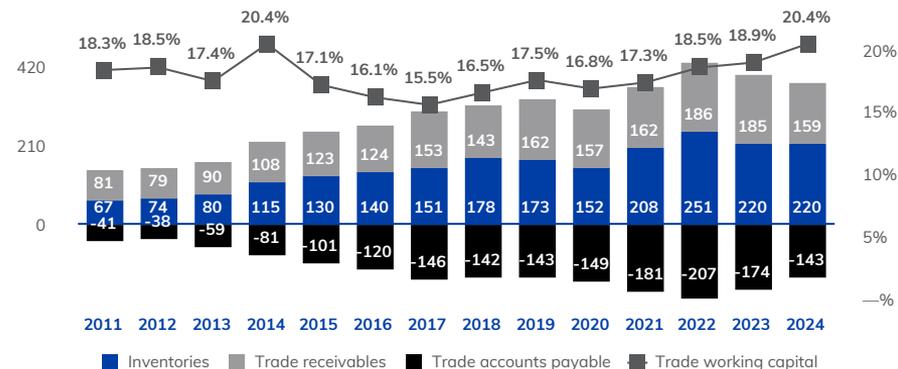
Long-term Cash, Working Capital and CAPEX Development



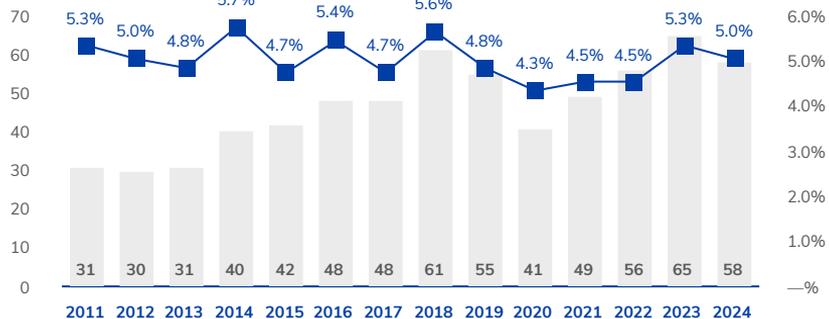
Net Operating Cash Flow (in EUR million)



Trade Working Capital (in EUR million and % of sales)



CAPEX* (in EUR million and % of sales)



Supply Chain Financing Programs** (in EUR million and % of sales)



*including non cash-effective additions to finance leases

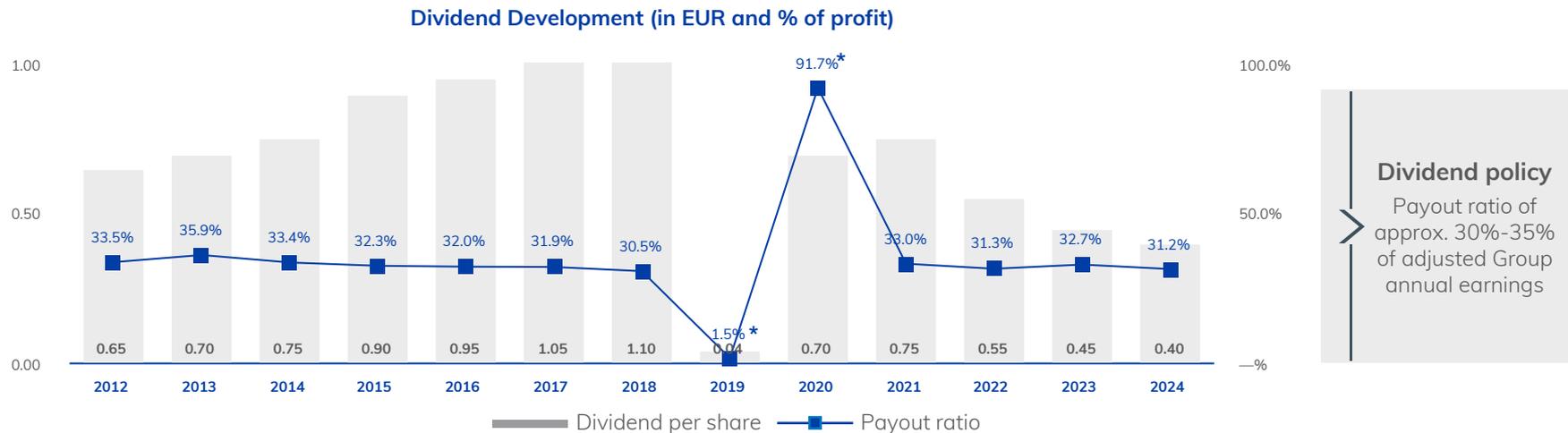
**including Factoring, ABS and Reverse Factoring Programs

Net Operating Cash Flow Development 2012 – 2024



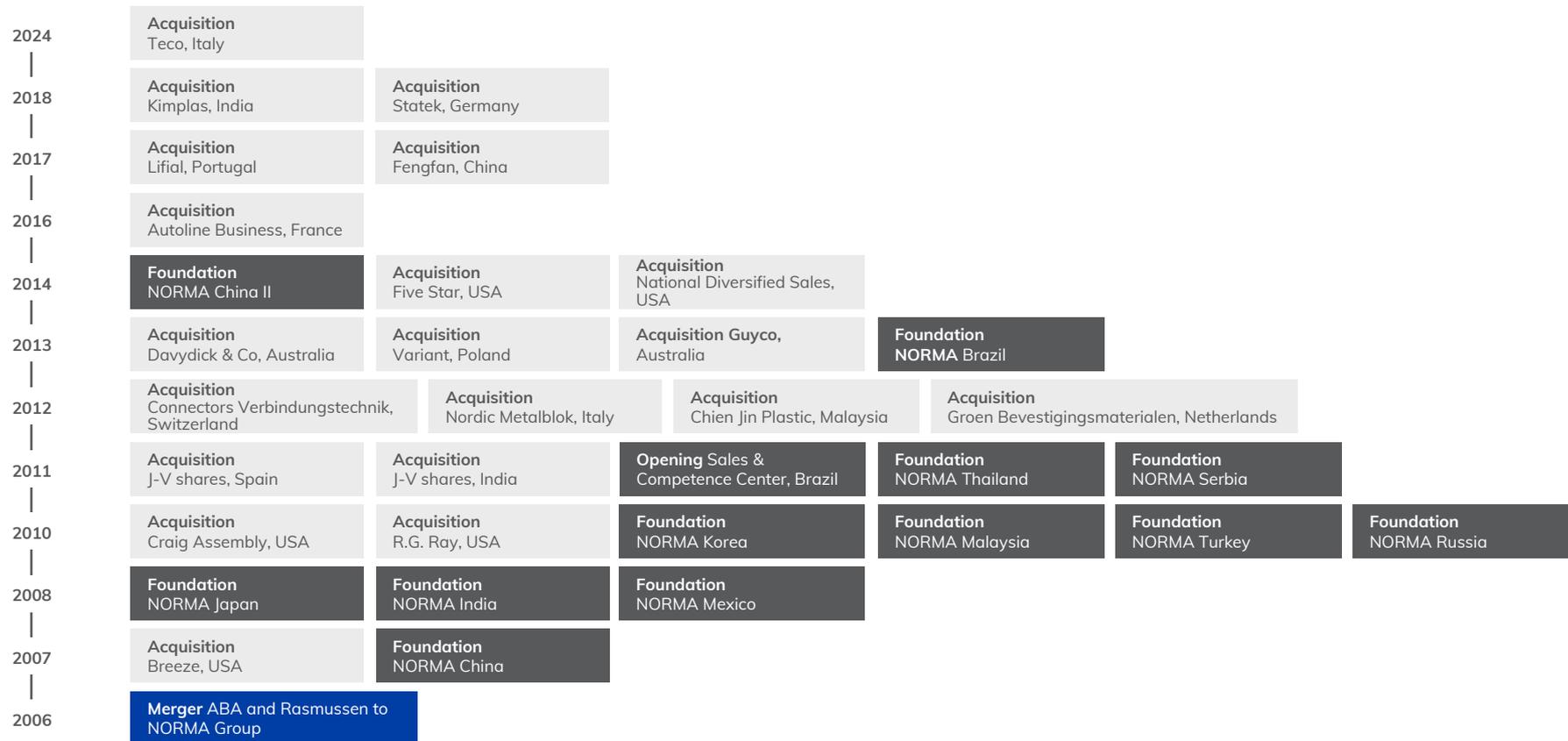
in EUR million	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
(Adjusted) EBITDA	120.8	129.3	138.4	177.5	179.4	199.7	201.4	187.2	99.3	167.6	157.2	154.2	153.5
Δ ± Trade Working capital	-9.8	+5.1	+10.4	-0.6	+17.0	-19.1	-13.7	-9.5	-20.0	-20.4	-38.8	-5.6	+5.3
Net operating cash flow before investments from operating business	111.0	134.4	148.8	176.9	196.4	180.6	187.7	177.7	119.5	147.2	118.4	148.6	158.8
Δ ± Investments from operating business	-30.0	-30.5	-39.6	-42.2	-47.9	-47.7	-63.3	-54.8	-41.2	-47.4	-53.2	-61.3	-53.4
Net Operating Cash Flow	81.0	103.9	109.2	134.7	148.5	132.9	124.4	122.9	78.3	99.8	65.3	87.3	105.4

Long-term Dividend Development



* Dividend payout ratio in 2019 lower than usual due to the Covid-19 pandemic and 2020 higher than usual as a compensation for the previous years lower dividend

History of Acquisitions and Foundations



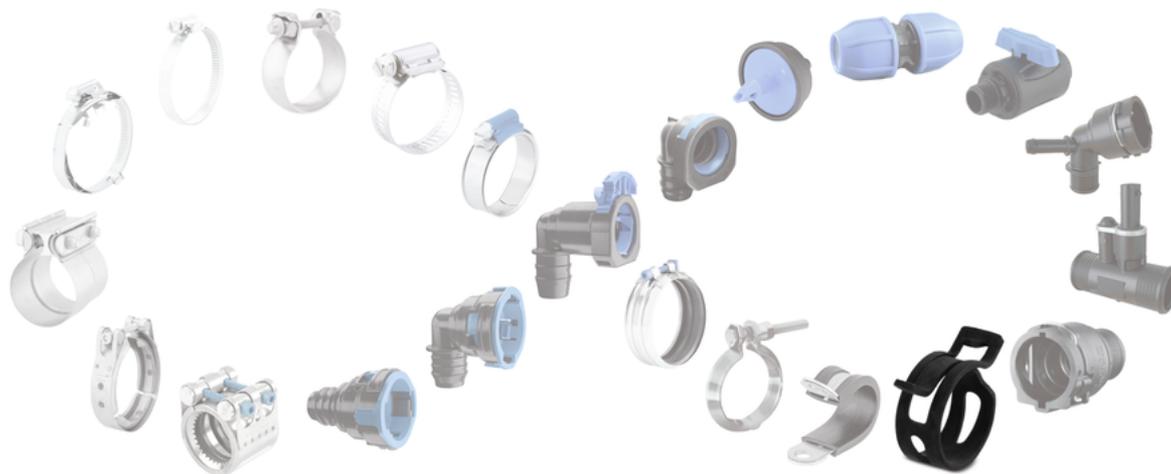
15 Acquisitions since IPO Representing 47% of Sales in 2011



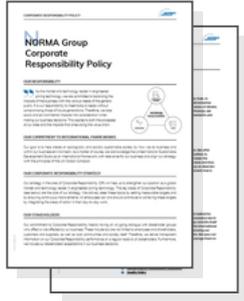
Sales Consolidation Effects (in EUR million)	Date of Acquisition		Total Sales
CONNECTORS Verbindungstechnik AG, Switzerland	04/12	Market entry in connecting technology in Pharma & Biotech	16.6
Nordic Metalblok S.r.l., Italy	07/12	Market consolidation heating and air conditioning clamps	5.2
Chien Jin Plastic Sdn. Bhd., Malaysia	11/12	Market entry joining elements for water distribution	7.7
Groen Bevestigingsmaterialen B.V., Netherlands	12/12	Securing market with national dealer	3.4
Davydick & Co. Pty. Limited, Australia	01/13	Enforce market position with distribution of water & irrigation systems	3.4
Variant SA, Poland	06/13	Securing market with national dealer	2.3
Guyco Pty. Limited, Australia	07/13	Enforce market position with distribution of water & irrigation systems	7.2
Five Star Clamps Inc., USA	05/14	Consolidation of multi-industrial engineered clamps	4
National Diversified Sales, Inc., USA	10/14	Expanding water management product portfolio	129.3
Autoline, France	12/16	Expanding product portfolio & market position in the area of quick connectors	46.2
Lifial – Indústria Metalúrgica de Águeda, Lda., Portugal	01/17	Strengthening product portfolio of DS business and market consolidation	7.4
Fengfan Fastener (Shaoxing) Co., Ltd., China	05/17	Expanding product portfolio and market position	11.5
Kimplas Piping Systems Ltd., India	07/18	Expanding water management product portfolio	20.4
Statek Stanzereitechnik GmbH, Germany	08/18	Expanding value chain for stamping and forming technology	5.1
Teco, Italy	02/24	Expanding Water Management in EMEA	4.8
Total			274.5

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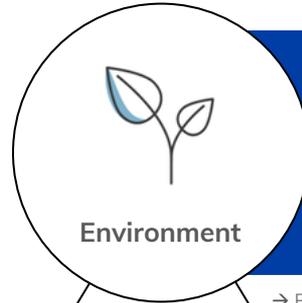
CORPORATE RESPONSIBILITY



What is Corporate Responsibility at NORMA Group?



Find all details in NORMA Group's [CR Policy](#)

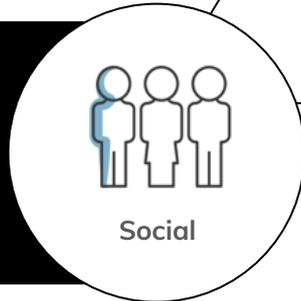


Environment

- Sustainable Products
- Environmental Management Systems
- Climate Protection
- Water Consumption
- Efficient Production & Waste Management

→ Find out more about NORMA Group's environmental performance

NORMA
Responsibility



Social

- Employee Satisfaction
- Occupational Safety & Health
- Learning & Development
- Diversity & Equal Opportunities
- Social Commitment

→ Find out more about NORMA Group's social performance



Governance /
Integrity

- Corporate Governance
- Compliance Management System
- Human Rights
- Product Quality & Safety
- Sustainability in Purchasing

→ Find out more about NORMA Group's governance performance



Current ESG Reporting at NORMA

- In previous years until FY 2024, NORMA fell under the Non-financial Reporting Directive (NFRD).
- From FY 2024 on, NORMA Group decided to report with reference to the European Sustainability Reporting Standards (ESRS).
 - New KPIs such as Scope 3 were reported for the first time, including in the environmental area.
- NORMA's CO₂ emissions are part of the management board remuneration – therefore, the CO₂ emissions (Scope 1 and 2) are audited with a reasonable assurance.
- All other ESG KPIs have so far been reviewed with limited assurance on a voluntary basis.
- In addition, NORMA voluntarily reports according to the GRI Standards and submits a Communication of Progress to the UN Global Compact every year.



The way forward - Corporate Sustainability Reporting Directive (CSRD)

- As the German implementation law for CSRD is postponed, FY 2025 is likely to be the first mandatory reporting year for NORMA Group.
- We started preparing all internal processes for data collection and reporting to report in accordance with the ESRS for FY 2025.
- The double materiality assessment will be updated in the FY 2025.

FY 2024 Sustainability Key Figures



Environment

	2023*	2024	% change*
Total CO₂ emissions market-based (Scope 1-3) in tCO ₂ e _q	n.a.	1,102,236	n.a.
Total energy consumption per net revenue in MWh/EUR thousand	n.a.	0.111	n.a.
Total water consumption in m ³	171,943	167,106	-3.7



Social

Accident rate (Accidents/Total Hours Worked) x 1,000,000	n.a.	4.97	n.a.
Share of manufacturing locations certified according to health & safety management	n.a.	98.6	n.a.
Number of recordable work accidents	n.a.	77	n.a.



Governance

Security training % of defined employees	n.a.	88	n.a.
Defective parts (parts per million)	2.2	3.2	+45.5
Customer complaints (average per month per entity)	3.9	2.8	-28.2

* n.a. (not applicable); Due to the first-time application of the European Sustainability Reporting Standards (ESRS) and the resulting change in the calculation basis, it is not possible to provide information on the previous year for every KPI, as there is no comparability

2024 CO₂ Emissions (Scope 1-3)*



GHG emissions (in tCO ₂ eq)		2024
Scope 1 GHG emissions		
Gross Scope 1 GHG emissions		5,163
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (in %)		0
Scope 2 GHG emissions		
Gross location-based Scope 2 GHG emissions		45,523
Gross market-based Scope 2 GHG emissions		30,794
Significant Scope 3 GHG emissions		
Total Gross indirect (Scope 3) GHG emissions		1,066,280
1 Purchased goods and services		774,295
2 Capital goods		4,332
3 Fuel and energy-related activities		9,233
4 Upstream transportation and distribution		27,805
5 Waste generated in operations		4,470
6 Business traveling		4,296
7 Employee commuting		6,913
9 Downstream transportation		6,042
10 Processing of sold products		5,452
11 Use of sold products		0,2
12 End-of-life treatment of sold products		223,441
Total GHG emissions		
Total GHG emissions (location-based)		1,116,965
Total GHG emissions (market-based)		1,102,236

Target for 2025 GHG emissions:

- Avoidance of 1,000 tCO₂eq emissions (in Scope 1 and 2) resulting from measures at NORMA Group sites

* Due to the first-time application of the European Sustainability Reporting Standards (ESRS) and the resulting change in the calculation basis, it is not possible to provide information on the previous year's figures

Corporate Responsibility Targets for 2025

Environment

CO₂ emissions

1,000 tons of GHG emissions avoidance by measures

Indicator: Scope 1 and 2, tons

Water consumption

< 142.0

Indicator: liter/EUR thousand revenue

Waste - metal and plastic

< 7.15

Indicator: kg/EUR thousand revenue

Social



In light of the change in reporting and the changed data landscape demanded by the CSRD, NORMA Group is currently establishing appropriate processes to develop and implement targets to address social-related topics.

Governance

Defective parts

< 4.3

Indicator: parts per million

Customer complaints

< 4.8

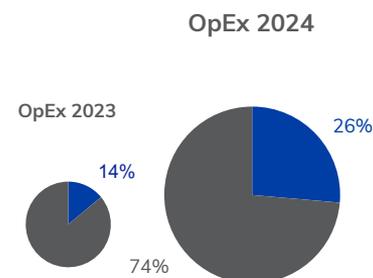
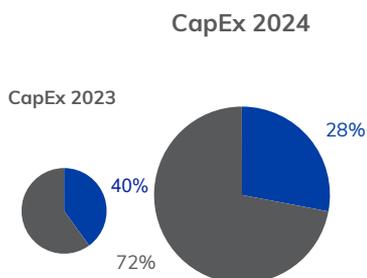
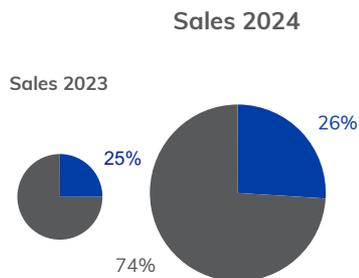
Indicator: average per month per entity

Security Training

100 %

Indicator: % coverage of completed e-learning for defined employees

FY 2024 EU Taxonomy Reporting - Our eligible KPIs



■ Eligible ■ Non eligible

■ Eligible ■ Non eligible

■ Eligible ■ Non eligible

Economic Activity in alignment with the EU Taxonomy

- 3.18 Manufacture of automotive and mobility components for zero-emission
- 5.1 Water collection, treatment and supply systems
- 2.3 Sustainable urban drainage systems (SUDS)
- 6.5 Transport by motorbikes, passenger cars and light commercial vehicles
- 7.2 Renovation of existing buildings

Activities @ NORMA Group

- eMobility Products
- Drip Irrigation & Flow Products
- Stormwater Products
- Using vehicles for the personal mobility
- Measures for the maintenance of buildings

NORMA Group Sustainability Ratings & Commitment



NORMA Group is committed to several initiatives, charters and guidelines...

... and its ratings show the continuous ambitions!

Membership with UN Global Compact

- Ten principles in the areas of human rights, labor, the environment and anti-corruption

Human and Labor Rights

- "NORMA Group categorically rejects and does not accept any form of violation of human rights."

Signatory of Diversity Charter

- "We deeply respect all colleagues irrespective of gender, nationality, ethnic background, religion or worldview, disability, age, and sexual preference and identity."

Global Reporting Initiative (GRI)

- Transparent reporting in annual CR-Report according to GRI Standards



- AA (on a scale from CCC to AAA): „MSCI leader“
- Norma leads global peers in corporate governance practices



- Score: 77 (on a scale from 0 to 100)
- Top 5% of rating universe: Gold standard



- Risk Score: 20 (on a scale from 0 (best) to 100 (worst)): Low risk
- Rank #37 in the Industry Machinery sector (out of 458)



- Score: C+ (on a scale from D- to A+)
- Prime Status



- Score: B (Climate), C (Water Security)
- Management & Awareness level 2024

NORMA Groups' Social Commitment



NORMA Clean Water

- **Partner:** child aid organization Plan International
- **Focus:** Projects with focus on water management solutions
- **2014 – 2018:** NORMA Clean Water [India](#)
 - Renovation of sanitary facilities at 25 schools
- **2017 – today:** NORMA Clean Water [Brazil](#)
 - Target: Access to clean water for families in rural areas



NORMA Help Day

- **Help Day:** Global volunteering day
- Several **hundred employees** support a **local initiative** every year
- In Sweden, the participants took part in a charity run; in Malaysia, employees cleaned up the public areas around the site; in Germany, employees organized an excursion for residents of a senior citizens' center



Sustainability - Integral Part of the Purchasing Process



Supplier Code of Conduct

- Basic understanding of sustainability management in purchasing, signature is a condition to be graded “preferred” supplier



Supplier-Scoring

- Environmental and health and safety certificates as well as Supplier Code of Conduct are criteria in the annual supplier scoring



Commodity Strategies

- Contain sustainability fact sheets, which quantify impacts on climate and water and identify improvement potentials



Risk Management

- Continuous supplier risk monitoring, incl. sustainability factors, like human rights and labor practices



Conflict Minerals

- CMRT reporting & sanction list screening to ensure responsible and sustainable sourcing of materials and minerals

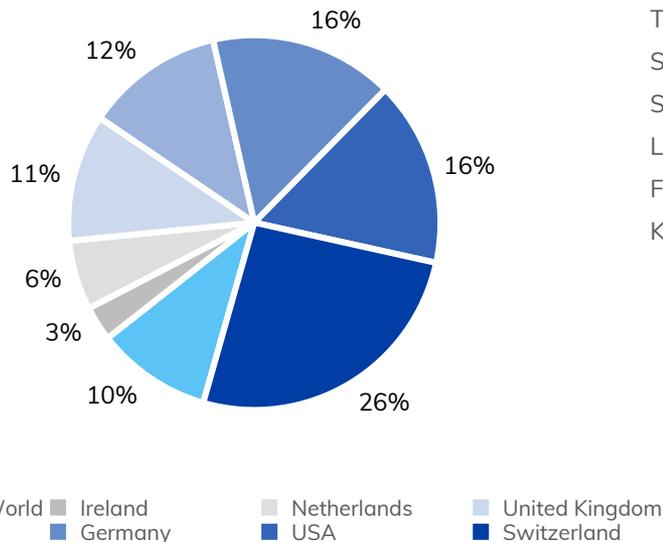
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SHARE INFORMATION & OTHERS



Current Shareholder Structure

Identified Shareholders*



Shareholder structure according to voting rights notifications (as at September 30, 2025)**

Teleios Capital, Zug, Switzerland	20.98 %
SPICE TWO Investment Coöperatief U.A., Amsterdam, Netherlands	5.00 %
Schroders PLC, London, United Kingdom	3.10 %
Lazard Frères Gestion SAS, Paris, France	3.03 %
FMR LLC, Wilmington, USA	3.02 %
KBI Global Investors Ltd., Dublin, Ireland	3.01 %

* As at September 30, 2025

** According to voting rights notifications. All voting rights notifications are published on the Company's Website (<https://www.normagroup.com/corp/en/investors/publications-events/financial-releases/>)

Analyst Coverage



Deutsche Bank

Nikita Papaccio



BAADER

Volker Bosse



HAUCK & AUFHÄUSER

Jorge Gonzalez Sadornil



Thorsten Reigber



QUIRIN
PRIVATBANK

Daniel Kukulj



Kepler
Cheuvreux

Hans-Joachim Heimbürger



ODDO BHF

Klaus Ringel



BERENBERG
PRIVATANKLEIERS SEIT 1500

Yasmin Steilen



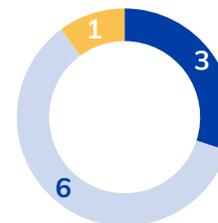
WARBURG RESEARCH

Marc-René Tonn

METZLER

Pal Skirta

Recommendations*



■ Hold ■ Buy ■ Sell

Average price target*

17.81 EUR

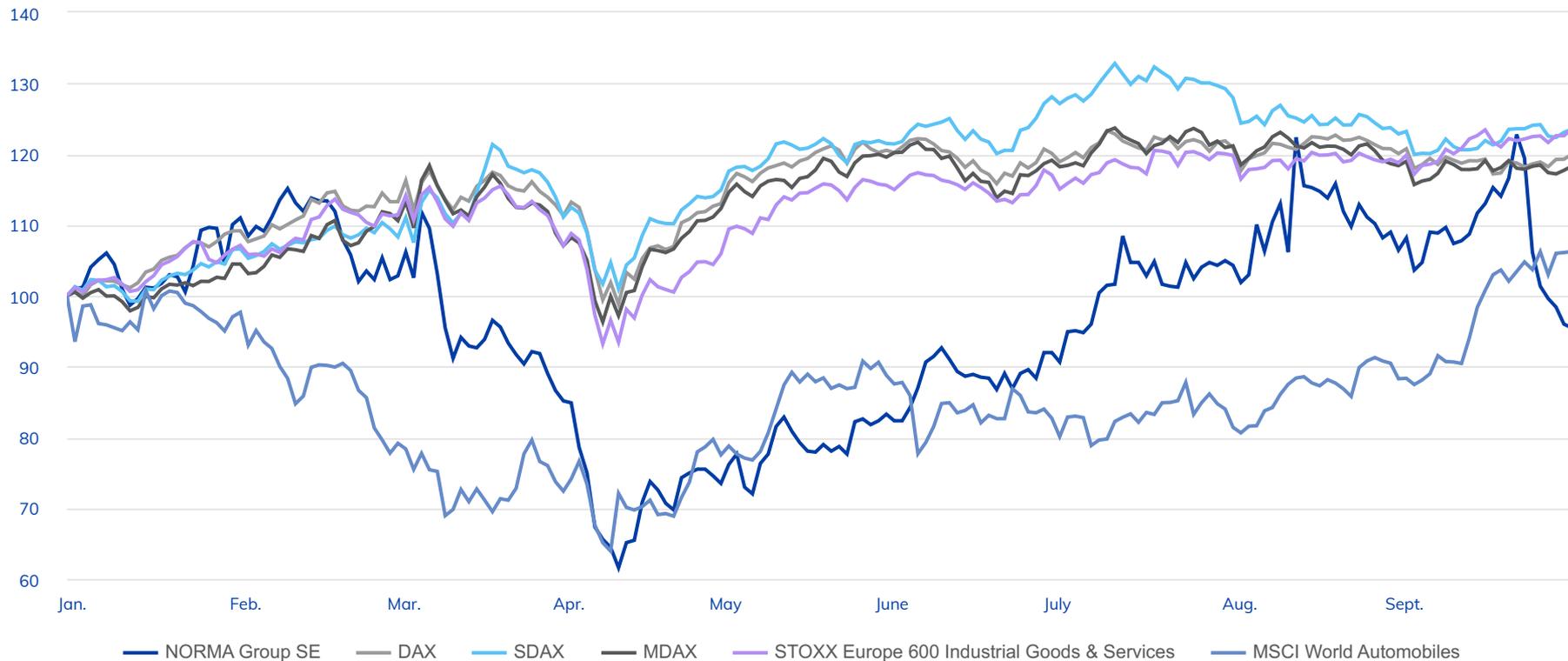
Key index inclusions

SDAX

Visit our IR website
for further information
& details



2025 Index-based Share Price versus SDAX, MDAX & DAX



Investor Relations Contact & Events Calendar



Event

Date

Preliminary results 2025

February 17, 2026

Annual Report 2025

March 31, 2026

Interim Report Q1 2026

May 5, 2026

Annual Shareholders' Meeting

May 21, 2026

Interim Report Q2 2026

August 11, 2026

Interim Report Q3 2026

November 3, 2026



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Forward-looking statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the machine industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of publication.

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