Public Share Buyback Offer

by

NORMA Group SE
Edisonstr. 4,
63477 Maintal, Germany

to its shareholders

for the acquisition of a total of up to 9,306,487 registered no-par value shares of

NORMA Group SE (ISIN DE000A1H8BV3 / WKN A1H8BV)

in exchange for a cash payment in the amount of
EUR 22.35

per registered no-par value share of NORMA Group SE

Tender Ratio: 19:6

Acceptance Period:

17 August 2026, 00:00 hours (CEST) up to and including 15 September 2026, 23:59 hours (CEST)

Shares of NORMA Group SE:	ISIN DE000A1H8BV3 WKN A1H8BV
Shares of NORMA Group SE tendered for repurchase (**"Interim Class"**)	ISIN DE000A41YH46 WKN A41YH4
Tender Rights	ISIN DE000A41YH53 WKN A41YH5 Exchange symbol NOEA
Exercised Tender Rights	ISIN DE000A41YH61 WKN A41YH6
Additionally Tendered NORMA Group Shares	ISIN DE000A41YHB2 WKN A41YHB

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1. General information and notices

1.1 Implementation of the share buyback offer in accordance with German law

The share buyback offer described in this offer document (the **"Offer Document"**) by NORMA Group SE, with its registered office in Maintal (address: Edisonstr. 4, 63477 Maintal, Germany), registered in the commercial register of the Local Court (*Amtsgericht*) of Hanau under HRB 94473 (hereinafter referred to as **"NORMA Group"** or the **"Company"**) is a voluntary public tender offer in the form of a partial offer to acquire treasury shares of the Company (the **"Offer"**). The Offer is addressed to all shareholders of the Company (individually a **"NORMA Group Shareholder"** and collectively the **"NORMA Group Shareholders"**) for the acquisition of up to 9,306,487 (the **"Maximum Repurchase Volume"**) registered no-par value shares of the Company with a proportionate amount of the share capital of EUR 1.00 each (ISIN DE000A1H8BV3 / WKN A1H8BV) and including all associated ancillary rights, in particular the right to possible dividends (collectively the **"NORMA Group Shares"** and individually a **"NORMA Group Share"**). This corresponds to approximately 29.2% of all NORMA Group Shares.

The Offer is being made exclusively under the laws of the Federal Republic of Germany ("**Germany**"). According to the administrative practice of the German Federal Financial Supervisory Authority (*Bundesanstalt für Finanzdienstleistungsaufsicht*) (**"BaFin"**), offers to repurchase own shares are not subject to the provisions of the German Securities Acquisition and Takeover Act (**"WpÜG"**). Accordingly, the Offer has not been submitted to BaFin (or any other supervisory authority) for review or examination and does not comply with the requirements of the WpÜG. There are no plans to conduct the Offer as a public tender offer in accordance with the laws and jurisdictions of countries other than Germany (**"Foreign Jurisdictions"**). No announcements, registrations, approvals or authorisations of the Offer Document or the Offer have been applied for or initiated outside of Germany. NORMA Group Shareholders therefore cannot claim or rely on the application of Foreign Jurisdictions for the protection of investors. US-Shareholders of the Company should note the subsection "Information for US-Shareholders" in Section 1.3.1.3

1.2 Publication of the Offer Document

This Offer Document will be published on 14 August 2026 on NORMA Group's website (https://www.normagroup.com/global/de/investor-relations/share/share-buyback) under the section "Investoren – Aktie – Aktienrückkauf" and uploaded to the Federal Gazette (*Bundesanzeiger*) (https://www.bundesanzeiger.de). No further publication or distribution of the Offer Document is planned. This English translation of the Offer Document will also be published on the Company's website (https://www.normagroup.com/global/en/investor-relations/share/share-buyback) under the section "Investors – Share – Share Buyback". However, only the German version of the Offer Document is legally binding.

1.3 Distribution and acceptance of the Offer outside the Federal Republic of Germany

The Offer is addressed to all NORMA Group Shareholders.

The publication of the Offer Document by the Company is based exclusively on the laws of Germany. Publication under any other jurisdiction has not been made, is not intended, nor will it be permitted by the Company. Any such unauthorised publication, dispatch, distribution or dissemination of the Offer Document may be subject to the provisions (in particular restrictions) of Foreign Jurisdictions. This also applies to any summary or other description of the terms and conditions contained in the Offer Document.

Insofar as a custodian securities service provider (*depotführendes Wertpapierdienstleistungsunternehmen*) based in Germany or a German branch of a custodian securities service provider (**"Custodian Bank"**) has information and forwarding obligations towards its customers in connection with the Offer based on the legal provisions applicable to the respective custody account relationship, the Custodian Bank is required to comply with the above restrictions and to examine any effects of Foreign Jurisdictions on these obligations on its own responsibility. The sending of the Offer Document, a summary or other description of the provisions of the Offer Document or other information documents relating to the Offer to shareholders outside Germany by Custodian Banks or third parties is not carried out on behalf of, at the request of or under the responsibility of the Company.

Beyond the aforementioned restrictions, the Offer may in principle be accepted by all domestic and foreign shareholders in accordance with this Offer Document. The Company points out that acceptance of this Offer outside of Germany may be subject to legal restrictions. Shareholders who wish to accept the Offer outside of Germany and/or are subject to jurisdictions other than those of Germany are advised to inform themselves about the applicable legal provisions and restrictions and to observe them. The Company does not guarantee that acceptance of this Offer is permissible outside of Germany. Furthermore, the Company cannot accept any responsibility for the disregard of legal provisions or the restrictions of this Offer by third parties. In addition, the Company points out that declarations of acceptance that directly or indirectly constitute a violation of the above restrictions will not be accepted.

Subject to the above, this Offer may be accepted by all NORMA Group Shareholders.

Information for US-Shareholders-

*The Offer relates to securities of a non-US company which is incorporated in Germany and has its registered seat in Germany. The Offer is subject to the disclosure requirements, rules and practices applicable to companies listed in Germany, which differ from those in the United States in certain material respects. Accordingly, this Offer Document has been prepared in accordance with German style and practice for the purpose of complying with German law. This applies in particular with respect to withdrawal rights, offer timetable, settlement procedures and timing of payments, which differ from those that may normally be applied in the United States. NORMA Group Shareholders who are located in the United States or are citizens of the United States (**"US-Shareholders"**) should therefore read this entire Offer Document. The financial information relating to the Company, which is available for review on the Company's website, has not been prepared in accordance with generally accepted accounting principles in the United States and thus may not be comparable to financial information relating to US companies.*

US-Shareholders should note that the NORMA Group Shares are not listed on a US securities exchange and the Company is not subject to the periodic reporting requirements of the US Securities Exchange Act of 1934, as amended (the ***"US Exchange Act"****), and is not required to, and does not, file any reports with the US Securities and Exchange Commission thereunder.*

The Offer is not subject to the disclosure and other procedural requirements of Rule 13e-4 or Regulation 14D under the US Exchange Act. The Offer will be made in the United States in accordance with Regulation 14E under the US Exchange Act to the extent applicable. Certain provisions of Regulation 14E under the US Exchange Act are not applicable to the Offer by virtue of Rule 14d-1(d) under the US Exchange Act for a Tier-II offer. The Company intends to rely on the Tier-II exemption from the obligation to make prompt payment under Rule 14e-1(c) of the US Exchange Act and to settle the payment of the purchase price in accordance with German law and German market practice.

To the extent permitted by applicable law and in accordance with normal German practice, the Company, its nominees, its brokers (acting as agents), the Central Settlement Agent (as defined in Section 4) and any of their respective affiliates may make certain purchases of, or arrangements to purchase, NORMA Group Shares outside the United States during the period in which the Offer remains open for acceptance. These purchases, or other arrangements, may occur either in the open market at prevailing prices or in private transactions at negotiated prices. In order to be excepted from the requirements of Rule 14e-5 under the US Exchange Act by virtue of Rule 14e-5(b)(12), such purchases, or arrangements to purchase, must comply with applicable German law and regulation and the relevant provisions of the US Exchange Act. Any information about such purchases will be disclosed as required in Germany and the United States and will also be published in a non-binding English translation on the Company's website at https://www.normagroup.com/global/en/investor-relations/share/share-buyback under the section "Investors – Share – Share Buyback".4

It may be difficult for US-Shareholders to enforce their rights and any claims they may have arising under the US federal securities laws in connection with the Offer, since the Company is located in a country other than the United States, and some or all of its officers and directors may be residents of countries other than the United States. US-Shareholders in the Company may not be able to sue the Company or its officers or directors in a non-US court for violation of US securities laws.

The receipt of cash pursuant to the Offer by a shareholder who is a US person may be a taxable transaction for US federal income tax purposes and under applicable US state and local, as well as foreign and other, tax laws. Each such shareholder should consult and seek individual advice from an appropriate professional adviser.

While the Offer is being made available to shareholders in the United States, the right to tender NORMA Group Shares is not being made available in any jurisdiction in the United States in which the making of the Offer or the right to tender such NORMA Group Shares would not be in compliance with the laws of such jurisdiction.

Neither the US Securities and Exchange Commission nor any US state securities commission has approved or disapproved the Offer, or passed any comment upon the adequacy or

completeness of this Offer Document. Any representation to the contrary is a criminal offence in the United States.

1.4 Publication of the decision to make the Offer

NORMA Group published the decision of the Management Board and the Supervisory Board to propose to the 2026 Annual General Meeting to resolve on a capital reduction by way of the repurchase and redemption of treasury shares as part of the publication of the invitation to the 2026 Annual General Meeting in the Federal Gazette (*Bundesanzeiger*) on 22 May 2026. The Annual General Meeting on 1 July 2026 adopted this proposal with a majority of 99.61% of the votes validly cast.

After registration of the capital reduction resolution (for details of the content of the resolution see Section 5.2 below) in the commercial register, the Company announced in an ad hoc notification dated 14 August 2026 that the Offer will now be submitted. The key parameters of the Offer such as Offer Price and Acceptance Period, Tender Rights and Tender Ratio are also specified in the ad hoc notification.5.2

The ad hoc notification is available under the section "Investoren – Publikationen und Events – Finanznachrichten" on the Company's website at https://www.normagroup.com/global/en/investor-relations/publications-and-events/financial-releases.

1.5 Status of the information contained in this Offer Document

Unless expressly stated otherwise, all information, opinions and intentions contained in this Offer Document, as well as forward-looking statements (collectively referred to as **"Information"**), are based on the data currently available, plans and certain assumptions made by the Company at the time of publication of this Offer Document, which may change in the future. In the event of a change in the data, plans and assumptions on which this document is based, NORMA Group is under no obligation to update this Offer Document. Legal disclosure requirements under the Securities Trading Act (*Wertpapierhandelsgesetz, WpHG*) and the Market Abuse Regulation (*Marktmissbrauchsverordnung, MAR*) remain unaffected.

2. Summary of the Offer

The following summary provides an overview of selected information contained in this Offer Document. It is supplemented by the information and data set out elsewhere in this Offer Document and should always be read in connection therewith. Accordingly, this summary does not contain all information that may be relevant to NORMA Group Shareholders. NORMA Group Shareholders should therefore read the entire Offer Document carefully.

Purpose of the Offer	The buyback offer serves to implement the resolution of the Annual General Meeting of the Company of 1 July 2026 regarding the capital reduction through redemption of shares of the Company. The capital reduction through the redemption of shares is carried out for the purpose of the partial repayment of share

	capital to the shareholders as a result of the sale of the "Water Management" business segment of the Company.
Subject matter of the Offer	The buyback offer is based on a disbursement volume of approximately EUR 208,000,000.00. In total, up to 9,306,487 NORMA Group Shares may be purchased. This corresponds to up to approximately 29.2% of the Company's current share capital.
Consideration (Offer Price)	EUR 22.35 per NORMA Group Share.
Acceptance	NORMA Group Shareholders may only accept the Offer within the Acceptance Period by submitting a written declaration to their Custodian Bank. For the avoidance of doubt, delivery by fax, computer fax or e-mail will be sufficient for compliance with the written-form requirement. The exact requirements for the declaration of acceptance will be specified by the individual Custodian Bank. NORMA Group Shareholders shall be provided by their Custodian Banks with a form for the acceptance of the Offer.
Acceptance Period	The period for acceptance of the Offer begins on 17 August 2026, 00:00 hours (CEST) and ends on 15 September 2026, 23:59 hours (CEST).
Tender Rights / Tender Ratio	NORMA Group Shareholders will be entitled to Tender Rights, in each case with one NORMA Group Share granting one Tender Right. NORMA Group Shareholders will be credited with Tender Rights on 20 August 2026 corresponding to their shareholdings on 19 August 2026. The Tender Ratio is 19 to 6. In accordance with the applicable Tender Ratio, 19 Tender Rights are required to accept the buyback offer for 6 NORMA Group Shares. A maximum of 9,055,872 NORMA Group Shares may be repurchased in connection with Tender Rights.
Trading in Tender Rights	The Tender Rights are expected to be admitted to trading on the regulated market of the Frankfurt Stock Exchange with simultaneous admission to the sub-segment with additional post-admission obligations (Prime Standard) from 20 August 2026 and to be tradable there under ISIN DE000A41YH53 or WKN A41YH5 until three Banking Days before the expiry of the Acceptance Period, i.e., until 10 September 2026.

	An off-market transfer of the Tender Rights is also permissible and possible.
Residual Allocation	To the extent that, after taking into account all Tendered NORMA Group Shares, the Maximum Repurchase Volume has not been exhausted, the Company offers NORMA Group Shareholders to repurchase additional NORMA Group Shares that have been tendered as Additionally Tendered NORMA Group Shares for repurchase during the Acceptance Period. The number of shares available for the Residual Allocation is calculated as the Maximum Repurchase Volume less all Tendered NORMA Group Shares.
Additionally Tendered NORMA Group Shares	For the Residual Allocation, NORMA Group Shareholders have the option of tendering NORMA Group Shares to the Company for repurchase during the Acceptance Period. The relevant instructions are set out in the form to be made available to NORMA Group Shareholders by their Custodian Banks.
Allocation in the event of Oversubscription of the Residual Allocation	If, in the context of the Residual Allocation, more NORMA Group Shares are tendered for repurchase than Residual Allocation Volume is available, the declarations of acceptance will in principle be taken into account on a pro rata basis, i.e., in proportion of the Residual Allocation Volume to the total number of NORMA Group Shares additionally tendered for repurchase by the NORMA Group Shareholders.

3. Share buyback offer

3.1 Subject matter of the Offer

NORMA Group hereby offers all NORMA Group Shareholders to purchase their NORMA Group Shares at a purchase price of

EUR 22.35 per NORMA Group Share

(**"Offer Price"**) in accordance with the terms of this Offer Document.

The Offer relates to up to 9,306,487 NORMA Group Shares with a notional amount of the share capital of up to EUR 9,306,487.00 in total. This corresponds to up to approximately 29.2% of the Company's current share capital. The Tender Ratio is 19:6. This means that for 19 Tender Rights (or a multiple thereof), each NORMA Group Shareholder may sell and transfer 6 NORMA Group Shares (or a multiple thereof) to the Company in accordance with the terms of this Offer Document. A maximum of 9,055,872 NORMA Group Shares may be repurchased in connection with Tender Rights.

The acceptance option of the individual NORMA Group Shareholder depends on the number of Tender Rights to which they are entitled, taking into account the purchase or sale of Tender Rights by the relevant NORMA Group Shareholder (see Section 4.6 in this regard).4.6

To the extent that not all NORMA Group Shares available for the Maximum Repurchase Volume have been tendered in connection with the Tender Rights, the Company offers its shareholders to tender further shares to it for acquisition up to the Maximum Repurchase Volume (**"Residual Allocation"**). Each NORMA Group Shareholder has the option of tendering NORMA Group Shares for the Residual Allocation within the Acceptance Period (as defined below). No Tender Rights are required for the tender of NORMA Group Shares in the context of the Residual Allocation. If, in the context of the Residual Allocation, more NORMA Group Shares are tendered for repurchase than Residual Allocation Volume is available (**"Oversubscription"**), the declarations of acceptance will be taken into account on a pro rata basis in accordance with Section 0.0

3.2 Acceptance Period

The period for acceptance of the Offer begins on 17 August 2026, 00:00 hours (CEST) and ends on 15 September 2026, 23:59 hours (CEST) (the **"Acceptance Period"**).

The provisions of the WpÜG do not apply to this Offer, and therefore neither do its provisions regarding a possible extension of the Acceptance Period. However, the Company reserves the right to extend the Acceptance Period. In this case, the extended Acceptance Period shall replace the Acceptance Period in the provisions of this Offer Document. Should it decide to do so, it will announce this before the expiry of the Acceptance Period in the Federal Gazette (*Bundesanzeiger*) (https://www.bundesanzeiger.de) and on the Company's website (https://www.normagroup.com/global/de/investor-relations/share/share-buyback) under the section "Investoren – Aktie – Aktienrückkauf". For the purpose of announcement in the Federal Gazette, the relevant notice requirement will be deemed met (regardless of the date of

publication) if the documents concerning the extension of the Acceptance Period are submitted to the Federal Gazette in time. In the event of an extension of the Acceptance Period, the deadlines for the settlement of the Offer specified in this Offer Document shall be postponed accordingly.

3.3 Conditions and approvals

The execution of this Offer and the purchase and transfer agreements resulting from its acceptance are not subject to any conditions. No official approvals or clearances on the part of the Company are required for the execution of the Offer. NORMA Group Shareholders are urged to review for themselves whether the acceptance or non-acceptance of the Offer requires an approval or clearance for them or leads to other reporting or disclosure obligations, particularly under applicable antitrust and capital market regulations such as the WpHG and the WpÜG.

4. Execution of the Offer

The Company has appointed Joh. Berenberg, Gossler & Co. KG, Hamburg, as the central settlement agent responsible for the technical processing of the Offer (the **"Central Settlement Agent"**).

4.1 Declaration of acceptance and transfer

NORMA Group Shareholders can only accept the Offer within the Acceptance Period by submitting a written declaration to their Custodian Bank. For the avoidance of doubt, delivery by fax, computer fax or e-mail will be sufficient for compliance with the written-form requirement. The exact requirements for the declaration of acceptance will be specified by the individual Custodian Bank. An acceptance of the Offer is possible for all or part of a NORMA Group Shareholder's Tender Rights (taking into account potential additional purchases or sales of such rights). This serves the purpose of enabling shareholders to manage their investment in the Company in a flexible manner. In the context of the Residual Allocation, NORMA Group Shareholders have the option of accepting the Offer for NORMA Group Shares without Tender Rights. The declaration of acceptance shall only become effective if and to the extent that

(i) the NORMA Group Shares for which the acceptance of the Offer was declared in the context of the exercise of the Tender Rights have been transferred in a timely fashion to Clearstream Europe AG, Frankfurt am Main (**"Clearstream"**), to ISIN DE000A41YH46 (the **"Interim Class ISIN"**) or WKN A41YH4 (the **"Interim Class WKN"**, and together with the Interim Class ISIN, the **"Interim Class"**) set up for this purpose;

(ii) in connection with the transfer of the NORMA Group Shares for which the acceptance of the Offer was declared in the context of the exercise of the Tender Rights, the required number of Tender Rights (i.e., for 6 (six) tendered NORMA Group Shares, 19 (nineteen) Tender Rights are required; see Section 4.6 in this regard) for the tender of the NORMA Group Shares within the meaning of (i) have been transferred to ISIN DE000A41YH61 (the **"Exercised Tender Rights ISIN"**) or WKN A41YH6 (the **"Exercised Tender Rights WKN"** and together with the Exercised Tender Rights ISIN, the **"Exercised Tender Rights"**) set up for this purpose (the NORMA Group Shares for which the above

preconditions for an effective declaration of acceptance pursuant to (i) and (ii) are satisfied, the **"Tendered NORMA Group Shares"**); and4.6

(iii) the NORMA Group Shares for which the acceptance of the Offer was declared in the context of the Residual Allocation have been transferred in a timely fashion to Clearstream to ISIN DE000A41YHB2 (the **"Residual Allocation ISIN"**) or WKN A41YHB (the **"Residual Allocation WKN"**) set up for this purpose (the **"Additionally Tendered NORMA Group Shares"**).

The declaration of acceptance may relate to (i) the acceptance of the Offer both in the context of the exercise of the Tender Rights and in the context of the Residual Allocation or (ii) in each case only to the acceptance of the Offer in the context of the exercise of the Tender Rights or to the acceptance of the Offer in the context of the Residual Allocation. The Tendered NORMA Group Shares cannot participate in the Residual Allocation. The Additionally Tendered NORMA Group Shares cannot be transferred to the Interim Class.

The transfer

- of the NORMA Group Shares for which the acceptance of the Offer was declared in the context of the exercise of the Tender Rights to the Interim Class ISIN or the Interim Class WKN, and
- of the Tender Rights to the Exercised Tender Rights ISIN or Exercised Tender Rights WKN, and
- of the NORMA Group Shares for which the acceptance of the Offer was declared in the context of the Residual Allocation to the Residual Allocation ISIN or Residual Allocation WKN

will be initiated by the Custodian Bank after receipt of the declaration of acceptance.

The transfer

- of the NORMA Group Shares for which the acceptance of the Offer was declared in the context of the exercise of the Tender Rights to the Interim Class ISIN or the Interim Class WKN, and
- of the Tender Rights to the Exercised Tender Rights ISIN or Exercised Tender Rights WKN, and
- of the NORMA Group Shares for which the acceptance of the Offer was declared in the context of the Residual Allocation to the Residual Allocation ISIN or Residual Allocation WKN

shall be deemed to have been carried out in a timely fashion if the transfers are effected by 18:00 hours (CEST) on the second Banking Day (inclusive) after the expiry of the Acceptance Period, i.e., presumably by 17 September 2026, 18:00 hours (CEST) (the so-called **"Technical Booking Period"**).

NORMA Group Shareholders shall be provided by their Custodian Banks with a form for the acceptance of the Offer. The declaration of acceptance shall specify for how many NORMA Group Shares the shareholder is accepting the Offer in the context of the exercise of the Tender Rights and/or in the context of the Residual Allocation. With the exception of NORMA Group Shares tendered for the Residual Allocation, the shareholder and its Custodian Bank must ensure that there is a corresponding number of Tender Rights for the tender of NORMA Group Shares, which includes the Tender Rights resulting from the NORMA Group Shares held by the NORMA Group Shareholder and any Tender Rights acquired from other shareholders, but also takes the sale of Tender Rights into account (see Section 4.6 for details). Declarations of acceptance that are not received by the respective Custodian Bank within the Acceptance Period or that are incorrectly or incompletely filled out are not considered acceptance of the Offer and do not entitle the respective NORMA Group Shareholder to receive the Offer Price.4.6

Tendered NORMA Group Shares, Additionally Tendered NORMA Group Shares as well as Exercised Tender Rights can no longer be transferred nor can they otherwise be disposed of.

The Company accepts no liability whatsoever for the actions and omissions of Custodian Banks in connection with the acceptance of the Offer by NORMA Group Shareholders. In particular, the Company accepts no liability if a Custodian Bank fails to inform the Central Settlement Agent properly and in a timely manner of a NORMA Group Shareholder's acceptance of the Offer or to transfer the tendered NORMA Group Shares properly and in a timely manner to the Interim Class ISIN or the Interim Class WKN, to the Residual Allocation ISIN or Residual Allocation WKN or the Tender Rights to the Exercised Tender Rights ISIN or Exercised Tender Rights WKN.

4.2 Further declarations by accepting NORMA Group Shareholders

By declaring acceptance of the Offer

(a) the accepting NORMA Group Shareholders instruct their Custodian Bank and any intermediate custodians to (i) initially allow the Tendered NORMA Group Shares to remain in their securities account, but to transfer them to the Interim Class ISIN or the Interim Class WKN at Clearstream, (ii) initially allow the corresponding number of Tender Rights to remain in their securities account, but to transfer them to the Exercised Tender Rights ISIN or Exercised Tender Rights WKN and to have them removed from their securities account without value after the expiry of the Acceptance Period and (iii) to instruct and authorise Clearstream in turn to make the Tendered NORMA Group Shares for which the acceptance was effectively declared, with the Interim Class ISIN or Interim Class WKN, available to the Central Settlement Agent at its securities account with Clearstream for transfer to the Company immediately after the expiry of the Acceptance Period;

(b) the NORMA Group Shareholders participating in the Residual Allocation instruct their Custodian Bank and any intermediate custodians to (i) transfer the NORMA Group Shares held in the respective shareholders' securities accounts, for which the Offer is to be accepted in the context of the Residual Allocation, to the Residual Allocation ISIN DE000A41YHB2 / Residual Allocation WKN A41YHB at Clearstream; and (ii) to instruct

and authorise Clearstream, taking into account the potential pro rata allocation in the event of Oversubscription of the Residual Allocation (see Section 0), to make the Additionally Tendered NORMA Group Shares for which the acceptance was effectively declared available to the Central Settlement Agent at its securities account with Clearstream for transfer to the Company immediately after the expiry of the Acceptance Period;0

(c) the accepting NORMA Group Shareholders instruct and authorise the Central Settlement Agent and their respective Custodian Bank (in each case exempting them from the prohibition on self-dealing and multiple representation pursuant to Section 181 of the German Civil Code (*Bürgerliches Gesetzbuch*)) to take all actions necessary or expedient for the settlement of this Offer in accordance with this Offer Document and to issue and accept declarations, in particular to effect the transfer of ownership of the Tendered NORMA Group Shares and the Additionally Tendered NORMA Group Shares to the Company;

(d) the accepting NORMA Group Shareholders instruct their Custodian Bank to in turn instruct and authorise Clearstream to notify the Company on each trading day through the Central Settlement Agent directly or through the Custodian Bank of the information necessary for the announcement of the results of this Offer, in particular the number of Tendered NORMA Group Shares booked in the Custodian Bank's securities account at Clearstream in the Interim Class ISIN or the Interim Class WKN and the number of Exercised Tender Rights booked in the Exercised Tender Rights ISIN or the Exercised Tender Rights WKN and the number of Additionally Tendered NORMA Group Shares booked in the Residual Allocation ISIN or Residual Allocation WKN;

(e) the accepting NORMA Group Shareholders instruct their Custodian Bank and any intermediate custodians to in turn instruct and authorise Clearstream to transfer and assign the Tendered NORMA Group Shares and the Additionally Tendered NORMA Group Shares to the Company through the Central Settlement Agent directly or through the Custodian Bank, including in each case all ancillary rights existing at the time of settlement of the Offer, in particular the dividend right, concurrently against payment of the Offer Price for the relevant Tendered NORMA Group Shares or Additionally Tendered NORMA Group Shares to the account of the respective Custodian Bank at Clearstream in accordance with the provisions of the Offer. If the declarations of acceptance are taken into account on a pro rata basis in the context of the Residual Allocation pursuant to Section 0, the transfer declaration shall apply to the extent of the allocation in accordance with the allocation procedure described in Section 0;00

(f) the accepting NORMA Group Shareholders declare (i) that they accept the Company's Offer to conclude a purchase agreement for the NORMA Group Shares specified in the declaration of acceptance in accordance with the provisions of this Offer Document and (ii) that they agree to the transfer of ownership of the corresponding NORMA Group Shares to the Company concurrently against payment of the Offer Price; and

(g) the accepting NORMA Group Shareholders declare (i) that their Tendered NORMA Group Shares and their Additionally Tendered NORMA Group Shares are in their sole ownership at the time of transfer, are not subject to any restrictions on disposal and are

free from any third-party rights and (ii) that they are entitled in connection with the transfer of the Tendered NORMA Group Shares to a corresponding number of Tender Rights.

The instructions, orders, powers of attorney, declarations and assurances listed in paragraphs (a) to (g) above are irrevocably issued or submitted upon declaration of acceptance of the Offer. NORMA Group Shareholders who do not irrevocably issue or submit such instructions, orders, powers of attorney and declarations shall be treated as if they had not accepted the Offer. The same applies to any declarations of acceptance that contain extensions, limitations or other amendments to the Offer.

4.3 Legal consequences of acceptance of the Offer

Upon effective acceptance of this Offer, a contract for the sale and transfer of the Tendered NORMA Group Shares and – subject to a merely partial (pro rata) consideration of declarations of acceptance (see Section 0) – a contract for the sale and transfer of any Additionally Tendered NORMA Group Shares, in each case including all rights associated with these shares (in particular all potential dividend claims), shall be concluded between the respective accepting NORMA Group Shareholder and the Company in accordance with this Offer Document.0

Furthermore, by accepting this Offer, NORMA Group Shareholders irrevocably declare the instructions, orders and powers of attorney described in Section 4.2 and make the declarations and assurances specified therein. NORMA Group Shareholders who transfer their NORMA Group Shares to the Company as part of this Offer will no longer receive any dividends for these NORMA Group Shares.4.2

4.4 Residual Allocation

To the extent that, upon expiry of the Technical Booking Period and after taking into account all Tendered NORMA Group Shares, the Maximum Repurchase Volume has not been exhausted, the Company offers NORMA Group Shareholders to repurchase their Additionally Tendered NORMA Group Shares at the Offer Price (Residual Allocation). The number of shares available for the Residual Allocation is calculated as the Maximum Repurchase Volume less all Tendered NORMA Group Shares (the **"Residual Allocation Volume"**).

Participation in the Residual Allocation is possible for each NORMA Group Shareholder without Tender Rights.

4.5 Settlement of the Offer and payment of the Offer Price

The payment of the Offer Price for the Tendered NORMA Group Shares shall be made concurrently against transfer of the Tendered NORMA Group Shares to the securities account of the Central Settlement Agent at Clearstream for transfer to the Company. The payment of the Offer Price for the Additionally Tendered NORMA Group Shares shall – if applicable, subject to the pro rata consideration of declarations of acceptance pursuant to Section 0 – likewise be made concurrently against transfer of the Additionally Tendered NORMA Group Shares to the securities account of the Central Settlement Agent at Clearstream for transfer to the Company.0

To the extent the Offer for NORMA Group Shares has been accepted in the context of the exercise of the Tender Rights and these NORMA Group Shares have been transferred to the Interim Class ISIN or the Interim Class WKN even though the NORMA Group Shareholder did not have enough Tender Rights for this purpose, the Central Settlement Agent will (i) seek to procure that the relevant Custodian Bank will correct this erroneous booking and (ii), for the purposes of the settlement of the Offer, take into account no more than the number of NORMA Group Shares for which the required number of Tender Rights was available. To the extent that the number of Tender Rights transferred to the Exercised Tender Rights ISIN or Exercised Tender Rights WKN exceeds the number of Tender Rights required for the Tendered NORMA Group Shares, the Central Settlement Agent will also seek to procure that the relevant Custodian Bank will correct this erroneous booking. No cash compensation will be paid in this case and the excess Tender Rights transferred will expire without value.

To the extent that not all Additionally Tendered NORMA Group Shares are repurchased in the context of the Residual Allocation and a pro rata consideration of declarations of acceptance takes place, the Central Settlement Agent will instruct Clearstream to transfer the remaining NORMA Group Shares back to the original ISIN (see Section 0).0

Clearstream will transfer the Tendered NORMA Group Shares as well as Additionally Tendered NORMA Group Shares to the securities account of the Central Settlement Agent at Clearstream. This shall be effected concurrently against payment of the Offer Price by the Company through Clearstream to the respective Custodian Bank of the NORMA Group Shareholders accepting the Offer. The Offer Price is expected to be available in the account of the respective Custodian Bank at Clearstream by 24 September 2026. The respective Custodian Bank is instructed to credit the Offer Price to the account specified in the written declaration of acceptance of the respective NORMA Group Shareholder. In the event of a pro rata consideration of declarations of acceptance in the context of the Residual Allocation, the payment of the purchase price, which is to be made without undue delay in any event, may be delayed by a few days for settlement-related reasons.

Once the Offer Price owed has been credited to the account of the respective Custodian Bank at Clearstream, the Company's obligation to pay the Offer Price shall be deemed to have been fulfilled. It is the responsibility of the respective Custodian Bank to credit the Offer Price to the respective NORMA Group Shareholder. The exact time of the credit of the Offer Price to the account of the respective NORMA Group Shareholder depends on the respective Custodian Bank and will regularly be after the aforementioned date on which the Offer Price is available to the respective Custodian Bank.

4.6 Tender Ratio, Tender Rights and Trading in Tender Rights

The Tender Ratio is 19:6, the ownership of 19 (nineteen) NORMA Group Shares thus entitles a NORMA Group Shareholder to accept the Offer for 6 (six) NORMA Group Shares (the **"Tender Ratio"**).

NORMA Group Shareholders will be entitled to corresponding tender rights (the **“Tender Rights”**), in each case with one NORMA Group Share not held by NORMA Group itself granting one Tender Right and 19 Tender Rights being required to accept the Offer for 6 NORMA Group Share(s) in the context of the exercise of the Tender Rights.

Tender Rights may only be exercised in the ratio determined by the Tender Ratio; i.e., an exercise is only possible in respect of 6 (six) NORMA Group Shares each. Fractions of Tender Rights cannot be exercised.

The Tender Rights shall be booked into the securities accounts held by the NORMA Group Shareholders with their Custodian Bank in accordance with the official record date procedure of Clearstream on the basis of their closing balance of NORMA Group Shares as of 19 August 2026 with value on 20 August 2026. Booking may be delayed for customary bank processing reasons if the shareholder effected the relevant transaction in NORMA Group Shares only shortly before or on the day of the commencement of the Acceptance Period. The Tender Rights are expected to be admitted to trading on the regulated market of the Frankfurt Stock Exchange with simultaneous admission to the sub-segment with additional post-admission obligations (Prime Standard) from 20 August 2026 and to be tradable there under ISIN DE000A41YH53 or WKN A41YH5 until three Banking Days before the expiry of the Acceptance Period, i.e., until 10 September 2026. An off-market transfer of the Tender Rights is also permissible and possible.

Baader Bank Aktiengesellschaft, Unterschleißheim, will act as Market Maker, acting as specialist and designated sponsor, in connection with the trading in Tender Rights (the **"Market Maker"**). The Company, the Market Maker and the Central Settlement Agent assume no responsibility whatsoever for the liquidity of the trading in Tender Rights and therefore cannot rule out that NORMA Group Shareholders who do not accept this Offer or not in the scope possible according to the Tender Ratio and therefore wish to sell their excess Tender Rights will be unable to find any buyer. Equally, the Company, the Central Settlement Agent and the Market Maker assume no responsibility for the development of the stock exchange price of the Tender Rights or the proceeds otherwise obtainable upon the sale of Tender Rights.

It is possible that Custodian Banks will seek to realise unexercised Tender Rights towards the end of the trading in Tender Rights in the best interest of the respective NORMA Group Shareholders. However, this is governed by the contractual relationship between the respective NORMA Group Shareholder and its Custodian Bank and may be handled differently by different Custodian Banks. The Company, the Central Settlement Agent and the Market Maker can therefore assume no responsibility in this regard. Nor can they guarantee that the respective Custodian Banks will find sufficient demand for Tender Rights at that point in time to effect a realisation. NORMA Group Shareholders who do not wish to accept the Offer or not in the scope possible pursuant to the Tender Ratio are therefore urged to contact their Custodian Bank as soon as possible to discuss the best possible realisation of their non-utilisable Tender Rights. Tender Rights that are not exercised will expire at the end of the Acceptance Period and will be removed without value.

Upon acceptance of the Offer by a NORMA Group Shareholder, the Tender Rights used for the acceptance are consumed and can no longer be utilised. Such Exercised Tender Rights shall be transferred by the Custodian Bank to the Exercised Tender Rights ISIN or Exercised Tender Rights WKN and are no longer tradable and transferable. At the end of the Technical Booking Period, the Exercised Tender Rights will be removed from the respective securities account without value.

The Tender Rights have not been and will not be registered under the US Securities Act of 1933, as amended (the "**US Securities Act**"), and may not be offered or sold in the United States except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the US Securities Act. There will be no public offer of the Tender Rights in the United States. NORMA Group Shareholders (whether or not US holders) who are affiliates (within the meaning of the US Securities Act) of NORMA Group will be subject to certain US transfer restrictions relating to the Tender Rights. Whether a person is an affiliate of a company for such purposes depends on the circumstances, but affiliates of a company can include certain officers and directors and significant shareholders. NORMA Group Shareholders who believe that they may be affiliates of NORMA Group for the purposes of the US Securities Act should consult their own legal advisers prior to any resale of Tender Rights in the United States.

The Tender Rights generally should not be treated as “restricted securities” within the meaning of Rule 144(a)(3) under the US Securities Act, and persons who receive Tender Rights (other than “affiliates” as described in the paragraph above) may resell them without restriction under the US Securities Act.

4.7 Allocation in the event of Oversubscription of the Residual Allocation

If the number of Additionally Tendered NORMA Group Shares exceeds the Residual Allocation Volume, the declarations of acceptance will be taken into account on a pro rata basis, i.e., in proportion of the number of NORMA Group Shares still to be acquired in the context of the Residual Allocation, i.e., the Residual Allocation Volume, to the total number of Additionally Tendered NORMA Group Shares.

The proportionate number is calculated as follows:

$$\text{Proportional number} = \frac{A}{B} \times C$$

"A" corresponds to the number of NORMA Group Shares still to be acquired in the context of the Residual Allocation, i.e., the Residual Allocation Volume;

"B" corresponds to the total number of all Additionally Tendered NORMA Group Shares that have been tendered to the Company by the NORMA Group Shareholders in accordance with the terms of this Offer;

"C" corresponds to the number of Additionally Tendered NORMA Group Shares tendered by the respective NORMA Group Shareholder in accordance with the terms of this Offer.

The result of this calculation is rounded down to the nearest whole number; fractional amounts shall be disregarded.

The excess Additionally Tendered NORMA Group Shares tendered for repurchase in the Residual Allocation but not repurchased will, following the implementation of this pro rata allocation, be transferred back by Clearstream to the original ISIN DE000A1H8BV3 / WKN A1H8BV (the **“Retransferred Shares”**). The Company is not obligated to acquire the Retransferred Shares and ownership of the Retransferred Shares will not pass to the Company. The transfer back will take place approximately between the fifth and eighth Banking Day after the end of

the Acceptance Period. In the event of a pro rata consideration of declarations of acceptance in the context of the Residual Allocation, minor delays may occur.

4.8 Right of withdrawal

Shareholders who have accepted this Offer have no contractual right of withdrawal from the contracts concluded by accepting this Offer. The provisions of the WpÜG do not apply to this Offer and therefore neither do its provisions on rights of withdrawal.

4.9 Costs of acceptance

All costs associated with the acceptance of the Offer and the transfer of NORMA Group Shares, in particular the costs, expenses and/or fees charged by the Custodian Banks (collectively: **"Costs"**), shall be borne by the NORMA Group Shareholders themselves. NORMA Group Shareholders are therefore advised to inquire with their Custodian Bank about the costs incurred in accepting the Offer, as this concerns the relationship between the NORMA Group Shareholder and its respective Custodian Bank. The same applies to costs arising from participation in the trading in Tender Rights.

4.10 No stock exchange trading in Tendered NORMA Group Shares and Additionally Tendered NORMA Group Shares

NORMA Group has not applied for admission of the Tendered NORMA Group Shares or for admission of the Additionally Tendered NORMA Group Shares to trading on a stock exchange or otherwise enabled trading in the Tendered NORMA Group Shares or the Additionally Tendered NORMA Group Shares, and will not do so. Consequently, NORMA Group Shareholders cannot sell their Tendered NORMA Group Shares (ISIN DE000A41YH46 / WKN A41YH4) or their Additionally Tendered NORMA Group Shares (ISIN DE000A41YHB2 / WKN A41YHB) on the stock exchange. With respect to the Additionally Tendered NORMA Group Shares, this applies regardless of whether the NORMA Group Shares are sold to the Company on the basis of this Offer or returned due to a potential Oversubscription.

Trading in NORMA Group Shares booked under ISIN DE000A1H8BV3 / WKN A1H8BV (not tendered for repurchase) remains unaffected.

5. Legal basis of the Offer

5.1 Capital structure of the Company

The Company's share capital at the time of publication of this Offer Document amounts to EUR 31,862,400 and is divided into 31,862,400 no-par value registered ordinary shares (*Stückaktien*) with a proportionate amount of the share capital of EUR 1.00 per no-par value share. No different share classes exist. Each NORMA Group Share (with the exception of treasury shares) carries one vote and is fully entitled to vote and to receive dividends. The NORMA Group Shares are admitted to trading on the regulated market of the Frankfurt Stock Exchange (Prime Standard) and are traded there.

5.2 Resolution of the Annual General Meeting regarding capital reduction and repurchase of treasury shares

The Annual General Meeting of the Company on 1 July 2026 resolved the following with respect to the authorisation for this Offer (the **"Resolution of the Annual General Meeting"**):

a) Capital reduction through redemption of shares to be acquired

The Company's share capital of EUR 31,862,400.00, divided into 31,862,400 no-par value shares (Stückaktien), is to be decreased by up to EUR 12,000,000.00 to up to EUR 19,862,400.00 through the cancellation (Einziehung) of fully paid-in shares of the Company to be acquired by way of a public buy-back offer pursuant to Section 71 para. 1 No. 6 of the German Stock Corporation Act (AktG) by way of the simplified procedure set forth in Section 237 para. 3 No. 2, para. 4 and para. 5 AktG. The acquired shares will be cancelled immediately. The acquisition and cancellation must be completed by the end of 28 February 2027.

The capital decrease by cancellation of shares to be acquired for this purpose is carried out for the purpose of repaying capital to shareholders as a result of the sale of the "Water Management" business segment.

In accordance with Section 71 para. 1 No. 6 AktG, the shares to be cancelled (einzuziehen) will be acquired by means of a public buy-back offer addressed to all shareholders at a total purchase price (excluding incidental acquisition costs (ohne Erwerbsnebenkosten)) of up to EUR 208 million. The Management Board will determine the purchase price per share when the buy-back offer is carried out in accordance with the requirements set out in Section b) of this resolution. The abovementioned total purchase price (excluding incidental acquisition costs) of up to EUR 208 million is to be utilised as fully as possible.

The exact amount of the reduction corresponds to the proportionate amount of the share capital attributable to those shares that are acquired and cancelled by the Company by way of the public buy-back offer pursuant to Section 71 para. 1 No. 6 AktG (see also Section b)).

bb) The acquisition of the shares will be carried out in accordance with the provisions referred to in Section b) of this resolution on the basis of Section 71 para. 1 No. 6 AktG. The acquired shares are to be cancelled immediately after acquisition. The cancellation shall be charged to an available balance sheet profit (Bilanzgewinn) within the meaning of Section 237 para. 3 No. 2 AktG, which the Annual General Meeting has not yet allocated for other purposes, or to freely disposable reserves (frei verfügbare Rücklagen) within the meaning of Section 237 para. 3 No. 2 AktG. In this case, the cancellation is initially carried out at the expense of freely disposable reserves within the meaning of Section 237 para. 3 No. 2 AktG and, to the extent that this is exhausted, then at the expense of an available balance sheet profit within the meaning of Section 237 para. 3 No. 2 AktG. The amount equal to the proportionate amount of the share capital attributable to the cancelled shares is to be transferred to the capital reserve (Kapitalrücklage) in accordance with Section 237 para. 5 AktG.

cc) The Management Board shall determine the further details.

b) Acquisition of treasury shares pursuant to Section 71 para. 1 No. 6 AktG

aa) In accordance with Section 71 para. 1 No. 6 AktG, the shares to be cancelled will be acquired outside the stock exchange by means of a public buy-back offer addressed to all shareholders in compliance with the principle of equal treatment (Section 53a AktG).

Details of the buy-back offer are to be determined by the Management Board in an offer document, taking into account the requirements of this resolution of the Annual General Meeting. The offer document will be published on the Company's website.

bb) The Management Board determines the buy-back price per share in compliance with the following requirements.

The buy-back price for all shares to be acquired (excluding incidental acquisition costs) amounts to a maximum of EUR 208 million in total.

The following requirements apply to the determination of the buy-back price per share:

*1. The buy-back price per share shall not exceed the Reference Stock Price (as defined below) by more than 30% and shall not exceed it by less than 10% (the buy-back price determined in accordance with this provision shall be the "**Buy-back Price**"). Subject to the following Section bb) 2., however, the Buy-back Price may not exceed the value of one share of the Company determined by the Management Board in accordance with IDW S1 on the date of the last trading day prior to the resolution of the Management Board on the Buy-back Price.*

2. If the Reference Stock Price is less than 5% below, equal to or exceeds the value of a share of the Company as determined in accordance with IDW S1 above, the Buy-back Price may exceed the Reference Stock Price by up to 10%.

*The "**Reference Stock Price**" is the average (Mittelwert) of the closing prices for shares of NORMA Group SE in Xetra trading on the Frankfurt Stock Exchange (or in a comparable successor system) in the last three months prior to the Management Board's resolution on the determination of the details of the buy-back offer.*

When determining the Buy-back Price, the Management Board will take into account, as far as possible, the goal of the smoothest possible tender ratio (möglichst glatten Andienungsverhältnisses) in the interest of shareholders with small quantities in particular.

cc) As part of the buy-back offer, each NORMA Group SE share not held by NORMA Group SE itself conveys a tender right (Andienungsrecht).

To the extent technically possible with reasonable effort, tender rights trading (Andienungsrechtehandel) is to be established.

The shareholders' declarations of acceptance are taken into account according to shareholdings by tendering the tender rights attributable to the shareholding as well as any additional tender rights acquired from other shareholders.

dd) The further details of the buy-back offer are otherwise determined by the Management Board.

c) Authorisation of the Supervisory Board to amend the version of the Articles of Association; Implementation deadline

The Supervisory Board is authorised to amend the wording of Article 4 para. 1 and para. 2 of the Articles of Association (Amount and Division of Registered Share Capital) in accordance with the extent of the implementation of the capital reduction.

The resolutions pursuant to this agenda item 10 shall become invalid if the resolutions and the reduction of the share capital have not been implemented by the end of 28 February 2027 at the latest.

The unabridged text of the proposed resolutions submitted to the Annual General Meeting, which were adopted by the Annual General Meeting as proposed, was published in the Federal Gazette on 22 May 2026 together with the notice convening the 2026 Annual General Meeting and can be viewed on the Company's website (https://www.normagroup.com/global/en/investor-relations/agm/annual-general-meeting) under the heading "Information on the 2026 Annual General Meeting". The explanatory report of the Management Board on the proposed Resolution can also be found there.

The balance sheet requirements for a capital reduction by way of redemption of treasury shares pursuant to Section 237 (3) no. 2, (4) and (5) AktG were satisfied on the date of the Resolution of the Annual General Meeting and continue to be satisfied as at today's date.

5.3 Resolution of the Management Board to submit the Offer

On the basis of the Resolution of the Annual General Meeting and following the commercial register entry of the capital reduction resolution, the Management Board resolved on 14 August 2026 to submit the Offer on the terms described in this Offer Document. This decision was published on the same day as an ad hoc notification.

5.4 Use of repurchased shares

NORMA Group Shares acquired by the Company will be redeemed without undue delay after acquisition and fulfilment of all relevant requirements by way of a capital reduction through redemption in simplified procedure pursuant to Section 237 (3) no. 2, (4) and (5) AktG. The acquired NORMA Group Shares will not be available for any use other than their redemption.

6. Information on the Offer Price

The Offer Price for one NORMA Group Share is EUR 22.35.

The Offer Price takes into account the requirements of the Resolution of the Annual General Meeting. According to this, the Offer Price per NORMA Group Share may not exceed the average of the closing prices for shares of NORMA Group SE in Xetra trading on the Frankfurt

Stock Exchange (or in a comparable successor system) in the last three months prior to the Management Board's resolution on the determination of the details of the Offer by more than 30% and may not exceed it by less than 10%. The Offer Price may furthermore (subject to the following sentence) not exceed the value of one share of the Company determined by the Management Board in accordance with IDW S1 as at the last stock exchange trading day prior to the Management Board's resolution on the Offer Price. If the Reference Stock Price falls below the value of one share of the Company determined in accordance with IDW S1 by less than 5%, equals it or exceeds it, the Offer Price may exceed the Reference Stock Price by up to 10%.

The period relevant for determining the Offer Price therefore comprises the trading days from 13 May 2026 to 13 August 2026. The Reference Stock Price for the period from 13 May 2026 to 13 August 2026 was EUR 17.81.

The valuation report prepared for the Management Board by a qualified expert in accordance with the IDW S1 standard as at the last stock exchange trading day prior to the Management Board's resolution on the Offer Price has determined value ranges for the value of one NORMA Group Share. The Offer Price is within the value ranges per NORMA Group Share determined independently and in accordance with the IDW S1 standard as at 13 August 2026, and the Management Board has ensured that the Offer Price does not exceed these value ranges.

The Offer Price of EUR 22.35 is thus 25.47% above the Reference Stock Price and 16.53% above the closing price of the NORMA Group Share in the regulated market, Deutsche Börse Xetra, on 13 August 2026 as well as 27.42% above the closing price of the NORMA Group Share in the regulated market, Deutsche Börse Xetra, on 30 June 2026, the day preceding the resolution of the Annual General Meeting of 1 July 2026.

7. Rights of the Company in relation to the acquired NORMA Group Shares

NORMA Group Shares acquired as part of this Offer will not grant NORMA Group any rights, also for the period up to redemption; in particular, the Company will not be entitled to any voting or dividend rights from them.

8. Effects and financing of the repurchase

The NORMA Group Shares acquired by the Company will be redeemed without undue delay for the purpose of reducing the Company's share capital (see Section 5.4 above). In accordance with the requirements of the Annual General Meeting, the redemption shall take place against balance sheet profit or freely available reserves. The redemption shall take place first against freely available reserves within the meaning of Section 237 (3) no. 2 AktG and, to the extent these are exhausted, then against available balance sheet profit within the meaning of Section 237 (3) no. 2 AktG.5.4

The Company has the necessary liquid funds available to fully fulfil the Offer at the time the claim to the Offer Price becomes due. The amount equal to the proportionate amount of share capital attributable to the redeemed NORMA Group Shares will be allocated to the capital reserve pursuant to Section 237 (5) AktG.

Insofar as the Maximum Repurchase Volume cannot be exhausted in full, the remaining liquid funds will be available to the Company for other purposes. No statements can currently be made on the if, how and scope of use of such funds.

For the legal position and consequences for treasury shares already held by the Company prior to the submission of this Offer, see Section 10 below.10

9. Situation of NORMA Group Shareholders who do not accept the Offer

The NORMA Group Shares admitted to trading on the Frankfurt Stock Exchange will remain tradable on the stock exchange under ISIN DE000A1H8BV3 and WKN A1H8BV throughout the Acceptance Period and after completion of the Offer.

The current price of the NORMA Group Shares may have been influenced, inter alia, by the Company's announcement of the submission of this Offer at the Offer Price. It is uncertain how the price of NORMA Group Shares will develop during or after the Acceptance Period, i.e., whether the share price of NORMA Group Shares will remain at the same level, decrease or increase during the Acceptance Period and after the implementation of the Offer. It cannot be ruled out that, after the implementation of the Offer and depending on the acceptance rate, the supply and demand for NORMA Group Shares will be lower than today, thereby reducing the trading liquidity of NORMA Group Shares. A possible reduction in trading liquidity may also lead to higher price fluctuations compared to the past.

The Company's shares are currently listed in the SDAX, an index calculated by Deutsche Börse AG comprising 70 companies traded on the Frankfurt Stock Exchange. The implementation of the Offer and the redemption and the ensuing reduction in the total number of NORMA Group Shares may result in a lower weighting of the NORMA Group Share in the SDAX, as calculated by Deutsche Börse AG.

As the NORMA Group Shares acquired by the Company under this buyback offer will be redeemed without undue delay (see Section 5.4 above), the total number of shares of the Company will decrease after the implementation of the Offer. The membership quota of NORMA Group Shareholders who do not accept this Offer will thus increase in proportion. A NORMA Group Share will thus potentially have a higher relative voting weight and receive a relatively higher share of the profits.5.4

10. Treasury shares

At the time of publication of this Offer Document, the Company holds 3,185,471 treasury shares. This corresponds to approximately 10% of the Company's share capital. The treasury shares do not grant any membership rights to the Company. The Company cannot accept the Offer for the treasury shares already held and will not sell these treasury shares until the expiry of the Acceptance Period. The treasury shares currently already held shall remain unaffected by the Offer. To the extent the Company holds more than ten percent of the share capital after the redemption of the shares repurchased under the Offer, the portion of shares exceeding this threshold will be disposed of or redeemed in accordance with the statutory requirements of Section 71c (2), (3) AktG within the periods provided for therein.

11. Tax law notice

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. NORMA Group 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.

12. Publications

Additions or amendments to the Offer will be published in the same way as the Offer Document (see Section 1.2). Other publications and further announcements by the Company in connection with the Offer will only be made on the Internet at https://www.norma-group.com/global/en/investor-relations/share/share-buyback under the section "Investors – Share – Share Buyback", unless there are further legal publication requirements.1.2

The Company will publish the final result of the Offer at https://www.norma-group.com/global/en/investor-relations/share/share-buyback under the section "Investors – Share – Share Buyback", expected at the latest on the third Banking Day after the expiry of the Acceptance Period, and submit it for publication in the Federal Gazette (*Bundesanzeiger*) (https://www.bundesanzeiger.de). In the event of a pro rata consideration of declarations of acceptance in the context of the Residual Allocation (see Section 0), the Company will additionally publish the corresponding allocation ratio (*Repartierungsquote*).0

13. Governing law and place of jurisdiction

The Offer and the share purchase and transfer agreements resulting from the acceptance of this Offer are governed exclusively by the laws of Germany.

If a NORMA Group Shareholder is a businessperson (*Kaufmann*), a legal entity under public law or a special fund under public law, Frankfurt am Main, Germany, shall be agreed as the exclusive place of jurisdiction (*ausschließlicher Gerichtsstand*) for all claims arising from or in connection with this Offer and the share purchase and transfer agreements resulting from the acceptance of this Offer. To the extent permissible, the same shall apply to persons who do not have a general place of jurisdiction in Germany, or persons who, after conclusion of the share purchase and transfer agreements resulting from the acceptance of this Offer, have moved their place of residence or habitual abode outside of Germany, or whose place of residence or habitual abode is unknown at the time of filing a lawsuit.

14. Miscellaneous

References to a **"Banking Day"** refer to a day on which the banks in Frankfurt am Main, Germany, are open for general business and the Trans-European Automated Real-time Gross Settlement Express Transfer system (TARGET) or a comparable system is operational.

Maintal, 14 August 2026

NORMA Group SE

- The Management Board -