



3

Footprint

Optimizing our asset base



Birgit Seeger
CEO & Chair of
the Management
Board

Four value creation levers underpin our FY31 ambition

Execution to drive growth, utilization and structural cost improvement



Optimizing our global manufacturing footprint

We are moving from regional optimization to best-fit production allocation across our global network

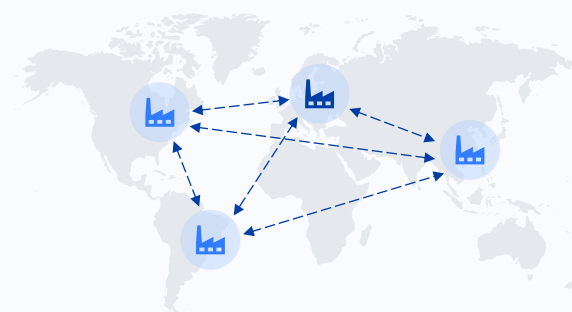
FROM Regional / local optimization



- Production decisions optimized by region and site
- Capacity decisions made locally
- Limited ability to leverage the global manufacturing network
- Regional profit center



TO Best-fit production allocation



Allocate production based on cost, capability and customer needs



Cost center
Optimize manufacturing economics



Capability
Match products with the right production capabilities



Customer
Account for proximity and customer requirements

Driving tangible operational benefits



Higher utilization
Better use of existing production capacity



Lower production cost
More efficient manufacturing economics



Competitive pricing
Lower production costs enhance our competitiveness in bids



Customer proximity
Production close to customers where relevant



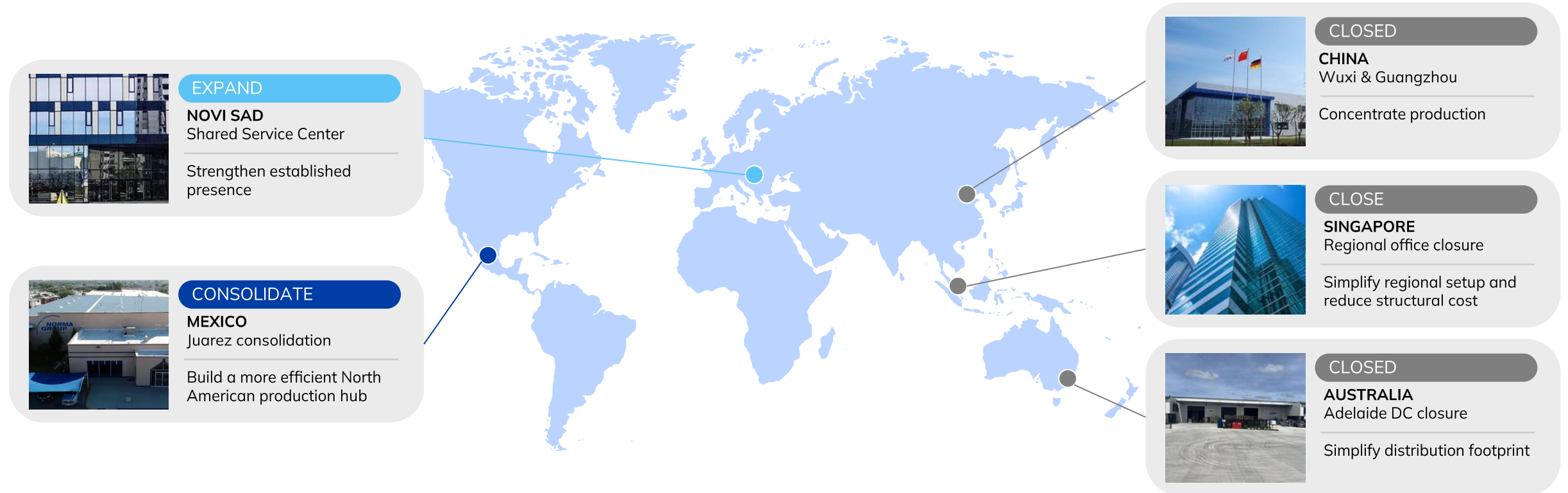
Margin improvement
Better utilization and manufacturing economics support profitability

Global production allocation enables NORMA to better utilize its asset base while strengthening competitiveness and profitability.

Reshaping our global footprint



We have been consolidating and simplifying our network to right-size our asset base



GLOBAL NETWORK

Actions across APAC and Americas



CONSOLIDATE & SIMPLIFY

Remove duplication and improve utilization

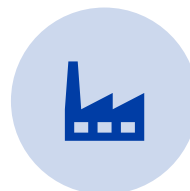


REBALANCE

Optimize capacity allocation across the global network.

Reshaping our EMEA manufacturing footprint

Today's network of nine production sites operates well below our utilization target



9

EMEA production sites

Production spread across multiple locations



~50-60%

Current utilization

Underutilized assets across the network



≥80%

Target utilization

Increasing productivity and fixed-cost absorption



Building a more focused and cost-competitive EMEA footprint

by concentrating volumes, improving asset utilization and leveraging best-cost locations

Approx €20-30m

Annual run-rate savings by FY31

Bronislava Kohutova



Supply Chain
Management Europe

Selman Boran



Value Stream Management
Maintal



Speaker Background Information

Speaker Background Information



**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



**Bronislava
Kohutova**

**Director Supply
Chain
Management
EMEA**

*With NORMA Group
since 2023*

Current responsibility

Leads Supply Chain Management across EMEA, driving end-to-end supply chain transformation, organizational effectiveness and operational excellence. Her focus includes organizational design, process standardization and governance, as well as improving service, cost efficiency, inventory and working capital performance.

Relevant previous experience

Global Head of transportation, internal logistic, storage and customer service | Gebauer & Griller | 2019–2023

- Led global transportation, internal logistics, warehousing and customer service, driving process standardization, inventory optimization and delivery performance

Global Head of logistics and storage | Gebauer & Griller | 2018–2019

- Led logistics and warehousing activities with a focus on global processes and operational performance

Supply Chain Manager | Gebauer & Griller | 2017–2018

- Led materials management, planning, purchasing, logistics and customer service, driving inventory and supply chain efficiency

Educational background

Ing., Industrial Engineering | University of Žilina | 2000–2005



**Selman
Boran**

**Segment Leader
FASTEN Maintal
Plant**

*With NORMA Group
since 2001*

Current responsibility

Serves as Segment Leader and is responsible for TORRO production as well as for the divisions Service. For over 25 years, he has held various specialist and management positions at the NORMA Group site in Maintal.

Relevant previous experience

Chairman of the Works Council and Chairman of the Group Works Council | NORMA Group | 2025–2026

- Represented employees during NORMA Group's transformation

Segment Leader SGT | NORMA Germany GmbH | 2023–2025

- Responsible for the TORRO department

Head of Production Planning and Scheduling | NORMA Germany GmbH | 2022–2023

- Responsible for all end-to-end production planning, including inventory and scheduling of traded goods, in Germany

Kaizen Manager | NORMA Germany GmbH | 2010–2013

- Responsible for all lean activities across NORMA Germany's operations and production, reporting directly to the Managing Director Germany

Educational background

Certified Business Economist (IHK) | 2009; Certified Industrial Business Specialist (IHK) | 2007

Apprenticeship as an Industrial Management Assistant | Rasmussen GmbH in Maintal