2 Sales Push

Accelerating profitable growth

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Four value creation levers underpin our FY31 ambition

Execution to drive growth, utilization and structural cost improvement

SALES PUSH
Accelerate profitable growth

FOOTPRINT
Optimize our asset base

TRANSFORMATION
Improve structural efficiency

GROWTH
Expand into attractive markets

OPERATIONAL VALUE DRIVERS

GROWTH & MIX
- Profitable volume growth
- Improved mix
- Pricing execution

UTILIZATION & PRODUCTIVITY
- Higher asset utilization
- Operational efficiency
- Leverage fixed cost base

SG&A AND COST DISCIPLINE
- Lower structural cost base
- SG&A efficiency
- Operational cost discipline

Sales growth | **Margin expansion** | **Cash generation** | **ROCE**

Industry Applications has not been realizing its full potential

Norma

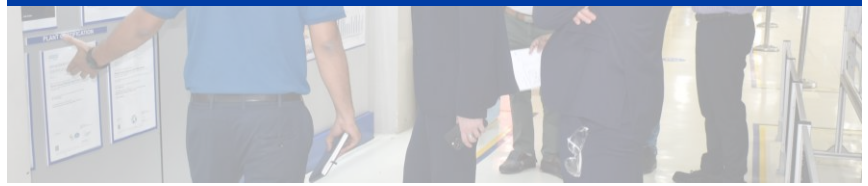
Four constraints held back growth

NewNorma

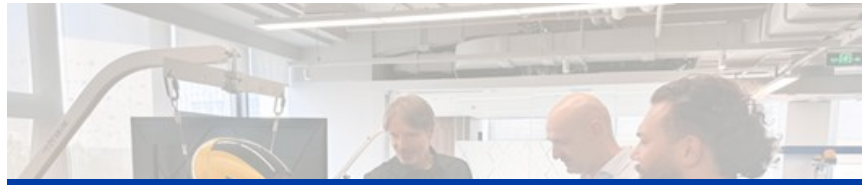
Sales Push directly addresses each constraint

Closer to customers

Focus on growth markets



Competitive cost & pricing



Application-led innovation

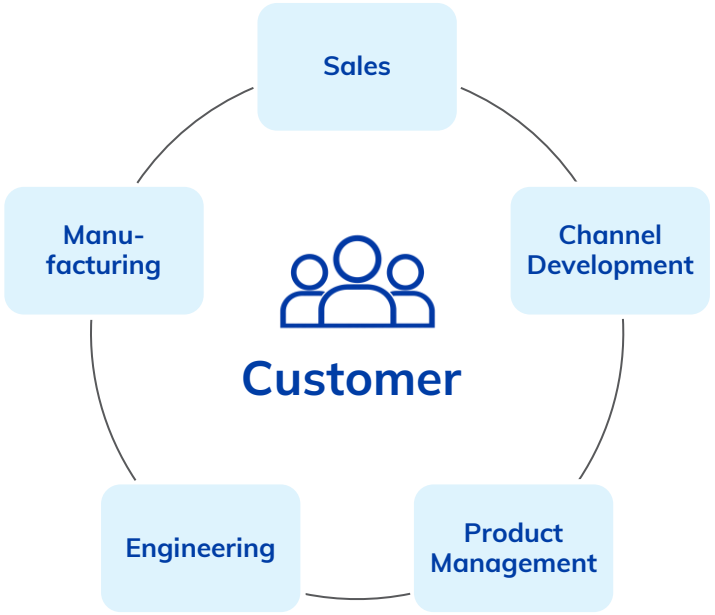
Sales Push turns structural constraints into a focused growth agenda

Customer-centric execution for profitable growth

1 OWN
End-to-end Strategic Business Unit

2 FOCUS
Channel development

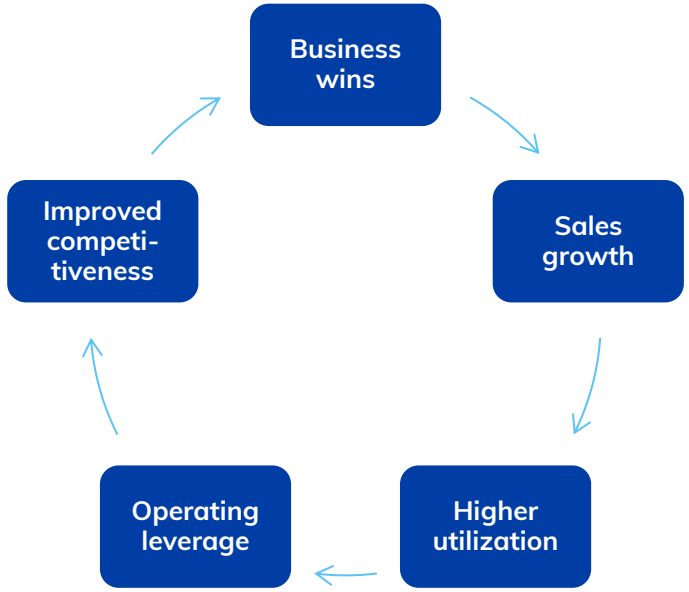
3 SCALE
Profitable growth



Channel Expansion

Stronger Relationships

Customer Centric Tools and Product Solutions



A stronger customer focus, combined with effective channel development, competitive positioning and innovative solutions, creates a self-reinforcing cycle of profitable growth.

Focus industries significantly increase IA's growth exposure

	Data Centers	BESS	Heat Pumps	White Goods	Aviation	Industrial Machinery	Agriculture
Market opportunity CAGR 2026-2031	+30% p.a.	+25% p.a.	+8% p.a.	+2% p.a.	+7% p.a.	+5% p.a.	+1% p.a.
Content per Unit	€100k to €6m[1]	€5k to €6k	€40 to €50	€1 to €3	€8k to €10k	€80 to €100	€100 to €150

~3% CAGR
BASE BUSINESS TAM[2] GROWTH
Base business expected to grow steadily at low-single-digit rates.

~12% CAGR
FOCUS INDUSTRIES TAM GROWTH
Focus industries are expected to grow around 4x faster than the base business market.

~5% CAGR
BLENDED TAM GROWTH
Focus industries increase from ~50% of IA's total addressable market in 2026 to ~60% in 2031.

Focus industries combine attractive markets and a strong fit to NORMA

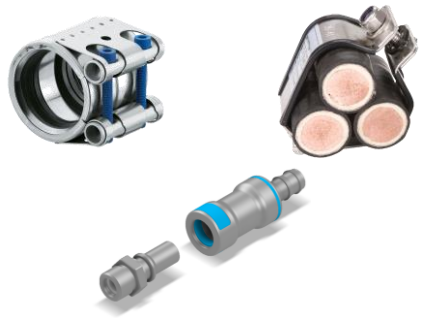
[1] Content per Data Center
[2] Total addressable market

Industry Applications expanding into growth markets

Leveraging fastening, connecting and fluid-handling competencies across attractive growth applications

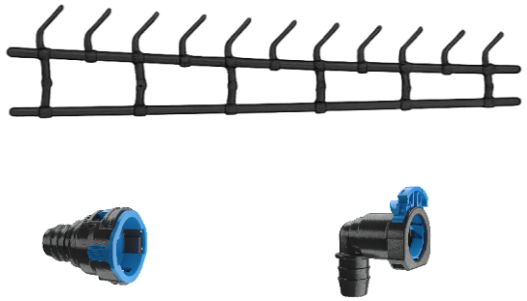
Data Centers

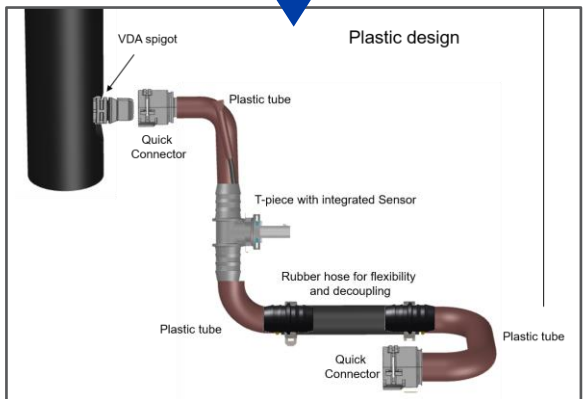
Cooling systems | Power infrastructure



BESS

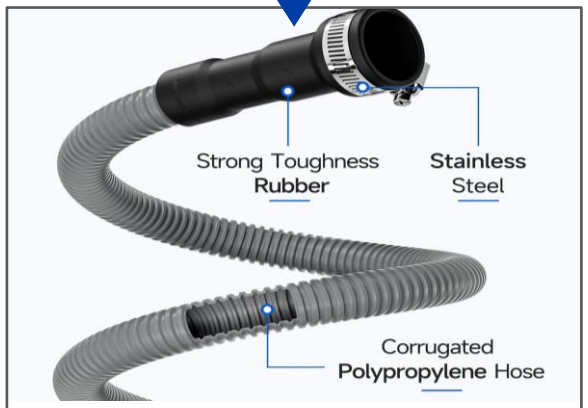
Quick connectors | Cooling systems





Heat Pumps

Pipe connections | Piping systems



White Goods

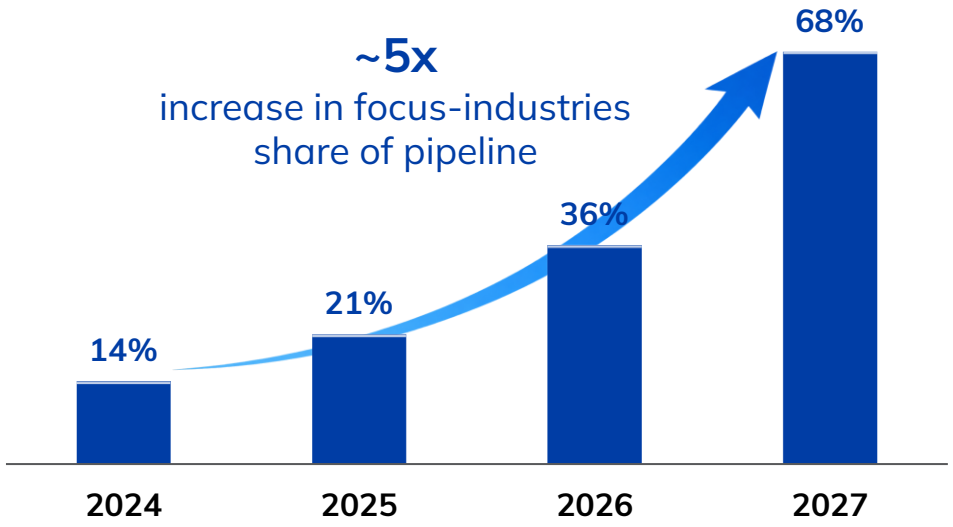
Quick connectors | Fluid handling

Sales Push is increasing IA's exposure to focus industries

Focus industries are gaining relevance in the opportunity pipeline, supporting a higher contribution to IA

1 COMMERCIAL TRACTION
Growing share of focus industries in the pipeline

Share of opportunity pipeline in focus industries
% of total IA opportunity pipeline[1]



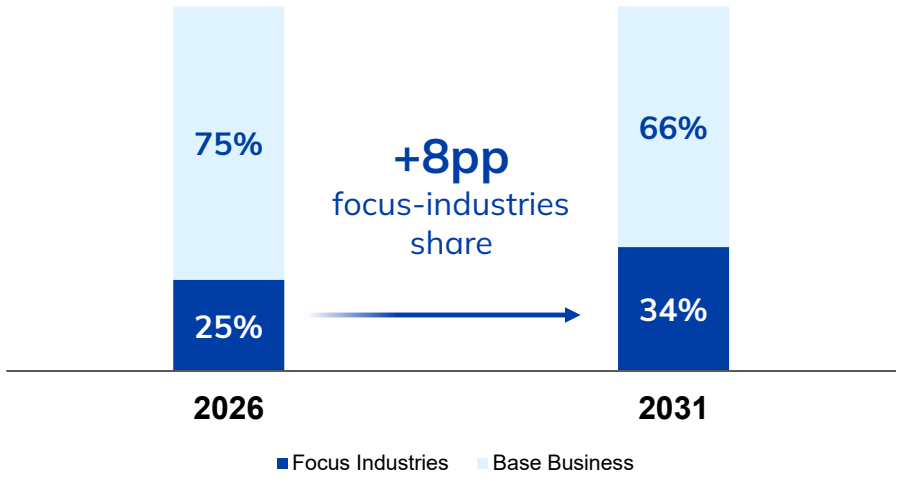
PIPELINE SHIFT
Increasing focus on attractive end markets

BUSINESS WINS
Conversion of pipeline into orders

SALES MIX SHIFT
Higher contribution of focus industries to IA sales

2 SALES MIX OUTCOME
Higher contribution of focus industries to IA sales

NORMA IA sales by end-market group
% of IA sales



GROW AT LEAST IN LINE WITH THE MARKET
IA ambition

[1] Percentage of current opportunity pipeline classified as focus industries, based on expected SOP year

Sales Push: Unlocking the potential of our base business

Commercial execution drives profitable growth, asset utilization and recurring cash generation

Why Base Business Matters

Plant utilization

Higher base load improves asset utilization and operating leverage.

Route to market

Broad distribution access supported by cross selling standard NORMA, BREEZE, Torca, R.G.RAY, and ABA brands.

Resilient cash generation

Recurring, capital-light revenue

Proven growth potential

Focused commercial execution can expand the base through Category expansion

COMMERCIAL REQUIREMENTS

Competitive market pricing

Market-relevant pricing with clear commercial guardrails. *Smart Pricing*

Availability & Service

Reliable supply and short lead times with responsive customer support. *OTD*

Complete line card

Broad clamp and connection portfolio to grow share wallet. *One Stop Shopping*

Application engineering

Translate customer needs into the right solution. *Right Parts Right Application*

Targeted conversion

Identify applications and execute structured conversions. *Market Share*

Channel & account alignment

Focus coverage and resources on high-potential accounts. *Growth Focus*

WINNING FORMULA: Price + Availability + Portfolio + Engineering + Conversion + Coverage

Sales Push: Unlocking the Potential of NORMA's Base Business

Channel Success Stories – Base Business

- Competitive market pricing
- Complete line card
- Targeted conversion
- Availability & Service
- Application engineering
- Channel & account alignment

Base Business Channel Partner Success Stories

DIXON — MRO +34%

Large Plumbing Distributor
Global Reach

Large American Retailer — DIY +14%

Large DIY big box retailer
National Reach in USA

ESW Group® — AAM +95%

Large manufacturer of DPF and DOC products for heavy trucks, Emissions Testing

Large, privately held B2B — MRO +41%

Large MRO Distributor
National Reach in USA

TRU-FLEX A Nelson Global Company — AAM +1417%

Large manufacturer of flexible metal exhaust hoses
National Reach in USA

MAGNAFLOW — AAM +143%

Large aftermarket Exhaust Manufacturer
National Reach in USA

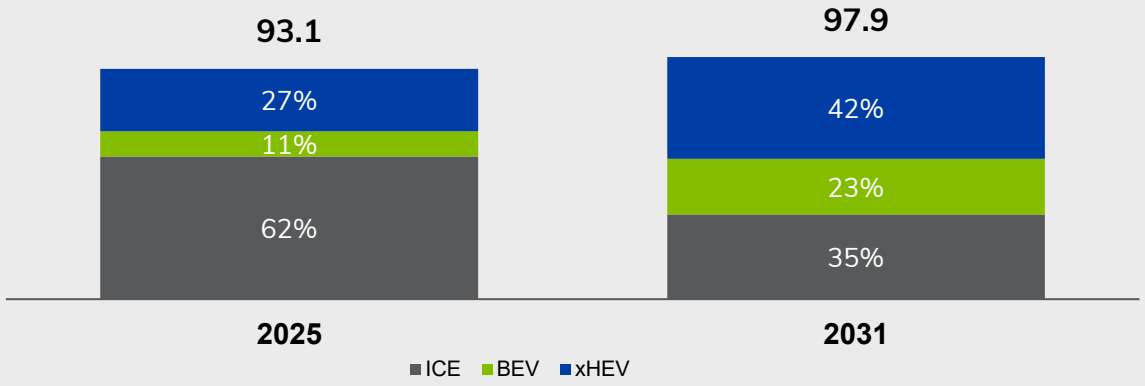
MNE remains well positioned through the powertrain transition

Changing powertrain mix supports a growing addressable market

GLOBAL PV PRODUCTION BY POWERTRAIN

Million Units

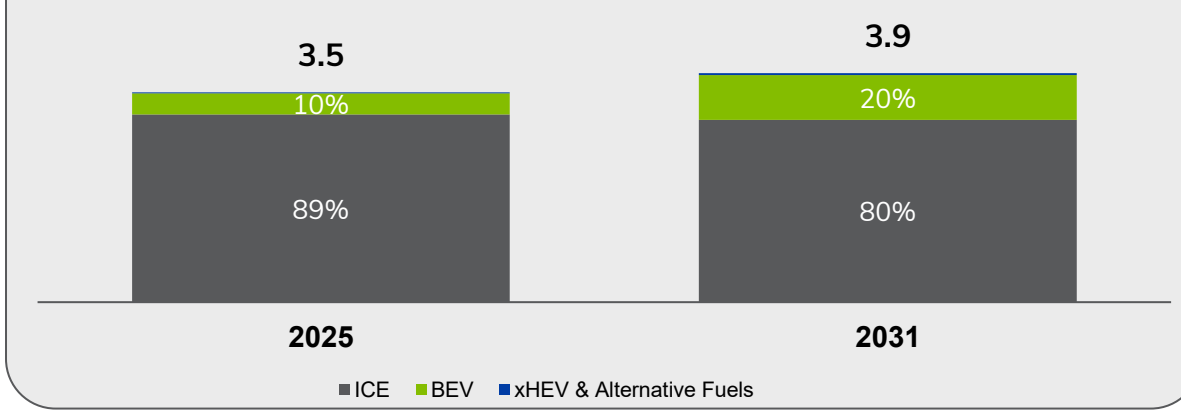
around +1% p.a.
PV addressable market 2025-31



GLOBAL CV PRODUCTION BY POWERTRAIN

Million Units

around +2% p.a.
CV addressable market 2025-31



Regulatory requirements continue to evolve

Stricter rules in every region add content our portfolio already covers.

Content shifts across powertrain technologies

From engine and exhaust to battery and thermal management – we supply both.

Innovation creates additional content opportunities

Autonomous driving critical systems and Next-Gen solid-state batteries will require mission critical products

Powertrain transition supports resilient content per vehicle

Comparable content in ICE and BEV applications, with additional opportunities in hybrid powertrains

NORMA CONTENT PER PV BY POWERTRAIN

ICE

- Engine
- Cooling system
- Exhaust system
- Other applications

BEV

- Battery thermal mgmt.
- Thermal mgmt., other
- Cooling / HVAC
- Other applications

xHEV

- Battery thermal mgmt.
- Cooling / HVAC
- Engine
- Cooling system
- Exhaust system
- Other applications

Comparable content in ICE and BEV

Additional content potential in xHEV

Resilience across powertrain technologies

NORMA's diversified application portfolio supports content resilience across the powertrain transition.

MNE is well positioned across all powertrain technologies

Broad portfolio supports similar or higher content across evolving powertrains

ICE

What we supply
Clamps, fuel and coolant lines, exhaust connections

Content per vehicle

PVs	CVs
€115	€300

BEV

What we supply
Battery thermal-management lines, quick connectors, cooling

Content per vehicle

PVs	CVs
€115	€315

Hybrid (xHEV)

What we supply
Combustion portfolio plus electrification content

Content per vehicle

PVs	CVs
€130	€350

Fuel cell & Alternative fuels

What we supply
Clamps, humidity lines, fixing solutions

Content per vehicle

CVs
€350-550

Local-to-local
Manufacturing close to customers

Complete portfolio
Fastening, connecting and fluid handling for every powertrain

Long-standing customers
Solid relationships with leading OEMs and Tiers

Engineering depth
Automotive-grade expertise across powertrains

Sales Push: Mobility & New Energy

NewNORMA execution is delivering initial commercial results

LEVERAGE INSTALLED BASE

- Investment phase completed
- Next-gen products require tools, not new plants
- Growth leverages existing equipment

MARKET-LED EXECUTION

- Market-based pricing, not cost-plus
- Target costing aligned with market price points
- Global SBUs own the customer and P&L

LEVERAGING BU BUSINESS

- Commercial-vehicle products → off-highway, power generation
- EV thermal management → data centers, charging, energy storage
- One technology base across two BUs

COMMERCIAL EXECUTION – ALREADY VISIBLE

€157m

Largest program ever won in PV

+45% yoy

Cumulative lifetime sales won in 9M 2026

GROW AT LEAST IN LINE WITH THE MARKET

MNE ambition

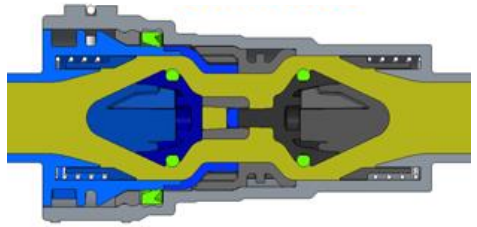
Sales Push supports profitable growth through disciplined pricing, customer penetration and engineering leverage.

High-performance Dry Break Valve technology

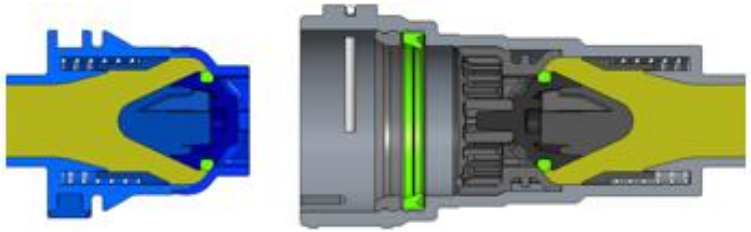
Low-spill and flow-optimized technology for demanding thermal-management challenges

SELF-CLOSING TECHNOLOGY

Connected

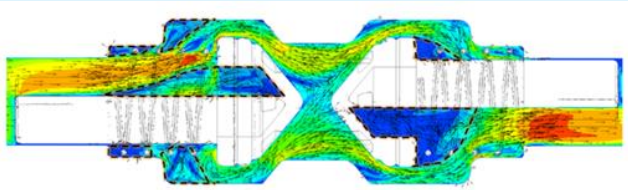


Disconnected

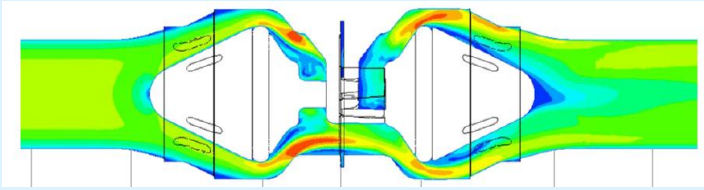


FLOW-OPTIMIZED DEVELOPMENT

Initial design concept



Optimized design concept



PRODUCT ASSETS

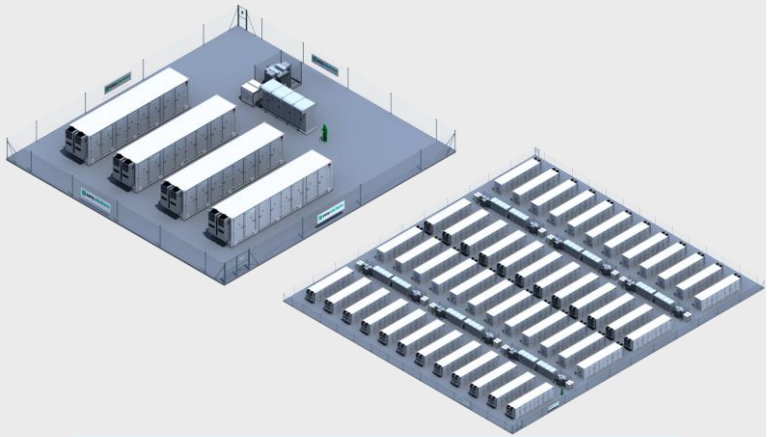
- FLOW-OPTIMIZED
- MODULAR
- NORMA PATENTED
- VALIDATED

Proprietary design, simulation and validation capabilities demonstrate NORMA's engineering expertise

Dry Break Valve technology successfully transferred into BESS

Automotive-grade quality and application engineering supported a new customer win

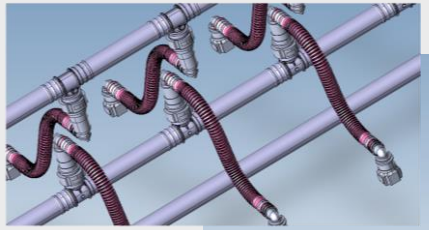
BESS APPLICATION
Reliable thermal management required

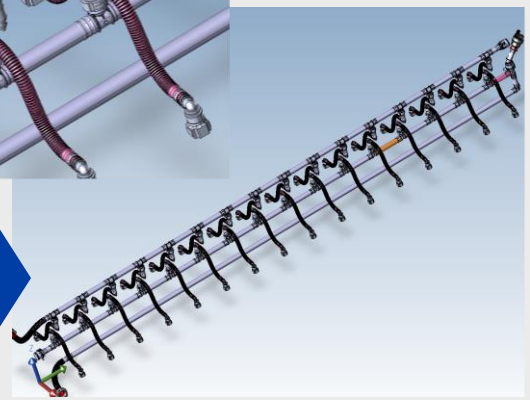


Battery thermal management

Serviceable fluid connections

TECHNOLOGY TRANSFER
Proven automotive technology adapted for BESS





7x per BESS unit

Automotive-grade quality

Flow-optimized

Modular solution

COMMERCIAL VALIDATION
New customer win

CUSTOMER WIN
Competitor replaced based on quality and engineering performance

SERIAL ORDERS
received in 2026

Implementation accelerated from **Jan. 2027** to **Aug. 2026**

Technology transfer converts proven automotive engineering into new content and customer wins

Dry Break Valve technology for Data Center cooling: UQD[1]

Developing spill-free connection solutions for increasingly liquid-cooled infrastructure

DATA CENTER APPLICATION
Safe, serviceable fluid connections

Liquid cooling

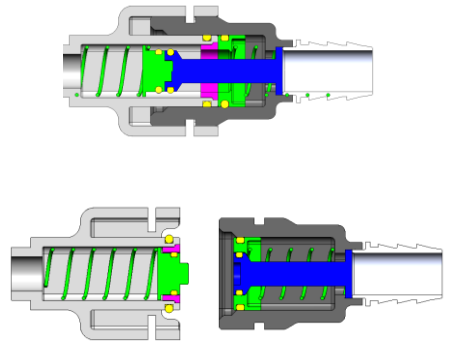
Spill-free connections

METAL UQD
Go-to-market solution

Originally designed for high-pressure applications

Higher cost and pressure drop

ALL-PLASTIC UQD
Targeting performance and cost advantages



Currently under development

- Application-specific design
- Lower cost potential
- Optimized fluid flow

Combining speed to market with longer-term product differentiation in Data Center liquid cooling

[1] Universal Quick Disconnector

Sensor cleaning creates additional content opportunities in Mobility

Increasing ADAS penetration expands demand for reliable fluid connections around vehicle sensors

~€78m
Addressable market by 2030

~6%
Market growth (CAGR 2026-2030)

MORE SENSORS
Increasing ADAS penetration leads to higher sensor content per vehicle

Cameras | LidAR | Radar

SAFETY-CRITICAL
Reliable sensor operation required in rain, snow, debris and challenging environmental conditions

~33%
Potential safety-critical content per vehicle

Leveraging existing fluid-management capabilities to increase content in sensor-rich vehicles

Plastic cooling technology for next-generation batteries

Developing a plastic cooling solution targeting higher thermal performance, lower weight and cost

Increasing cooling requirements

Faster Charging
Higher heat loads require more effective thermal management

NEXT-GEN BATTERIES
Tighter temperature control required

NORMA plastic cooling concept
Early development prototype

Targeted product advantages

< 2°C ΔT
Targeted cell-to-cell balance

~50%
lower mass vs. aluminum

~20%
Total pack cost savings potential

Applying NORMA's thermal-management expertise to next-generation battery architectures

Speaker Background Information

Speaker Background Information

Dominik Görts

President Industry Applications

With NORMA Group since 2024

Current responsibility

Leads NORMA Group's Strategic Business Unit (SBU) Industry Applications, with responsibility for the SBU's business development and execution. He is responsible for the full business unit P&L.

Relevant previous experience

Vice President Aftermarket | GKN Automotive | 2020–2024

- Responsible for profitable growth trajectory of the Aftermarket Business Unit

Member of the Executive Board Aftermarket, Special OE and Industries | HELLA | 2016–2020

- Besides leading the global aftermarket wholesale unit acting as an advisory board member to the internal ventures entity

CEO | Nordic Forum Holding A/S | 2015–2020

- Led the global aftermarket wholesale unit driving growth and transformation

Educational background

Master, International Business Studies | Maastricht University

International Business Studies | Université Pierre Mendès-France, Grenoble

Speaker Background Information

Jeffrey Lombardi

Vice President Business Development IA

With NORMA Group since 2021

Current responsibility

Leads NORMA Group's North American Industrial Applications business, driving profitable growth, market expansion and commercial strategy across diversified industrial markets, including data centers, automotive aftermarket, battery energy storage, aerospace and HVAC.

Relevant previous experience

President | Premier Investment Group, LLC | 2020–Present

- Advises HVAC/R, industrial and aftermarket businesses on channel strategy, operational improvement and profitable growth

VP / GM Aftersales & Services NA | Johnson Controls | 2013–2020

- Led North American aftersales and services, driving growth through customer experience, channel expansion and digital capabilities

Vice President, National Accounts Parts Sales | Navistar Inc | 2012–2013

- Led national accounts sales team responsible for $600m+ in annual parts revenues, focused on customer productivity and growth

Educational background

B.A. in Economics | Wayne State University

Speaker Background Information

Dr. Gerrit v. Breitenbach

Vice President Technology & Innovation

With NORMA Group since 2012

Current responsibility

Global responsibility for NORMA Group's Technology & Innovation division, overseeing Product Engineering, R&D, development laboratories, simulation, prototyping and engineering process management. Focus on product innovation, global engineering standards, resource efficiency and the alignment of product strategy with business objectives.

Relevant previous experience

Divisional Director Product Engineering Fasten – Global | NORMA Group | 2019–2022

- Transformed regional engineering into a global organization, driving synergies, common processes and standards.

Director Product Engineering Fasten & Fluid – EMEA | NORMA Group | 2017–2019

- Developed product engineering strategy, optimized processes, integrated acquired engineering teams and led international customer projects.

Deputy Director Product Engineering Fasten & Fluid, Business Region EMEA | NORMA Group | 2015–2017

- Reorganized the EMEA Engineering team as part of Business Development, focusing on product strategy, innovation, and engineering efficiency.

Educational background

Dr.-Ing. in Production Engineering | TU Darmstadt | 2002–2007

Dipl.-Ing. in Mechanical Engineering | TU Darmstadt | 1996–2002

- Visiting studies at ETH Zurich and Ohio State University

Speaker Background Information

Sergio Bonfá

Global Director Commercial Vehicles, MNE

With NORMA Group since 2018

Current responsibility

Leads NORMA Group's global Commercial Vehicles business across the Americas, EMEA and APAC, with responsibility for strategic direction, P&L, growth and profitability. Oversees commercial performance, business development, key global OEM accounts, pricing and product portfolio, driving alignment around a unified global roadmap.

Relevant previous experience

Director Heavy Equipment Americas | NORMA Group | 2021–2024

- Led NORMA Group's Heavy Equipment business across the Americas, with responsibility for regional growth, business performance and strategic customer development

Business Director South America | NORMA Group | 2018–2020

- Led the South American business, including growth initiatives, business turnaround and strategic customer development

Business Unit Manager, Industrial Filtration | Donaldson | 2015–2018

- Led strategy and P&L for the Industrial segment, driving business development and sustainable growth across multiple industrial markets

Educational background

MBA in Economics | Universidade de São Paulo (USP)

Production Engineering | Universidade Metodista de Piracicaba