

6 Capital Allocation

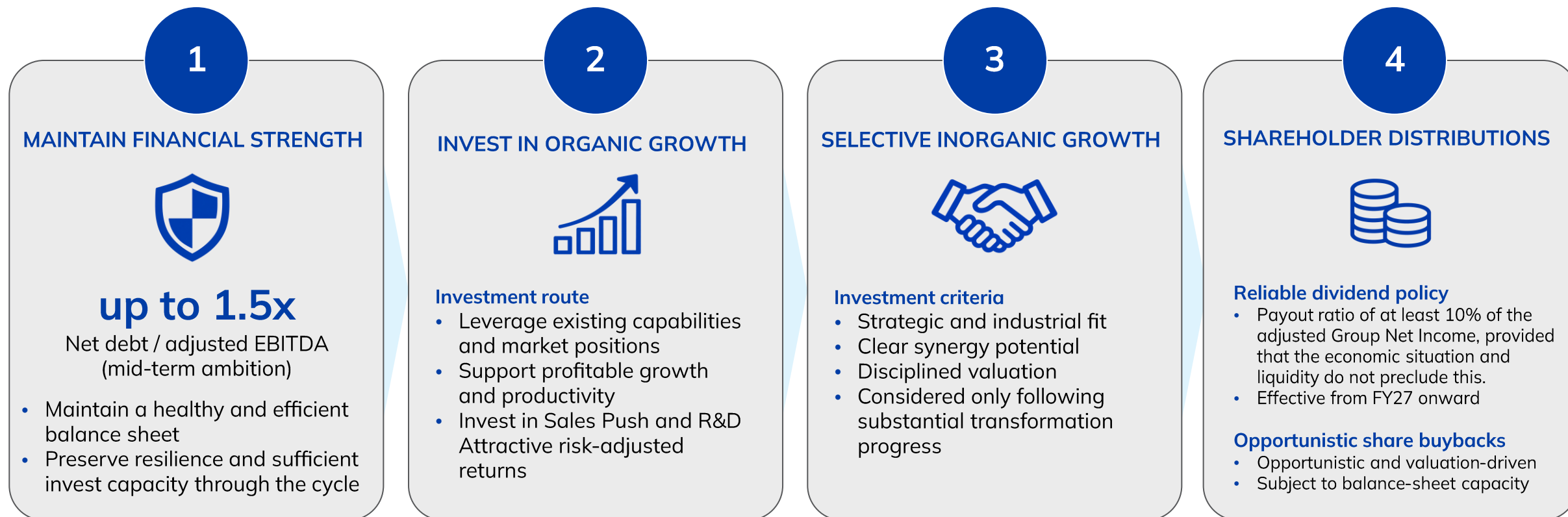
Deploying capital for sustainable value creation



Birgit Seeger
CEO and Chair of
the Management
Board

Capital allocation prioritizes sustainable value creation

Capital is deployed based on strategic fit, prospective returns and balance-sheet capacity



BALANCE SHEET GUARDRAIL

DISCRETIONARY CAPITAL ALLOCATED BASED ON EXPECTED RISK-ADJUSTED RETURNS

Deploy capital where expected returns meet our value-creation criteria

Clear investment criteria underpin disciplined capital deployment



Organic and inorganic investments are assessed against consistent criteria



Investment discipline ensures that growth is pursued only where expected returns support sustainable value creation

NewNORMA provides a clear path to sustainable value creation



Focused portfolio, profitable growth and structural performance improvement underpin stronger cash generation and returns

1

FOCUSED PORTFOLIO

Two core SBUs with different value creation roles

- MNE: focus on cash generation
- IA: driving profitable growth

2

PROFITABLE GROWTH

Growth increasingly driven by Industry Applications

- Structural growth markets
- Sales Push
- Drive utilization

3

MARGIN IMPROVEMENT

Multiple levers to sustainably improve profitability

- Growth & mix
- Footprint optimization
- Structural cost discipline

4

CASH & RETURNS

Strengthen cash generation

- Higher profitability
- Asset efficiency
- Strong cash generation

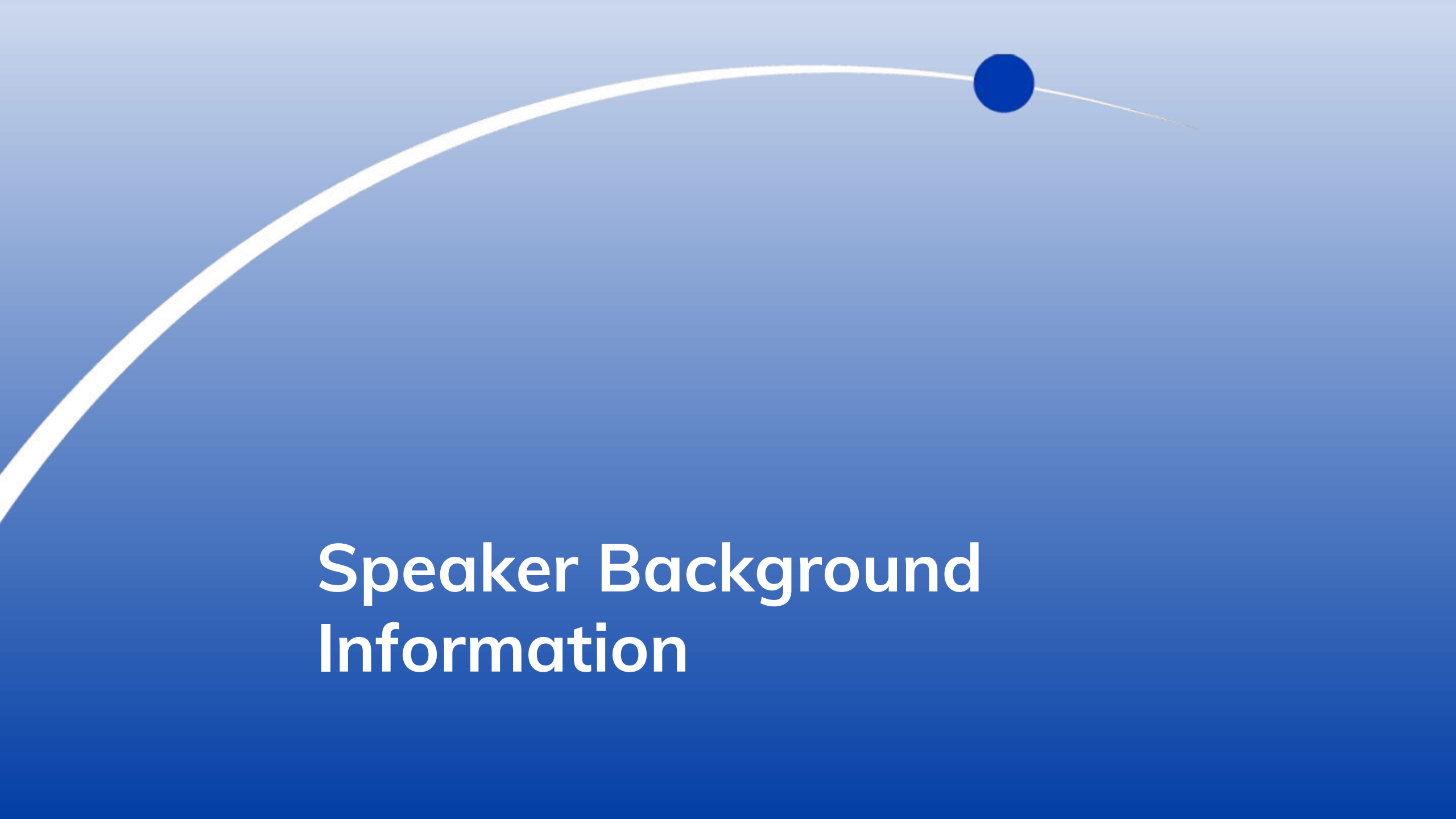
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CAPITAL ALLOCATION

Capital deployed against clear value-creation criteria

- Organic growth investment
- Selective inorganic opportunities
- Dividends and opportunistic SBB

NewNORMA: Stronger, more resilient – delivering sustainable value creation



Speaker Background Information

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**Birgit
Seeger**

**CEO & Chair of the
Management
Board**

*With NORMA Group
since 2025*

Current responsibility

Leads NORMA Group as CEO and Chair of the Management Board.

Relevant experience

Member of the Board of Directors | Konecranes | 2024–Present

Various Senior Vice President Roles | Bosch | 2017–2025

- Led the global Comfort Actuators business unit (2022–2025)
- Head of quality and risk management (2019–2022)
- Led transformation of Powertrain Solutions (2017–2019)

Global Director, Engineering, Test and Quality Center | WABCO | 2013–2016

Principal | Ricardo Strategic Consulting | 2011–2013

Managing Consultant | PA Consulting | 2001–2011

Educational background

Executive Leadership Programs | Carnegie Mellon University & ESMT Berlin

Diplom-Kauffrau, Business Administration | University of Tübingen