



1

Strategy

Setting the direction for NewNORMA



Birgit Seeger
CEO & Chair of
the Management
Board

NewNORMA sets a clear Financial Ambition for FY31



Profitable growth, structural margin improvement and stronger cash generation

NET SALES



~1-3% CAGR
FY26-31

Profitable growth in both
SBUs

ADJUSTED EBIT MARGIN



>10%
by FY31

Wave 1, Wave 2 and EMEA
footprint to drive structural
improvement

CASH CONVERSION¹



>70%
by FY31

Disciplined working capital
management and capital
expenditure

Key Assumptions for Financial Ambition FY31

Stand-alone
(organic development)

Stable
geopolitical impact

Comparable
FX rates

Continued personnel
cost inflation

Stable energy &
raw material prices

¹ Cash Conversion is defined as adjusted EBIT plus D&A, less Capex, the change in trade working capital, and payment for taxes, divided by adjusted EBIT

Translating strong foundations into a more focused NORMA

NewNORMA addresses complexity and underutilization

STRONG FOUNDATIONS



Engineering & application expertise



Long-standing customer relationships



Global footprint & brands

NEED FOR CHANGE



Fragmented accountability



Limited customer-centric steering



Underutilized asset base

NewNORMA



Focused portfolio



SBU-led operating model



Performance orientation

NewNORMA translates NORMA's underlying strengths into profitable growth, stronger cash generation and sustainable returns

NewNORMA is focused on sustainable value creation



Profitable growth, higher profitability and stronger cash generation drive sustainable returns



1

GROW

Drive profitable growth

- Increase exposure to attractive end markets
- Strengthen commercial execution
- Leverage engineering expertise



2

IMPROVE

Structural margin improvement

- Increased capacity utilization
- Improved product mix
- Reduce structural cost base



3

GENERATE

Strengthen cash generation

- Translate operating performance into free cash flow
- Disciplined working capital
- Focused capex



4

CREATE VALUE

Generate sustainable returns

- Disciplined capital allocation
- Mid-term ambition: ROCE>WACC
- Long-term value creation

One Group ambition – delivered through distinct value-creation roles in our two core businesses

Our two businesses have distinct value-creation roles

Different growth profiles – common focus on profitable growth, cash generation and returns

MOBILITY & NEW ENERGY

**Resilient core business
with significant
margin improvement**



COMPETITIVENESS

Drive new business wins and increase volumes



UTILIZATION & PROFITABILITY

Improve utilization of the existing asset base



CASH GENERATION

Translate improved operating performance into resilient cash flows



Strengthening competitiveness, utilization and cash generation

INDUSTRY APPLICATIONS

**Profitable organic
growth case**



FOCUS INDUSTRIES

Expand in structurally attractive growth markets



SALES PUSH

Strengthen customer access and commercial execution



TECHNOLOGY TRANSFER

Leverage existing engineering capabilities in new applications



Scaling profitable growth in targeted markets

An industrial powerhouse for connectivity solutions



NewNORMA addresses a combined market opportunity of more than €16bn across both SBUs

	Mobility & New Energy ~70% of Group Net Sales ¹		Industry Applications ~30% of Group Net Sales ¹			
	 PVs	 CVs	 Distribution Services incl After market	 New Energy Data Center, BESS, Heat Pump	 Industrial Machinery Agriculture, Construction	 Others White Goods, Aviation
End Market						
Share of Group Net Sales ¹	50%	20%	22%	<1%	6%	<1%
Addressable market ²	~€10bn	~€2bn	~€3bn	>€3bn	~€1bn	>€0.5bn
Market share ¹	~6%	~12%	~8%	<1%	~11%	<15%
Market drivers	- Growing demand for efficient thermal management across powertrains - Increasing connection content driven by electrification and hybrids - Rising technical requirements for safety, performance and reliability		- Increasing investment in data centers, BESS and industrial infrastructure - Growing demand for efficient fluid handling and thermal management - Increasing need for application-specific, cost-efficient connection solutions			

¹ As of 2025

² Addressable market by 2031

Four value creation levers underpin our FY31 ambition

Execution to drive growth, utilization and structural cost improvement



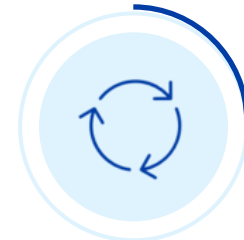
SALES PUSH

Accelerate profitable growth



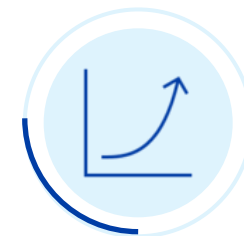
FOOTPRINT

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



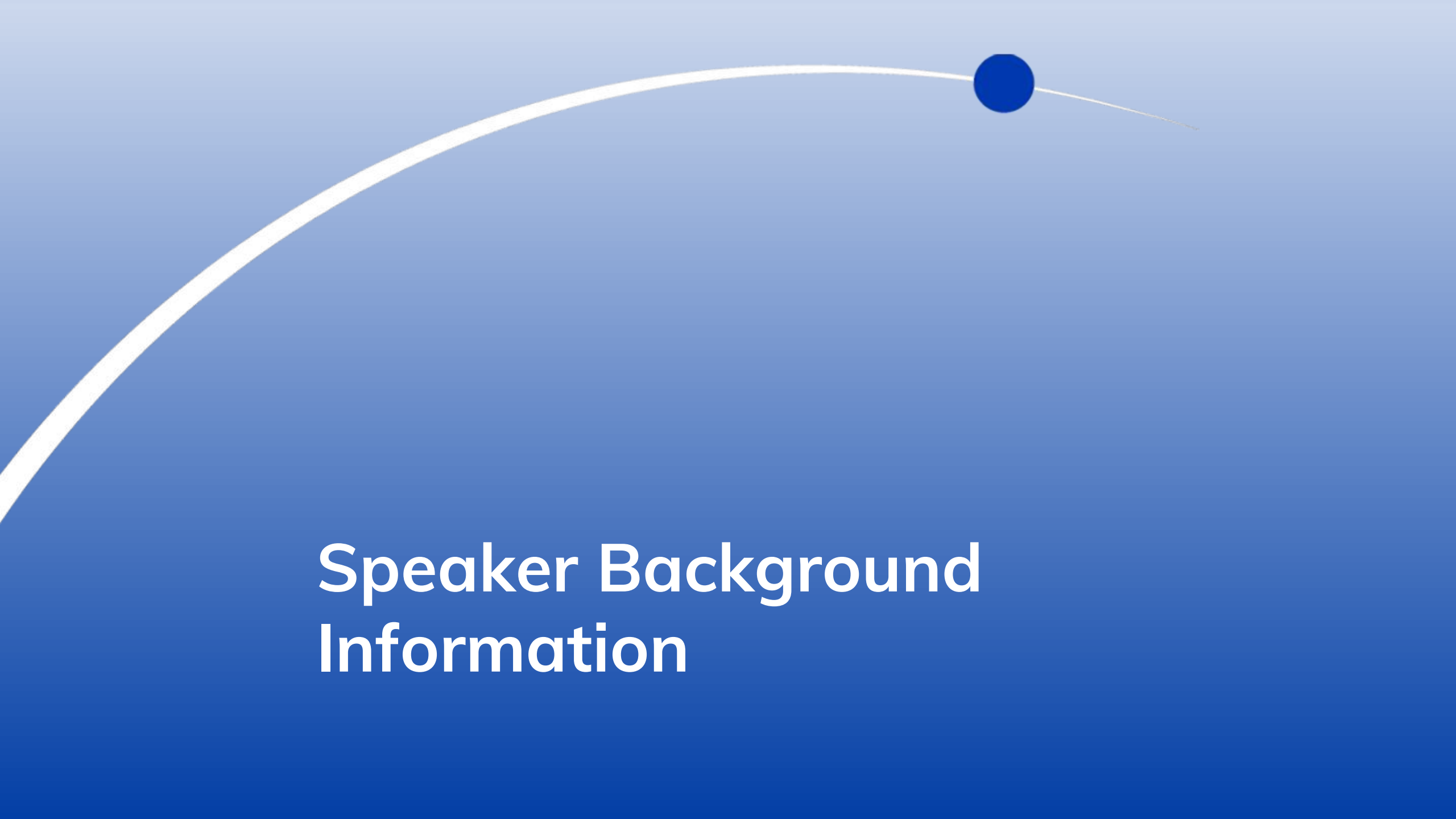
Margin expansion



Cash generation



ROCE



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