NORMA Group SE

Frequently Asked Questions regarding the Share Buyback pursuant to Section 71 para. 1 No. 6 AktG

These FAQ are for general information purposes only. The terms and conditions of the public share buyback offer of NORMA Group SE pursuant to Section 71 para. 1 No. 6 AktG are exclusively set out in the published offer document. In the event of discrepancies or contradictions, the offer document shall prevail.

The complete offer document including all deadlines, conditions and legal notices is available for download in the Investor Relations section on the NORMA Group website.

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No.	Topic / Question	Answer
General		
1.	**What is the rationale of the share buyback?**	The background of the public share buyback offer (the "Offer") is to allow the Company's shareholders to participate in the proceeds from the sale of the "Water Management" business unit. The public share buyback offer implements the resolution under agenda item 10 of the Annual General Meeting of NORMA Group SE held on July 1, 2026, pursuant to which the Annual General Meeting resolved to reduce the share capital by cancellation of shares under the

		simplified procedure for an aggregate repurchase price (excluding ancillary acquisition costs) of up to EUR 208 million.
2.	**Is the public share buyback offer being made in the United States of America?**	The public share buyback offer is being made exclusively under the laws of the Federal Republic of Germany. It is not intended to conduct the public share buyback offer under the laws of any foreign jurisdiction. The NORMA Group shares and the tender rights are traded exclusively in Germany. The public share buyback offer is being made in the United States in compliance with Regulation 14E of the US Exchange Act. NORMA Group intends to rely on the Tier-II exemption from Rule 14e-1(c) of the US Exchange Act in order to settle the payment of the purchase price in accordance with German law and German market practice. US shareholders should note in particular the subsection “Information for US shareholders" in the offer document.
3.	**Who can participate in the public share buyback offer?**	The public share buyback offer is open to all NORMA Group shareholders.
4.	**By when can I tender my shares? What is the timetable for the Offer?**	The acceptance period begins on August 17, 2026 at 12:00 am (Central European Summer Time) and ends on September 15, 2026 at 11:59 pm (Central European Summer Time). Please note that your Custodian Bank may set its own, different acceptance deadlines for organisational reasons. Tender rights will be credited to shareholders on August 20, 2026 for their holdings as of August 19, 2026. Trading in the tender rights commences on August 20, 2026 and ends on September 10, 2026. The result of the Offer is expected to be announced on September 17, 2026. Settlement of the Offer is expected to take place on September 24, 2026.

5.	**As of which date must I hold NORMA Group shares in order to participate in the public share buyback offer?**	Generally, shareholders may participate in the public share buyback offer from the beginning until the end of the acceptance period. However, tender rights are required in order to be able to sell shares securely as part of the public share buyback offer (see the section on the specific features of the residual allocation). Shareholders who hold NORMA Group shares in their account with their respective Custodian Bank on Wednesday, August 19, 2026 will automatically have tender rights credited to their securities account on August 20, 2026. The record date of Clearstream Banking on August 19, 2026 is decisive for calculating the number of tender rights each shareholder receives. This means that a customary transaction executed via the Frankfurt Stock Exchange/Xetra on August 17, 2026 will be taken into account with delivery/payment of the shares on T+2 on August 19, 2026 (= record date). The last possible trading day on the Frankfurt Stock Exchange/Xetra for the share cum tender rights is therefore August 17, 2026. The first trading day of the share ex tender rights is August 18, 2026. Individual arrangements (off-exchange transactions, etc.) in the share must be reviewed with regard to the specific settlement of these transactions. Here too, the record date is the relevant date, i.e., the investor whose shares have been delivered to their securities account on August 19, 2026 is entitled to the corresponding tender rights. In the event of individual arrangements, please consult your broker as to whether the general rules described above also apply to you.
6.	**Will tendered NORMA Group shares be admitted to**	No. Shareholders who have accepted the public share buyback offer can no longer sell the tendered NORMA Group shares.

	trading on the Frankfurt Stock Exchange?	
7.	**Is there a minimum acceptance threshold for the public share buyback offer?**	The public share buyback offer is not subject to achieving a minimum acceptance ratio.
8.	**Can the public share buyback offer be terminated early or extended by NORMA Group?**	An early termination of the Offer is not envisaged. However, NORMA Group reserves the right to extend the acceptance period. Should an extension of the acceptance period occur, this will be announced in due time on the Company's website and in the Federal Gazette (*Bundesanzeiger*).
9.	**What impact will the public share buyback offer have on the NORMA Group share price?**	NORMA Group cannot make any statements about the future development of the share price. The share price is influenced by a large number of factors that are outside the Company's control. Shareholders should make their investment decisions based on their own assessment and, if applicable, after consulting their advisers.
10.	**Can shares acquired during the acceptance period also be tendered?**	Yes, NORMA Group shares acquired during the acceptance period may also be tendered. However, in order to accept the Offer in the context of the exercise of the tender rights, you must have a corresponding number of tender rights in accordance with the tender ratio. Tender rights are allocated for shares held in the securities account on the record date. If you purchase additional shares during the acceptance period, you may need to acquire additional tender rights on the stock exchange in order to tender these shares in the context of the exercise of the tender rights. Alternatively, you can submit your shares without tender rights for the residual allocation (see also Question 31).

Offer Price

11.	**What is the consideration for tendering my NORMA Group shares?**	The Offer Price for one NORMA Group share is EUR 22.35 and takes into account the requirements of the resolution of the Annual General Meeting of July 1, 2026. This corresponds to a premium of 25.47 percent on the average closing price of NORMA Group SE shares in Xetra trading on the Frankfurt Stock Exchange over the three months up to August 13, 2026 (the "Reference Stock Price"). Compared with the closing price of the NORMA Group SE share on June 30, 2026, the day before the Annual General Meeting adopted the resolution on the measure now announced, the premium amounts to 27.42 percent.
12.	**What is the Reference Stock Price relevant for determining the Offer Price?**	The relevant period for determining the Reference Stock Price comprises the trading days on the regulated market of the Frankfurt Stock Exchange from May 13, 2026 to August 13, 2026. The relevant Reference Stock Price for this period is EUR 17.81.
13.	**How was the value of the Company determined in accordance with IDW S1?**	The standard "IDW S1" is the recognised standard in Germany for determining company values. The focus of IDW S1 is the capitalised earnings value: The value of the Company is derived from the future expected financial surpluses that may flow to the providers of capital from the Company. Therefore, what matters is not individual key figures as of a particular date or the current share price in isolation, but rather the Company's sustainable earnings and cash flow generation. The Discounted Cash Flow ("DCF") method was applied to value NORMA Group SE. DCF methods are capitalised earnings value methods based on present value: They derive the current value from the expected future financial

		surpluses economically attributable to the Company or its providers of capital. The Offer Price is within the independently determined value ranges per share newly calculated in accordance with the IDW S1 standard as of August 13, 2026.
14.	**When will I receive the consideration for the tendered NORMA Group shares?**	The consideration for the tendered NORMA Group shares will initially be credited to your Custodian Bank after completion of settlement. The Offer Price is expected to be available in the account of the respective Custodian Bank at Clearstream by September 24, 2026. In the event of pro rata consideration of declarations of acceptance in the context of the residual allocation, payment of the Offer Price may be delayed by a few days for technical settlement reasons. The exact time at which the corresponding consideration is credited to your account is the responsibility of your Custodian Bank and will regularly be after the aforementioned time at which the corresponding consideration is available to the respective Custodian Bank. Please contact your Custodian Bank for further information.
15.	**Why was no multiples-based valuation method used?**	According to IDW S1 as amended in 2026, the value of the Company is based on the capitalised earnings value, derived using a Discounted Cash Flow (DCF) method. Multiples-based valuation methods may also be used, but primarily to plausibility-check the valuation result and not as a substitute for a capitalised earnings value method. This was also done in the context of the IDW S1 valuation report.
16.	**Why was an IDW S1 valuation report used as the basis?**	The IDW S1 standard is the recognised valuation standard in Germany and thus ensures comparability and quality of the valuation.

17.	**What happens if the final payout volume is below the planned repayment amount of EUR 208 million?**	The Offer Price includes a premium of 25.47 percent on the relevant Reference Stock Price, which underlines the attractiveness of the public share buyback offer and supports a successful outcome in the form of a high acceptance ratio. If the Offer is nevertheless not fully utilised, the Company will decide in due course how to use the amounts not utilised.

Tender rights, trading in tender rights, tender ratio

18.	**What are tender rights and how many tender rights am I entitled to?**	For each NORMA Group share, shareholders receive one tender right. The tender ratio determines how many tender rights a shareholder requires in order to sell shares in the context of the public share buyback offer. Tender rights are tradable under the tender rights ISIN DE000A41YH53 and tender rights WKN A41YH5. Additional tender rights may therefore be acquired in the context of the trading in tender rights.
19.	**On what basis was the tender ratio determined?**	The tender ratio was determined at 19:6 in order, after weighing all criteria, to enable as many shareholders as possible to participate in the public share buyback offer.
20.	**How many tender rights must I exercise in order to tender 6 NORMA Group shares?**	The tender ratio is 19:6, i.e., you must exercise 19 tender rights in order to tender 6 NORMA Group shares for sale in the context of the exercise of the tender rights at the Offer Price. Tendering is only possible in whole number multiples thereof. No tender rights are required for the tender of NORMA Group shares in the context of the residual allocation.
21.	**What can I do if the number of tender rights to which I am entitled is not a whole-**	In this case, you have three options: 1. Purchase tender rights on or off the stock exchange so that the number of tender rights corresponds to a whole-number multiple of the tender ratio.

	number multiple of the tender ratio?	2. Sell tender rights on or off the stock exchange so that the number of tender rights remaining corresponds to a whole-number multiple of the tender ratio. 3. Alternatively or additionally, the shareholder may tender NORMA Group shares in the context of the residual allocation. Illustrative example: tender ratio of 19:6, i.e., 19 tender rights entitle the holder to tender 6 NORMA Group shares at the Offer Price. NORMA Group shares held: 34, i.e., 34 tender rights are credited to the shareholder's securities account. **For 1**: Purchase of 4 tender rights --> the shareholder therefore holds 38 tender rights. Tendering of 12 NORMA Group shares by exercising 38 tender rights. The 22 NORMA Group shares not tendered remain in the securities account. **For 2**: Sale of 15 tender rights --> the shareholder therefore holds 19 tender rights. Tendering of 6 NORMA Group shares by exercising 19 tender rights. The 28 NORMA Group shares not tendered remain in the securities account. **For 3**: Alternatively or additionally, the shareholder may submit the NORMA Group shares remaining in the securities account (or all NORMA Group shares) in the context of the residual allocation. The allocation depends on the available residual allocation volume.
22.	**How do you ensure that retail shareholders can participate in the share buyback and trading in tender rights?**	The Management Board has set out the specific terms of the share buyback and trading in tender rights in the offer document, taking into account both the requirements adopted by the Annual General Meeting and the interests of all shareholders, in particular retail shareholders. Every shareholder who holds NORMA Group shares through their Custodian

		Bank has the opportunity to participate in trading in tender rights. Through the broad trading in tender rights both on Xetra and in floor trading on the Frankfurt Stock Exchange, we offer all shareholders the best possible opportunity to acquire or sell tender rights. In addition, every shareholder may participate in the Offer through the residual allocation.
23.	**Is it possible to exercise only some of my tender rights?**	Yes. Tender rights may be exercised in whole or in part in respect of your entire holding. Tender rights that are not required may be sold or expire without value at the end of the acceptance period without compensation.
24.	**How can I buy or sell tender rights?**	Tender rights will be credited to your securities account on August 20, 2026. You can buy or sell them as usual through your Custodian Bank during the trading in tender rights period from August 20, 2026 to September 10, 2026. Please note that the trading in tender rights period ends on September 10, 2026 and therefore three Banking Days before expiry of the acceptance period of the public share buyback offer.
25.	**Are the tender rights admitted to trading on the stock exchange?**	Yes. The tender rights are admitted to trading on the regulated market of the Frankfurt Stock Exchange and can be traded on the Frankfurt Stock Exchange on Xetra and in floor trading under ISIN DE000A41YH53 / WKN A41YH5. It is possible that the tender rights may also be traded at other stock exchanges and over the counter. Please contact your Custodian Bank directly to find out whether and how your Custodian Bank enables trading in tender rights.
26.	**What is involved in trading in tender rights?**	Shareholders who wish to tender more shares in the context of the exercise of the tender rights than is

		possible on the basis of the tender rights allocated to them may acquire additional tender rights. Conversely, tender rights that are not required may be sold during the trading period.
27.	**How does trading in tender rights work?**	The tender rights will be credited to your securities account on August 20, 2026. From August 20, 2026 to September 10, 2026, the tender rights may be traded on the Frankfurt Stock Exchange, subject to the applicable market conditions. You can buy or sell them as usual through your Custodian Bank.
28.	**What happens to the exercised tender rights?**	By accepting the public share buyback offer, the tender rights used for acceptance are consumed and can no longer be used. These transferred tender rights are not tradable. After the end of the acceptance period, exercised tender rights will be debited from your securities account.
29.	**What happens to tender rights that have not been exercised after the end of the trading period?**	Tender rights that are neither exercised nor sold during the trading period expire without value after the end of the acceptance period and will be debited from your securities account. No subsequent adjustment or compensation will be made for unused tender rights.
30.	**Will my Custodian Bank sell my tender rights if I do not give any instructions?**	This depends on your Custodian Bank. If you intend not to use your tender rights yourself but to sell them, you should place a sell order with your Custodian Bank. It is possible that your Custodian Bank may, towards the end of trading in tender rights, try to sell unused rights as well as possible in your interest. However, this depends on the contractual relationship between you and your Custodian Bank and may be handled differently by different Custodian Banks. Please contact your Custodian Bank for further information.

Residual allocation

31.	**What is the residual allocation?**	The residual allocation is intended to enable the Company to acquire the targeted maximum repurchase volume as fully as possible. The Company offers to acquire the remaining buyback volume after calculation of NORMA Group shares tendered by means of tender rights. Tender rights are not required for the tender of shares as part of the residual allocation.
32.	**What will the residual allocation volume be?**	The residual allocation volume is the difference between the shares offered by means of tender rights and the maximum repurchase volume of up to 9,306,487 shares and cannot be determined specifically before the end of the acceptance period.
33.	**How will the allocation be made in the residual allocation?**	In the residual allocation, to the extent that the number of shares submitted in the residual allocation exceeds or equals the residual allocation volume, these shares will be considered on a pro rata basis or in full. To the extent that the shares submitted in the residual allocation are less than the residual allocation volume, the allocation will be made pro rata to the number of NORMA Group shares tendered in the residual allocation.
34.	**Can I participate only in the residual allocation?**	Participation only in the residual allocation is generally possible. However, the amount of the residual allocation volume is not certain. If more shares are tendered for the residual allocation than the residual allocation volume available, the Company will only acquire the shares on a pro rata basis.

35.	**Should I instead buy additional tender rights or participate in the residual allocation?**	A guaranteed tender of shares is only possible in combination with tender rights. In the residual allocation, there may be no allocation or only a small allocation. The Company cannot provide shareholders with any recommendation regarding their actions in the context of the public share buyback offer.
36.	**Could payment be delayed in the event of a residual allocation?**	In the event of pro rata consideration of declarations of acceptance in the context of the residual allocation, payment of the Offer Price may be delayed by a few days for technical settlement reasons.
37.	**What happens to shares that cannot be repurchased in the residual allocation?**	The excess NORMA Group shares submitted for repurchase in the residual allocation but not repurchased will be transferred back by Clearstream to the original ISIN DE000A1H8BV3 / WKN A1H8BV after the pro rata allocation has been carried out. The transfer back is expected to take place between the fifth and eighth Banking Day after the end of the acceptance period.

Settlement

38.	**How can I tender my NORMA Group shares?**	Acceptance of the Offer takes place exclusively through your Custodian Bank. If you wish to accept the Offer and tender your NORMA Group shares, you must submit a corresponding declaration of acceptance to your Custodian Bank during the acceptance period. To do so, please use the form or order format for accepting the public share buyback offer that your Custodian Bank should make available to you. Tendered NORMA Group shares cannot be sold on the stock exchange. The exercised tender rights have expired as a result of the tender

		and can no longer be used. Acceptance of the Offer cannot be revoked. Please pay particular attention to the specific requirements of your Custodian Bank for receipt of your order.
39.	**What must I do if I do not wish to tender my NORMA Group shares?**	In this case, you do not need to do anything. However, you have the option of selling your tender rights, which you do not wish to use yourself, during the trading in tender rights period from August 20, 2026 to September 10, 2026. Please also refer to No. 24.
40.	**Can I revoke a decision once made?**	No. The tender is irrevocable and cannot be reversed. The tendered NORMA Group shares are not tradable on the stock exchange and will remain in your securities account until the end of the acceptance period. The same applies to the exercised tender rights.
41.	**What happens if more shares are tendered than NORMA Group wishes to repurchase?**	An oversubscription is only possible in the context of the residual allocation (see No. 33). In other words: An allocation is only guaranteed for shares tendered by means of tender rights.
42.	**Are there any costs for tendering my NORMA Group shares?**	NORMA Group does not charge any fees for tendering. However, your Custodian Bank may charge costs, expenses or fees in connection with acceptance of the Offer or trading in tender rights. Please ask your Custodian Bank what fees may be incurred there. You must bear any costs incurred in this connection.
43.	**Where can I find the offer document?**	The offer document will be published on the NORMA Group website in the Investors – Share – Share Buyback section and in the Federal Gazette (*Bundesanzeiger*).

44.	**What does the cancellation (*Einziehung*) of the repurchased shares and the capital reduction mean?**	The shares acquired in the context of the public share buyback offer will be cancelled after completion of the Offer. This will reduce the total number of outstanding NORMA Group shares. For shareholders who do not tender their shares, their percentage interest in the Company's share capital will increase accordingly. The number of shares they hold will remain unchanged.
45.	**How will the tendering of NORMA Group shares be treated for tax purposes?**	The tax treatment of the acceptance of the Offer and the sale of NORMA Group shares as well as the sale and acquisition of tender rights at the level of the NORMA Group shareholders depends on a variety of factors due to the personal circumstances of the affected NORMA Group shareholders. The Company is unable to make any statements in this regard. The same applies to a possible withholding of capital gains tax by the Custodian Bank or another agent disbursing the Offer Price. The Company recommends that the NORMA Group shareholders obtain individual tax advice based on their personal circumstances before making any decision about the acceptance or non-acceptance of the Offer and prior to the acquisition or sale of tender rights.
46.	**Who is the Central Settlement Agent for the public share buyback offer?**	The technical processing of the public share buyback offer is carried out by Joh. Berenberg, Gossler & Co. KG. The Central Settlement Agent coordinates the crediting of the tender rights, the transfer of the tendered shares and the payment of the Offer Price to the Custodian Banks of the participating shareholders.

Miscellaneous

47.	**Is it possible that the information provided here may change?**	Yes. The Company reserves the right to update the information set out here, e.g. by extending the acceptance period. If the Company decides to make such an extension, the Company will announce this before the end of the acceptance period on its website and through the Company's p*ublication in* the Federal Gazette (*Bundesanzeiger*).
48.	**Who can I contact if I have questions?**	For questions regarding the declaration of acceptance, crediting to your securities account or payment, please first contact your Custodian Bank or broker. For general questions about the public share buyback offer, the Investor Relations department of NORMA Group is available at ir@normagroup.com.
49.	**Is the public share buyback offer subject to any conditions?**	The public share buyback offer is not subject to any conditions precedent or subsequent. For details of the requirements for an effective tender, please refer to the offer document.