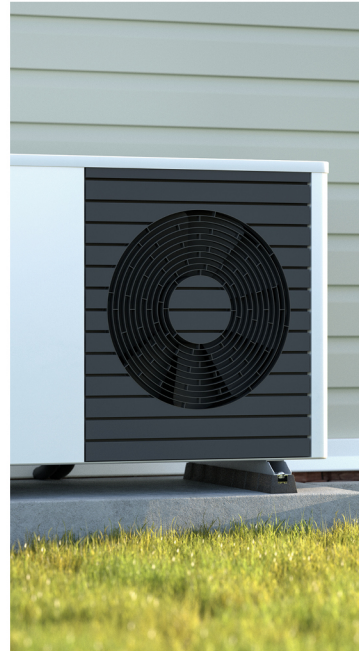


INTERIM STATEMENT
FIRST QUARTER 2026



FOKUS

Industrial Powerhouse



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Financial figures

		Q1 2026	Q1 2025	Change in % ²
Income statement				
Sales revenue	EUR million	208.6	221.2	-5.7
Material cost ratio	%	43.7	44.3	n/a
Personnel cost ratio	%	33.2	33.4	n/a
Adjusted EBIT ¹	EUR million	6.3	-0.2	n/a
Adjusted EBIT margin ¹	%	3.0	-0.1	n/a
EBIT	EUR million	4.5	-2.2	n/a
EBIT margin	%	2.1	-1.0	n/a
Financial result	EUR million	-2.1	-4.6	n/a
Adjusted tax rate	%	76.4	76.2	n/a
Adjusted profit for the period ¹	EUR million	1.0	-8.4	n/a
Adjusted earnings per share ¹	EUR	0.03	-0.27	n/a
Profit for the period	EUR million	310.4	-3.9	n/a
Earnings per share	EUR	9.74	-0.12	n/a
Cash flow³				
Cash flow from operating activities	EUR million	-15.9	5.0	n/a
Cash flow from investing activities	EUR million	757.1	-10.4	n/a
Cash flow from financing activities	EUR million	-295.8	-10.9	n/a
Net operating cash flow	EUR million	-19.7	3.1	n/a
Balance sheet				
		March 31, 2026	Dec. 31, 2025	Change in %²
Assets	EUR million	1,347.5	1,250.7	7.7
Equity	EUR million	871.6	564.1	54.5
Equity ratio	%	64.7	45.1	n/a
Net liquidity (-) / net debt (+) ³	EUR million	-447.1	316.1	n/a

¹ Adjusted for effects from purchase price allocations as well as costs for initiating the organizational transformation planned from 2025 onwards and costs for preparing the sale of the Water Management business.

² The percentage change is based on unrounded absolute figures; rates of change greater than 200% are not shown.

³ Includes contribution from the discontinued Water Management business.

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Non-financial figures

		March 31, 2026	Dec. 31, 2025	Change in % ²
Core workforce ¹	Number	4,687	4,709	-0.5
Temporary workers ¹	Number	1,367	1,231	11.0
Total workforce ¹	Number	6,054	5,940	1.9
		Q1 2026	Q1 2025	Change in % ²
Number of invention applications	Number	6	8	-25
CO ₂ emissions (avoiding Scope 1 and Scope 2 emissions) ³	Tons of CO ₂ equivalents	46	617 ⁴	-93 ⁴

Share data

Initial public offering		April 2011
Stock exchange		Frankfurt Stock Exchange
Market segment		Regulated Market (Prime Standard), SDAX
ISIN		DE000A1H8BV3
Security identification number		A1H8BV
Ticker symbol		NOEJ
Highest price Q1 2026 ⁵	EUR	17.10
Lowest price Q1 2026 ⁵	EUR	13.94
Closing price as of March 31, 2026 ⁵	EUR	16.64
Market capitalization as of March 31, 2026 ⁵	EUR million	530.2
Number of shares		31,862,400

1_Values for the previous period as of the balance sheet date of December 31, 2025.

2_The percentage change is based on unrounded absolute figures.

3_Includes all efficiency measures implemented in the first quarter of 2026 with their full 12-month reduction/avoidance effect.

4_First quarter of 2025, including contributions from the discontinued Water Management business.

5_Xetra price.

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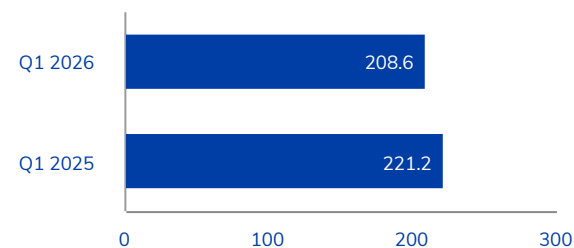
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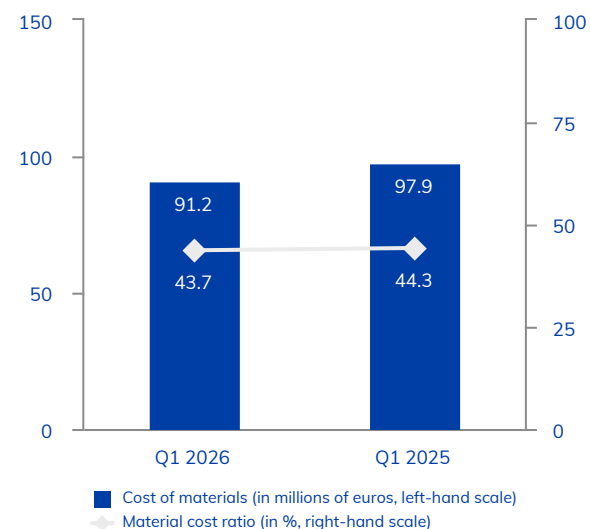
Development of sales in millions of euros



Effects on Group sales

	in EUR million	Share in %
Group sales revenue Q1 2025	221.2	
Volume price mix	-2.8	-1.3
Acquisition effects	—	—
Currency effects	-9.7	-4.4
Group sales revenue Q1 2026	208.6	-5.7

Cost of materials and material cost ratio



Development in important customer industries²

Industry Applications (IA)	Q1 2026	Q1 2025
Sales revenue (in EUR million)	66.3	66.7
Growth (in %)	-0.6	
Share of sales (in %)	31.8	30.1

Mobility & New Energy (MNE)	Q1 2026	Q1 2025
Sales revenue (in EUR million)	142.3	154.5
Growth (in %)	-7.9	
Share of sales (in %)	68.2	69.9

¹ Adjustments are described on page 12.

² Deviations in decimal places may occur due to commercial rounding.

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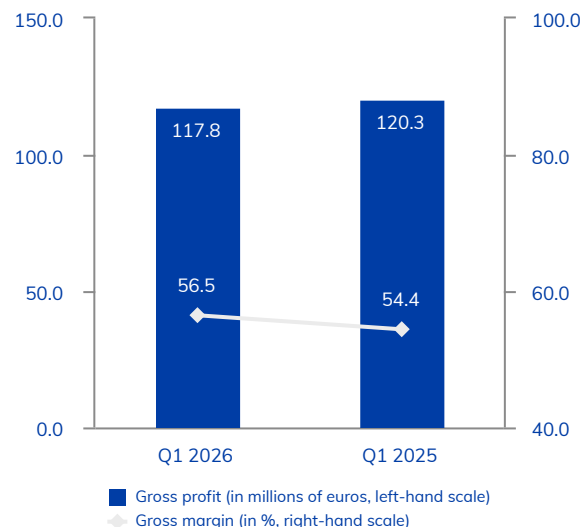
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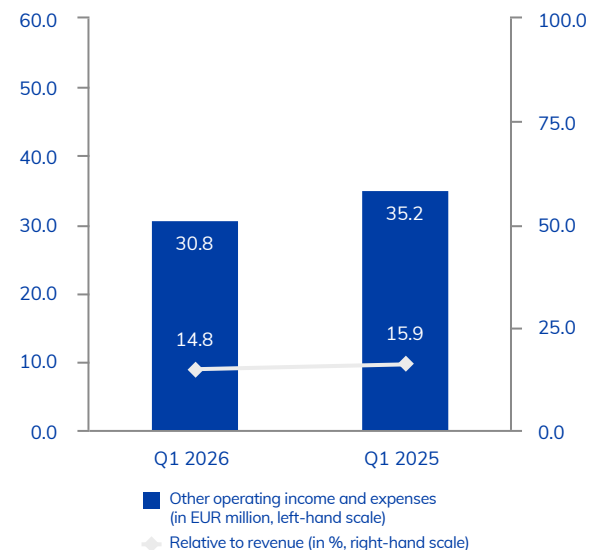
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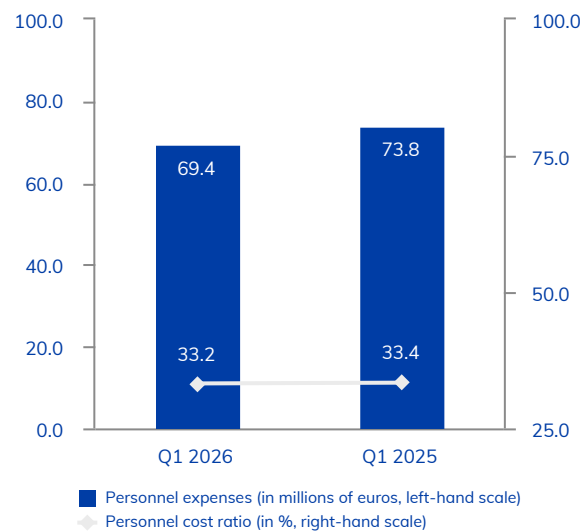
Gross profit and gross margin



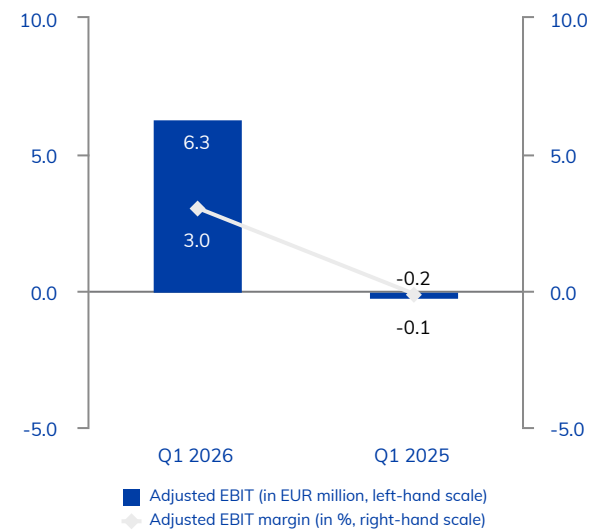
Net expenses from other operating income and expenses and in relation to Group sales



Personnel expenses and personnel cost ratio



Adjusted EBIT and adjusted EBIT margin



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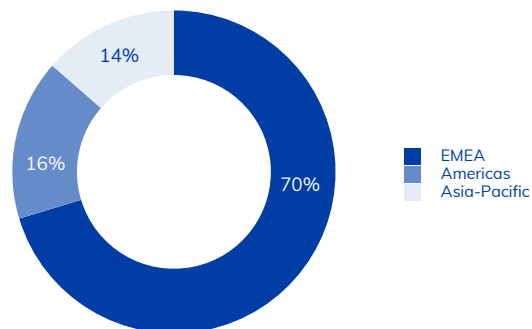
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Core workforce per segment



Net operating cash flow¹

in EUR million	Q1 2026	Q1 2025
EBITDA	20.7	25.9
Change in working capital	-33.6	-14.5
Investments from operating business	-6.8	-8.3
Net operating cash flow	-19.7	3.1

¹Includes contribution from the discontinued Water Management business.

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Significant Events and Business Performance in Q1 2026

Sale of the Water Management business successfully completed

NORMA Group SE successfully completed the sale of its global Water Management business as planned in Q1 2026. The net cash inflow from the sale in the first quarter of 2026 was EUR 821.5 million. After deducting liquidity-related taxes in particular, the net cash inflow in fiscal 2026 will be approximately EUR 650 million (before the final purchase price adjustment). Completion of the transaction marks a significant milestone in the company's strategic realignment. The sale strengthens the company's focus on the industrial business as well as its capital structure and creates additional financial flexibility.

NORMA Group SE with net debt-free balance sheet in first quarter

NORMA Group SE used significant portions of the proceeds from the sale of the Water Management business to repatriate its investments. As a result, the company is net debt-free at the end of Q1 2026. The remaining financial liabilities amounted to around EUR 98.3 million on the reporting date and are primarily related to existing promissory note loan tranches from 2016 and 2023, which will not be repaid until fiscal 2026, 2028, and 2030. With this almost complete reduction in debt, NORMA Group is strengthening its financial flexibility and creating a solid basis for further implementation of its strategic realignment.

Implementation of the transformation process successfully continued

As planned, NORMA Group is driving forward the transformation launched in 2025 to become an industrial powerhouse for connecting solutions. The successful sale of the global Water Management business reached a key milestone in the first quarter of 2026 and further advanced the strategic realignment.

The reporting period saw further progress in implementing the transformation. This notably included measures to simplify the organizational structure, including reducing hierarchy levels and strengthening responsibilities, as well as the further expansion of central service functions.

Initial measures aimed at structural reduction of the cost base were also implemented, in particular through personnel measures in individual regions and reductions in overhead structures. In parallel, NORMA Group has launched initiatives to strengthen the Group's focus on performance, including by boosting its competitiveness and targeted operational improvement measures at selected locations.

Significant business successes in the segments Mobility & New Energy and Industry Applications

NORMA Group secured a major order from an international automotive OEM for the development and supply of connecting solutions in the fluid line segment. The project underscores the technological expertise of NORMA Group and its strong position in demanding applications and is expected to further strengthen the order backlog over the longer term. The order covers deliveries in Europe and the USA and has a total volume of around EUR 30 million. The start of series production is scheduled for 2029, with a planned term of around seven years.

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NORMA Group also succeeded in generating further business success in the Industry Applications segment. For example, the company won an order from an international plant engineer for filling and pasteurization systems in the beverage industry. This order encompasses the supply of connection solutions in the field of pipe couplings and was supported in particular by close cooperation with the customer, technical advice in the course of the project, and competitive pricing. In addition, a high level of service and delivery contributed significantly to the success of the order.

Annual General Meeting 2026 on July 1, 2026

On March 31, 2026, in connection with the publication of fiscal 2025's figures, NORMA Group SE announced that the Annual General Meeting 2026 would be postponed from the originally planned date in May to July 1, 2026. The postponement is based on the preparations required in connection with the planned capital reduction of redemptions of shares under the simplified procedure. The aim is to enable the shareholders of NORMA Group to make an informed decision regarding the corresponding measures. Further information on the Annual General Meeting of NORMA Group SE will be available on the NORMA Group website. [WWW.NORMAGROUP.COM](https://www.normagroup.com)

Development of key performance indicators in Q1 2026

NORMA Group generated sales revenue of EUR 208.6 million in Q1 2026, which was 5.7% lower than the same quarter of the previous year. This decline is due mainly to negative currency effects and restrained demand in key customer industries for NORMA Group. Adjusted EBIT amounted to EUR 6.3 million and the adjusted EBIT margin reached 3.0% in the first three months of 2026 – a significant improvement over the same quarter of the previous year (Q1 2025: -0.1%). This substantial margin improvement was largely due to lower cost of materials. The net operating cash flow for Q1 2026 was EUR -19.7 million and was thus worse compared to the previous year (Q1 2025: EUR 3.1 million). This decline is mainly attributable to non-recurring effects from the discontinued Water Management business. Without these non-recurring effects, the net operating cash flow would have been slightly higher year over year.

NORMA Group's business developed in line with expectations overall in the first three months of 2026, in a challenging environment. The Management Board stands by the forecast announced for the entire year 2026 on March 31, 2026. [FORECAST FOR FISCAL 2026](#)

Annual Report and Full HTML Online Annual Report 2025 published

NORMA Group published its combined Annual Report 2025 on March 31, 2026. In this context, NORMA Group SE published the fourth HTML-based online Annual Report. This also contains the Consolidated Non-financial Statement, which was prepared in accordance with section 289d of the Austrian Commercial Code (HGB) based in part on the first sentence of the European Sustainability Reporting Standards (ESRS). The (online) annual report 2025 as well as further information on material developments in fiscal 2025 can be viewed and accessed on the NORMA Group website. [WWW.NORMAGROUP.COM](https://www.normagroup.com)

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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the period from January 1 to March 31, 2026

in EUR thousand	Q1 2026	Q1 2025
Sales revenue	208,644	221,171
Change in inventories of finished goods and work in progress	-378	-3,802
Other own work capitalized	720	843
Cost of materials	-91,413	-97,908
Gross profit	117,573	120,304
Other operating income	6,628	4,013
Other operating expenses	-35,843	-39,616
Employee benefit expenses	-71,294	-73,880
Depreciation and amortization	-12,585	-13,018
Operating profit	4,479	-2,197
Financial income	2,639	648
Finance expenses	-4,719	-5,198
Financial result	-2,080	-4,550
Profit before income taxes	2,399	-6,747
Income taxes	-2,786	-2,922
Profit or loss for the period from continuing operations	-387	-9,669
After-tax profit (loss) of discontinued operation	310,748	5,726
PROFIT FOR THE PERIOD	310,361	-3,943
Other comprehensive income in the period, net of taxes:		
Other comprehensive income in the period, net of taxes, that can be reclassified to profit or loss in the future	-2,843	-19,383
Adjustment item for translation differences (foreign operations)	-2,917	-19,239
After-tax cash flow hedges	74	-144
Other comprehensive income in the period, net of taxes, that is not reclassified to profit or loss	-9	0
Remeasurement of post-employment benefit obligations, net of taxes	-9	0
Other comprehensive income in the period, net of taxes	-2,851	-19,383
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	307,510	-23,326
Profit attributable to		
Shareholders of the parent company	310,325	-3,976
Non-controlling interests	37	34
Total comprehensive income attributable to		
Shareholders of the parent company	307,471	-23,363
Non-controlling interests	38	38
	307,509	-23,325
(Un)diluted earnings per share (in EUR)	9.74	-0.12

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Adjustments

The management adjusts the result by certain expenses for the purpose of managing the Group's operations. Adjustments are made in accordance with the management approach in segment reporting. Hence, the following adjusted results reflect the Management Board's perspective.

In Q1 2026, adjustments totaling EUR 0.6 million (Q1 2025: EUR 0.4 million) were made within the EBITDA. These are non-recurring expenses for the transformation of the organization. Within EBITA, depreciation and amortization of property, plant and equipment from purchase price allocations amounted to EUR 0.1 million (Q1 2025: EUR 0.2 million), and within EBIT, amortization of intangible assets from purchase price allocations amounted to EUR 1.1 million (Q1 2025: EUR 1.4 million).

Notional income taxes resulting from the adjustments are calculated using the tax rates of the respective local companies affected and included in the adjusted result after taxes. The following table shows the result adjusted for the effects mentioned here:

Adjustments¹

in EUR thousand	Q1 2026 reported	Adjustments	Q1 2026 adjusted
Group sales revenue	208,644	0	208,644
Change in inventories of finished goods and work in progress	-378	0	-378
Other own work capitalized	720	0	720
Cost of materials	-91,413	226	-91,187
Gross profit	117,573	226	117,799
Other operating income and expenses	-29,215	-1,563	-30,778
Employee benefit expenses	-71,294	1,925	-69,369
EBITDA	17,064	588	17,652
Depreciation of property, plant and equipment	-10,586	139	-10,447
EBITA	6,478	727	7,205
Amortization of intangible assets	-1,999	1,124	-875
Operating profit (EBIT)	4,479	1,851	6,330
Financial result	-2,080	0	-2,080
Earnings before income taxes	2,399	1,851	4,250
Income taxes	-2,786	-463	-3,249
Profit or loss for the period from continuing operations	-387	1,388	1,001
Non-controlling interests	37	0	37
Profit or loss for the period from continuing operations attributable to shareholders of the parent company	-424	1,388	964
Earnings per share from continuing operations (in euros)	-0.01	0.04	0.03
Profit or loss for the period of the Group attributable to shareholders of the parent company	310,324	-307,702	2,622
Earnings per share (in EUR)	9.74	-9.66	0.08

¹Discrepancies in decimal places may occur due to commercial rounding.

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Notes to the Development of Sales and Earnings

Consolidated revenue based on continuing operations falls in Q1 2026 by 5.7%

In Q1 2026, NORMA Group's consolidated sales revenue totaled EUR 208.6 million compared with the same period a year earlier (Q1 2025: EUR 221.2 million), representing a decline of 5.7%. This includes primarily negative exchange rate effects of -4.4% related to the US dollar and the Chinese renminbi. Adjusted for these currency effects, NORMA Group recorded a decline in sales of just 1.3% in the first three months of 2025.

This development at the Group level was mirrored in the Americas and EMEA regional segments. The decline in sales was most pronounced in the EMEA region in Q1 2026 due to continued weak demand from the European automotive industry. Negative currency effects were pronounced in the Americas region, where sales declined organically only slightly. The Asia-Pacific region posted positive organic growth thanks to good demand from China, but it was unable to offset the onerous currency effects. Both the Mobility & New Energy and Industry Applications business segments posted positive organic growth in the region.

Industry Applications: Q1 2026 with almost stable revenue

Sales in the Industry Applications business segment between January and March 2026 totaled EUR 66.3 million and was almost stable at -0.6% compared with the same quarter of the previous year (Q1 2025: EUR 66.7 million). Negative translation effects (-5.4%) impacted revenue performance in Q1 2026. Adjusted for the currency effects, however, organic growth amounted to 4.9%, supported across all regional segments but especially the APAC region due to good demand in China. The launch of a major data center order in Malaysia also had a positive impact. This project uses high-performance cable clamps from NORMA Group that are produced at the Changzhou site in China.

Mobility & New Energy: Development in the current reporting period below previous year's level

The Mobility & New Energy business segment generated sales revenues in Q1 2026 amounting to EUR 142.3 million, representing a decline of 7.9% compared with the same quarter of the previous year (Q1 2025: EUR 154.5 million). This was due to negative currency effects of 3.9%. Adjusted for these effects, the organic decline was 3.9%, which resulted primarily from lower demand.

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Material cost ratio

The cost of materials in the first three months of 2026 amounted to EUR 91.2 million, significantly lower than the previous year's figure (Q1 2025: EUR 97.9 million). This corresponds to a decrease of 6.9%. This decline is mainly attributable to a more favorable product mix as well as to lower prices for selected raw materials and energy costs relevant for NORMA Group. In addition, the lower revenue volume in the reporting period had a reducing effect on cost of materials. The material cost ratio – defined as the ratio of the cost of materials to revenue – was 43.7% in the first three months of the current fiscal year and was thus lower than in the previous year (Q1 2025: 44.3%). The material cost ratio in relation to total operating performance (sales revenue plus changes in inventories and other capitalized own work) was 43.6% in Q1 2026 (Q1 2025: 44.9%). The buildup of inventories of finished goods and work in progress in Q1 2026 of EUR 0.4 million (Q1 2025: reduction in inventories of EUR 3.8 million) had a negative effect on the material cost ratio, but to a lesser extent than in the same period of the previous year.

Gross margin

Gross profit (sales revenue less cost of materials plus inventory changes and other capitalized own work) for Q1 2026 was EUR 117.8 million and thus 2.1% lower than the previous year's figure (Q1 2025: EUR 120.3 million). The decline is mainly due to the lower sales revenue in the first three months of 2026. In addition, the buildup of inventories of finished goods and work in progress of EUR 0.4 million (Q1 2025: EUR 3.8 million) had a negative impact on gross profit. The gross margin was 56.5% and therefore higher than the previous year's figure (Q1 2025: 54.4%), in particular due to the improved material cost ratio.

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Personnel cost ratio

Expenses for employee benefits in Q1 2026 totaled EUR 69.4 million, 6.1% below the same quarter of the previous year (Q1 2025: EUR 73.8 million). This decline stems mainly from the reduction in the number of employees that was brought about by the ongoing transformation. Furthermore, net termination payments to Management Board members who have left office have fallen substantially year over year. The personnel cost ratio – defined as the ratio of personnel expenses to revenue – was almost at the previous year's level in Q1 2026 at 33.2% (Q1 2025: 33.4%). This is due to the fact that personnel costs developed less dynamically compared with the decline in revenue.

Development of the workforce by region

	March 31, 2026	Dec. 31, 2025	March 31, 2025
EMEA	3,297	3,335	3,408
Americas	755	724	785
Asia-Pacific	635	650	755
Core workforce	4,687	4,709	4,948
EMEA	264	218	369
Americas	761	729	831
Asia-Pacific	342	285	277
Temporary workers	1,367	1,231	1,477
Total workforce	6,054	5,940	6,425

Other operating income and expenses

The balance of other operating income and expenses amounted in Q1 2026 to EUR -30.8 (Q1 2025: EUR -35.2 million) and has thus improved significantly as a result. Other operating income and expenses as a percentage of sales amounted in the period from January to March 2026 to 14.8% (Q1 2025: 15.9%).

Other operating income includes, in particular, foreign currency gains from operating activities of EUR 2.6 million (Q1 2025: EUR 0.9 million) and income from the reversal of liabilities and unused provisions in the amount of EUR 2.2 million (Q1 2025: EUR 0.7 million).

Other operating expenses amounted to EUR 35.4 million, down 9.8% on the same quarter of the previous year (Q1 2025: EUR 39.2 million). The decline is primarily attributable to lower expenses for temporary staff and other personnel-related expenses (Q1 2026: EUR 8.9 million; Q1 2025: EUR 9.4 million) and consulting and marketing expenses (Q1 2026: EUR 4.0 million; Q1 2025: EUR 4.9 million). IT and telecommunications expenditures declined in the reporting quarter (Q1 2026: EUR 5.3 million; Q1 2025: EUR 7.2 million). Total freight expenses fell year over year (Q1 2026: EUR 4.1 million; Q1 2025: EUR 5.3 million). This decline was due to the need for special freight during the same period of the previous year in connection with the implementation of a new ERP system at the Maintal site.

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Adjusted EBIT and adjusted EBIT margin

EBIT, adjusted for depreciation and amortization of tangible and intangible assets from purchase price allocations as well as expenses for the preparation of the sale of the Water Management business and costs for initiating the planned transformation of the organization planned starting in 2025, increased significantly despite the decline in sales described above to EUR 6.3 million (Q1 2025: EUR -0.2 million). As a consequence, the adjusted EBIT margin rose in the first three months of 2026 to 3.0% (Q1 2025: -0.1%). This substantial margin improvement was driven by a significant increase in the gross margin due to a decline in the material cost ratio (43.6% in Q1 2026 vs. 44.9% in Q1 2025), which rose from 54.4% in the same quarter of the previous year to 56.5% in Q1 2026. The aforementioned decline in other operating incomes and expenses in relation to sales also helped. The personnel cost ratio was down slightly by 33.2% compared with the same quarter of the previous year (Q1 2025: 33.4%).

Financial result

The financial result amounted in Q1 2026 to EUR -2.1 million, significantly higher than in previous year's figure (Q1 2025: EUR -4.6 million). The main driver of this development was lower net interest expense (Q1 2026: EUR -2.8 million; Q1 2025: EUR -3.9 million), in particular due to higher interest income. In addition, in the first three months of 2026, net currency losses amounting to EUR 0.1 million (Q1 2025: EUR -0.3 million) were included in the financial result.

Financial result

in EUR thousand	Q1 2026	Q1 2025
Finance expenses		
Interest expenses		
Bank borrowings	-3,603	-4,477
Hedging instruments		528
Leases	-215	-257
Expenses for interest accrued on pensions	-8	-54
Foreign exchange losses on financing activities	-232	-633
Expenses from valuation of derivatives	-93	0
Other financial cost	-569	-369
	-4,720	-5,198
Financial income		
Interest income on short-term bank deposits	1,015	340
Foreign exchange result on financing activities	341	308
Income from valuation of derivatives	1,283	0
Other financial income		79
	2,639	648
Financial result	-2,081	-4,550

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Adjusted net profit for the period and adjusted earnings per share

The adjusted (after-tax) profit or loss for the period in Q1 2026 was EUR 1.0 million (Q1 2025: EUR -8.4 million). The year-over-year increase is mainly due to the improved financial result as well as lower tax expenses. Based on an unchanged number of 31,862,400 shares, adjusted earnings per share was slightly positive at EUR 0.03 (Q1 2025: EUR -0.27).

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Assets

in EUR thousand	March 31, 2026	Dec. 31, 2025	March 31, 2025
Non-current assets			
Goodwill	163,723	165,264	401,568
Other intangible assets	23,962	24,829	141,895
Property, plant and equipment	217,933	219,884	307,629
Other non-financial assets	1,032	1,154	1,298
Other financial assets	926	994	1,154
Contract assets	0	0	88
Derivative financial assets	0	14	2,909
Income tax assets	192	218	466
Deferred income tax assets	17,034	16,047	13,589
	424,802	428,404	870,596
Current assets			
Inventories	145,757	144,811	214,816
Other non-financial assets	23,196	20,853	30,097
Other financial assets	58,566	1,990	6,297
Derivative financial assets	918	2,238	671
Income tax assets	3,280	7,214	2,151
Trade and other receivables	146,201	127,437	182,970
Contract assets	0	0	0
Cash and cash equivalents	544,747	85,294	108,364
Assets held for sale		432,497	
	922,665	822,334	545,366
Total assets	1,347,467	1,250,738	1,415,962

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Equity and liabilities

in EUR thousand	March 31, 2026	Dec. 31, 2025	March 31, 2025
Equity			
Subscribed capital	31,862	31,862	31,862
Capital reserve	210,323	210,323	210,323
Other reserves	-33,199	-30,355	13,803
Retained earnings	662,283	351,987	441,870
Equity attributable to shareholders of the parent company	871,269	563,817	697,858
Non-controlling interests	300	318	326
Total equity	871,569	564,135	698,184
Liabilities			
Non-current liabilities			
Pensions	8,447	8,598	9,794
Provisions	7,864	7,235	6,800
Borrowings	26,708	26,708	364,896
Other non-financial liabilities	677	728	1,130
Contract liabilities	0	0	28
Lease liabilities	14,646	14,973	29,192
Other financial liabilities	6	0	22
Derivative financial liabilities	8	0	0
Deferred income tax liabilities	6,193	5,642	36,013
	64,549	63,884	447,875
Current liabilities			
Provisions	29,147	36,074	9,913
Borrowings	39,910	332,091	30,627
Other non-financial liabilities	43,395	38,565	51,878
Contract liabilities	553	321	434
Lease liabilities	7,439	7,200	11,480
Other financial liabilities	8,948	9,065	9,450
Derivative financial liabilities	609	2,148	295
Income tax liabilities	162,990	5,828	6,593
Trade and other payables	118,358	105,014	149,233
Liabilities related to assets held for sale		86,413	
	411,349	622,719	269,903
Total liabilities	475,898	686,603	717,778
Total equity and liabilities	1,347,467	1,250,738	1,415,962

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Notes to the Asset and Financial Position

The assets and liabilities of the Water Management business were sold on February 2, 2026. In accordance with the provisions of IFRS 5, no retrospective restatement has been made of the previous year's figures as of March 31, 2025. Because the statement of financial position for the previous fiscal year still includes the Water Management business, total equity and liabilities as of March 31, 2026, are not comparable with the previous year's figures. For more information, see the section [DISCONTINUED OPERATIONS](#). This table contains an overview of the impacts of the disposal on the consolidated statement of financial position. The previous year's figures as of December 31, 2025 already take into account the classification of the assets and liabilities of the Water Management business as a disposal group.

Assets

Total assets as of the reporting date March 31, 2026, amounted to EUR 1,347.5 million, an increase of 7.7% compared to the end of 2025 (Dec. 31, 2025: EUR 1,250.7 million). Compared with March 31, 2025 (EUR 1,416.0 million), total assets and liabilities declined by 4.8%.

Non-current assets

Non-current assets as of March 31 2026 amounted to EUR 424.8 million, which represents a decline compared to the end of 2025 (Dec. 31. 2025: EUR 428.4 in millions) of 0.8%. The decrease was mainly due to write-downs on intangible assets and property, plant, and equipment, which more than offset capital expenditures. Non-current assets accounted for 31.5% of total assets as of the reporting date of March 31, 2026 (Dec. 31, 2025: 34.3%).

A total of EUR 6.5 million was invested in fixed assets in the period from January to March 2026 (Q1 2025: EUR 9.6 million). In addition, EUR 1.0 million (Q1 2025: EUR 1.5 million) was recognized as additions to fixed assets for the capitalization of rights of use for rented land and buildings, including as part of exercised extension options. Capital expenditures included capitalized own work in the amount of EUR 0.7 million (Q1 2025: EUR 0.8 million). There were no significant disposals.

Current assets

Current assets amounted to EUR 922.7 million on the reporting date and erhöhten compared to the end of 2025 (Dec. 31. 2025: EUR 822.3 million) by 12.2%. Compared with the cut-off date of the previous year, current assets gestiegen by 69.2% (March 31, 2025: EUR 545.4 million). Current assets accounted for 68.5% of total assets as of March 31, 2026 (Dec. 31, 2025: 65.7%) and thus increased slightly.

(Trade) working capital increased

(Trade) working capital (inventories plus receivables minus payables, in each case mainly trade receivables and trade payables) amounted to EUR 173.6 million as of March 31, 2026, and was therefore 3.8% higher than at the end of 2025 (Dec 31, 2025: EUR 167.2 million).

The significantly higher inventory of trade receivables (March 31, 2026: EUR 146.2 million; Dec. 31, 2025: EUR 127.4 million) increased (trade) working capital; the inventory of trade payables increased in the opposite direction as of March 31, 2026 (March 31, 2026: EUR 118.4 million; Dec. 31, 2025: EUR 105.0 million) and offset the increase in receivables.

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Inventories (March 31, 2026: EUR 145.8 million; Dec. 31, 2025: EUR 144.8 million) were at a comparable level.

Compared with the previous year's reporting date (March 31) 2025: EUR 248.6 million), (trade) working capital fell by 30.2%. This is mainly due to the disposal of the discontinued operation.

Other non-financial assets

Other non-financial assets were as follows:

Other non-financial assets

in EUR thousand	March 31, 2026	Dec. 31, 2025
Prepaid expenses and deferred charges	9,808	6,134
Sales tax assets	9,250	11,022
Prepayments made	3,014	2,622
Consideration payable to a customer	1,256	1,341
Other assets	900	888
	24,228	22,007

Equity ratio at a high level after disposal

Consolidated equity as of March 31, 2026 was EUR 871.6 million. Compared with the end of 2025 (Dec. 31, 2025: EUR 564.1 million), this corresponds to an increase of 54.5%. The equity ratio was 64.7% as of the quarterly reporting date (Dec. 31, 2025: 45.1%). The development of equity is due in particular to the increase in the retained earnings due to a positive profit for the period (EUR 310.4 million).

Non-current and current liabilities

Non-current liabilities amounted to EUR 64.5 million as of March 31, 2026, a decrease of 1.0% or EUR 0.7 million compared to the end of 2025 (Dec. 31, 2025: EUR 111.6 million). Current liabilities amounted to EUR 411.3 million on the reporting date of the current reporting quarter, a decrease of 33.9% or EUR 211.4 million compared to December 31, 2025 (EUR 622.7 million).

Net liquidity from disposal proceeds

The following information on net liquidity and net financial liabilities relates both to continuing operations and to discontinued operations and is presented on an aggregate basis.

Net liquidity as of March 31 2026 at EUR 446.5 million after net debt of EUR 316.1 million at the end of 2025, which corresponds to a decline of -245.5% or EUR 753.4 million. This was due to the net cash inflows from the total of the operating cash outflows in the amount of EUR 15.9 million and the net cash inflows from investing activities in the amount of EUR 757.1 million, which include the net contribution from the disposal of a discontinued operation.

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In contrast, current interest expenses and additions in the area of right-of-use assets increased net debt in the first three months of fiscal 2026. Cash-neutral net currency effects on financial liabilities as well as cash and cash equivalents had a reducing effect on net debt as of March 31, 2026.

Net liquidity / net debt of NORMA Group is as follows:

Net liquidity / net debt

in EUR thousand	March 31, 2026	Dec. 31, 2025
Loan	66,618	359,334
Derivative financial instruments – hedge accounting	617	2,148
Lease liabilities	22,085	39,534
Other financial liabilities	8,954	9,637
Financial liabilities	98,274	410,653
Cash and cash equivalents	544,747	94,555
Net liquidity (-) / net debt (+)	-446,473	316,098

Financial liabilities

The following information on financial liabilities relates to both continuing operations and discontinued operations for the comparative period and is presented on an aggregate basis.

With EUR 98.3 million, the financial liabilities of NORMA Group as of March 31, 2026 were 74.9% below the level of December 31, 2025 (EUR 410.7 million).

The loans changed primarily due to repayments of EUR 289.6 million made in Q1 2026.

Lease liabilities reduced slightly compared to the end of 2025. The changes relate mainly to the disposal of the discontinued operation in Q1 2026.

The decrease in other financial liabilities was chiefly the result of the drop in liabilities from the ABS and factoring programs.

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The maturities of the syndicated loans and the promissory note loans as of March 31, 2026, were as follows:

Maturity of loans 2026

in EUR thousands	up to 1 year	> 1 year up to 2 years	> 2 years up to 5 years	> 5 years
Syndicated bank facilities, net				
Promissory note, net	38,500		27,000	
Other loans				
Total	38,500	0	27,000	0

Other non-financial liabilities

Other non-financial liabilities were as follows:

Other non-financial liabilities

in EUR thousand	March 31, 2026	Dec. 31, 2025
Non-current		
Government grants		274
Other liabilities	677	770
	677	1,044
Current		
Government grants		102
Tax liabilities (excluding income taxes)	5,582	5,063
Social security liabilities	5,976	5,477
Personnel-related liabilities (e.g., vacations, bonuses, awards)	30,689	33,425
Other liabilities	1,281	811
	43,528	44,878
Other non-financial liabilities	44,205	45,922

Derivative financial instruments
Foreign exchange derivatives

As of March 31, 2026, foreign currency derivatives with a positive market value of EUR 0.9 million were held to hedge fair value changes and to hedge cash flows. Furthermore, foreign currency derivatives with a negative market value totaling EUR 0.01 million were held to hedge cash flows and to hedge changes in fair value.

The foreign currency derivatives used to hedge cash flows are used to hedge against fluctuations in the exchange rate arising from operating activities. Foreign currency derivatives to hedge changes in fair value are used to hedge external financing liabilities, bank balances denominated in foreign currencies, and intercompany monetary items against fluctuations in the exchange rate.

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in EUR thousand	Q1 2026	Q1 2025
Operating activity		
Profit for the period	310,361	-3,942
Depreciation and amortization	12,689	19,303
Gain (-) / loss (+) on disposal of property, plant and equipment	84	-27
Change in provisions	-7,054	1,434
Change in deferred taxes	168	298
Change in inventories, trade receivables and other assets not attributable to investing or financing activities	-31,208	-36,922
Change in trade payables and other liabilities not attributable to investing or financing activities	7,398	18,895
Change in liabilities from reverse factoring programs	-974	—
Interest expenses for the period	3,883	4,528
Income (-) / expenses (+) from the valuation of derivatives	-1,431	323
Profit (-) from the sale of a discontinued operation	-310,271	—
Other non-cash expenses (+) / income (-)	418	1,118
Cash inflow/outflow from operating activities	-15,938	5,007
thereof cash inflow from interest received	1,029	340
thereof cash outflow from income taxes	-5,644	-4,741
Investing activities		
Disposal of a discontinued operation less cash and cash equivalents disposed of	821,478	—
Acquisition of intangible assets and property, plant and equipment	-7,643	-10,716
Proceeds from the sale of property, plant and equipment	-217	343
Acquisition of financial instruments	-56,532	—
Cash outflow/inflow from investing activities	757,086	-10,373
Financing activities		
Interest paid	-5,239	-4,922
Dividends paid to non-controlling interests	-84	-88
Proceeds from loans	72,355	—
Repayment of loans	-361,573	-2,936
Repayments from / proceeds from hedging derivatives	1,295	385
Repayment of lease liabilities	-2,593	-3,361
Cash outflow/inflow from financing activities	-295,840	-10,922
Net change in cash and cash equivalents	445,308	-16,288
Cash and cash equivalents at the beginning of the fiscal year	94,555	127,130
Effects of currency translation on cash and cash equivalents	4,884	-2,478
Cash and cash equivalents at the end of the period	544,747	108,364

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The following disclosures and explanations relate to the Group as a whole, i.e., including the discontinued operation.

Group-wide financial management

A detailed overview of NORMA Group's general financial management is provided in the [ANNUAL REPORT 2025](#).

Net operating cash flow

In the reporting period of January to March 2026, the net operating cash flow was EUR -19.7 million and thus 2025 lower when compared with the previous quarter (Q1 2025: EUR 3.1 million). This development is largely due to a greater buildup of (trade) working capital in comparison to that at the end of 2025 (Q1 2026: EUR -33.6 million; Q1 2025: EUR -14.5 million) relative to the reporting period's EBITDA. In the first quarter of 2026, developments in the area of (trade) working capital were influenced by the reversal of the factoring program in the United States due to the preparations for the sale that took place in February.

Investments from operating business (Q1 2026: EUR 6.8 million; Q1 2025: EUR 8.3 million) were lower year over year.

EBITDA declined compared with the same period of the previous year (Q1 2026: EUR 20.7 million; Q1 2025: EUR 25.9 million).

Cash flow from operating activities

Cash flow from operating activities amounted to EUR -15.9 million in the current reporting quarter (Q1 2025: EUR 5.0 million). Cash flow from operating activities is influenced by changes in current assets, provisions and liabilities (excluding liabilities related to financing activities).

As in the previous year, the Company participated in a reverse factoring program as well as a factoring and an ABS program. Liabilities included in the reverse factoring program are reported under trade payables and similar liabilities. The cash flows from the reverse factoring, factoring, and ABS programs are presented under cash flow from operating activities, as this corresponds to the economic substance of the transactions.

The corrections included in the cash flows from operating activities for Erträge from the measurement of derivatives in the amount of EUR 1.4 million (Q1 2025: Aufwendungen in the amount of EUR 0.3 million) concern changes in the fair value of foreign currency derivatives and interest rate swaps recognized in profit or loss, which are allocated to financing activities.

The adjusted other non-cash income (-) / expenses (+) mainly include expenses from the currency translation of external financing liabilities and intragroup monetary items in the amount of EUR 0.4 million (Q1 2025: expenses in the amount of EUR 0.0 million). Cash flows resulting from interest paid are disclosed as cash flows from financing activities.

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Cash flow from investing activities

Cash flow from investing activities in Q1 2026 was EUR 757.1 million (Q1 2025: EUR -10.4 million) and includes a net contribution from the disposal of a discontinued operation in Q1 2026 of EUR 821.5 (Q1 2025: EUR 0.0 million). In addition, cash outflows from the acquisition of financial instruments in the amount of EUR -56.5 million (Q1 2025: EUR 0.0 million) are included.

It also includes net cash outflows of EUR 7.9 million from the procurement and disposal of non-current assets (Q1 2025: EUR 10.4 million). This amount includes the change in liabilities for the acquisition of intangible assets and property, plant and equipment of EUR -1.1 million (Q1 2025: EUR -2.4 million).

Cash flow from financing activities

Cash flows from financing activities for the three-month period of 2026 amounted to EUR -295.8 million (Q1 2025: EUR -10.9 million). This mainly includes net repayments of loans of EUR -289.6 million.

Cash flows from financing activities also include repayments of EUR 0.4 million from ABS and factoring (Q1 2025: EUR 2.9 million), repayments of debts from leases in the amount of EUR 2.6 million (Q1 2025: EUR 3.4 million), and interest payments (Q1 2026: EUR 5.2 million; Q1 2025: EUR 4.9 million). The same period of the previous year also included net proceeds from loans of EUR 0.0 million.

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for the period from January 1 to March 31, 2026

	EMEA		Americas		Asia-Pacific		Total segments		Central functions		Consolidation		Group	
in EUR thousand	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025
Total segment revenue	121,120	123,232	66,666	74,831	30,532	32,062	218,318	230,125	12,745	12,961	-22,419	-21,915	208,644	221,171
intersegment revenue	6,972	5,687	1,630	1,831	1,073	1,436	9,675	8,954	12,745	12,961	-22,420	-21,915	0	0
External sales revenue	114,148	117,545	65,036	73,000	29,459	30,626	208,643	221,171	0	0	0	0	208,644	221,171
Contribution to Group external sales	55%	53%	31%	33%	14%	14%	100%	100%						
Gross profit ¹	67,387	66,100	34,711	37,660	15,925	16,451	118,023	120,211	k.A.	k.A.	-224	93	117,799	120,304
Personnel expenses	-41,303	-42,411	-15,602	-17,089	-5,942	-7,133	-62,847	-66,633	-6,522	-7,214	0		-62,847	-66,633
Other operating expenses	-24,008	-27,553	-14,756	-16,400	-7,082	-6,205	-45,846	-50,158	-14,899	-20,979	25,371	31,901	-20,475	-18,257
Adjusted EBITDA¹	9,677	4,044	6,298	6,059	4,977	4,147	20,952	14,250	-2,960	-3,227	-340	208	17,652	11,231
Adjusted EBITDA margin ^{1, 2}	8.0%	3.3%	9.4%	8.1%	16.3%	12.9%							8.5%	5.1%
Depreciation and amortization excl. PPA depreciation ³	-5,688	-5,616	-2,799	-2,920	-1,839	-1,953	-10,326	-10,489	-124	-104			-10,450	-10,593
Adjusted EBITA⁴	3,989	-1,572	3,499	3,139	3,138	2,194	10,626	3,761	-3,084	-3,331	-340	208	7,202	638
Adjusted EBITA margin ^{1, 2}	3.3%	-1.3%	5.2%	4.2%	10.3%	6.8%							3.5%	0.3%
Amortization without PPA amortization ³	-335	-357	-444	-412	-65	-71	-844	-840	-37	-58	7	15	-874	-883
Adjusted EBIT¹	3,654	-1,929	3,055	2,727	3,073	2,123	9,782	2,921	-3,121	-3,389	-333	223	6,328	-245
Adjusted EBIT margin ^{1, 2}	3.0%	-1.6%	4.6%	3.6%	10.1%	6.6%							3.0%	-0.1%
Assets ⁴	537,061	528,759	372,230	267,952	146,119	135,873	1,055,410	932,584	422,108	191,038	-134,869	-305,381	1,342,649	818,241
Liabilities ⁵	167,804	158,756	69,108	292,568	35,922	32,335	272,834	483,660	185,679	472,437	15,867	-355,906	474,380	600,191
CapEx ⁶	2,581	3,177	3,497	5,262	874	1,113	6,952	9,552	39	53	-477	-53	6,514	9,552
Number of employees ⁷	3,181	3,284	747	795	636	757	4,564	4,836	124	132	0	k.A.	4,688	4,968

 1_The adjustments are explained in the [ADJUSTMENTS](#) section.

2_Based on segment sales revenue.

3_Depreciation from purchase price allocations.

4_Including allocated goodwill; taxes are included in the column "Consolidation"; prior-year figures as of December 31, 2025.

5_Taxes are included in the column "Consolidation"; prior-year figures as of December 31, 2025.

6_Including capitalization for right-of-use assets related to movable assets.

7_Number of employees (average).

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Notes to the Development of the Segments

The share of revenue generated by foreign Group companies in the first three months of 2026 was 85.8%. This represents an increase compared to the same quarter of the previous year (Q1 2025: 86.7%).

EMEA

In the period from January to March 2026, sales (external sales revenue) in the EMEA region amounted to EUR 114.2 million and was therefore below the previous year's figure (Q1 2025: EUR 117.5 million) by 2.9%. Currency effects had a dampening effect of -0.8%.

In the Industry Applications segment, sales in the EMEA region amounted to EUR 33.2 million in the period from January to March 2026 (Q1 2025: EUR 32.1 million) and thus were 3.2% higher year over year. For Mobility & New Energy, revenue reached EUR 81.0 million (Q1 2025: EUR 85.4 million) and thus remained 5.1% below the same quarter of the previous year. Higher volumes in Industry Applications were compensated by lower volumes in Mobility & New Energy. Prices in both segments rose slightly year over year. The EMEA region's share in Group sales for Q1 2026 was 55% (Q1 2025: 53%).

Adjusted EBIT for the EMEA region in the current reporting period rose substantially year over year (Q1 2026: EUR 3.7 million; Q1 2025: EUR -1.9 million). The adjusted EBIT margin amounted to 3.0% (Q1 2025: -1.6%). The source of this improvement in Q1 2026 was in particular the elimination of last year's additional expenses from the implementation of an ERP system at the Maintal site, which began at the start of 2025. At that time, these mainly comprised costs for special freight and shifts as well as for IT and consulting services. This was due to system-related delays in the logistics of goods removal and processing.

Investments in the EMEA region in Q1 2026 amounted to EUR 2.6 million (Q1 2025: EUR 3.2 million). They primarily related to the site in Germany.

Americas

In the Americas region, external sales in Q1 2026 amounted to EUR 65.0 million (Q1 2025: EUR 73.0 million), resulting in a decline of 10.9% compared with the same quarter a year earlier. Negative currency effects (-9.4%) were the main driver of this development, along with a decrease in the sales volume, especially in Mobility & New Energy. Positive price effects in both areas could not offset this.

Revenue in Mobility & New Energy amounted to EUR 40.6 million (Q1 2025: EUR 46.8 million). Revenue in Industry Applications was almost stable at EUR 24.4 million (Q1 2024: EUR 26.2 million). On the whole, the Americas region's share of Group revenue fell slightly in the reporting quarter to 31% (Q1 2025: 33%).

Adjusted EBIT for the Americas region rose in Q1 2026 to EUR 3.1 million (Q1 2025: EUR 2.7 million). The EBIT margin was 4.6% (Q1 2025: 3.6%). The EBIT margin benefited from positive price realizations in the US business in connection with the tariffs.

Investments made in the Americas in the first three months of 2026 totaled EUR 3.5 million (Q1 2025: EUR 5.3 million), which mainly involved the plants in the United States.

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Asia-Pacific

In the Asia-Pacific region, external sales revenue in Q1 2026 amounted to EUR 29.5 million and were thus 3.8% below the figure for the corresponding quarter of the previous year (Q1 2025: EUR 30.6 million). Before foreign currency effects of -6.2%, organic growth amounted to 2.4%.

In Mobility & New Energy, volumes and prices were largely unchanged from the same quarter a year earlier, whereas currency effects had a negative effect of 7.0%. Sales revenue for the first quarter declined overall by 6.9%. In Mobility & New Energy, sales in the current reporting quarter in the Asia-Pacific region amounted to EUR 20.7 million (Q1 2025: EUR 22.2 million).

With sales growth of 4.5%, Industry Applications performed satisfactorily compared with the same quarter of the previous year, driven by organic growth of 8.5% that more than offset negative currency effects of -4.0%. Revenue for Industry Applications thus rose year over year (Q1 2026: EUR 8.8 million; Q1 2025: EUR 8.4 million). The Asia-Pacific region still accounted for around 14.1% of Group sales in Q1 2026 (Q1 2025: 13.8%).

Adjusted EBIT for the Asia-Pacific region in Q1 2026 was EUR 3.1 million (Q1 2025: EUR 2.1 million). The adjusted EBIT margin reached 10.1% (Q1 2025: 6.6%). This encouraging growth resulted chiefly from the reduction of higher personnel costs in the same quarter of the previous year owing to a lack of flexibility in personnel structures in connection with lower sales.

Investments in the Asia-Pacific region in Q1 2026 amounted to EUR 0.9 million (Q1 2025: EUR 1.1 million) and were primarily made at the plants in China.

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DISCONTINUED OPERATIONS

On February 2, 2026, NORMA Group successfully completed the sale of its Water Management business to the US company Advanced Drainage Systems (ADS) as planned.

The Water Management business was not previously classified as a discontinued operation or as held for sale. The previous year's figures for the Consolidated Statement of Comprehensive Income were adjusted accordingly in order to present the discontinued operation separately from continuing operations.

Intra-Group transactions were eliminated entirely from the consolidated financial results. Eliminations have been allocated to continuing operations and discontinued operations in a manner that reflects the continuation of these transactions after the disposal, because the Management Board believes this type of presentation is useful.

Transactions between continuing operations and discontinued operations were analyzed from an economic perspective and eliminated based on this in one of the two areas. Transaction costs incurred in connection with the sales process have been allocated to discontinued operations.

Profit from discontinued operations

in EUR thousand	Q1 2026	Q1 2025
Sales revenue	16,766	63,042
Net expenses	-15,351	-55,503
Earnings from operating activities (EBIT)	1,415	7,539
including costs related to the sale of the discontinued operation	-1,571	n/a
Profit before tax from operating activities	1,406	-1,769
Tax expense	-928	-1,651
Profit after tax from operating activities	478	-3,420
Profit from the sale of the discontinued operation	470,749	n/a
Income taxes on the profit from the sale of the discontinued operation	-160,479	n/a
Profit (loss) from discontinued operations, after taxes	310,748	5,726
Undiluted earnings per share (in EUR)	9.75	0.18

The profit after tax of the discontinued operation of EUR 310,748 thousand (Q1 2025: profit of EUR 5,726 thousand) is attributable in full to the owners of the parent company. From the loss from the continuing operations of EUR 387 thousand (Q1 2025: loss of EUR 9,669 thousand), income of EUR 37 thousand is not attributable to the owners of the parent company (Q1 2025: EUR 34 thousand).

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The cash flow up to the completion of the sale can be reconciled as follows:

Cash flows from discontinued operations

in EUR thousand	Q1 2026	Q1 2025
Cash flow from operating activities	-31,189	-1,699
Cash inflow / cash outflow from investing activities	820,701	-3,926
Cash outflow from financing activities	-1,507	-2,565
Net increase/decrease in cash generated by discontinued operations	788,005	-8,190

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Impacts of the disposal on the Group's balance sheet items
Impacts of the disposal on the Group's balance sheet items

in EUR thousand	March 31, 2026
Non-current assets	
Goodwill	165,416
Other intangible assets	99,859
Property, plant and equipment	74,089
Income tax assets	6
Deferred income tax assets	406
Current assets	
Inventories	50,765
Other non-financial assets	2,511
Other financial assets	451
Income tax assets	447
Trade and other receivables	43,267
Cash and cash equivalents	10,349
Non-current liabilities	
Pensions	-111
Provisions	-581
Other non-financial liabilities	-321
Lease liabilities	-12,468
Deferred income tax liabilities	-32,263
Current liabilities	
Provisions	-104
Borrowings	-738
Other non-financial liabilities	-6,093
Lease liabilities	-4,090
Other financial liabilities	-411
Income tax liabilities	-48
Trade and other payables	-25,221
Net assets and liabilities	365,116
Cash consideration received	831,827
Cash and cash equivalents disposed of	-10,349
Net cash inflow	821,478

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Initial share buyback offer successfully completed

NORMA Group SE successfully completed its public share buyback offer in Q1 2026. A total of 3,185,471 shares were repurchased at an offer price of EUR 16.59 per share – corresponding to a total volume of around EUR 52.8 million. The acquired shares are to be held as treasury shares until further notice. The buyback was carried out on the basis of the authorization granted by the Annual General Meeting on May 13, 2025 and represents a first significant step in the announced capital repayment.

In the course of the capital allocation, NORMA Group intends to repatriate a total of up to EUR 260 million from the net cash inflow from the sale of the Water Management business to the shareholders. In addition to the share buyback that has already been carried out, the Management Board and the Supervisory Board are preparing further measures, in particular a capital reduction through the redemption of shares, which will be decided upon by the Annual General Meeting on July 1, 2026. NORMA Group will report on the next steps in due course. More information on the completed share buyback offer is available on the Investor Relations website.

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FORECAST 2026

The Management Board confirms the forecast for the full year 2026 published in the [ANNUAL REPORT 2025](#). The general economic environment remains characterized by heightened uncertainty, especially due to geopolitical tensions, trade policy developments, and ongoing structural changes in the relevant end markets.

At the same time, the global economy is expected to develop along a moderately positive trajectory overall, albeit with different regional dynamics. While solid growth is forecast for the United States, economic development in Europe remains restrained. In China, growth is expected to be weaker than in previous years but still positive.

In the end markets relevant to NORMA Group, fiscal 2026 is expected to be moderate overall. While demand in the automotive sector is expected to remain subdued, the situation in mechanical engineering and plant engineering is showing signs of a slight stabilization, but the momentum overall remains muted. The construction sector is forecast to follow a moderate trajectory.

Additional stress factors arise in particular from ongoing geopolitical tensions. These include the impacts of the armed conflict in the Middle East. This could adversely affect global value and transport chains, potentially posing additional logistical challenges for internationally operating industrial companies. In the geopolitical context, further developments in the Ukraine war remain a factor of uncertainty. In addition, there is a continuing risk of further protectionist measures in the context of global trade policy with potential impacts to international trade flows.

On the whole, the Management Board of NORMA Group SE expects the economic environment and the markets to remain highly volatile and is therefore considering fiscal 2026 with due caution.

Development of Group sales in fiscal 2026

Taking into account the aforementioned expected development in the regions and end markets relevant to NORMA Group and assuming that trade wars do not intensify yet again, that important raw materials and pre-products remain available, and that no further negative factors will arise worldwide in the course of 2026 that could lead to significant pressure on the NORMA Group's business performance, the Management Board anticipates Group revenue growth in the range of around 0% to 2% for fiscal 2026.

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Adjusted EBIT margin

With regard to earnings, management assumes that profitability in fiscal 2026 will improve year over year. This development is supported in particular by operational efficiency measures, savings on the material costs side, and measures to optimize the global location structure. At the same time, development of earnings will remain dependent on actual development of demand and possible additional negative effects from the macroeconomic environment. Against this backdrop, the Management Board expects an adjusted EBIT margin of around 2% to around 4% for fiscal 2026. The forecast for the adjusted EBIT margin is subject to the condition that no severely unfavorable market conditions arise that could lead to significant additional costs or restrictions in the implementation of operational efficiency measures.

With regard to the adjustment of earnings, the Management Board expects – as in previous years – that depreciation and amortization of tangible and intangible assets in connection with implemented M&A transactions, as well as certain related expenses and income, will be recognized. Depending on exchange rate developments in fiscal 2026, these are expected to amount to roughly up to EUR 5 million.

The implementation and execution of the planned measures from the transformation plan is expected to result in cumulative total costs in the range from around EUR 54 million to around EUR 61 million by 2028. Special expenses related to this amounting to about EUR 24 million are expected in fiscal 2026. These should be related mainly to expenses for severance payments under the restructuring measures, related consulting costs, and expenses from relocation of production. The company intends to adjust all extraordinary expenses from the global transformation in the operating result (EBIT).

Net operating cash flow

For the net operating cash flow in fiscal 2026, the Management Board forecasts a value in the range of around EUR 10 million to around EUR 20 million. This development is characterized in particular by expected payments in connection with the implementation of the transformation program as well as effects from the change in the basis of consolidation as a result of the sale of the water management business.

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Financial calendar 2026

Date	Event
July 1, 2026	Ordinary Annual General Meeting 2026, Frankfurt am Main
Aug. 11, 2026	Publication of Interim Report Q2 2026
Nov. 3, 2026	Publication of Interim Statement Q3 2026

The financial calendar is updated regularly. Please visit the website for the latest updates: www.normagroup.com

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