

2 Sales Push

Accelerating profitable growth



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Applications



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Commercial Vehicles,
MNE



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Innovation

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

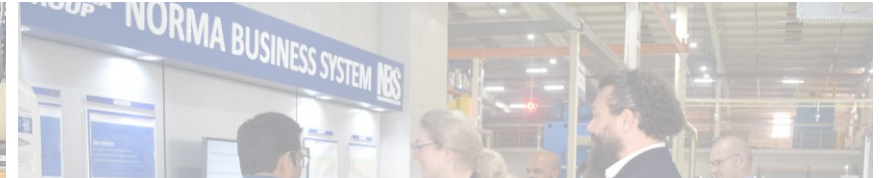
**Four constraints
held back growth**

NewNorma

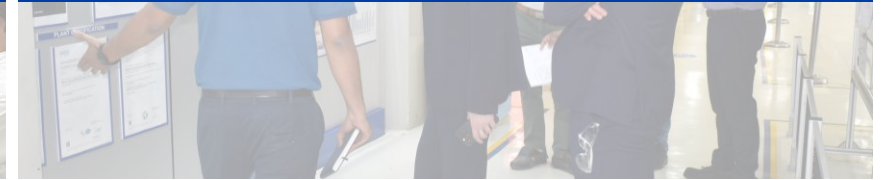
**Sales Push
directly addresses
each constraint**



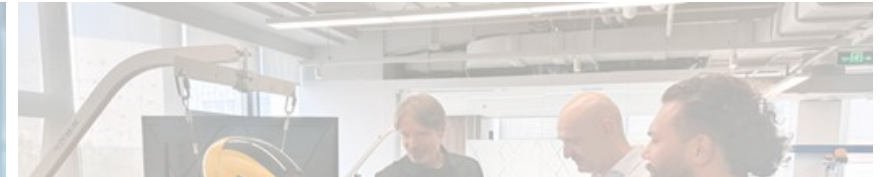
Closer to customers



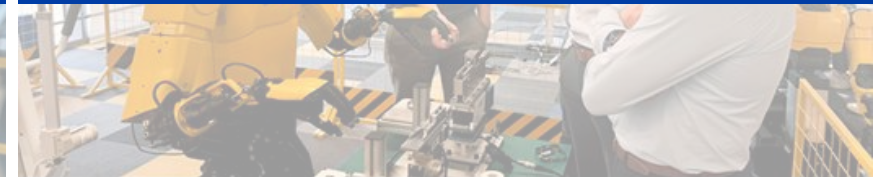
Focus on growth markets



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

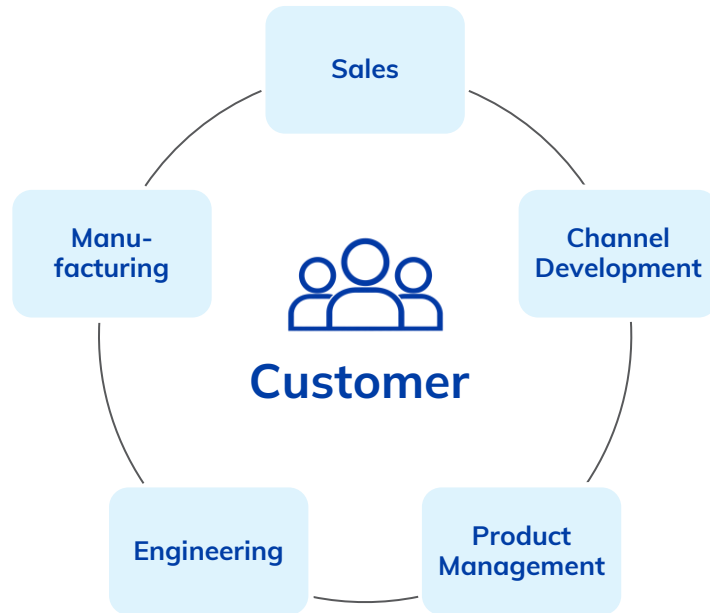
FOCUS

Channel development

3

SCALE

Profitable growth



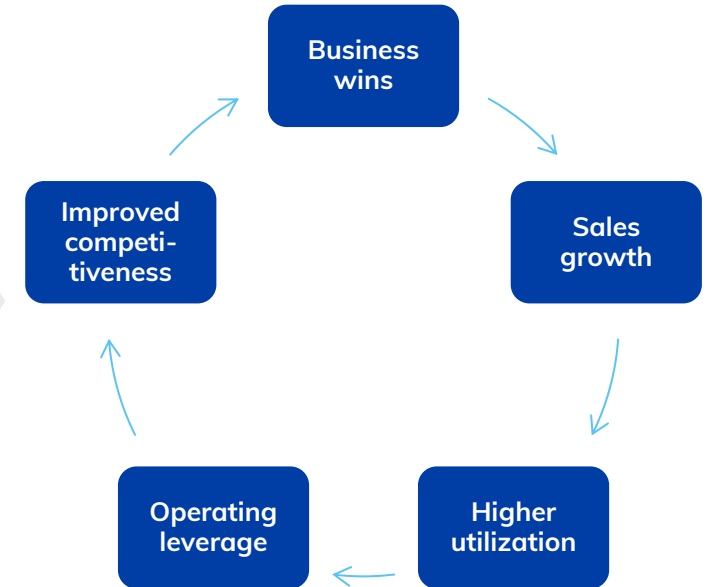
Channel Expansion



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 TAM² 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

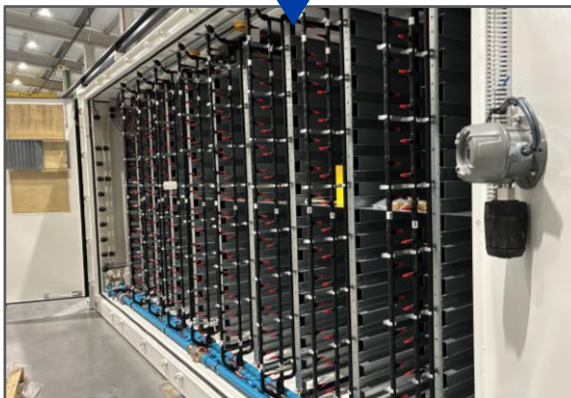


Leveraging fastening, connecting and fluid-handling competencies across attractive growth applications



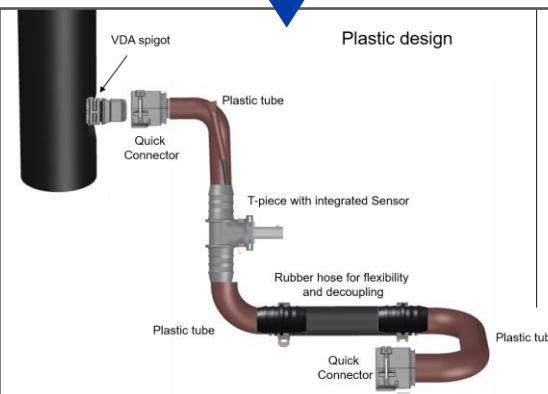
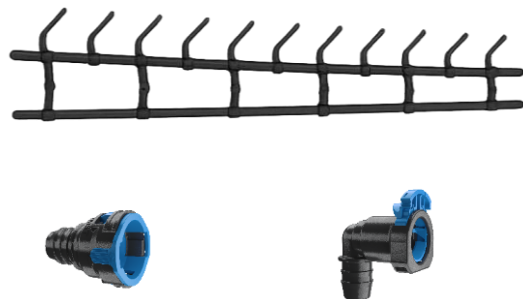
Data Centers

Cooling systems | Power infrastructure



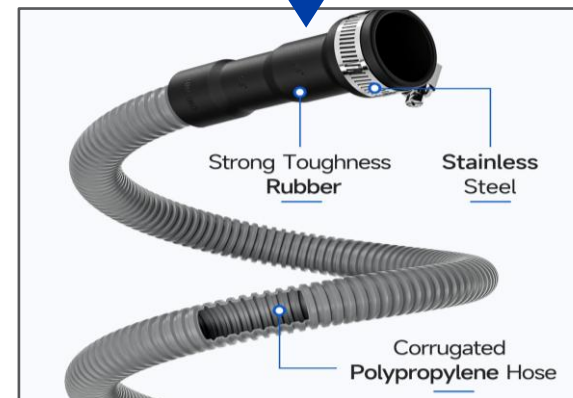
BESS

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

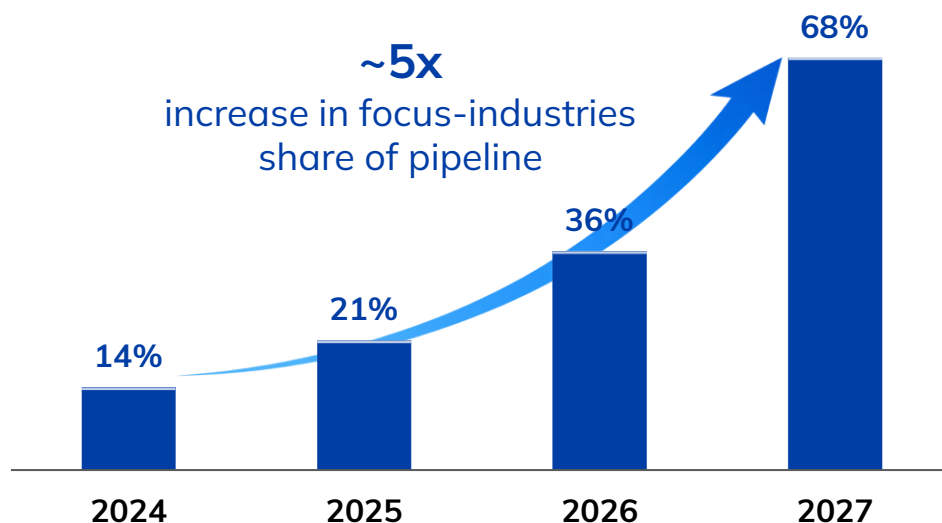
1

COMMERCIAL TRACTION

Growing share of focus industries in the pipeline

Share of opportunity pipeline in focus industries

% of total IA opportunity pipeline¹



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

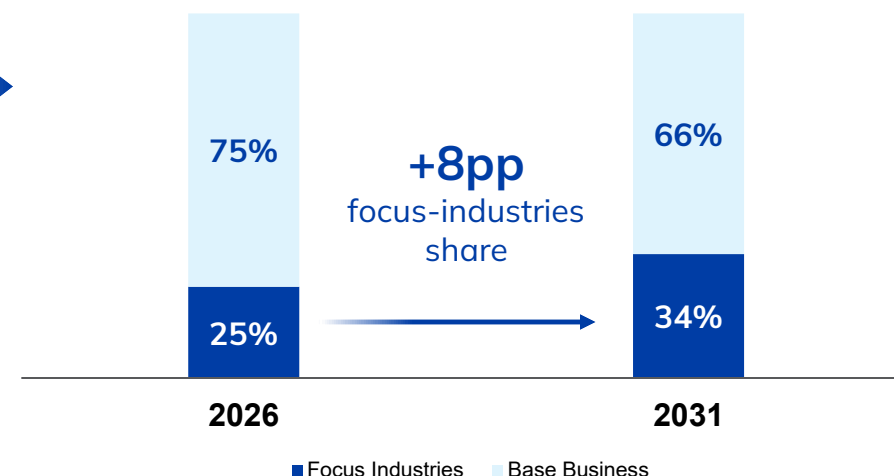
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SALES MIX OUTCOME

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

**MRO**
+34%
Large Plumbing Distributor
Global Reach



Large American Retailer
DIY
+14%
Large DIY big box retailer
National Reach in USA



**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



**AAM**
+1417%
Large manufacturer of flexible metal exhaust hoses
National Reach in USA



**AAM**
+143%
Large aftermarket Exhaust Manufacturer
National Reach in USA



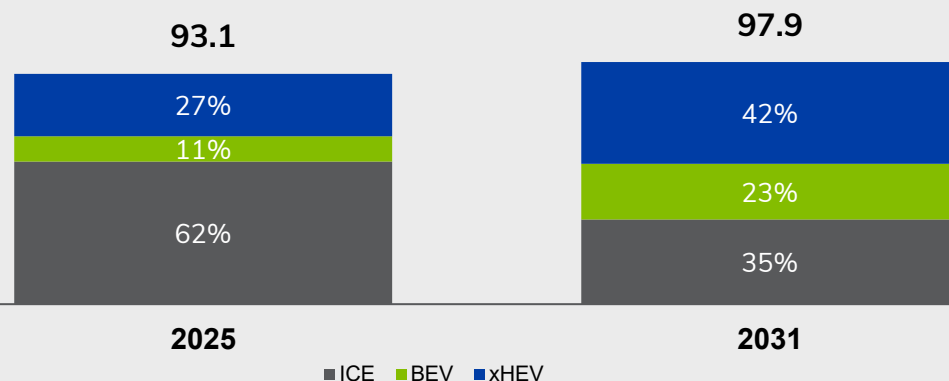
MNE remains well positioned through the powertrain transition

Changing powertrain mix supports a growing addressable market

GLOBAL PV PRODUCTION BY POWERTRAIN

Million Units

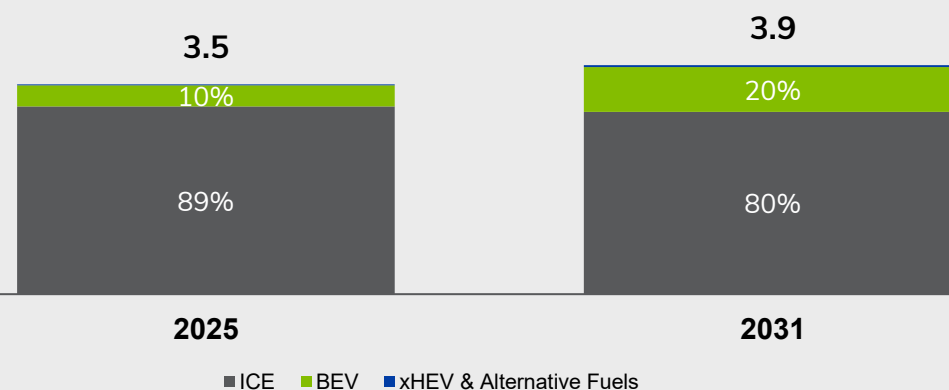
around +1% p.a.
PV addressable market 2025-31



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	 BEV	 Hybrid (xHEV)	 Fuel cell & Alternative fuels														
What we supply Clamps, fuel and coolant lines, exhaust connections 	What we supply Battery thermal-management lines, quick connectors, cooling 	What we supply Combustion portfolio plus electrification content 	What we supply Clamps, humidity lines, fixing solutions 														
Content per vehicle <table><tr><td>PVs</td><td>CVs</td></tr><tr><td>€115</td><td>€300</td></tr></table>	PVs	CVs	€115	€300	Content per vehicle <table><tr><td>PVs</td><td>CVs</td></tr><tr><td>€115</td><td>€315</td></tr></table>	PVs	CVs	€115	€315	Content per vehicle <table><tr><td>PVs</td><td>CVs</td></tr><tr><td>€130</td><td>€350</td></tr></table>	PVs	CVs	€130	€350	Content per vehicle <table><tr><td>CVs</td></tr><tr><td>€350-550</td></tr></table>	CVs	€350-550
PVs	CVs																
€115	€300																
PVs	CVs																
€115	€315																
PVs	CVs																
€130	€350																
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

80% renewed

20% new



+45% yoy

Cumulative lifetime sales won in 9M 2026



**GROW AT LEAST IN
LINE WITH THE
MARKET**

MNE ambition

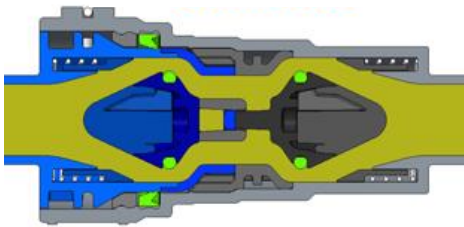
Sales Push supports profitable growth through disciplined pricing, customer penetration and engineering leverage.

High-performance Dry Break Valve technology

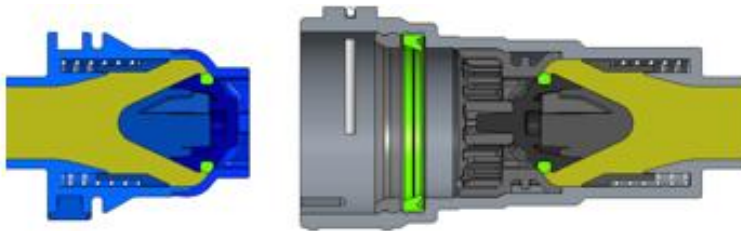
Low-spill and flow-optimized technology for demanding thermal-management challenges

SELF-CLOSING TECHNOLOGY

Connected

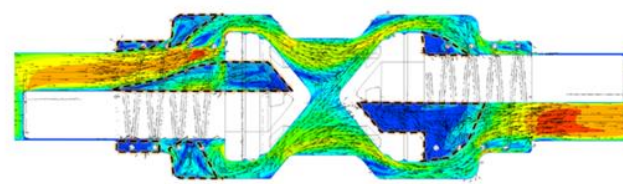


Disconnected

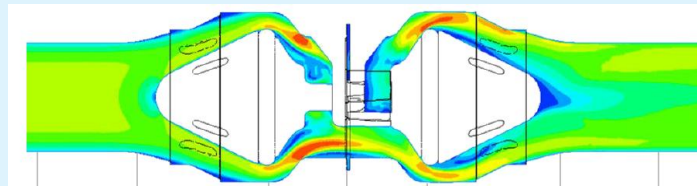


FLOW-OPTIMIZED DEVELOPMENT

Initial design concept



Optimized design concept



PRODUCT ASSETS



FLOW-OPTIMIZED



MODULAR



NORMA PATENTED



VALIDATED

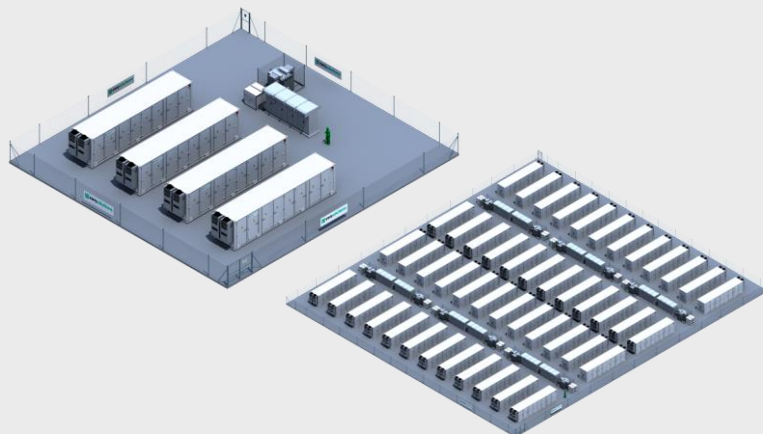
Proprietary design, simulation and validation capabilities demonstrate NORMA's engineering expertise

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: UQD¹

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



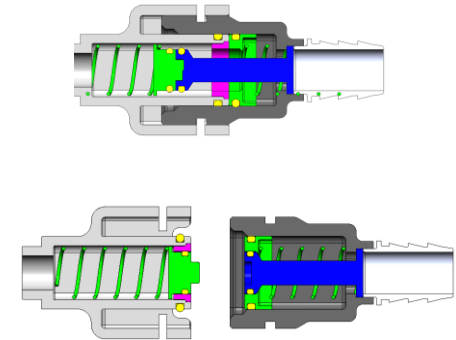
Originally designed for high-pressure applications



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 Disconnect

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)



~33%

Potential safety-critical
content per vehicle

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

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%

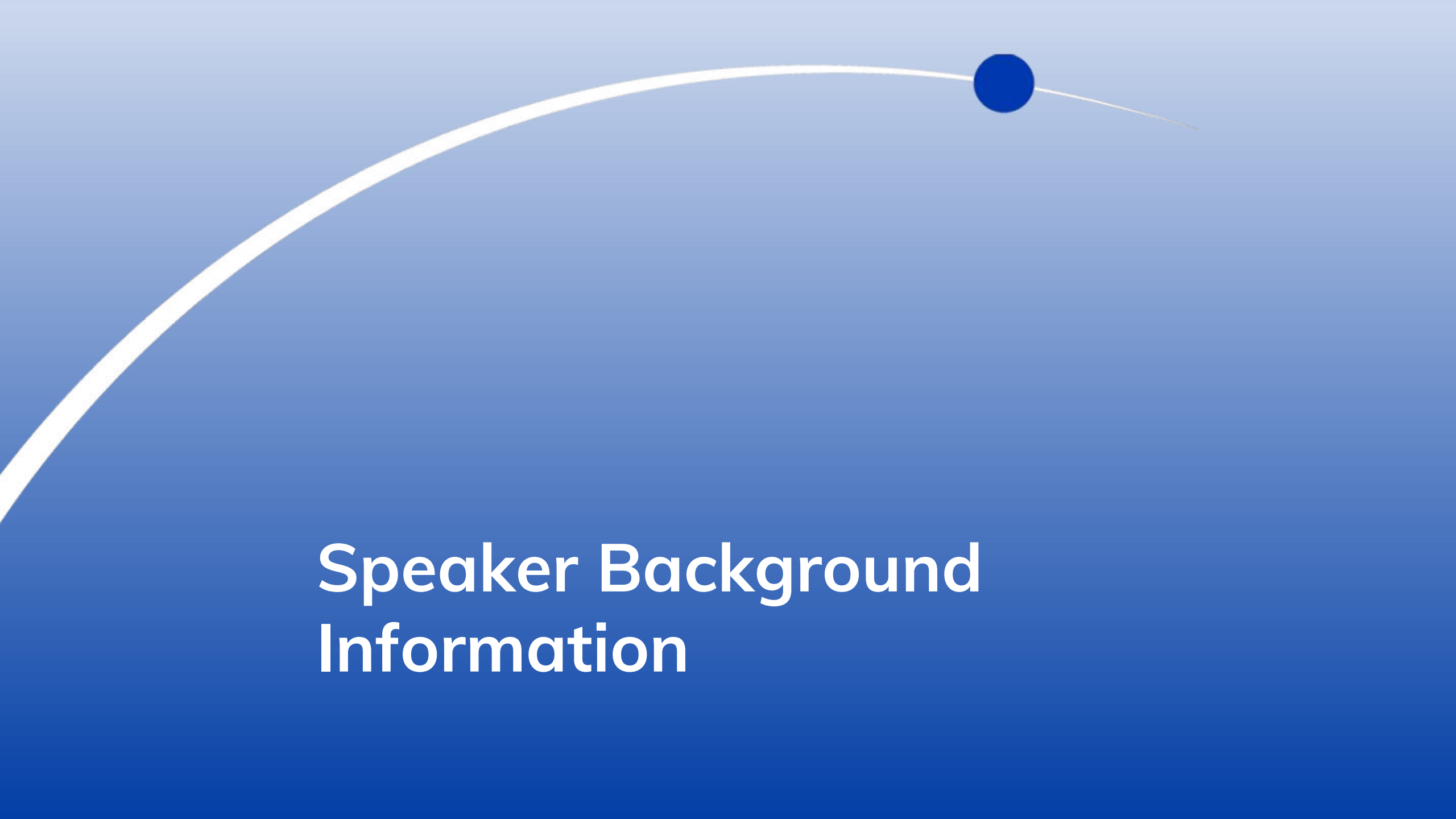
lower mass vs. aluminum



~20%

Total pack cost savings potential

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



Speaker Background Information



**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



**Dr. Gerrit v.
Breitenbach**

**Vice President
Technology &
Innovation**

*With NORMA Group
since 2012*

Current responsibility

Leads NORMA Group's global Technology & Innovation function, driving product innovation and strategy, engineering excellence and resource efficiency across Product Engineering and R&D.

Relevant previous experience

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

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

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