

NORMA GROUP

Unternehmenspräsentation



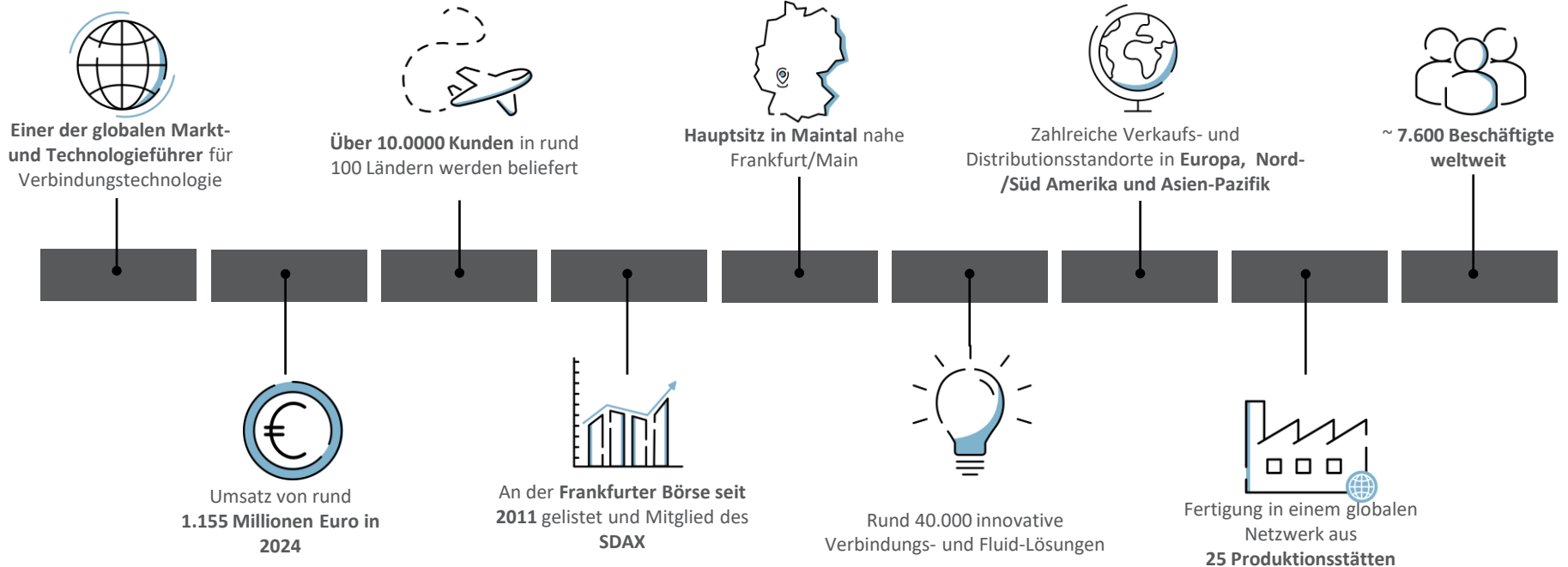
MAINTAL, AUGUST 2025



NORMA Group - Überblick

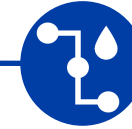
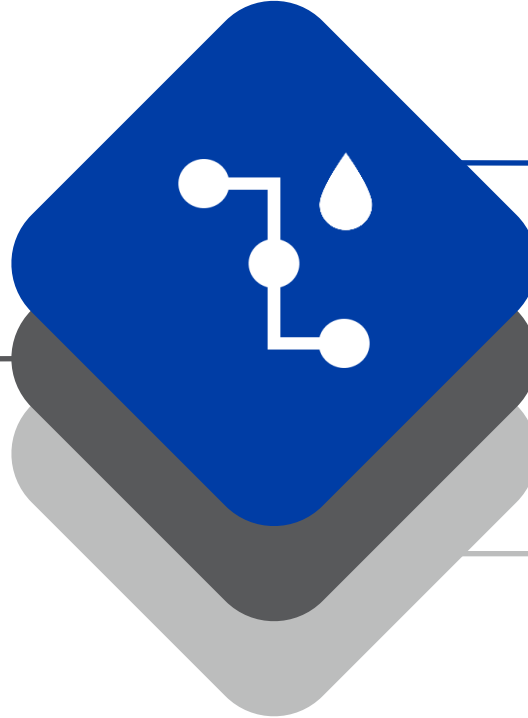


NORMA bedient zahlreiche Endmärkte mit den drei strategischen Geschäftsbereichen Industry Applications, Mobility & New Energy und Water Management

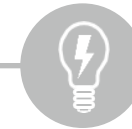


Fokussierte Produktion:

- Kunststoffspritzguss
- Kunststoffextrusion
- Metallumformung



Flüssigkeiten und Gase auf effizienteste Weise von "a" nach "b" transportieren



Hochqualitative und funktionskritische Teile zu einem angemessenen Preis

Kernkompetenzen ermöglichen eine breite Anwendungsvielfalt in unterschiedlichsten Branchen mit hohen Margen

Strategische Geschäftseinheiten (SBUs) der NORMA Group



Industry Applications

~18 % des Konzernumsatzes 2024
(207 Millionen Euro)

Markenartikel, standardisierte und gesondert entwickelte Verbindungstechnologie für verschiedene Anwendungen

Vertrieb über Großhandel, Distributoren, Direkt-B2B und Online

Adj. EBIT-Margenziel von 15-20%



Mobility & New Energy

~56 % des Konzernumsatzes 2024
(649 Millionen Euro)

Hochentwickelte Verbindungstechnologie für Pkw- und Lkw-OEMs und -Zulieferer

Vertrieb direkt an B2B-Kunden

Adj. EBIT-Margenziel von ~10 %



Water Management*

~26 % des Konzernumsatzes 2024
(299 Millionen Euro)

Standardisierte Produkte auf Kunststoffbasis für Regenwassermanagement und Bewässerung

Vertrieb über Großhandel, Distributoren und Online

Adj. EBIT-Margenziel von 15-20%

*Desinvestitionsprozess eingeleitet

- >40.000 Produkte, hergestellt an 25 Standorten und verkauft an mehr als 10.000 Kunden in 100 Ländern
- 719 Patente und Gebrauchsmuster
- Der Top-1-Kunde macht <4 % des Umsatzes im Jahr 2024 aus; die Top-5-Kunden machen nur etwa 16 % des Umsatzes im Jahr 2024 aus

IA-Produkte



NORMA Rohrschelle

- Seitliche Schraube mit Verliersicherung.
- Gummi zur Geräusch- und Vibrationsisolierung



FGR Kombi Grip

- Kunststoffrohre mit Metallrohren verbinden ohne zu schweißen
- Durch die spezielle Konstruktion des Verankerungsrings hält die Kupplung auch hohen Vibrationsbelastungen stand



VPP Compact

- Verbindungslösung für Anwendungen mit hohen Temperaturen
- VPP-Profilklemmen sind zuverlässige und zeitsparende Verbindungselemente

MNE-Produkte



TORCA-Kuppler

- Keine losen Teile, einfache Installation
- Bietet eine wartungsfähige Verbindung



eM Compact

- Kleinster Schnellverbinder auf dem Markt für Elektro- und Hybridautos
- Robustes Design für einen leakagefreien Anschluss



NORMAQuick-Connector

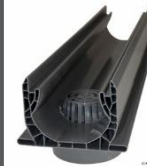
- Kombiniert verstärkte und unverstärkte Materialien
- Ermöglicht eine sichere Verbindung des Steckers mit dem Kunststoff-Kraftstofftank

WM Produkte



Dura Flo HD

- Tropfwasserbewässerungsprodukt
- Spart bis zu 30 % Wasser



Spee-D-Kanal

- Regenwassermanagementprodukt
- Leichte und einfach zu installierende Entwässerungssysteme



Klemmverschraubungen

- Flowmanagement-Produkt
- Hohe Temperatur- und UV-Beständigkeit

NORMA Group bietet funktionskritische Produkte und Lösungen mit klarem Mehrwert



Eine Welt ohne NORMA Group

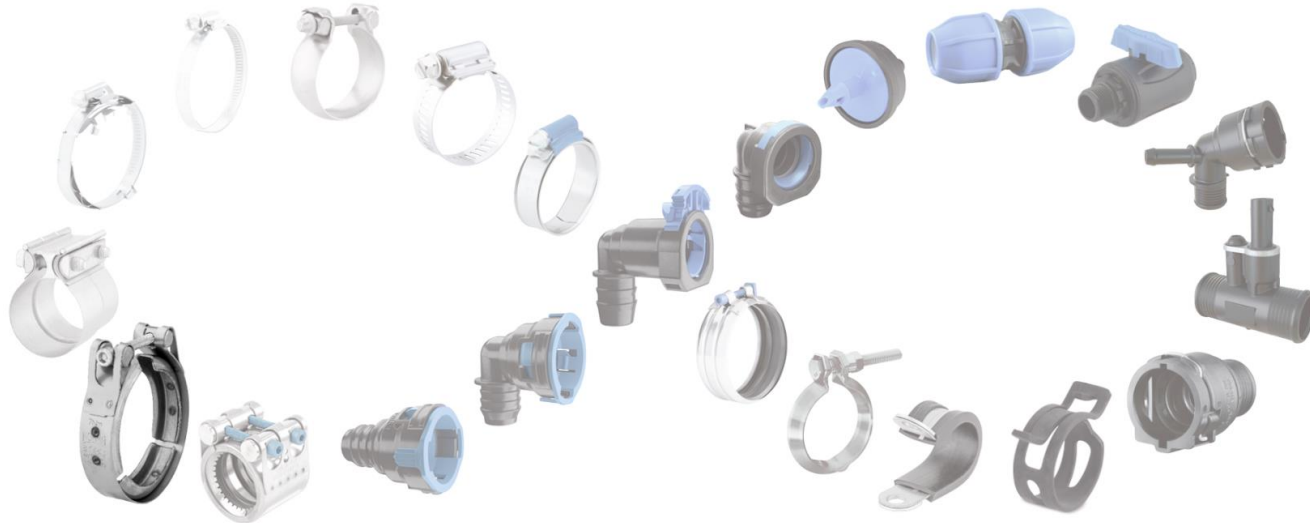


Auswirkungen auf den Kunden

- Reputations-/Imageverlust
- Kosten für Reklamationen und Rücksendungen
- Garantiekosten
- Nichteinhaltung gesetzlicher Anforderungen/Vorschriften

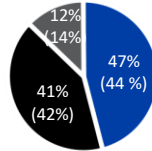
Verlust von Endkunden

Wesentliche Finanzkennzahlen



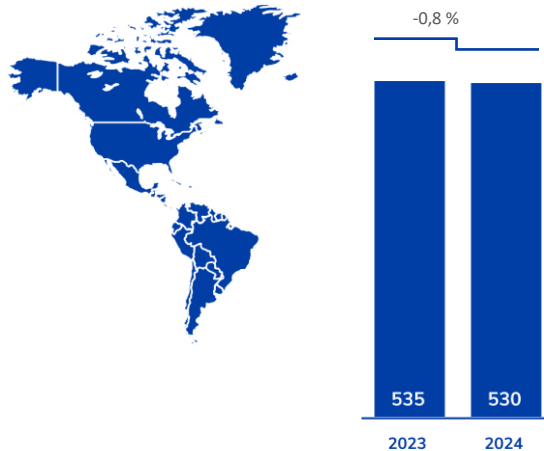
Umsatzentwicklung nach Regionen im Geschäftsjahr 2024

Regionale
Aufteilung
(in %; 2024 vs.
Vorjahr)

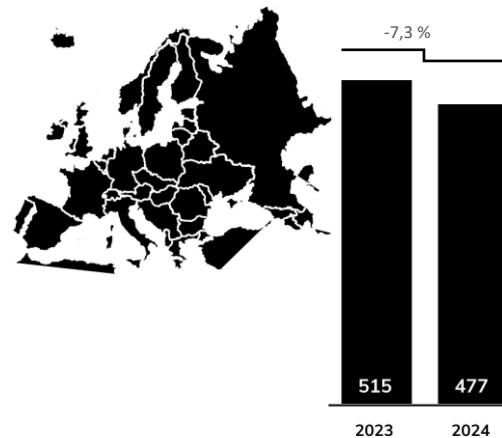


■ Amerika ■ EMEA ■ Asien-Pazifik

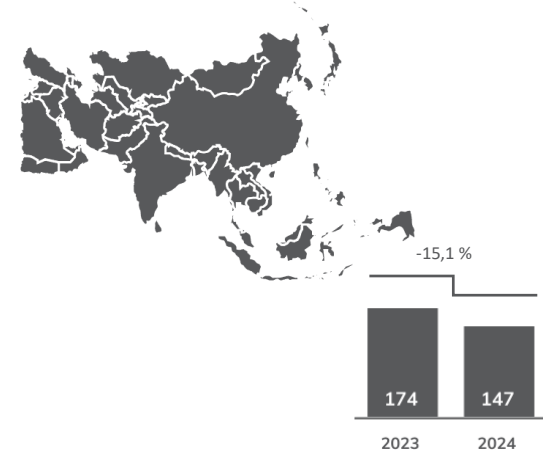
AMERICAS Umsatz in Mio. EUR



EMEA Umsatz in Mio. EUR



APAC Umsatz in Mio. EUR

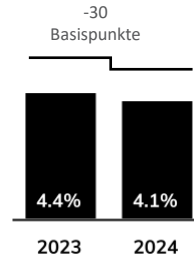


GJ 2024 – Bereinigte EBIT-Marge nach Regionen

AMERICAS



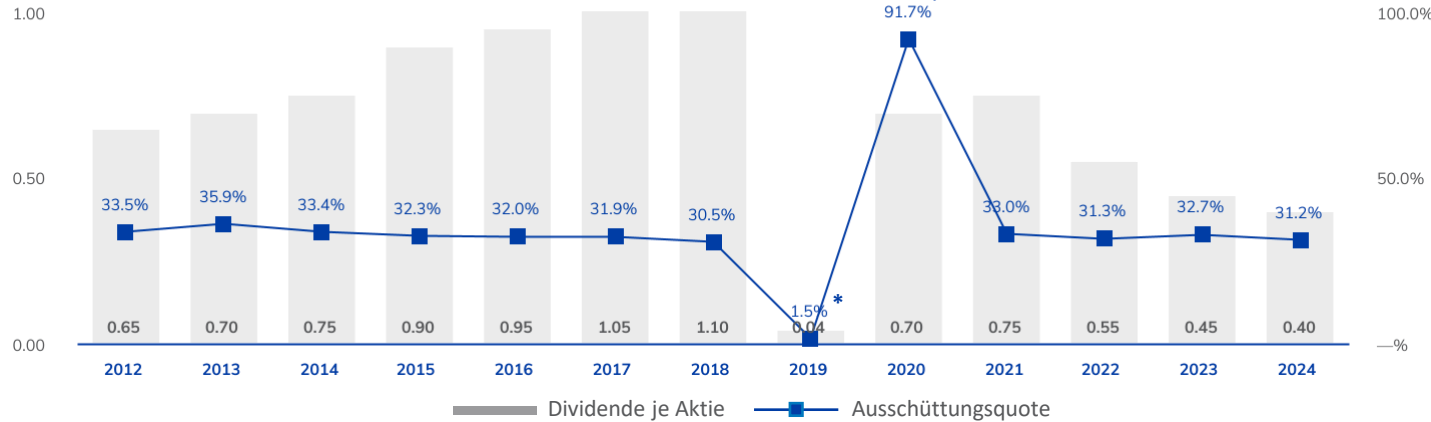
EMEA



Asien-Pazifik



Dividendenentwicklung (in EUR und % des Gewinns)

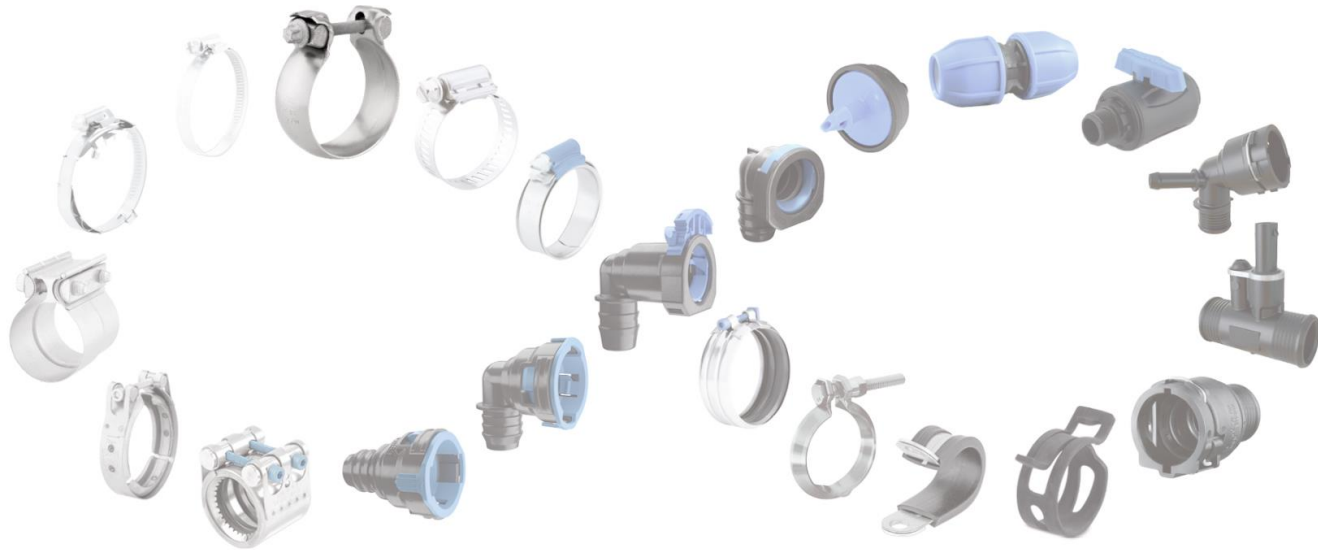


Dividendenpolitik

Ausschüttungsquote von ca. 30–35 % des bereinigten Konzernergebnisses

* Dividendenausschüttungsquote im Jahr 2019 aufgrund der Covid-19-Pandemie niedriger als üblich und im Jahr 2020 höher als üblich als Ausgleich für die niedrigere Dividende des Vorjahres

Ausblick 2025 & TRANSFORMATION



Ausblick 2025 – Unternehmensprognose



Konzernumsatz	Im Bereich von rund 1,1 bis rund 1,2 Milliarden Euro
Bereinigte EBIT-Marge	Im Bereich von rund 6% bis rund 8%
Netto-Cashflow aus betrieblicher Tätigkeit	Im Bereich von rund 75 bis rund 95 Millionen Euro
NORMA Value Added (NOVA)	Im Bereich von rund -40 Mio. Euro bis rund -20 Mio. Euro
CO2-Emissionen (Scope 1 und 2)	Vermeidung von 1.000 tCO ₂ eq-Emissionen durch Maßnahmen an den Standorten der NORMA Group

Die genauen Folgen der teils angekündigten, teils umgesetzten und teils ausgesetzten Sonderzölle sowie etwaiger weiterer handelspolitischer Beschränkungen können zum Zeitpunkt der Veröffentlichung des Zwischenberichts zum Q2 2025 noch nicht abschließend abgeschätzt werden, da die externen Entscheidungsprozesse und Ankündigungen der Maßnahmen einer hohen Volatilität unterliegen. Sie werden daher nur insoweit in die Prognose einbezogen, als sie zum Zeitpunkt der Veröffentlichung der Prognose (7. März 2025) bekannt waren.

Zukunft: „Industrial Powerhouse“

Industry Applications

- Organisches Wachstum durch
 - Gewinn neuer OEM-Kunden
 - Förderung von Produktinnovationen
 - Ausbau regionaler Präsenz
- Anorganisches Wachstum durch gezielte M&A-Transaktionen
- Wandel vom Produktlieferanten zum Lösungsanbieter

Mobility & New Energy

- Stärkung globaler Exzellenz und Innovation
- Margenausbau durch selektive Auftragsannahme
- Weltweit Nr. 1 im Bereich Fasten
- Fokus auf Null-Emissionen



Klar definierte Zielvision

- NORMA Group als fokussierter Anbieter von Verbindungstechnologie für Industrie- und Mobilitätskunden
- Differenzierung als innovativer, qualitativ hochwertiger Lösungsanbieter
- Schlanke Organisation, ausgerichtet auf die Kundenbedürfnisse
- Margenziel: zweistelliges bereinigtes EBIT
- Zeitplan: Umsetzung bis 2028

Die NORMA Group hat eine umfassende globale Transformation erarbeitet, die es ermöglicht, das Ziel bis 2028 zu erreichen

Die globale Transformation wird aus drei Maßnahmenblöcken bestehen:

Lean Organisation	Effizientere Organisation der Verwaltung
Betriebskosten	Einsparungen auf der Ebene der allgemeinen Betriebs- und Verwaltungskosten
Produktion	Optimierung des globalen Produktions-Footprints

A large blue arrow pointing downwards, indicating a flow or conclusion.

Start der globalen Transformation eingeleitet

Geschätzte Einsparungen und Kosten der globalen Transformation

Gesamte Einsparungen*	ca. 82,5–91,5 Mio. Euro	Gesamtkosten**	ca. 54-61 Mio. Euro
davon voraussichtlich in den Jahren:			
2025	ca. 4,5 Mio. Euro		ca. 30 Mio. Euro***
2026	ca. 15 Mio. Euro		ca. 7 Mio. Euro
2027	ca. 25-30 Mio. Euro		geschätzt in einer Spanne von ca. 15-20 Mio. EUR
2028	geschätzt in einer Spanne von ca. 38-42 Mio. EUR		geschätzt in einer Spanne von ca. 2-4 Mio. EUR

* EBIT-Beitrag im Vergleich zum Basisjahr 2024 einschließlich der Jahre 2025-2028

** Alle damit verbundenen Kosten werden vom Unternehmen auf bereinigter Basis (bereinigtes EBIT) dargestellt

*** Hauptsächlich in Form von Rückstellungen

1. Transformation

Fokus auf:

- Schlanke Organisation unter zwei Vertriebssegmenten
- Reduzieren der Verwaltungskosten
- Optimierung des globalen Produktions-Footprints

Ziel:

Realisierung attraktiver Margen zur Unterstützung des Wachstums, Investitionen in Innovationen und IA-Vertrieb, nachhaltige Steigerung des Gewinns pro Aktie

Zeitraumen:

- Beginn: 2025
- Ende: 2028

2. M&A

Fokus auf:

- Desinvestition Water Management
- Investieren in ausgewählte IA-Ziele mit klarem strategischem Fit

Ziel:

- Freisetzung von Ressourcen
- Unterstützung des IA-Wachstums; Ausbalancierung des SBU-Portfolios

Zeitraumen:

- Abschluss in 2026

3. Step Up

Fokus auf:

- Effizienzsteigerung in der gesamten Organisation
- Wachstumsinitiativen in den strategischen Geschäftseinheiten (SBU)

Ziel:

- Änderung des Mindset
- Förderung des organischen Wachstums in den SBUs

Zeitraumen:

- kontinuierlicher Prozess

Prioritäten der Kapitalallokation nach dem WM Verkauf

Finanzielle Stabilität

- Deutlicher Schuldenabbau
- Ziel-Leverage für „NewNORMA“ bei etwa 1,5x bereinigtem EBITDA im eingeschwungenen Zustand

Wertschöpfende M&A

- Gezielte und wertsteigernde Investitionen in ausgewählte IA-Ziele
- Klarer Fokus auf strategischen Fit

Aktionärsrenditen

- Auskehrung eines „fairen Anteils“ der WM-Erlöse, z. B. durch Aktienrückkäufe und/oder Sonderdividenden
- Attraktive langfristige Dividendenstrategie

Kontinuierliche Investitionen

- Jährliches CAPEX-Ziel von ~5 % des Umsatzes (kombiniert für Investitionen und Wartung)
- Fokus auf Innovation und Automatisierung/Digitalisierung

Von der Vision zur Realität – Das Ergebnis

- Starke IA-Marktposition mit hohen Wachstumsaussichten
- Wettbewerbsfähiger Mobilitätsanbieter
- Schlanke und kostenangepasste Verwaltung
- Global optimierte Logistik und Distribution
- Effiziente Produktionslayouts in allen Regionen

Schaffung der Grundlage für starke Finanzen und nachhaltige Attraktivität für unsere Aktionäre



ENDLESS OPPORTUNITIES

**Vielen Dank für Ihre
Aufmerksamkeit!
Haben Sie Fragen?**



Haftungsausschluss



Diese Präsentation enthält zukunftsgerichtete Aussagen zur Geschäftsentwicklung der NORMA Group SE, die auf den gegenwärtigen Annahmen und Einschätzungen des Managements hinsichtlich künftiger Ereignisse und Ergebnisse beruhen. Alle Aussagen in dieser Präsentation, mit Ausnahme von Aussagen über historische Fakten, könnten zukunftsgerichtete Aussagen sein. Zukunftsgerichtete Aussagen sind im Allgemeinen an Wörtern wie „antizipiert“, „glaubt“, „schätzt“, „geht davon aus“, „erwartet“, „prognostiziert“, „beabsichtigt“, „kann“, „könnte“ oder „sollte“, „wird“, „fortsetzt“, „Zukunft“, „Chance“, „Plan“ und ähnlichen Ausdrücken zu erkennen.

Zukunftsgerichtete Aussagen basieren auf Annahmen über die Entwicklung der wirtschaftlichen, politischen und rechtlichen Rahmenbedingungen in einzelnen Ländern, Wirtschaftsregionen und Märkten, insbesondere für die Maschinenindustrie, die wir auf Basis der uns zur Verfügung stehenden Informationen getroffen haben und die wir zum Zeitpunkt der Veröffentlichung für realistisch halten.

Zukunftsgerichtete Aussagen stellen weder historische Fakten noch Zusicherungen zukünftiger Entwicklungen dar. Da sich zukunftsgerichtete Aussagen auf die Zukunft beziehen, unterliegen sie naturgemäß bekannten und unbekannten Risiken, Unsicherheiten und anderen Faktoren, die schwer vorherzusagen sind und außerhalb unserer Kontrolle liegen. Die Finanzlage und Profitabilität der NORMA Group SE sowie die Entwicklung des wirtschaftlichen und regulatorischen Umfelds können erheblich (insbesondere nach unten) von den in diesen zukunftsgerichteten Aussagen ausdrücklich oder implizit angenommenen oder beschriebenen abweichen.

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Soweit gesetzlich zulässig, haftet weder die NORMA Group SE noch eines ihrer verbundenen Unternehmen oder deren jeweilige Direktoren, leitenden Angestellten, Mitarbeiter, Berater, Agenten oder Vertreter für direkte oder indirekte Verluste oder Schäden jeglicher Art, die aus der Verwendung dieser Präsentation oder anderweitig im Zusammenhang damit entstehen.



Nachhaltigkeitsratings und -engagement der NORMA Group

Die NORMA Group engagiert sich für mehrere Initiativen, Chartas und Richtlinien ...

Mitgliedschaft beim UN Global Compact

- Zehn Prinzipien in den Bereichen Menschenrechte, Arbeit, Umwelt und Korruptionsbekämpfung

Menschenrechte und Arbeitsrechte

- „Die NORMA Group lehnt jegliche Form der Verletzung der Menschenrechte kategorisch ab und akzeptiert sie nicht.“

Unterzeichner der Charta der Vielfalt

- „Wir respektieren alle Kollegen zutiefst, unabhängig von Geschlecht, Nationalität, ethnischer Herkunft, Religion oder Weltanschauung, Behinderung, Alter sowie sexueller Orientierung und Identität.“

Global Reporting Initiative (GRI)

- Transparente Berichterstattung im jährlichen CR-Bericht nach GRI-Standards

... und die Ratingnoten bestätigen die Ambitionen!

MSCI
ESG RATINGS



CCC B BB BBB A AA AAA

- AA (auf einer Skala von CCC bis AAA): „MSCI-Leader“
- Norma ist weltweit führend in der Corporate Governance



- Punktzahl: 77 (auf einer Skala von 0 bis 100)
- Top 5 % des Ratinguniversums: Goldstandard



SUSTAINALYTICS

20.0 Low Risk

Last Full Update Oct 14, 2024

NEG 0-10 LOW 10-20 MED 20-30 HIGH 30-40 SEVERE 40+

- Risikobewertung: 20 (auf einer Skala von 0 (am besten) bis 100 (am schlechtesten)): Geringes Risiko
- Platz 37 im Sektor Industriemaschinen (von 458)

Corporate ESG
Performance

RATED BY
ISS ESG

Prime

- Note: C+ (auf einer Skala von D- bis A+)
- Prime-Status

CDP
Discloser
2024

- Bewertung: B (Klima), C (Wassersicherheit)
- Management- und Bewusstseinsstufe 2024

NORMA GROUP

Q2 2025 RESULTS

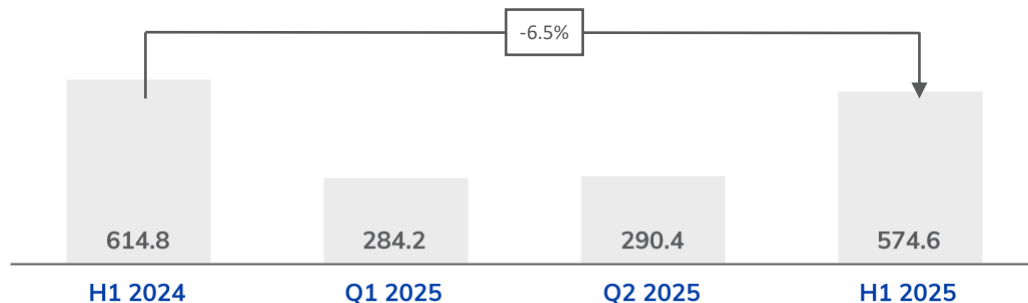
MAINTAL, AUGUST 12, 2025



Q2 2025 Top Line Development

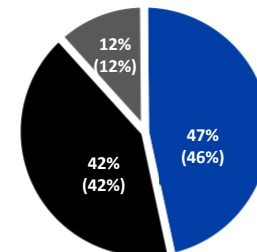
in EUR million

Sales Development



H1 Regional Segments Split*

(previous year in brackets)



■ Americas ■ EMEA ■ APAC

Top Line Q2 2025

- Net Sales development of -5.2% to EUR 290.4 million in 2025 compared to EUR 306.3 million in 2024.

therein

- 2.0% Volume
- 0.2% Price
- 3.0% Currency Effects

Volume/Price Mix

- The decline in volume is particularly due to subdued demand from the automotive industry in all regions, especially Americas and APAC.
- The volume increase of Industry Applications in Americas was unable to offset the declines in the EMEA and APAC regions.
- Volume of Water Management increased in the Americas and APAC.
- Prices in the Water Management were slightly up, while they slightly decreased in Industry Applications and MNE.

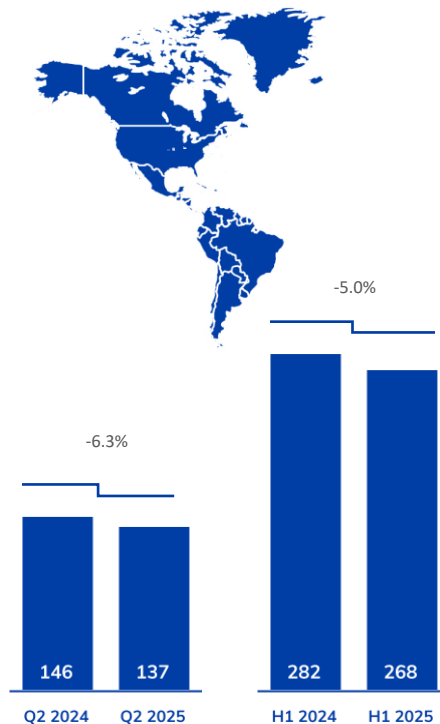
Currency Effects

- Negative currency effects resulted mainly from developments of the USD and in the Americas as well as in APAC.
- Adjusted for negative effects from currency translations, sales reductions amounted to -2.2%.

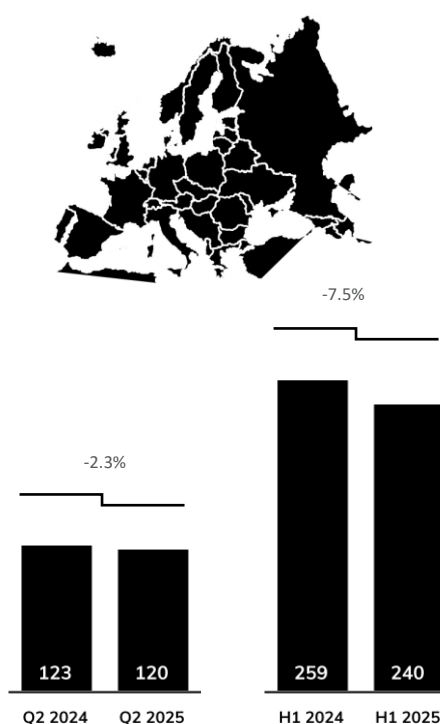
* Deviations may occur due to commercial rounding

Q2 2025 Sales Development by Regions

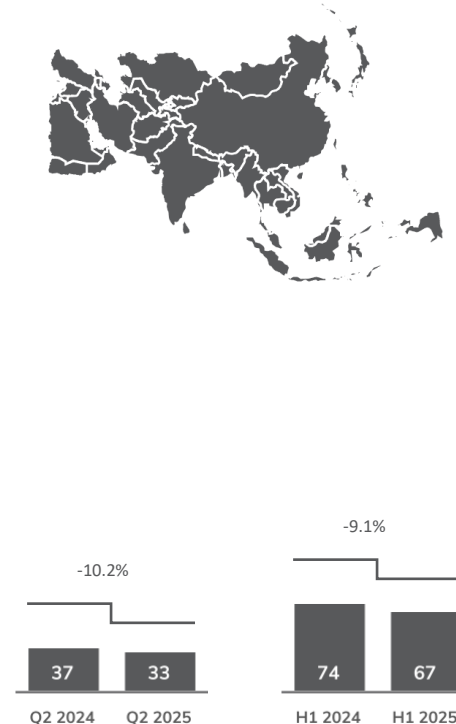
AMERICAS Sales in EUR million



EMEA Sales in EUR million



APAC Sales in EUR million



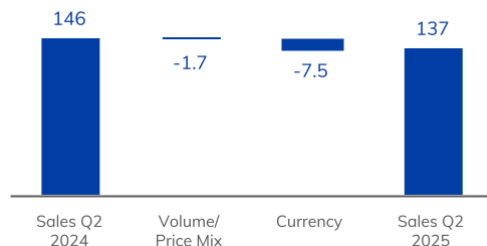
Q2 2025 SBU Sales Development by Region

Americas



- **Industry Applications:** Increased volumes coupled with sales reallocation led to an increase in sales despite negative currency effects to EUR 20.6 million (Q2 2024: EUR 18.3 million).
- **Water Management:** Sales of EUR 75.2 million (Q2 2024: EUR 76.9 million) as an increase in volume was more than offset by negative currency effects.
- **Mobility & New Energy:** Sales reallocation, weak end markets and negative currency effects led to sales of EUR 41.3 million (Q2 2024: EUR 51.2 million).

Sales Development (in EUR million)



EMEA



- **Industry Applications:** Increase in sales to EUR 34.6 million (Q2 2024: EUR 31.8 million) was driven by reallocation of sales.
- **Water Management:** Sales growth to EUR 2.4 million (Q2 2024: EUR 1.7 million) was due to sales reallocation.
- **Mobility & New Energy:** Sales decreased to EUR 82.8 million as a result of sales reallocation as well as general weak market conditions (Q2 2024: EUR 89.3 million).

Sales Development (in EUR million)



APAC



- **Industry Applications:** Sales reallocation to Water Management combined with a weak market and negative currency effects led to a sales decline to EUR 3.6 million (Q2 2024: EUR 4.7 million).
- **Water Management:** While the volume increase was offset by unfavorable currency effects, sales reallocation led to total sales of EUR 6.8 million (Q2 2024: EUR 6.1 million).
- **Mobility & New Energy:** Sales decreased to EUR 23.0 million (Q2 2024: EUR 26.3 million) mainly due to currency and a weak market.

Sales Development (in EUR million)



Q2 2025 Sales Development by Strategic Business Unit

Industry Applications



- Overall, sales increased by 7.5% in Q2 2025 compared to the prior year. The reclassification of business previously allocated to MNE, particularly construction and agricultural machinery sales, as well as stationary energy storage sales, had a positive impact. However, subdued demand had a dampening effect on volume.

Sales Development (in EUR million)



Water Management



- Almost stable sales development of -0.4% in total. Unfavorable currency translation effects, predominantly from USD, more than offset increases in both price and volume. The reclassification of sales from gas applications, which previously belonged to the IA division, dampened the currency effect.

Sales Development (in EUR million)

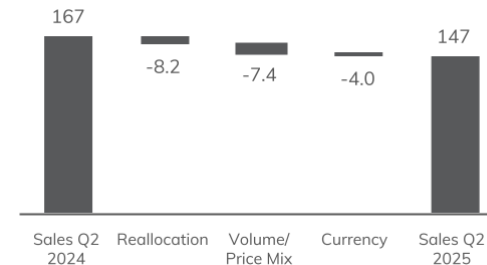


Mobility & New Energy



- Sales were at -11.8% compared to the level of the same quarter in the previous year. This was mainly driven by uncertainties relating to the potential global impact of US trade tariffs. The reclassification of sales from MNE to IA exacerbated the negative trend in addition to unfavorable currency effects.

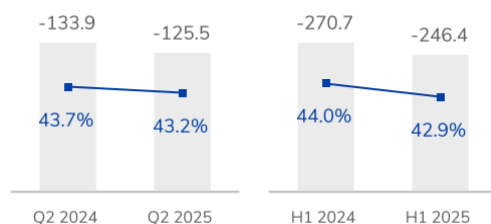
Sales Development (in EUR million)



Q2 2025 Profit & Loss Development

Adjusted* Material Costs

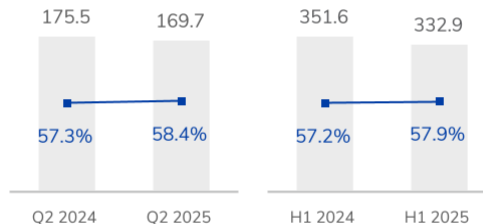
(in EUR million and % of sales)



Total material costs decreased disproportionately compared to the decrease in sales. nevertheless, material cost ratio decreased by 50 bps in Q2 versus prior year. Gross Profit ratio in Q2 up by 110 bps mainly resulting from decreased material costs and inventory built up of EUR 3.2 million (Q2 2024: inventory increase of EUR 2.1 million).

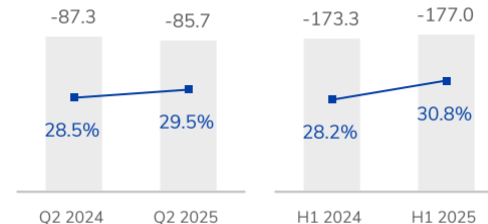
Adjusted* Gross Profit

(in EUR million and % of sales)



Adjusted* Personnel Expenses

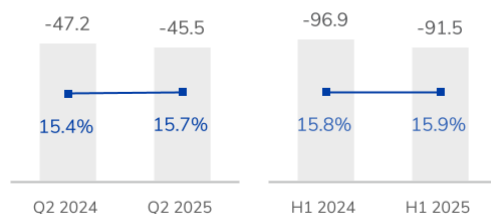
(in EUR million and % of sales)



Personnel costs fell in the second quarter, while the personnel cost ratio rose by 100 bps due to lower sales volumes and inefficiencies.

Net Expenses from adjusted* other operating Income and Expenses

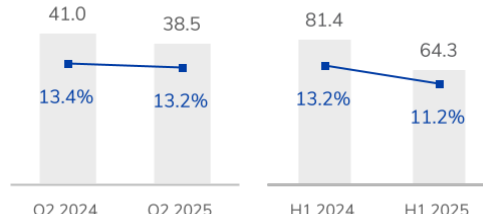
(in EUR million and % of sales)



Total OPEX in relation to sales remained almost stable.

Adjusted* EBITDA

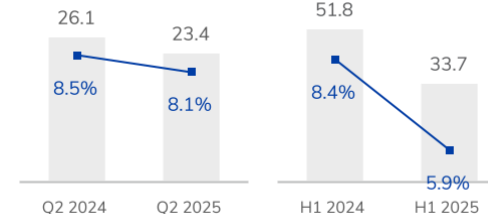
(in EUR million and % of sales)



Adjusted EBITDA and adjusted EBIT improved significantly in Q2 2025 compared to Q1 2025. A weak Q1 2025, however, led to lower EBITDA and EBIT margins in H1 2025.

Adjusted* EBIT

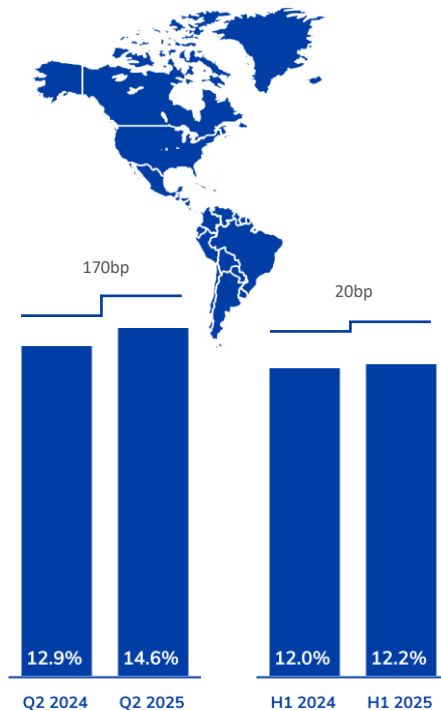
(in EUR million and % of sales)



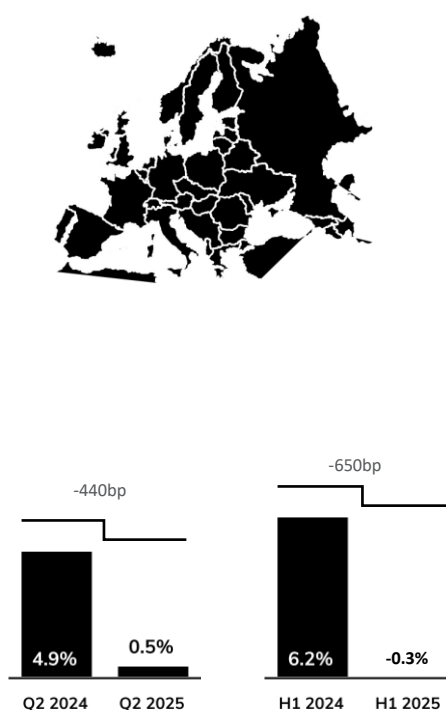
* For the adjustments, see the "Operational Adjustments" slide. For further details on the adjustments, please refer to the Q2 interim financial statement at [NORMA Group financial statements](#)

Q2 2025 – Adjusted* EBIT Margin by Region

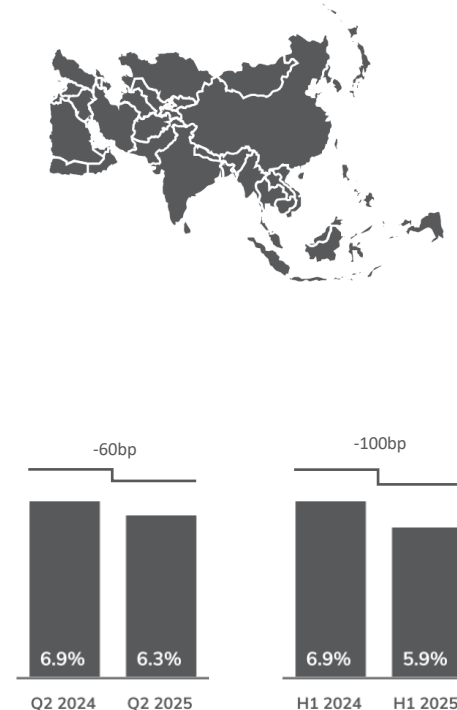
AMERICAS



EMEA



APAC



* For further details of the adjustments, see the ["Operational Adjustments"](#) slide

Operational Adjustments H1 2025 and for FY 2025 – 2026



in EUR million*	Reported	Adjustments	Adjusted	FY 2025	FY 2026
Sales	574.6		574.6		
EBITDA	59.2	5.1	64.3		
EBITDA margin	10.3%		11.2%		
EBIT	21.4	12.3 (incl. EUR 7 million amortization PPA)	33.7	approx. 65.0**	approx. 22.0***
EBIT margin	3.7%		5.9%		
Net Profit	1.3	9 (incl. EUR -3 million post tax impact)	10.3		
Net Profit margin	0.2%		1.8%		
EPS (in EUR)	0.04	0.28	0.32		

* Deviations may occur due to commercial rounding

** Including ~ EUR 15 million from PPA effects; ~ EUR 20 million associated transaction costs in connection with the sale of the water management business and up to EUR 30 million one-off costs for transformation

*** Including ~ EUR 15 million from PPA effects and ~ EUR 7 million one-off costs for transformation

EPS Q2 2025 and H1 2025

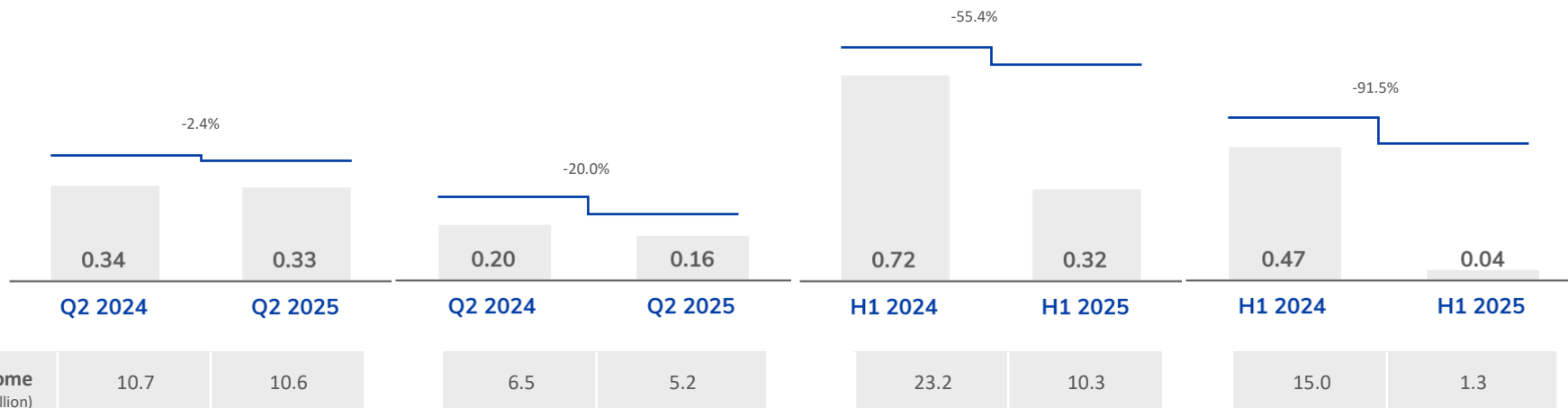


Adjusted EPS in EUR

Reported EPS in EUR

H1 Adjusted EPS in EUR

H1 Reported EPS in EUR



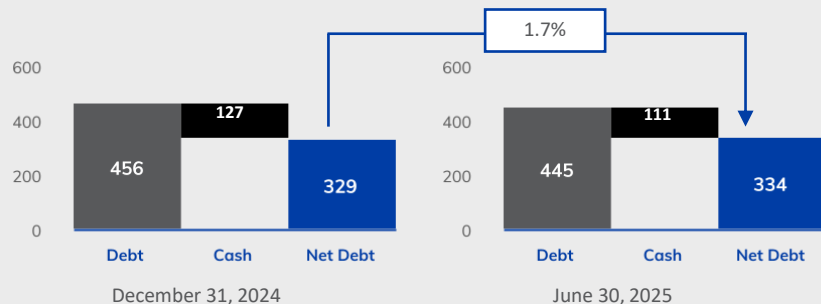
EPS in Q2 and H1 is below the previous year's figure as a result of the lower EBIT.

In Q2 2025, the financial result improved to EUR -4.6 million (Q2 2024: EUR -6.7 million).

The adjusted tax rate in Q2 2025 was at 43.7% (Q2 2024: 44.6%). Reasons for the elevated rate included unrecognized deferred tax assets on losses as well as non-allowable withholding taxes and non-deductible expenses.

Net Debt, Debt and Equity Ratios

Net Debt (in EUR million)

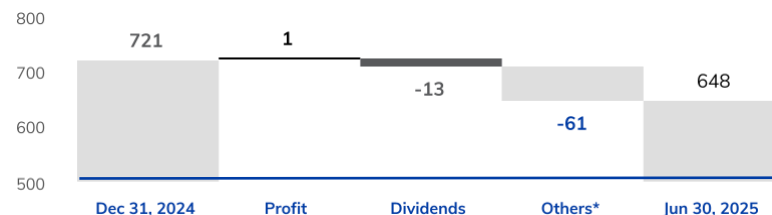


- Net Debt slightly increased by 1.7%.
- Leverage up to 2.5x adjusted EBITDA from 2.3x as at June 30, 2024 and up from 2.1x as at the end of FY 2024 due to the lower EBITDA.
- Total Equity amounted to EUR 648 million. Compared to the end of FY 2024, the equity ratio decreased by 230 basis points to 47.9% as a result of foreign exchange translation effects.

Debt Ratios

	Jun 30, 2024	Dec 31, 2024	Jun 30, 2025
Leverage (Net debt / adj. EBITDA)	2.3x	2.1x	2.5x
Gearing (Net debt / equity)	0.5x	0.5x	0.5x

in EUR million



Balance Sheet Total (in EUR million)	1,437	1,354
Equity Ratio	50.2%	47.9%

* Includes exchange differences on translation of foreign operations of EUR -61.5 million

Cash Flow Development

Net Operating Cash Flow

in EUR million	Q2 2024	Q2 2025	Variance	H1 2024	H1 2025	Variance
(Adjusted) EBITDA	41.0	38.5	-6.1%	81.4	64.3	-21.0%
Δ ± Trade working capital	14.6	1.4	-90.4%	-19.7	-13.1	-33.5%
Net operating cash flow before investments from operating business	55.6	39.9	-28.2%	61.7	51.2	-17.0%
Δ ± Investments from operating business	-12.0	-8.3	30.8%	-20.5	-16.5	-19.5%
Net Operating Cash Flow	43.6	31.6	-27.5%	41.2	34.7	-15.8%
Payments for interest	-3.1	-2.4	-22.6%	-9.9	-7.3	-26.3%
Payment for Tax	-6.6	-7.5	13.6%	-10.6	-12.2	15.6%
Proceeds from/Repayments for derivatives	-0.4	-0.3	-26.4%	-0.4	0.1	n. a.
External Free Cash Flow	33.5	21.4	-36.1%	20.3	15.3	-24.6%



- EBITDA in Q2 2025 was less below the previous year's figure in relation to the decline in sales compared to the same period of the previous year.
- The lower working capital outflow of EUR 13.1 million Euros in H1 2025 includes a decrease in supply chain financing programs of around EUR 1 million to EUR 52 million compared to about EUR 53 million at the end of 2024 (EUR 54 million at the end of H1 2024).
- Lower investments from the operating business also contributed to this development.

Outlook 2025 – Company Guidance



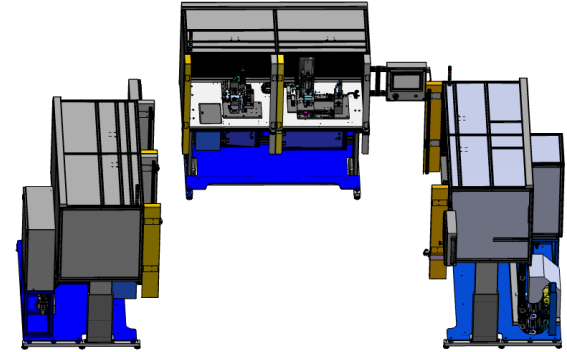
Group sales	In the range of around EUR 1.1 billion to around EUR 1.2 billion
Adjusted EBIT Margin	In the range of around 6% to around 8%
Net Operating Cash Flow	In the range of around EUR 75 million to around EUR 95 million
NORMA Value Added (NOVA)	In the range of around EUR -40 million to around EUR -20 million
CO₂ Emissions (Scope 1 and 2)	Avoidance of 1,000 tCO ₂ eq emissions resulting from measures emitted at NORMA Group sites

The exact consequences of the special tariffs, partly announced, partly implemented and partly suspended, as well as any other trade policy restrictions, cannot be conclusively estimated at the time of publication of the Q2 2025 interim statement, as the external decision-making processes and announcements of the measures are highly volatile. Accordingly, they are only included in the guidance to the extent that they were known at the date where the guidance has been published (March 7, 2025).

Step Up Efficiency Examples: Pilica plant in Poland

Efficiency through Semi-Automatic Flex Assembly Line

- **Initial situation:** Manual production cell with more than 60 % direct manual labor, resulting in the need for 4 operators with a high level of qualification and low productivity. The machine processing time defines the operator workload.
- In addition, production cells and tools are tailored to a specific product group. Therefore, low flexibility and high risk of non-conforming products being delayed.



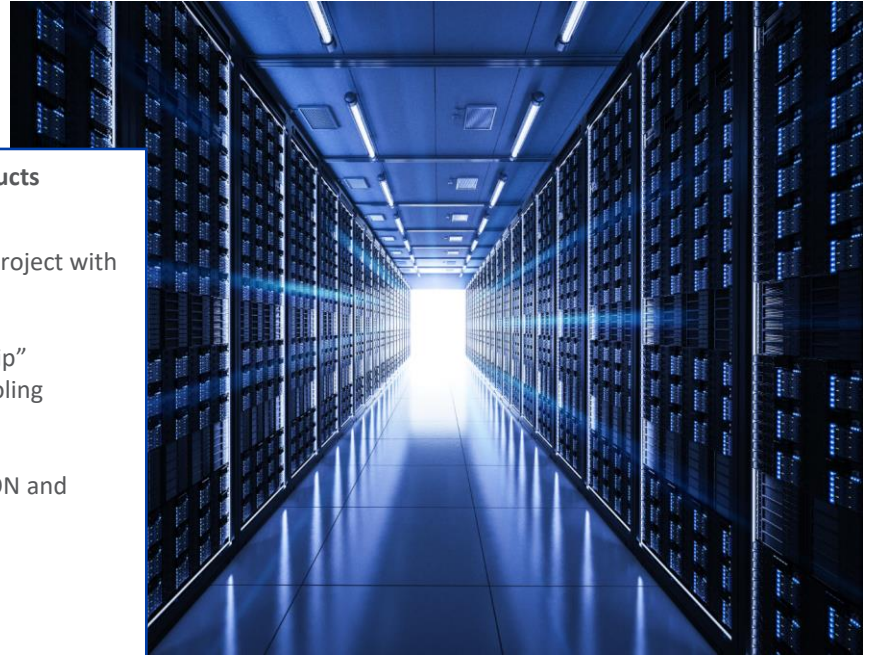
Reducing operators needed by 75%

- **The solution:** Chaku Chaku cell: flexible and semi-automatic assembly process leading to a more efficient station layout in a cell consisting of 2 assembly stations, 1 quality control station and 1 packing station.
- The work is carried out as a one-piece flow, resulting in greater ergonomics for the operator in consecutive and conditioned work steps and higher productivity, as the machine processing steps no longer define the operator's workload: The operator loads the part into the machine and the process starts automatically.
- Fast change of tools enables process flexibility, for example when adapting to different customer requirements.
- Installation of poke-yoke on each of the assembly components to improve quality control.
- **The result: Reduction of operators per cell from 4 to 1.**

Step Up Growth Example: Focus on Data Center Projects

NORMA Group supplies data centers worldwide with various products

- Latest product launch in APAC: Stainless steel quad cable cleat to win a project with a major US-customer in Malaysia.
- Latest development in the USA: Exploring FGRs and exploring “zero – drip” disconnect (UQDB / UQD) products through NORMA engineering for cooling systems in data centers.
- The US-team is working with Americas Industrial current customers DIXON and MFCP for opportunities with key OEMs in this segment.
- Dedicated sales teams are working on further business opportunities.



Step Up Growth Example: Focus on E-Mobility in China

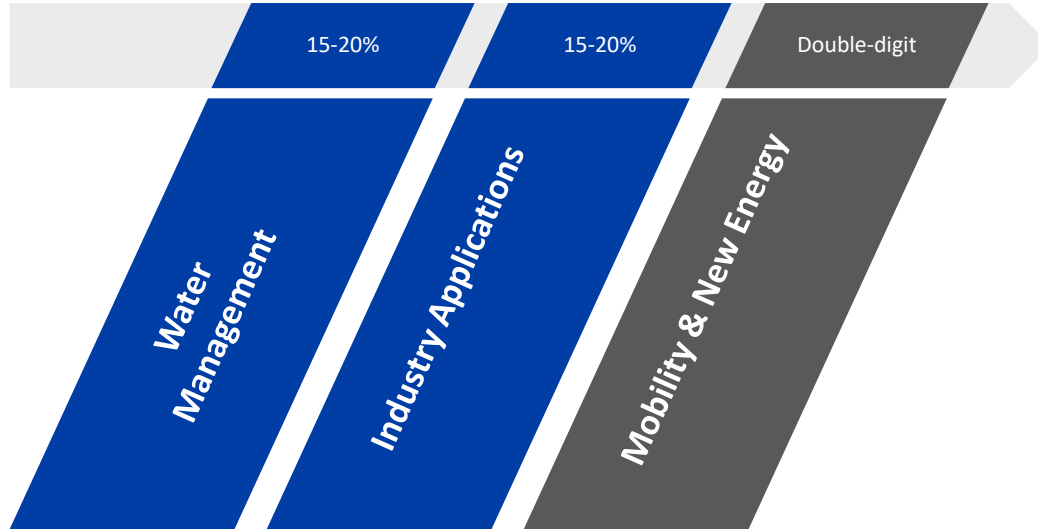
E-Mobility Engagements in China – NORMA Group Customers and Applications

- NORMA Group awarded new business with 12 e-mobility customers in China, including traditional and new OEMs and Tier-1 suppliers.
- These customers cover a broad range of vehicle types, including Light vehicles, smart cars, SUVs, and robotaxi models.
- They represent various drive types: Battery Electric Vehicles (BEVs), Plug-in Hybrid Electric Vehicles (PHEVs), and Range-Extended Electric Vehicles (REEVs).
- NORMA Group components are used in critical e-mobility thermal systems: Battery thermal management, Coolant circuits, Power electronics cooling, motor cooling, HVAC, and heat pump systems.
- NORMA Group delivers a wide range of metal and plastic-based solutions, including: Torro clamps, V-clamps, Exhaust clamps, Quick connectors, and Cooling Water Systems (CWS).
- These applications contribute to safe, efficient, and durable thermal management in next-generation electric vehicles produced in the world's largest EV market.



NORMA Group Step Up Program: Target Margin Ranges

Further growth & efficiency measures lead to

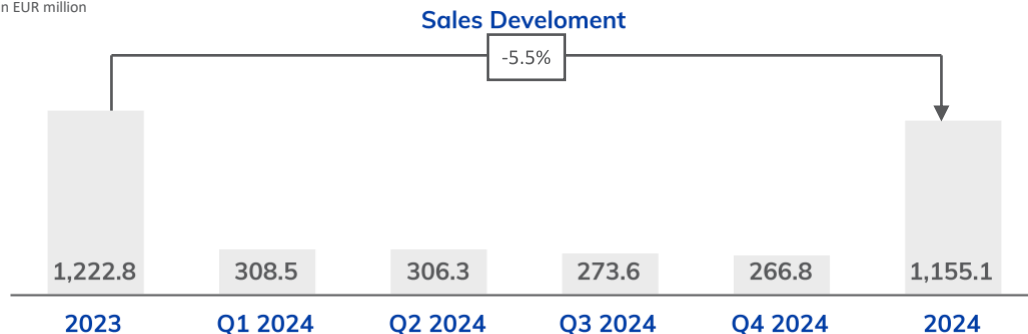


NORMA Group's
EBIT midterm
margin on double-
digit levels

SEGMENT & SBU REPORTING, P&L STATEMENT

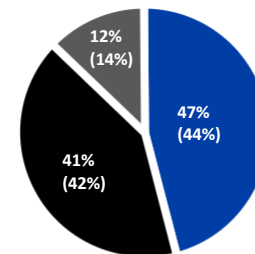
FY 2024 Top Line Development

in EUR million



2024 Regional Segments Split

(in %, prev. year in brackets)



■ Americas ■ EMEA ■ APAC

Top Line 2024

- Net Sales development of -5.5% to EUR 1.16 billion in 2024 compared to EUR 1.22 billion in 2023.

therein*

**0.1%
Price**

**-5.6%
Volume**

**-0.3%
Currency Effects**

**0.2%
Acquisitions**

Volume / Price Mix

- This development reflects the volatile market situation in all regions. Europe and Asia proved to be particularly challenging.
- In terms of volume, the growth in Water Management continued, although it was unable to offset restrained customer demand in Mobility & New Energy and Industry Applications, particularly in Europe and Asia.
- Pricing remained stable with a tendency to slight decreases in H2.

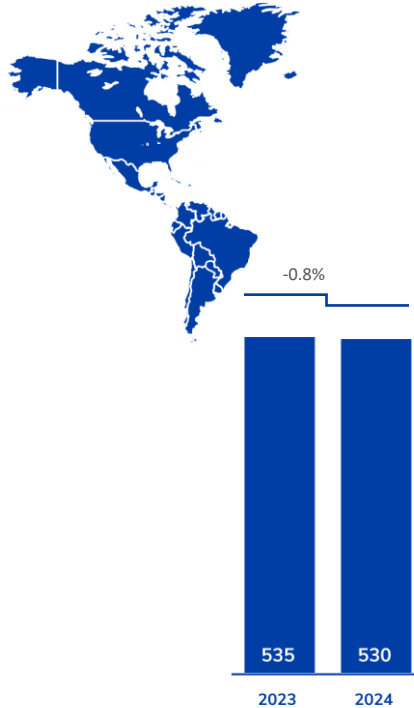
Currency Effects / Acquisitions

- Slightly negative currency effects resulted primarily from the Americas and APAC regions, compared to neutral currency effects from the EMEA region.
- The Teco acquisition made a positive revenue contribution of 0.2% in 2024.
- Adjusted for effects from currency translations and acquisitions, the decline in 2024 sales amounted to -5.5%.

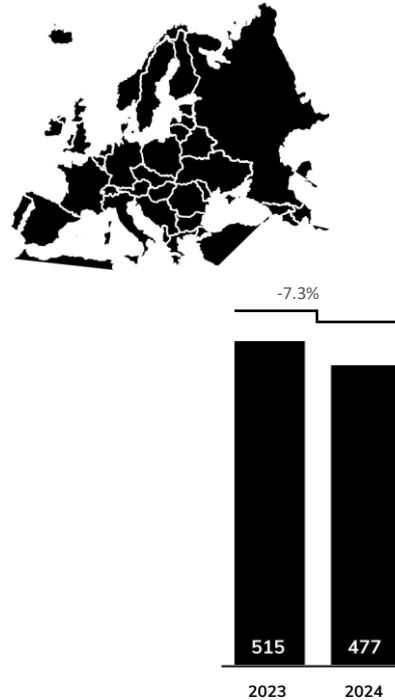
* Deviations may occur due to commercial rounding

FY 2024 Sales Development by Regions

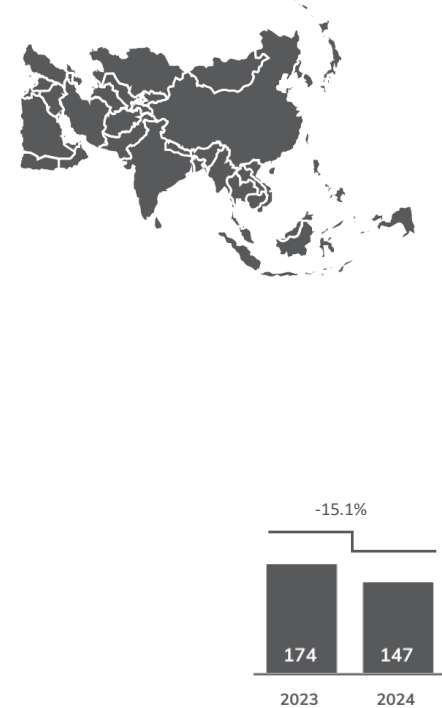
AMERICAS Sales in EUR million



EMEA Sales in EUR million



APAC Sales in EUR million



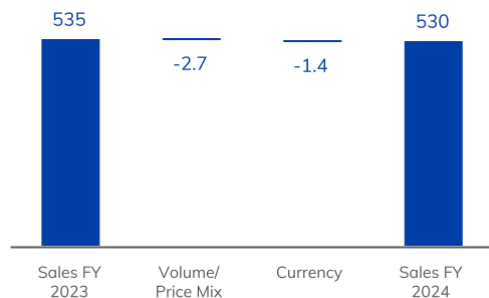
FY 2024 SBU Sales Development by Region

Americas



- **Industry Applications:** At EUR 71.0 million, sales were lower compared to the previous year (2023: EUR 74.5 million).
- **Water Management:** Sales at EUR 266.6 million show healthy growth (2023: EUR 258.1 million).
- **Mobility & New Energy:** Sales decreased to EUR 192,753 million (2023: EUR 201.9 million).

Sales Development (in EUR million)



EMEA



- **Industry Applications:** At EUR 116.7 million, sales were lower in comparison with the prior year (2023: EUR 121.6 million).
- **Water Management:** Effects from the acquisition of Teco which was completed in February 2024 led to sales more than doubling to EUR 5.8 million (2023: EUR 2.5 million).
- **Mobility & New Energy:** Sales decreased to EUR 354.8 million as a result of the generally weak market conditions (2023: EUR 390.6 million).

Sales Development (in EUR million)

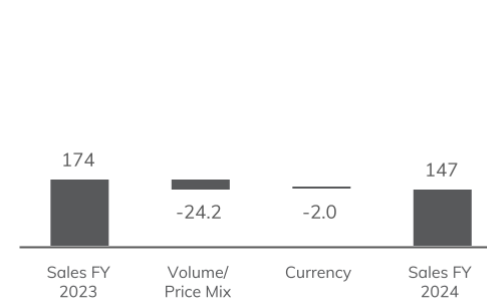


APAC



- **Industry Applications:** Sales declined to EUR 19.0 million (2023: EUR 24.6 million) due to a further delay in recovery of the Chinese economy.
- **Water Management:** Sales decreased to EUR 26.6 million, as higher prices could not offset the lower volumes (2023: EUR 28.3 million).
- **Mobility & New Energy:** Driven by lower volumes, sales decreased to EUR 101.9 million (2023: EUR 120.6 million).

Sales Development (in EUR million)



2024 Sales Development by Strategic Business Unit

Industry Applications



- Sales were down -6.4% on the previous year. Slight price increases were unable to compensate for the decline in volume. All regions contributed to the negative development, particularly the weak economy in APAC.

Sales Development (in EUR million)



Water Management



- Sales were up 3.5% compared to the previous year. This is due to both volume increases and slight price increases, which were not even affected by slightly negative currency effects. The acquisition of Teco also contributed to the positive development.

Sales Development (in EUR million)

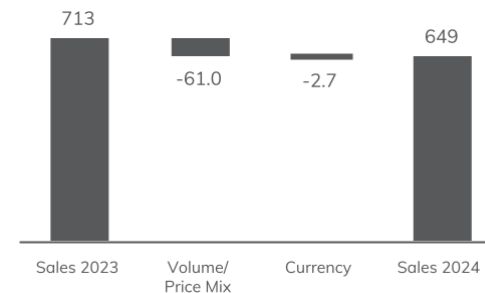


Mobility & New Energy



- Sales down by -8.9% against the previous year. Subdued global demand, particularly in the EMEA and Asia-Pacific regions, led to declining volumes in Passenger Cars as well as in trucks. Unfavorable pricing and currency effects played a subordinate role.

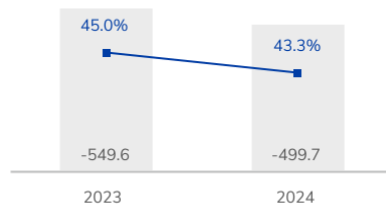
Sales Development (in EUR million)



FY 2024 (Adjusted) Profit & Loss Development

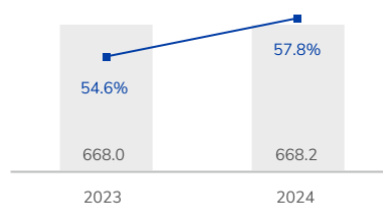
Material Costs

(in EUR million and % of sales)



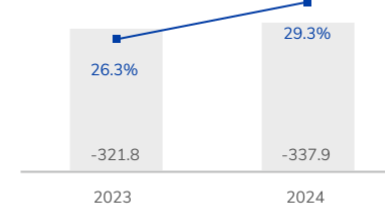
Gross Profit

(in EUR million and % of sales)



Personnel Expenses

(in EUR million and % of sales)

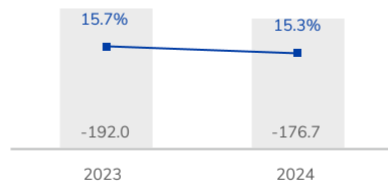


Material Cost ratio significantly decreased by 170 BPs due to optimization measures in purchasing. Gross Profit ratio significantly increased by 320 BPs mainly as a result of the optimization measures and also due to disproportionate reduction in the cost of materials compared to sales.

Despite a reduction in total workforce, the ratio rose due to lower sales volume and higher wages as a result of inflation-related increases.

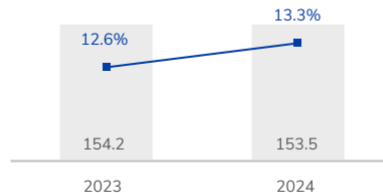
Net Expenses from adjusted* other operating Income and Expenses

(in EUR million and % of sales)



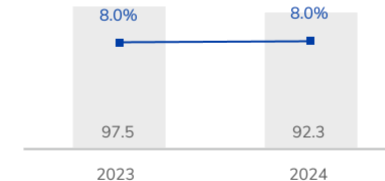
Adjusted* EBITDA

(in EUR million and % of sales)



Adjusted* EBIT

(in EUR million and % of sales)



Total OPEX decreased mainly due to lower special freight costs, and less costs for temp workers.

Adjusted EBITDA and adjusted EBIT margins developed solidly in 2024 despite lower sales as a result of implemented efficiency measures and operational improvements.

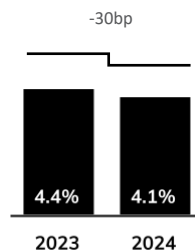
*For the adjustments, see slide 16. For further details on the adjustments, please refer to the annual financial report: [NORMA Group Annual Report](#).

FY 2024 – Adjusted* EBIT Margin by Region

AMERICAS



EMEA



APAC



* For further details of the adjustments, see slide 16

Operational Adjustments 2024 and Outlook 2025 – 2026



in EUR million*	Reported	Adjustments FY 2024	Adjusted	FY 2025	FY 2026
Sales	1,155.1		1,155.1		
EBITDA	153.1	0.4	153.5		
EBITDA margin	13.3%		13.3%		
EBIT	57.3	approx. 35.0 (incl. EUR 33.8 million amortization PPA)	92.3	approx. 35.0**	approx. 15.0 (mainly related to PPA effects)
EBIT margin	5.0%		8.0%		
Net Profit	14.8	26.1 (incl. EUR -8.9 million post tax impact)	40.9	approx. 23.9	approx. 10.3
Net Profit margin	1.3%		3.5%		
EPS (in EUR)	0.46	0.82	1.28	approx. 0.75	approx. 0.32

* Deviations may occur due to commercial rounding

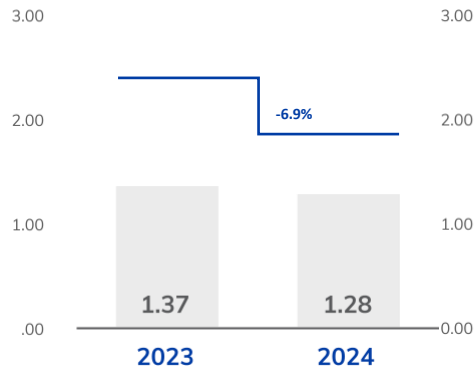
** Including ~ EUR 15 million from PPA effects and ~ EUR 20 million associated transaction costs in connection with the sale of the water management business; additional adjustments from one-offs for transformation costs expected

FY 2024 EPS and Dividend Development

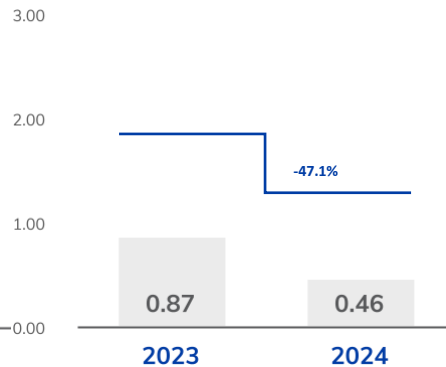
Dividend policy

Payout ratio of approx. 30%-35% of adjusted Group annual earnings

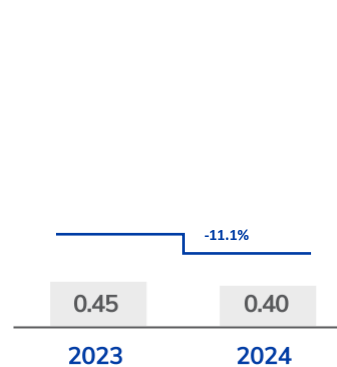
Adjusted EPS in EUR



Reported EPS in EUR



Dividend per share in EUR



Dividend proposal of EUR 0.40 or **31.2%** of adjusted Group net profit for the fiscal year 2024 to the AGM on May 13, 2025

Net Income (in EUR million)	43.9	40.9
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	27.9	14.8
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Distribution (in EUR million)	14.3	12.7
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FY 2024 Profit and Loss Statement

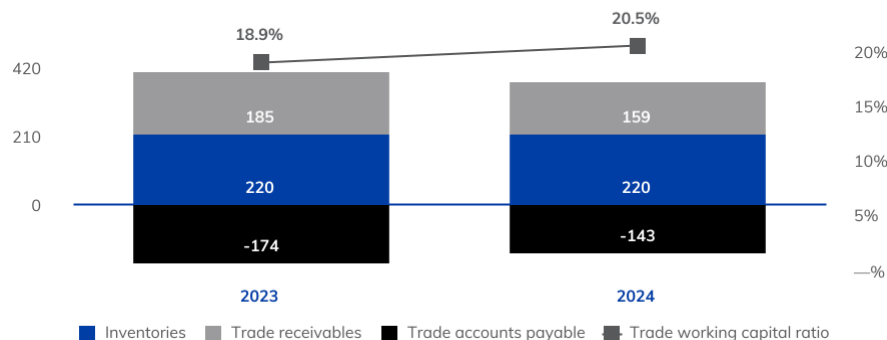
in EUR million and %	Adjusted*		Reported	
	2023	2024	2023	2024
Sales	1,222.8	1,155.1	1,222.8	1,155.1
Gross Profit	668.0	668.2	668.0	667.9
EBITDA	154.2	153.5	154.0	153.1
in % of sales	12.6%	13.3%	(4.4)%	13.3%
EBITA	101.7	96.3	100.7	95.1
in % of sales	8.3%	8.3%	8.2%	8.2%
EBIT	97.5	92.3	76.1	57.3
in % of sales	8.0%	8.0%	6.2%	5.0%
Financial Result	-22.7	-23.3	-22.7	-23.3
Profit before Tax	74.8	69.0	53.5	34.0
Taxes	-30.9	-28.1	-25.5	-19.2
in % of profit before tax	(41.3)%	(40.8)%	(47.8)%	(56.5)%
Net Profit	43.9	40.9	27.9	14.8

* For further details of the adjustments, see slide 16

BALANCE SHEET & MATURITY PROFILE

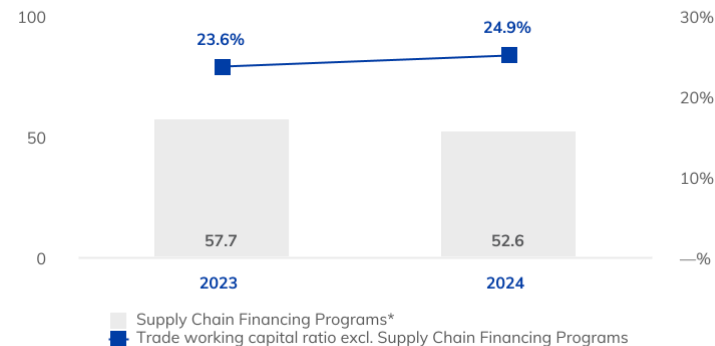
FY 2024 Trade Working Capital Development

Trade Working capital incl. Supply Chain Financing Programs*
(in EUR million and % of sales)



Trade Working Capital at EUR 236 million slightly above the level of the previous year of EUR 231 million. Trade Working Capital Ratio increased predominantly due to lower sales.

Supply Chain Financing Programs**
(in EUR million and % of sales)

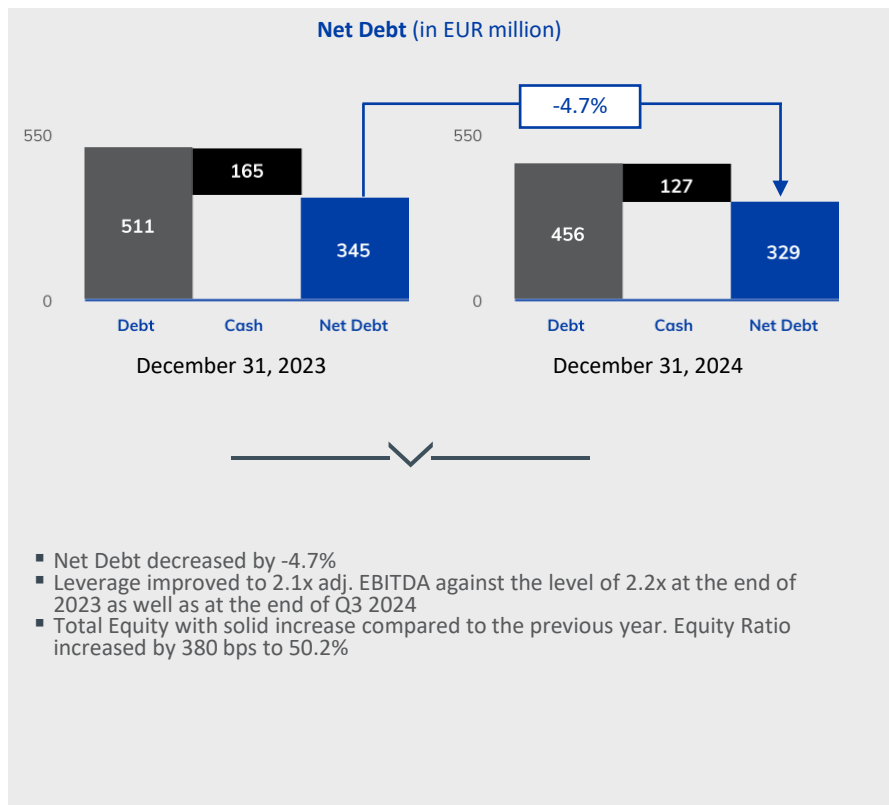


Supply Chain Financing Programs (SCF) reduced by about EUR 5 million. TWC ratio increase including SCF thus higher than the TWC ratio increase excluding SCF Programs (160 BPs versus 130 BPs).

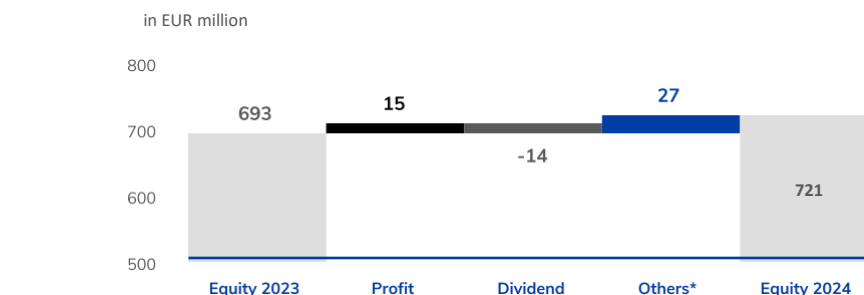
*including non cash-effective additions to finance leases

** including Factoring, ABS and Reverse Factoring Programs

FY 2024 Equity Ratio, Net Debt and Debt Ratios



Debt Ratios		
	December 31, 2023	December 31, 2024
Leverage (Net debt / adj. EBITDA)	2.2x	2.1x
Gearing (Net debt / equity)	0.5x	0.5x

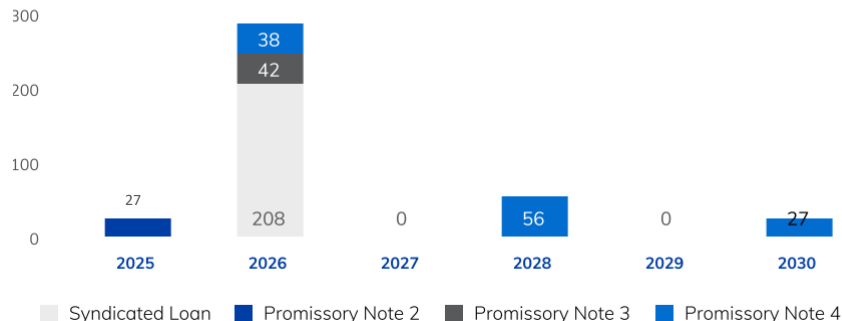


Balance Sheet Total (in EUR million)	1,493	1,437
Equity Ratio	46.4%	50.2%

* Includes exchange differences on translation of foreign operations of EUR 28.7 million and cash flow hedges net of tax amounting to EUR -1.1 million

Maturity Profile

Financial Instruments* (in EUR million)



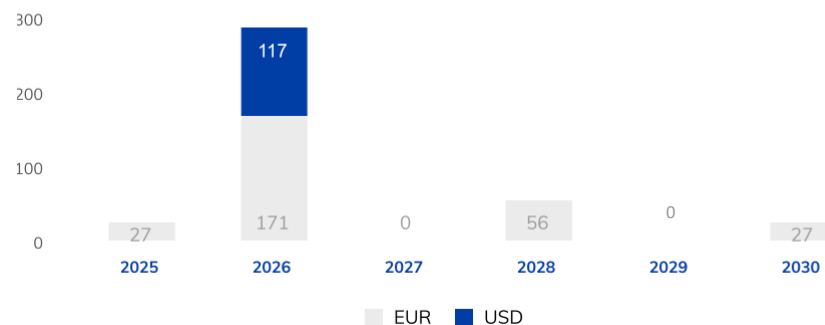
General Information

- In 2024, promissory note loan 1 + 2 tranches (EUR 2 and 16 million) were repaid as planned
- A voluntary and unscheduled repayment of EUR 48.1 million was made in connection with the syndicated loan
- Next larger refinancing due in 2026

Fixed/Floating Ratio

- Liabilities with fixed or hedged rate amounting to ~ 45%**
- Liabilities with variable and unhedged rate amounting to ~ 55%**

Currencies (in EUR million)



No general Covenant risk in NORMA Group's longterm financing

- Only Margin Step Ups at a leverage (Net Debt/EBITDA) > 3.25x
- Margin step ups referring to Promissory Note 2 and 3
- No Margin Step Up for the Promissory Note 4
- No Default Covenant for all outstanding Financings
- Pricing of Syndicated loan is based on a leverage margin grid

* excluding EUR 0.8 million installment loan from Teco acquisition

** as at Dec. 31, 2024

FY 2024 Balance Sheet



in EUR million	Dec 31, 2023	Dec 31, 2024
Assets		
Non-current assets		
Goodwill / Other intangible assets / Property, plant & equipment	872.1	879.9
Other (non-)financial assets /Contract asset / Derivative financial assets / Deferred- and income tax assets	18.8	20.9
Total non-current assets	890.9	900.7
Current assets		
Inventories	220.1	219.9
Other non-financial / other financial / derivative financial / income tax assets	32.6	29.0
Trade and other receivables	184.5	159.4
Cash and cash equivalents	165.2	127.1
Contract assets	0.0	0.0
Total current assets	602.4	535.9
Total assets	1,493.3	1,436.6

in EUR million	Dec 31, 2023	Dec 31, 2024
Equity and liabilities		
Equity		
Total equity	693.4	721.4
Non-current and current liabilities		
Retirement benefit obligations / Provisions	28.3	25.3
Borrowings and other financial liabilities	467.5	413.1
Other non-financial liabilities	39.3	46.1
Contract liabilities	1.1	0.9
Lease liabilities	42.6	42.4
Tax liabilities and derivative financial liabilities	47.5	44.5
Trade payables	173.7	142.8
Total liabilities	799.8	715.3
Total equity and liabilities	1,493.3	1,436.6

CASH FLOW, NOVA & NON-FINANCIAL HIGHLIGHTS

Cash Flow Development

Net Operating Cash Flow and External Free Cash Flow

in EUR million	2023	2024	Variance (2024 to 2023)
EBITDA	154.2	153.5	-0.5%
Δ ± Trade Working capital	-5.6	+5.3	n. a.
Net operating cash flow before investments from operating business	148.6	158.8	6.9%
Δ ± Investments from operating business	-61.3	-53.4	-12.9%
Net Operating Cash Flow	87.3	105.4	20.7%
Payments for interest	-19.6	-23.7	20.9%
Payment for Tax	-28.3	-24.6	-13.1%
Proceeds from/Repayments for derivatives	-1.9	-0.1	-94.7%
External Free Cash Flow	37.5	57.0	52.0%

- Net Operating Cash Flow increased significantly by more than 20%
- After an outflow of working capital of EUR 5.6 million in 2023, there was an inflow of working capital of EUR 5.3 million in 2024
- External Free Cash Flow increased by more than 50% compared to 2023

NORMA Value Added

in EUR million	2023	2024
Adjusted EBIT after (calculated) taxes	57.2	54.7
Δ ± Capital Cost (WACC* x CE per January 1st)	-100.8	-93.5
NOVA	-43.6	-38.8
ROCE (adjusted EBIT / Ø CE)	9.3%	8.8%
ROCE (reported EBIT / Ø CE)	7.3%	5.5%
* WACC	9.6%	9.0%

- The NORMA Value Added (NOVA) is NORMA Group's long term strategic target
- In 2024, the general development of the Group was reflected in NOVA
- The cost of capital is defined by the weighted average cost of capital (WACC) and the capital employed (equity plus net debt)

Non-Financial Highlights 2024

New ESG-reporting with reference to ESRS successfully implemented

- Implementation of Scope 1-3 CO₂ reporting according to GHG protocol
- Several new metrics implemented
- Audit with limited assurance (Scope 1 and 2 emissions with reasonable assurance) successfully completed



- AA (on a scale from CCC to AAA): „MSCI leader“
- Norma leads global peers in corporate governance practices



- Score: 77 (on a scale from 0 to 100)
- Top 5% of rating universe: Gold standard

2024 targets for CO₂ reduction, defective parts and # of customer complaints achieved



- Risk Score: 20.0 (on a scale from 0 (best) to 100 (worst)): Low risk
- Rank #37 in the Industry Machinery sector (out of 458)

Very good rating grades maintained



- Score: C+ (on a scale from D- to A+)
- Prime Status

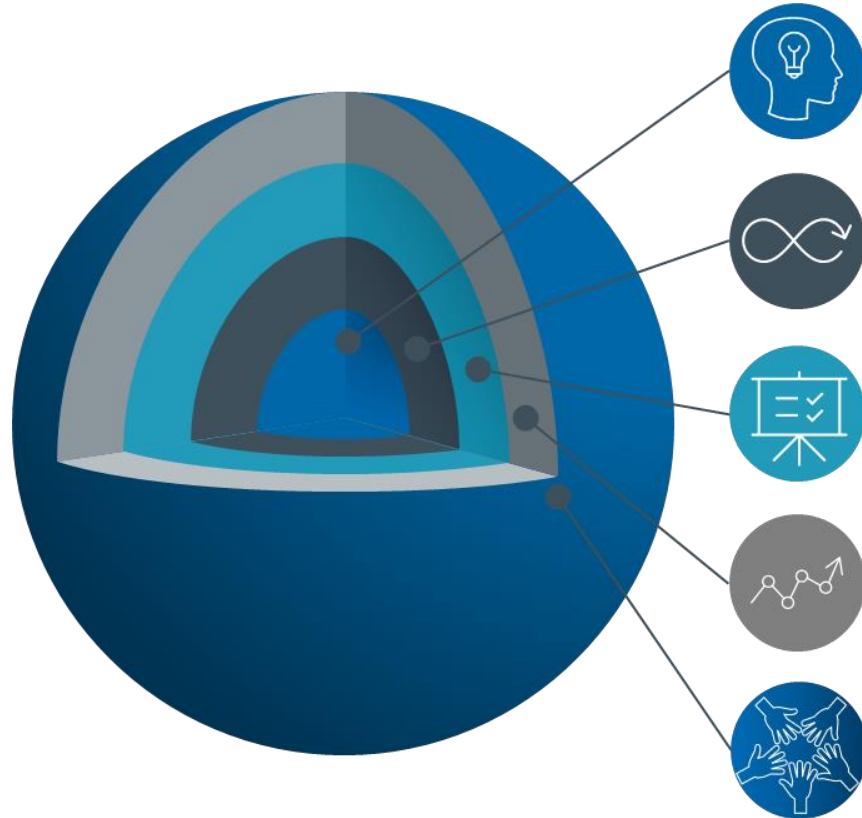
COMPANY GUIDANCE & STEP UP PROGRAM

Outlook 2025 – Company Guidance



Group sales	In the range of around EUR 1.1 billion to around EUR 1.2 billion
Adjusted EBIT Margin	In the range of around 6% to around 8%
Net Operating Cash Flow	In the range of around EUR 75 million to around EUR 95 million
NORMA Value Added (NOVA)	In the range of around EUR -40 million to around EUR -20 million
CO₂ Emissions (Scope 1 and 2)	Avoidance of 1,000 tCO ₂ eq emissions resulting from measures emitted at NORMA Group sites

NORMA Group Step Up Program



mindset / cultural change

Step Up intends to change the mindset of NORMA Group employees and to create a new culture of openness and focus.

continuous process - KAIZEN

Step Up is to become a continuous process that enables and supports a sustainable and profitable growth of the NORMA Group.

targeting growth & efficiency

Step Up consists of growth plans for the three strategic business units (SBUs) and measures to increase operational efficiency.

permanent identification and evaluation of initiatives

Starting with approx. 100 initiatives in mid-2023, the number of initiatives at the end of 2024 was around 2,000. In order to remain focussed, the initiatives are regularly re-evaluated and extended each year.

teamwork and the power of self-help

As a bottom-up process, Step Up incorporates the ideas and potential of all employees. As a team, we will realize the full potential of the NORMA Group and take the company to the next level!

NORMA Group Step Up Program: Growths Highlights 2024



Growth via focus on resilient business opportunities and entering new markets

NORMA Group provides clamps for cooling system of German energy storage facility

- NORMA Group's products support the thermal management of stationary batteries
- VPP Bi-Cone clamps are flange connections designed for leak-proof performance
- Storage facility to mitigate fluctuating availability of wind energy



Growth via globalization including M&A

NORMA Group closes the acquisition of Italian company Teco

- Teco offers irrigation solutions for gardening, landscaping and agriculture
- With the acquisition of Teco, NORMA Group expands its product portfolio and strengthens its market share in the European Water Management sector



Product development for alternative powertrain technology & expanding the new offering to existing customers

NORMA Group equips electric SUV of Indian car manufacturer with cooling water lines

- NORMA Group supports the transformation of the automotive industry with innovative and lightweight thermal management solutions
- Equipment of around 700,000 vehicles until 2030
- The customer's electric SUV product portfolio answers to the growing demand for robust electric passenger vehicles in India



Growth via new business and the supply of existing products to new customers

NORMA Group wins major contract from home appliance manufacturer in the US

- The supply of almost three million dishwashers with custom-made metal TORRO clamps annually
- TORRO worm drive, a clamp commonly used in the automotive industry, designed with a screw according to the Anglo-American dimensional system



NORMA Group Step Up Program: Efficiency Highlights 2024



NORMA Germany Maintal

Automatic TORRO Assembly Line

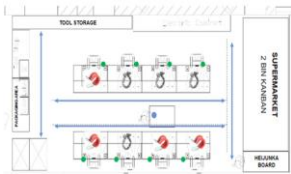
- Next-Gen Automatic TORRO Assembly Line to improve manufacturing process
- Integrated Poka Yoke systems for control of the manufacturing sequence
- Higher process stability and faster changeover times
- Faster cycle times - increase in productivity
- Next Step: use of AGV to improve material and inventory processes - reducing requirement for indirect labor in internal logistics area



Czech Republic plant

Flexible Automation System

- Development of a flexible automated system for the clamp assembly process that reduces the need for manual labor, enhance product quality, and boost client satisfaction.
- The system is designed to cover the entire range of manufacturing operations, regardless of the product group or product range, for example by
 - Developing a fully automated system with robots
 - Combining assembly and welding processes



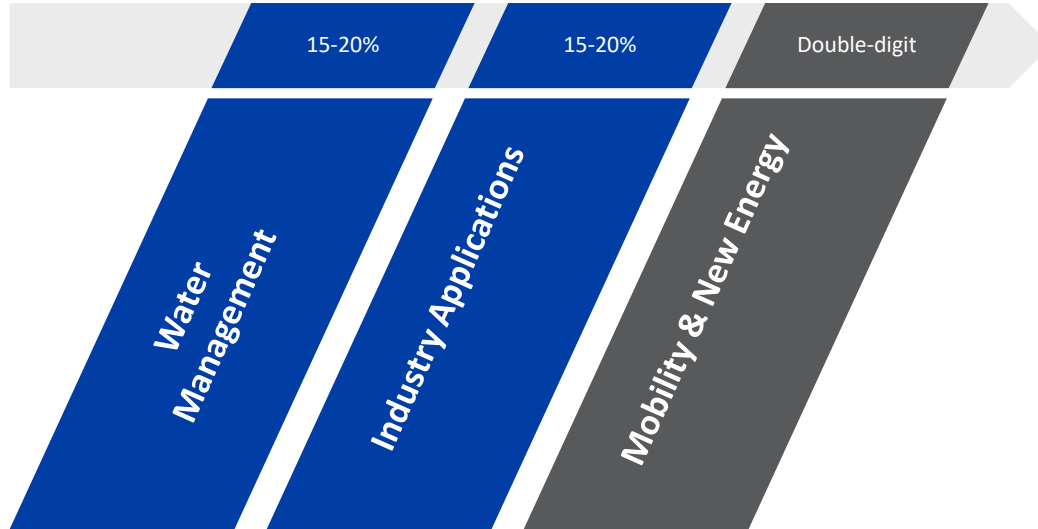
NORMA Group Products India Pvt. Ltd.

Optimization of Quality Assurance Processes

- Higher degree of automation through the introduction of a new vision inspection system
- Dimensional inspection is automatically integrated into quality control
- Direct sorting out of defective parts
- Direct packaging of defect-free products
- Including an ultra-modern camera system

NORMA Group Step Up Program: Margin Development

Ongoing growth & efficiency measures lead to

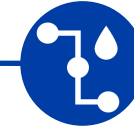
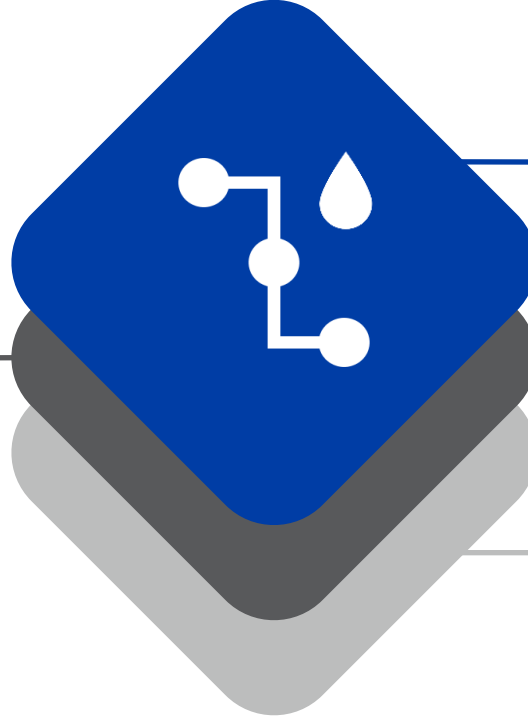


**NORMA Group's
EBIT midterm
margin on double-
digit levels**

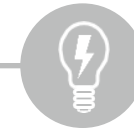
STRATEGY & BUSINESS MODEL

Focused production:

- Injection molding
- Plastic extrusion
- Metal forming



Bringing Liquids and gases from “a” to “b” in the most efficient way



Mission critical and high quality parts at a reasonable price

Core competences are enabling a wide variety of applications in different industries with superior margins

NORMA Group's Strategic Business Units (SBU's)



Industry Applications

~18 % of 2024 Group Sales
(EUR 207 million)

Branded, high quality Standardized &
Engineered Joining Technology for
various applications

Distribution via Wholesale, Distributors,
direct B2B and Online

Adj. EBIT-Margin Target of 15-20%



Mobility & New Energy

~56 % of 2024 Group Sales
(EUR 649 million)

Engineered Joining Technology for
Passenger Car+ Truck OEM & Suppliers

Distribution direct to B2B customers

Adj. EBIT-Margin Target of ~10%



Water Management*

~26 % of 2024 Group Sales
(EUR 299 million)

Standardized plastic based products for
Stormwater Management, Irrigation and
Flow Management

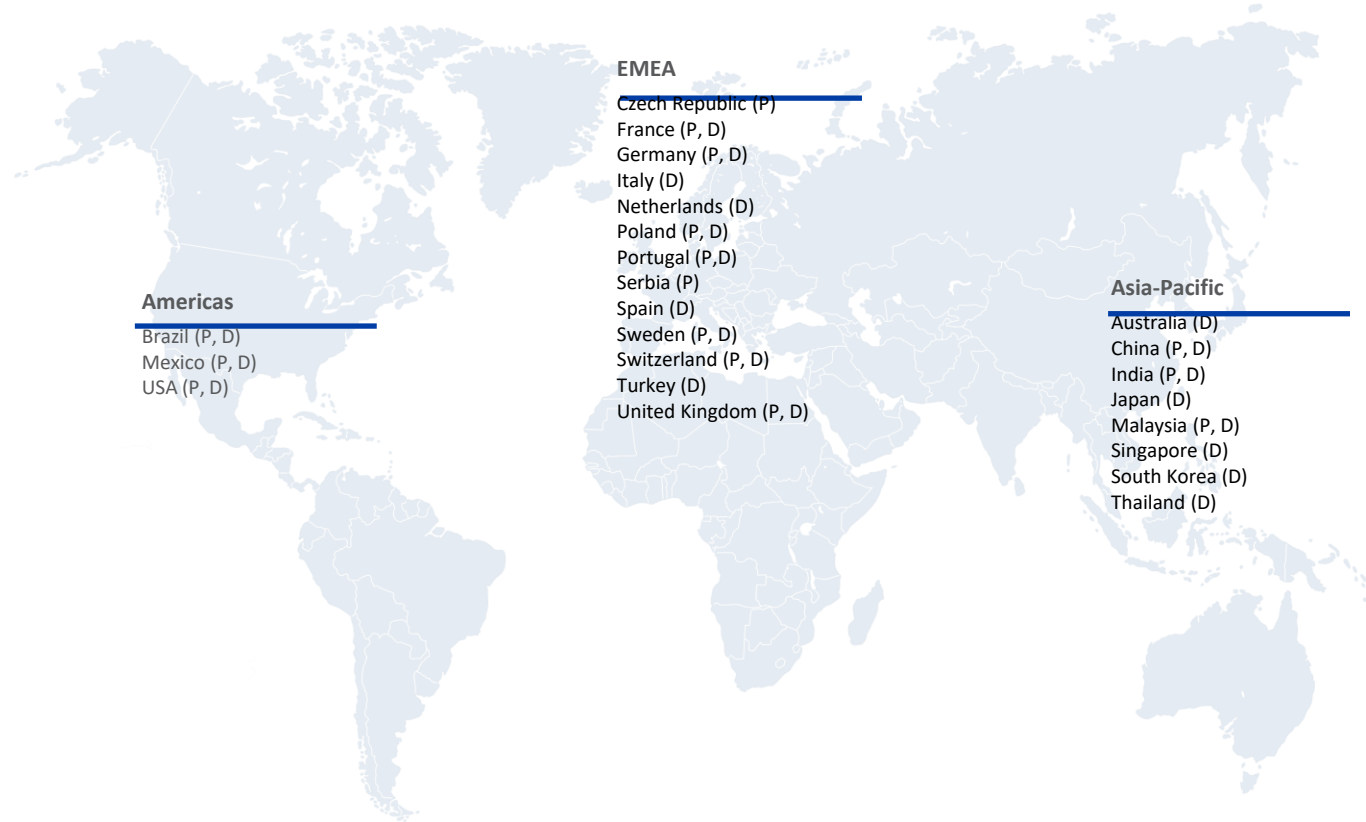
Distribution via Wholesale, Distributors
and Online

Adj. EBIT-Margin Target of 15-20%

*divestment process initiated

- >40,000 products, manufactured in 25 locations and sold to more than 10,000 customers in 100 countries
- 719 patents and utility models
- Top 1 customer accounts for <4% of 2024 sales; Top 5 customers account for only around 16% of 2024 sales

NORMA Group - Global Footprint



- 25 Production sites - localized capacities to serve customers predominantly local
- 24 Countries with Distribution, Sales & Competence Centers
- Sales into more than 100 countries

Now: "Conglomerate"

Industry
Applications

Mobility & New
Energy

Water
Management

Future: "Industrial Powerhouse"

Industry Applications

- Organic growth via
 - adding new OEM customers
 - fostering product innovations
 - expanding regional footprint
- Inorganic growth via targeted M&A transactions
- Increase value proposition as Solution Applications Provider vs. currently product supplier

Mobility & New Energy

- Strengthen global excellence and innovation
- Margin expansion by selective order intake
- Global #1 in Fasten
- Zero emission focus

Proven Business Model Addresses Global Megatrends



Value creation by NORMA products addressing global megatrends

Industries

Mobility

- Products designed to the specific requirements across all powertrain and auxiliary systems
- wide product range in e-mobility for battery and vehicle thermal management

Energy Transition

- Solutions designed for the unique needs of renewable energy

Sustainable Construction

- Reliable connections for supply and disposal lines for construction and infrastructure applications

Industrial Production

Prudent Use of Resources

- Pipelines for transporting liquid and gaseous media, like process water, compressed air, lubrication lines etc.
- Innovative solutions for efficient irrigation, access box, and flow management to the landscape and agricultural markets

Climate Protection

- Reduction of CO₂-emissions through innovative products
- Provide customers options that meet emission requirements for today and tomorrow's demanding environmental regulations

Industrial Efficiency

- Standardized joining technology that is engineered and manufactured for superior performance, durability, and wide availability
 - Reduction in assembly time with easy-to-install products
- State-of-the-art sterile connection technology for pharmaceutical & biotech industries

Product availability

Superior service level through worldwide presence, regional sales hubs and e-commerce

NORMA Group's Key Facts



NORMA serves various markets via its strategic business units Industry Applications, Mobility & New Energy and Water Management



One of the global market and technology leaders in joining technology



Delivers to more than **10,000 customers** in 100 countries



Headquarters in Maintal near Frankfurt/Main, Germany



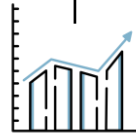
Numerous sales and distribution sites across **Europe, the Americas and Asia-Pacific**



Employees **~ 7,600** worldwide



Sales of about **EUR 1,155 million** in fiscal year 2024



Listed on the **Frankfurt Stock Exchange** since 2011 and included in the SDAX index



More than 40,000 innovative joining and fluid-handling solutions in three product categories: **Water, Fluid and Fasten**



Operates a global network of **25 manufacturing facilities**

NORMA Group Provides Mission-Critical Products and Solutions with Clear Added-Value



A World without NORMA Group



Customer Impact

- Reputation/Image loss
- Costs for complaints and returns
- Warranty costs
- Non-compliance with legal requirements/regulations

Loss of End Customers

NORMA Group Products – Selected Examples



IA Products

NORMA Pipe Clamp



- Anti loss side screw. Screws stay in place while handling with clamp and pipe
- Noise and vibration insulation rubber

FGR Combi Grip



- Connect plastic pipes with metal pipes without welding
- Special design of the anchoring ring the coupling can withstand even high vibration loads

VPP Compact



- Connection solution to applications exposed to high temperatures
- V PP profile clamps are reliable and time-effective connection elements

MNE Products



TORCA Coupler

- No loose hardware, installs easily and consistently
- Provides a serviceable joint – no permanent distortion of exhaust members



eM Compact

- Smallest Quick Connector in the electric and hybrid car market
- Robust design to ensure a leak-free interface



NORMAQuick Connector

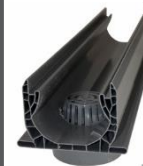
- Combines reinforced and unreinforced materials
- Enables safe connection of the connector with the plastic fuel tank

WM Products



Dura Flo HD

- Dripwater irrigation product
- Saves up to 30% of water



Spee-D Channel

- Stormwater management product
- Lightweight and easy to install drainage systems



Compression Fittings

- Flowmanagement product
- High resistance to temperature and UV exposure

Selective Competitors per SBU



- Ideal Tridon (US)
- Oetiker (CH)
- Straub Werke (CH)
- Kale (TUR)
- Mikalor (ESP)
- TeekayCouplings (UK)
- Teconnex (UK)
- Clampco (UK)
- Murray (US)
- Dong-A Metal (KOR)



- Oetiker (CH)
- Akwel (FRA)
- Caillau (FRA)
- Teconnex (UK)
- Ideal-Tridon (US)
- Teklas (TUR)
- Kale (TUR)
- Continental (Fluid) (GER)
- TI Group (Fluid) (UK)
- Hutchinson (Fluid) (FRA)
- ARaymond (Fluid) (FRA)
- Chinaust (Fluid) (CHN)
- Voss (Fluid) (GER)
- Cooper (US)
- Fränkische Rohrwerke (Fluid) (GER)



- Rain Bird (US)
- Hunter (US)
- Spears (US)
- Netafim (ISR)
- ADS (US)
- Plasson (ISR)
- ACO (GER)
- Oldcastle Infrastructure (US)
- Philmac (AUS)
- Reln (AUS)

SBU Mission

NORMA "Connect it Right" fasten and fluid solutions aim to empower our customers and channel partners with high-quality, value, secure and reliable connections.

New Markets



Beyond traditional Key Sales
Initiatives

New Products



Buy vs. make

Cross Selling



Act as ONE SBU

Sales Efficiency



Internal & channel partners

SBU Strategy

Maximize market opportunities and profitability by sharpening NORMA Group's value proposition with the right speed, capabilities and talents, delivering product-solution-application to meet our channel partner & customer needs.

- Transformation from Product Supplier to Solution Provider
- Win new OE-Customers with high volume & quality and/or engineering demand
- Strengthening of online sales and eventually start (price entry) trade business
- Fostering SBU-Strategy, and dedicate resources in engineering and production towards IA
- Winning of flexibility in production is crucial to fulfil needs of IA customers (eg. smaller lots) - buy vs. build strategy


IA - Brands & Distribution Channels

Brands



High quality, joining technology products
with strong brands

Distribution Channels

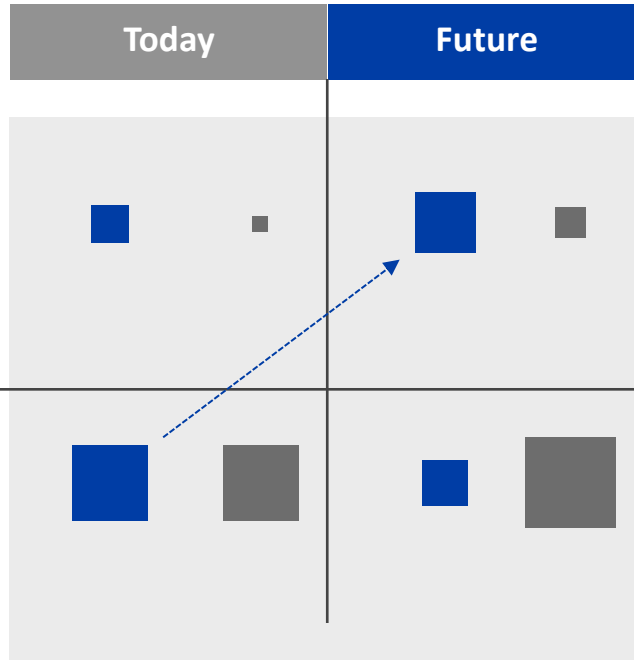
	Today		Future
Distributors/Wholesaler	~80 %		~50%
OE Customers & Online	~20%		~50%

Growth Opportunities for IA

Addressing top Industrial OE customers directly and supply solutions in joining technology, eg.:

- Joining technology within renewable energy sector (e.g. heat pumps, energy storage, ...)
- Shipping/marine industry
- Cooling systems for data centers
- household goods

IA - Production Capacities (schematic illustration)



comment

- IA is expected to grow disproportionately over the coming years
- MNE expected to be stable in size, but with a shift in portfolio
- BEV mobility requires predominantly plastic based products
- IA to absorb metal forming capacities from MNE over time
- No major investments into machinery/buildings expected for IA growth plans

■ Metal products
■ plastic products

IA - Examples of Customer Industries

Examples of NORMA Group's IA end markets

Construction /
Infrastructure



Aviation



Engines & General
Machinery



Agriculture



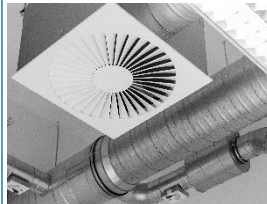
Shipbuilding



Heat Pumps /
Renewables



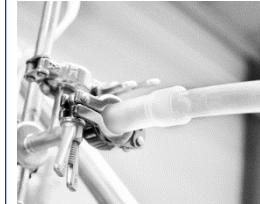
HVAC



White goods/
Household goods



Pharma & Biotech



Wholesalers & technical
distributors and E-
Commerce



Mobility & New Energy - SBU Strategy

SBU Mission

Through close collaboration with our customers and innovative strength, we engineer optimized joining solutions for the mobility industry

#1 in Fasten



QC Preferred



Zero Emission Focus



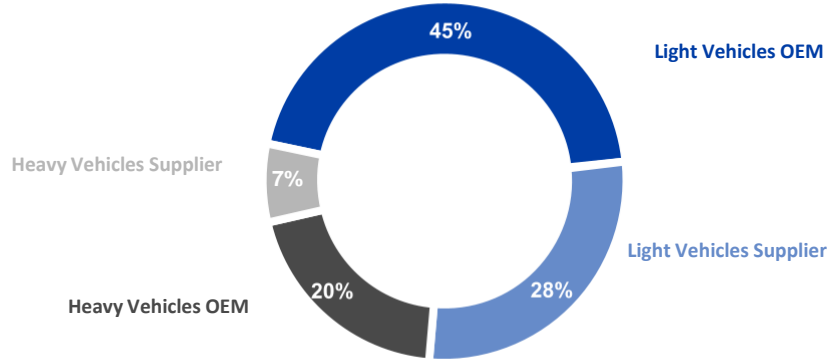
SBU Strategy

Partner closely with Customers - globally and locally - Innovate high-value solutions to solve customer challenges
- Stay agile and reliable in an ever-changing market - Execute at the speed of our customers

- Focus intently on the Customers and their Engineered Joining Technology needs.
- Partner closely with Customers to innovate solutions to their current and future application challenges.
- Utilize our global footprint in Sales, Engineering and Production to provide the best global value to Customers.
- Increase agility and speed to address market uncertainty and the rapidly decreasing time to market.

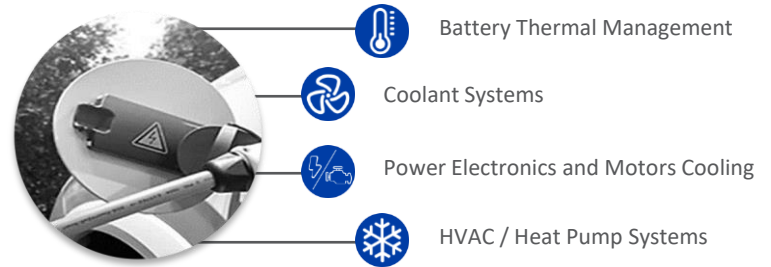
Mobility & New Energy - Customers & Potentials

Customer landscape 2024

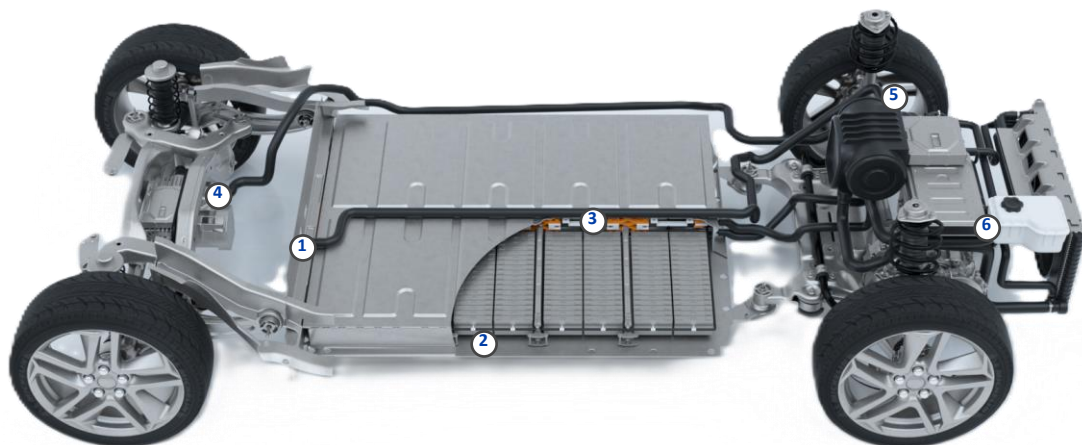


- Well established network to OE customers and suppliers in EMEA, APAC and the Americas
- Production capacities predominantly localized to shorten delivery times and increase supply chain reliability
- Local Sales and Engineers with close contact to international customers

Growth opportunities within the car

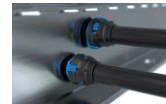


Mobility & New Energy - Growth Opportunities for E-Mobility Developments



Battery Thermal Management

- ① Battery pack:
feed and return lines



- ② Cooling plates:
feed and return manifolds



- ③ Battery pack:
degas line



Vehicle Thermal Management

- ④ E-motor cooling lines



- ⑤ Radiator lines

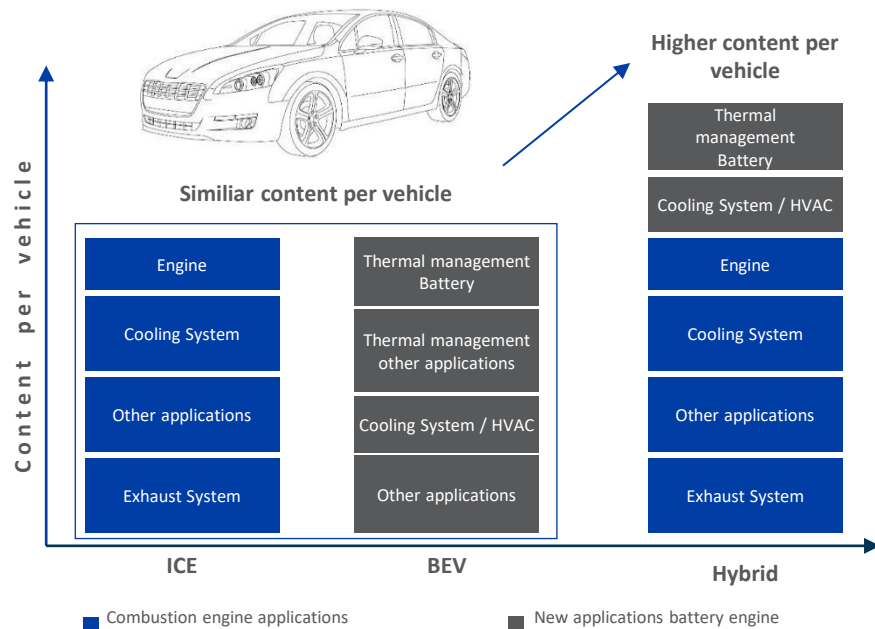


- ⑥ Bottle lines

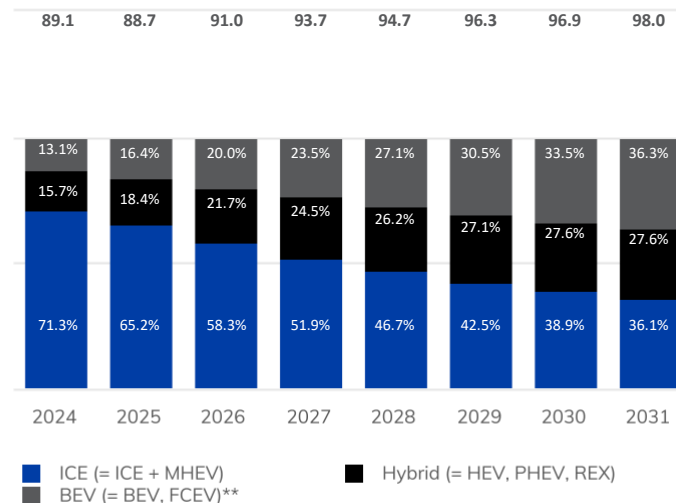


NORMA Group Well on Track: Mobility & New Energy

Benefit from hybridization and maintain content in Battery Electric Vehicles (BEV) vs. Internal Combustion Engines (ICE)



ICE, Hybrid & EV development*
(in production million and % of each years total volume)



* Source: S&P global / NORMA Group as at end of January, 2025

** MHEV= Mild Hybrid EV, PHEV= Plug-in hybrid EV, REX= Range Extender, FCEV= Fuel cell EV

Premium Pricing through Technology and Innovation Leadership in Mission-Critical Components

Mission-criticality: Small relative costs – high impact

Basis for premium pricing

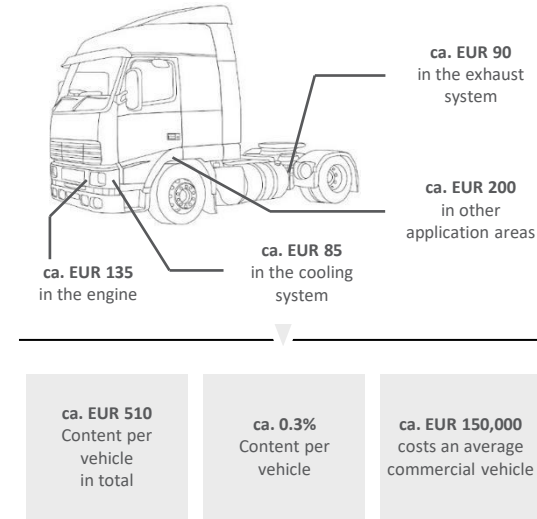
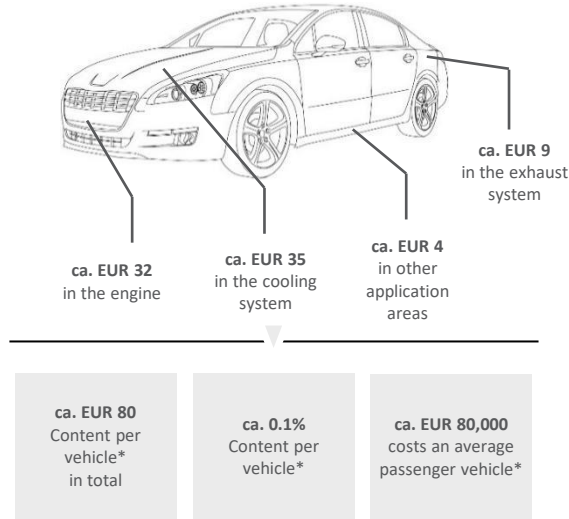
Market leadership

Technology

Quality

Innovation

Tailor-made solutions



High switching costs for customers

* Example: Premium gasoline combustion engine passenger vehicle

SBU Mission

Preserving the world's precious water resources with trusted and innovative water management solutions that enhance the beauty and protect the value of residential and commercial spaces.

Leadership



Defend and extend market leadership in stormwater and expand drip irrigation

Expansion



Drive growth and new market penetration globally

Profitability



Optimize manufacturing mix of core and commodity products for profitable growth

Innovation

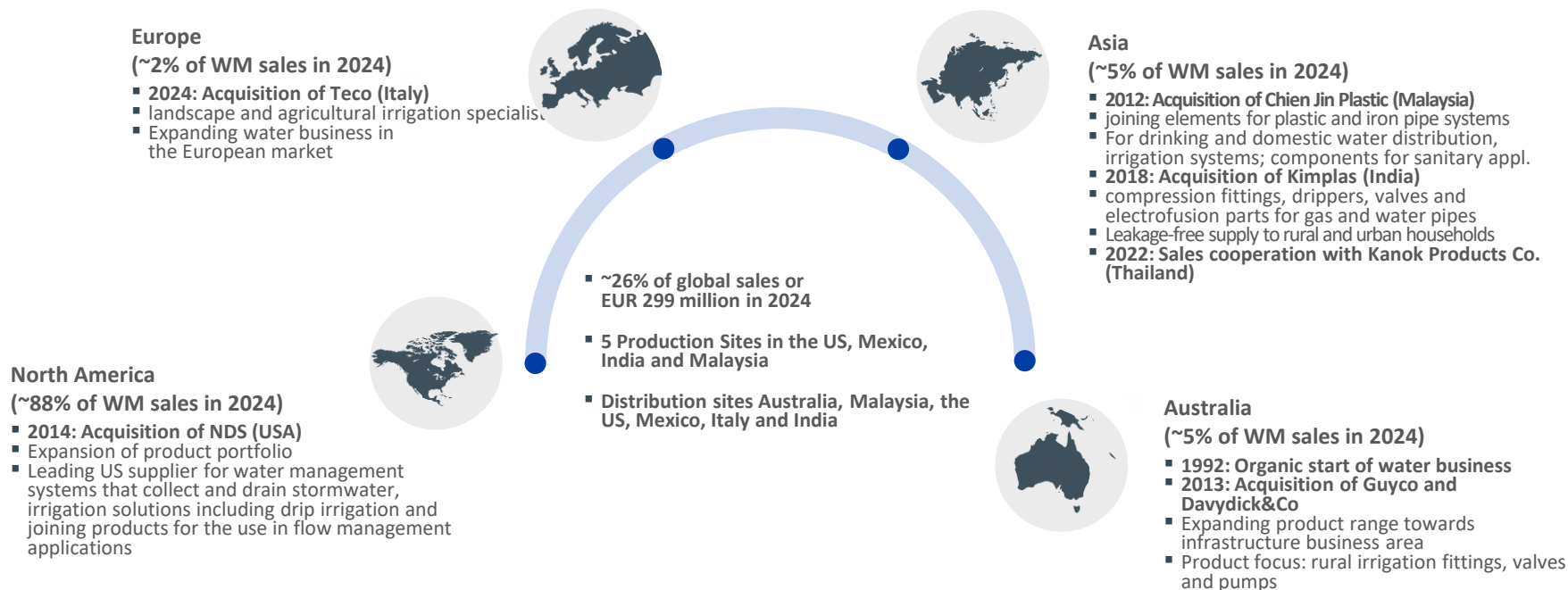


Develop innovative and environmentally sustainable water management solutions

SBU Strategy

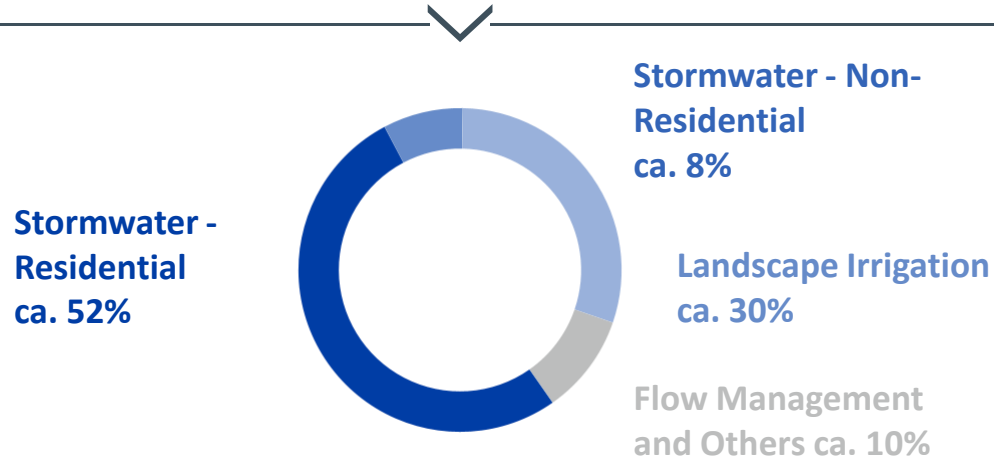
Significantly grow the global water business by focusing on stormwater and drip irrigation targeting residential and commercial markets worldwide.

Scarce resource calling for water handling products globally



Broad diversification in Water Management applications and solutions

Innovator and leader in residential stormwater – emerging positions in irrigation and non-residential stormwater

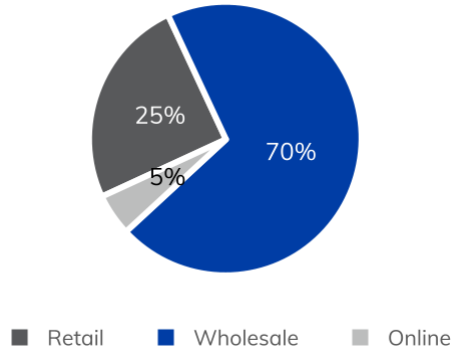


- Large addressable markets for all solutions globally
- Benefiting from strong water macro trends

Known for its product quality as well as highly differentiated distribution, service, and customer partnership model and solution expertise

- More than 13.000 products (SKUs)
- Over 5,000 customer locations (retail, wholesale and online customers)
- Five production sites (2x US, Mexico, India and Malaysia), 16 warehouses, around 1,500 employees (pre carve-out)

Distribution channels*



Brands



- Professional brand for all water management products, all regions
- NDS is the leading brand for all NORMA Group professional Water Management activities



Smart Watering Made Easy[®]

- Retail brand for residential drip irrigation

* refers to region Americas only

NORMA Group – Key Investment Highlights

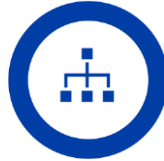


Why invest in NORMA?



Technology & Future Markets

Focus on Joining & Fluid-handling technology with profitable & sustainable growth in existing & future markets driven by global mega trends such as climate change and resource scarcity



Business Units & Diversification

Active in Industry Applications, Mobility & New Energy and Water Management. Enhanced stability through broad diversification across products, end markets and regions.



Mission Critical Products

Delivering mission critical and high quality parts at a reasonable price to a wide variety of applications in different industries enable superior margins



Distribution Channels

Strong global distribution network with one-stop-shopping service to specialized dealers, wholesalers and distributors as well as increased focus on e-commerce channels



Growth Prospects & Value Creation

Significant growth and value creation opportunity through synergistic acquisitions as well as focus on shareholder return and strong commitment to sustainable development

Management Board of NORMA Group SE



Mark Wilhelms

**Interim-Chair of the Management Board,
Interim-CEO of NORMA Group SE
since February 18, 2025**



Responsibilities:

Group Development, Group Communications, Regional Organization, Sales, Marketing, Human Resources & Integrity, Legal and M&A, Product Development, R&D, Divisional Organization

Professional background

- 2009 - 2022 CFO Stabilus SA, Luxembourg / Koblenz
- 2003 - 2009 CFO FTE automotive GmbH, Ebern
- 1987 - 2003 Various specialist and leading positions at Ford Motor Co. within Europe and the USA

Studies / professional education

- Dipl Process Engineering, Hochschule Niederrhein University of Applied Sciences, Krefeld
- Dipl Industrial Engineering, Hochschule Niederrhein University of Applied Sciences, Krefeld

Annette Stieve

**Member of the Management Board,
CFO of NORMA Group SE
since October 1, 2020**



Responsibilities:

Finance & Reporting, Controlling, Treasury & Insurances, Investor Relations, Corporate Responsibility and ESG, Risk Management & Internal Audit

Professional background

- 2018 – 2020 Management Board, CFO Finance, Indirect Purchasing & General Services at Hoffmann SE, Munich
- 1996 – 2017 Various leading positions (most recently as Managing Director and CFO of the Northern and Eastern Europe region) at Faurecia Group, Stadthagen
- 1991 – 1996 Arthur Andersen & Co GmbH, Audit and Tax Advisory Firm, Hannover

Studies / professional education

- Global Senior Management Program (Faurecia Programs), INSEAD, Fontainebleau Cedex, France
- Studies of economics at University of Paderborn
- Studies of law at the University of Bielefeld

Dr. Daniel Heymann

**Member of the Management Board,
COO of NORMA Group SE
since May 1, 2023**



Responsibilities:

Production, Purchasing, Supply Chain Management, Operational Global Excellence, ICT, Quality, Environment, Health and Safety (EHS), Project Management

Professional background

- 2020 – 2023 Executive Vice President at Dräxlmaier Group, Vilsbiburg
- 2019 – 2020 Senior Vice President & Chief Operating Officer Components at Dräxlmaier Group, Vilsbiburg
- 2019 – 2019 Vice President & Head of Operations Interior at Dräxlmaier Group, Vilsbiburg
- 2008 – 2019 Various positions at Dräxlmaier Group, Vilsbiburg

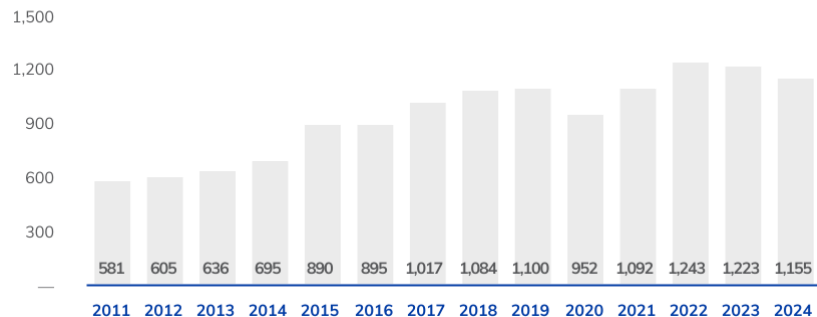
Studies / professional education

- Doctorate in Engineering from TU Dresden
- Studies of Wood and Fiber Materials Technology at TU Dresden
- Studies of Wood Technology at TH Rosenheim
- Completed training as a carpenter

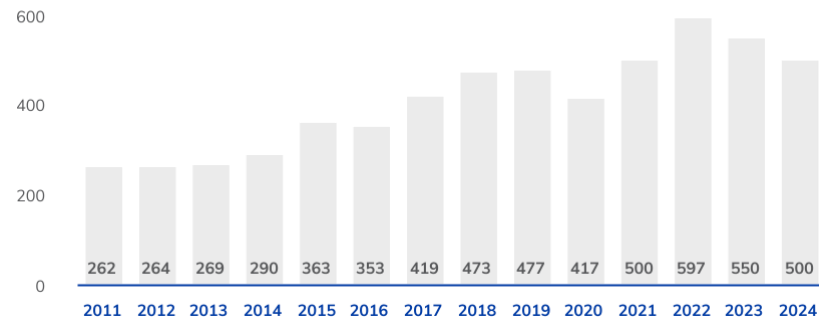
FINANCIAL TRACK RECORD

Long-term P&L Development (I/II)

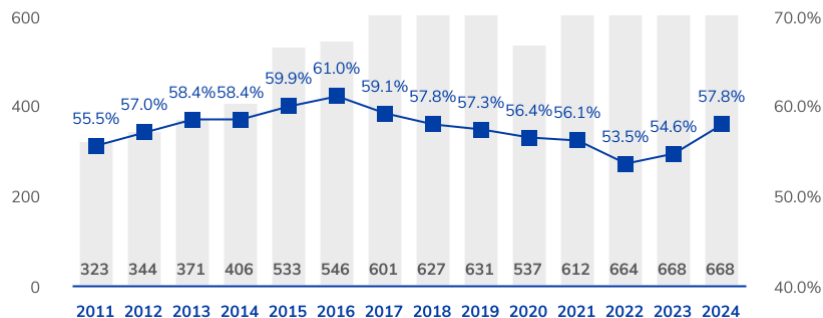
Sales (in EUR million)



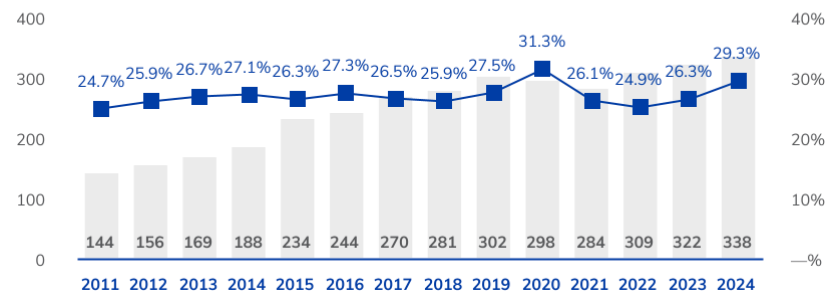
(Adjusted) Material Costs (in EUR million)



(Adjusted) Gross Profit (in EUR million and % of sales)

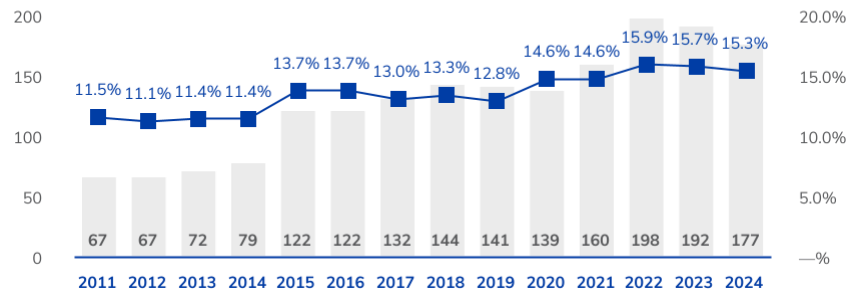


(Adjusted) Personnel Expenses (in EUR million and % of sales)

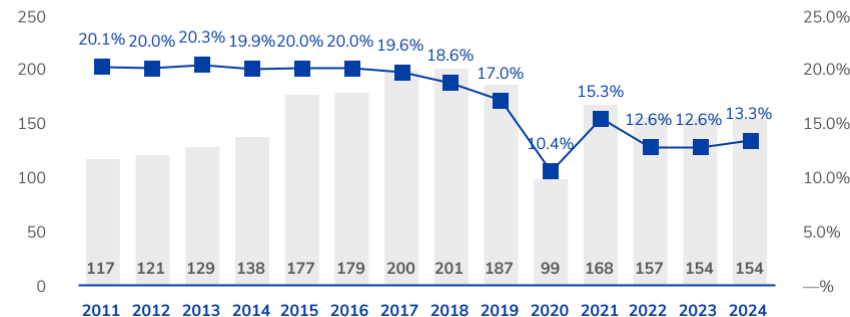


Long-term P&L Development (II/II)

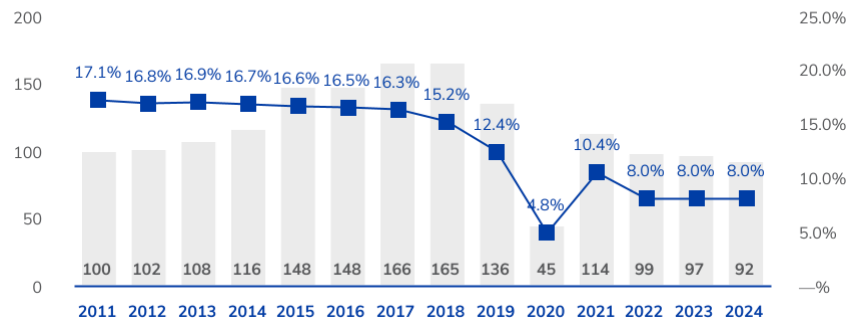
Net Expenses from adjusted other operating Income and Expenses (in EUR million and % of sales)



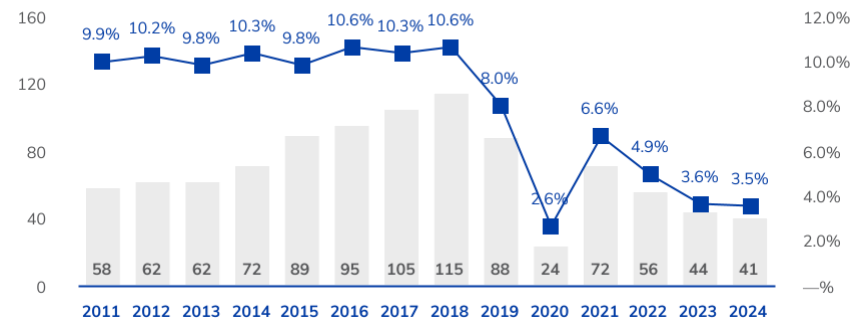
Adjusted EBITDA (in EUR million and % of sales)



Adjusted EBIT (in EUR million and % of sales)

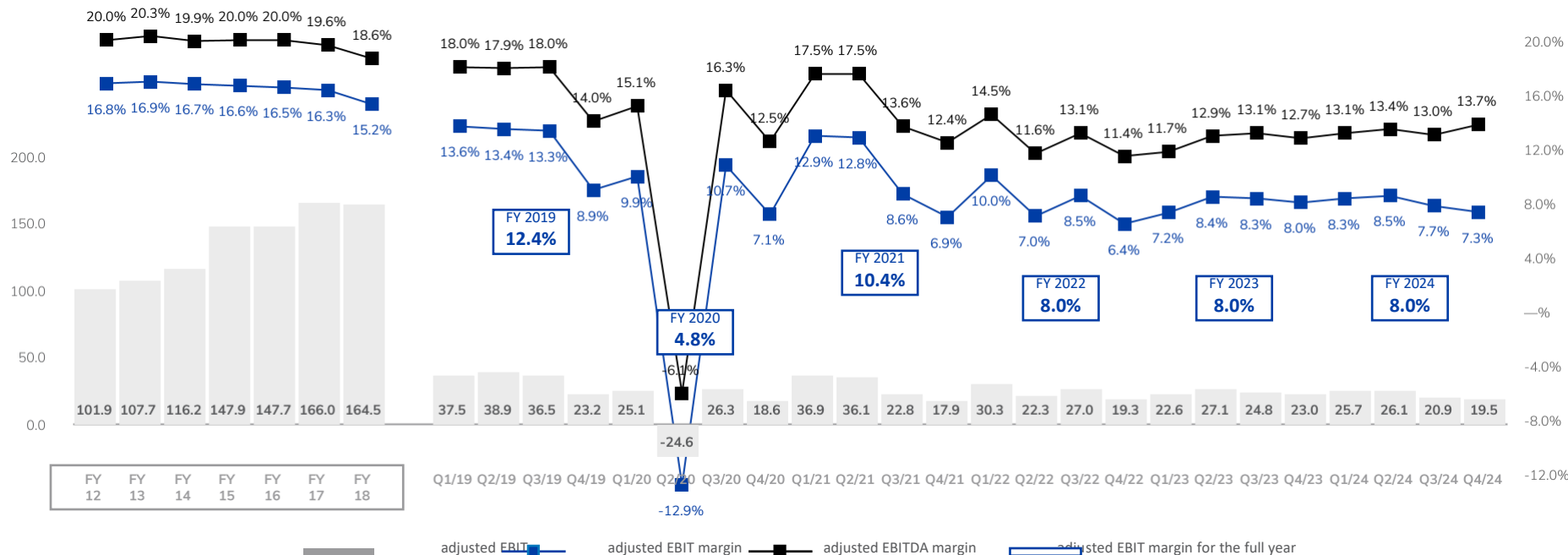


(Adjusted) Net Profit (in EUR million and in % of sales)



Long-term Adjusted EBITDA & EBIT Margin Development

EUR million



Long-term Adjustments on EBIT level

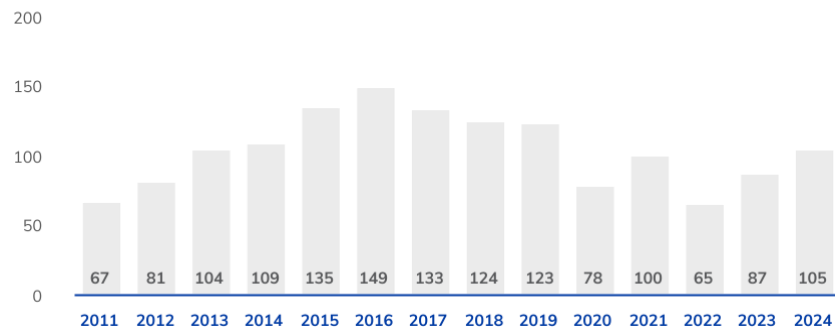
in EUR million	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Reported EBIT	76.6	94.4	99.5	97.8	124.8	120.0	137.8	133.5	96.7	20.1	92.1	76.5	76.1	57.3
+ Acquisition & Rightsizing Costs*	16.8	0	0	6.9	3.6	4.8	3.5	4.4	13.4	0	0	0	0	0
+ PPA Depreciation	1.2	0.3	0.5	1.3	2.2	2.3	4.2	4.0	3.5	3.5	1.5	1.3	0.8	0.8
+ PPA Amortization	5.1	7.2	7.7	10.1	17.3	20.6	20.5	22.6	22.5	21.7	20.2	21.2	20.3	33.8
Total Adjustments	23.1	7.5	8.2	18.3	23.1	27.7	28.2	31	39.4	25.1	21.7	22.4	21.4	35.0
Adjusted EBIT	99.7	101.9	107.7	116.2	147.9	147.7	166	164.5	136.1	45.3	113.8	99	97.5	92.3

▀ Adjustments mainly consist of purchase price allocations in order to avoid goodwill

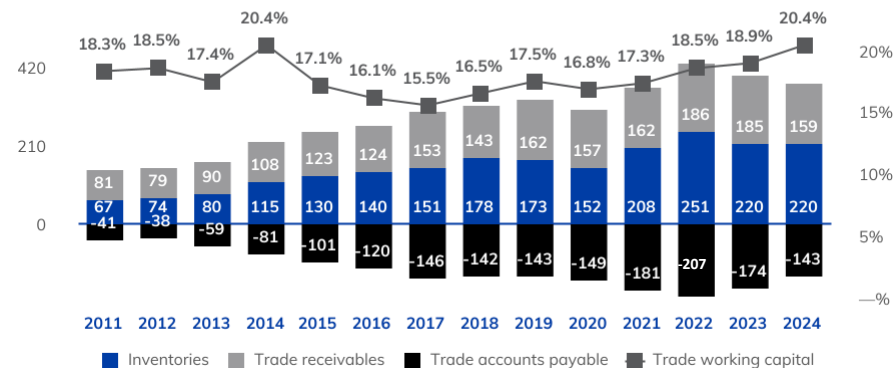
* 2010-2011: mostly IPO related costs

Long-term Cash, Working Capital and CAPEX Development

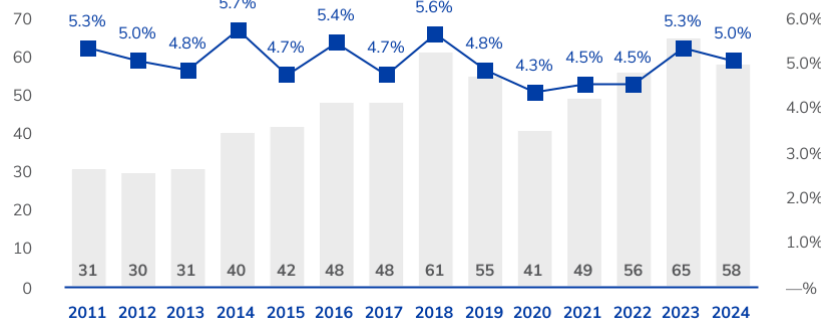
Net Operating Cash Flow (in EUR million)



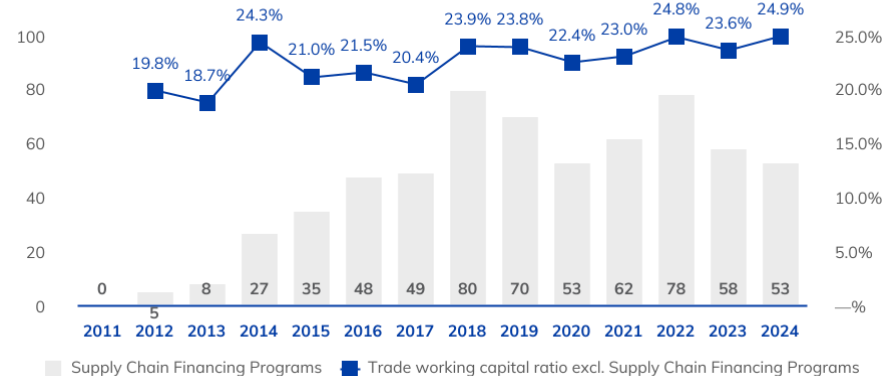
Trade Working Capital (in EUR million and % of sales)



CAPEX* (in EUR million and % of sales)



Supply Chain Financing Programs** (in EUR million and % of sales)



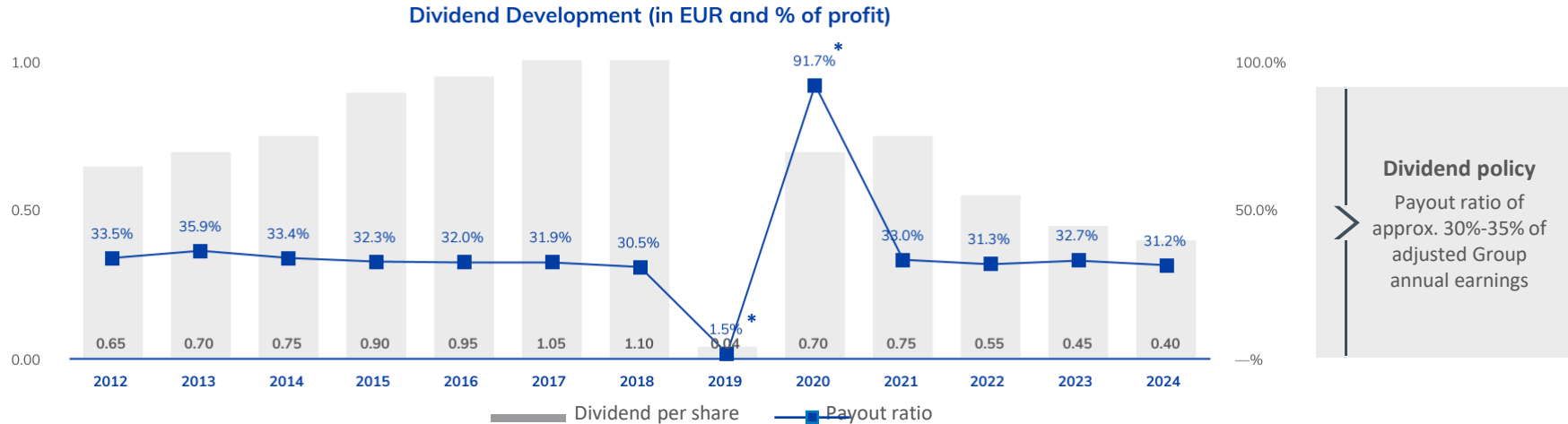
*Including non cash-effective additions to finance leases

**Including Factoring, ABS and Reverse Factoring Programs

Net Operating Cash Flow Development 2012 – 2024

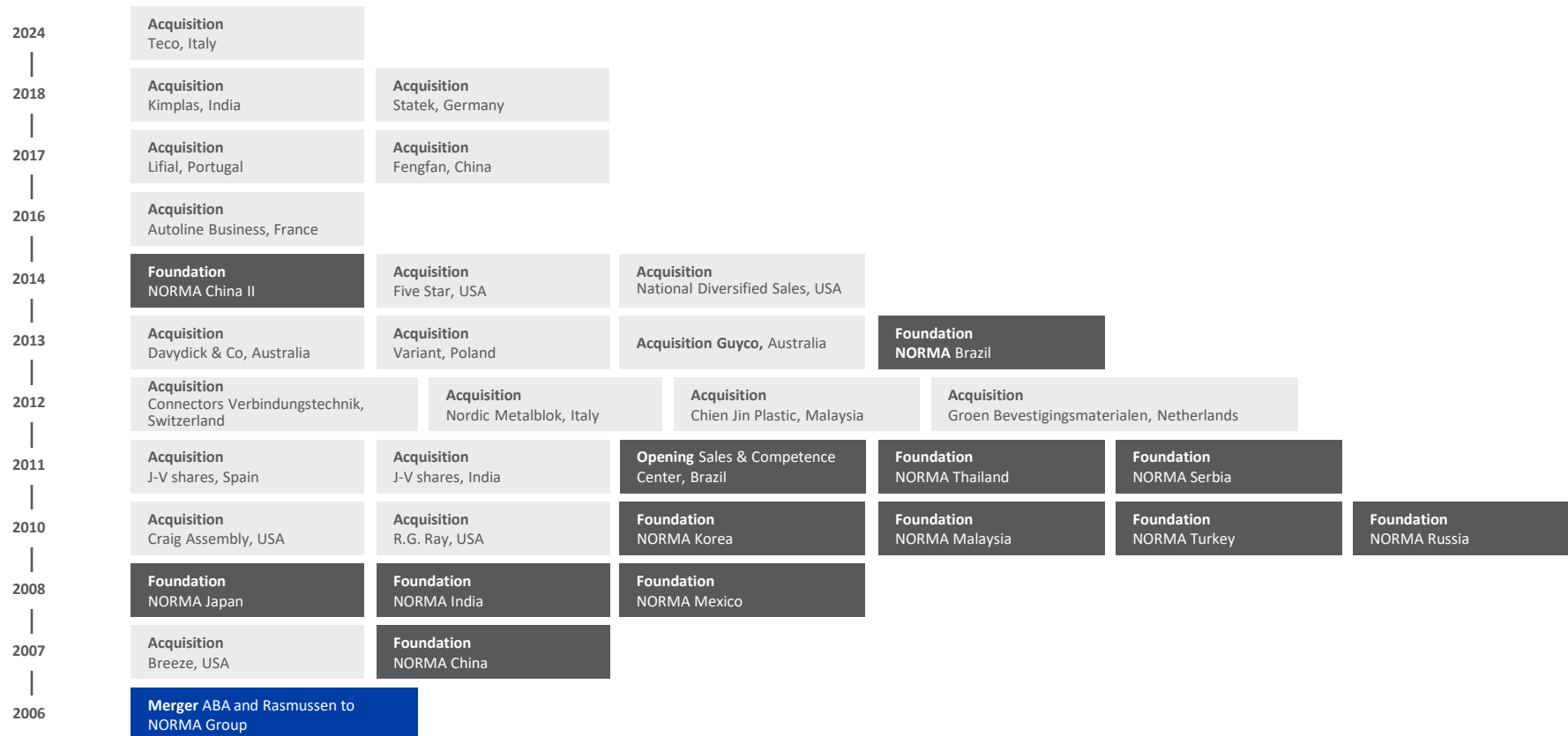
in EUR million	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
(Adjusted) EBITDA	120.8	129.3	138.4	177.5	179.4	199.7	201.4	187.2	99.3	167.6	157.2	154.2	153.5
Δ ± Trade Working capital	-9.8	+5.1	+10.4	-0.6	+17.0	-19.1	-13.7	-9.5	-20.0	-20.4	-38.8	-5.6	+5.3
Net operating cash flow before investments from operating business	111.0	134.4	148.8	176.9	196.4	180.6	187.7	177.7	119.5	147.2	118.4	148.6	158.8
Δ ± Investments from operating business	-30.0	-30.5	-39.6	-42.2	-47.9	-47.7	-63.3	-54.8	-41.2	-47.4	-53.2	-61.3	-53.4
Net Operating Cash Flow	81.0	103.9	109.2	134.7	148.5	132.9	124.4	122.9	78.3	99.8	65.3	87.3	105.4

Long-term Dividend Development



* Dividend payout ratio in 2019 lower than usual due to the Covid-19 pandemic and 2020 higher than usual as a compensation for the previous years lower dividend

History of Acquisitions and Foundations

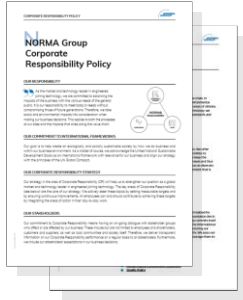


15 Acquisitions since IPO Representing 47% of Sales in 2011

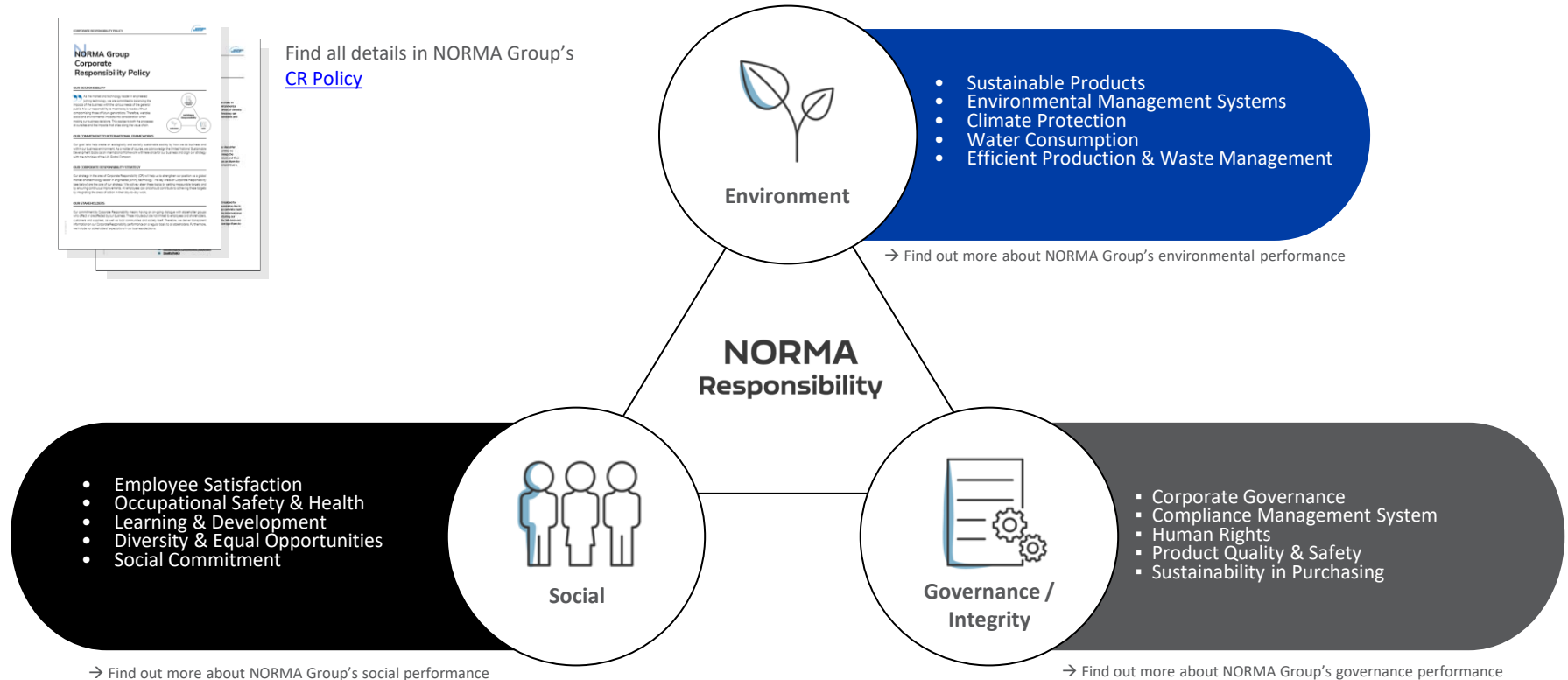
Sales Consolidation Effects (in EUR million)	Date of Acquisition		Total Sales
CONNECTORS Verbindungstechnik AG, Switzerland	04/12	Market entry in connecting technology in Pharma & Biotech	16.6
Nordic Metalblok S.r.l., Italy	07/12	Market consolidation heating and air conditioning clamps	5.2
Chien Jin Plastic Sdn. Bhd., Malaysia	11/12	Market entry joining elements for water distribution	7.7
Groen Bevestigingsmaterialen B.V., Netherlands	12/12	Securing market with national dealer	3.4
Davydick & Co. Pty. Limited, Australia	01/13	Enforce market position with distribution of water & irrigation systems	3.4
Variant SA, Poland	06/13	Securing market with national dealer	2.3
Guyco Pty. Limited, Australia	07/13	Enforce market position with distribution of water & irrigation systems	7.2
Five Star Clamps Inc., USA	05/14	Consolidation of multi-industrial engineered clamps	4
National Diversified Sales, Inc., USA	10/14	Expanding water management product portfolio	129.3
Autoline, France	12/16	Expanding product portfolio & market position in the area of quick connectors	46.2
Lifial – Indústria Metalúrgica de Águeda, Lda., Portugal	01/17	Strengthening product portfolio of DS business and market consolidation	7.4
Fengfan Fastener (Shaoxing) Co., Ltd., China	05/17	Expanding product portfolio and market position	11.5
Kimplas Piping Systems Ltd., India	07/18	Expanding water management product portfolio	20.4
Statek Stanzereitechnik GmbH, Germany	08/18	Expanding value chain for stamping and forming technology	5.1
Teco, Italy	02/24	Expanding Water Management in EMEA	4.8
Total			274.5

CORPORATE RESPONSIBILITY

What is Corporate Responsibility at NORMA Group?



Find all details in NORMA Group's
[CR Policy](#)





Current ESG Reporting at NORMA

- In previous years until FY 2024, NORMA fell under the Non-financial Reporting Directive (NFRD).
- From FY 2024 on, NORMA Group decided to report with reference to the European Sustainability Reporting Standards (ESRS).
 - New KPIs such as Scope 3 were reported for the first time, including in the environmental area.
- NORMA's CO₂ emissions are part of the management board remuneration – therefore, the CO₂ emissions (Scope 1 and 2) are audited with a reasonable assurance.
- All other ESG KPIs have so far been reviewed with limited assurance on a voluntary basis.
- In addition, NORMA voluntarily reports according to the GRI Standards and submits a Communication of Progress to the UN Global Compact every year.



The way forward - Corporate Sustainability Reporting Directive (CSRD)

- As the German implementation law for CSRD is postponed, FY 2025 is likely to be the first mandatory reporting year for NORMA Group.
- We started preparing all internal processes for data collection and reporting to report in accordance with the ESRS for FY 2025.
- The double materiality assessment will be updated in the FY 2025.

FY 2024 Sustainability Key Figures



Environment

	2023*	2024	% change*
Total CO₂ emissions market-based (Scope 1-3) in tCO ₂ eq	n.a.	1,102,236	n.a.
Total energy consumption per net revenue in MWh/EUR thousand	n.a.	0.111	n.a.
Total water consumption in m ³	171,943	167,106	-3.7



Social

Accident rate (Accidents/Total Hours Worked) x 1,000,000	n.a.	4.97	n.a.
Share of manufacturing locations certified according to health & safety management	n.a.	98.6	n.a.
Number of recordable work accidents	n.a.	77	n.a.



Governance

Security training % of defined employees	n.a.	88	n.a.
Defective parts (parts per million)	2.2	3.2	+45.5
Customer complaints (average per month per entity)	3.9	2.8	-28.2

* n.a. (not applicable); Due to the first-time application of the European Sustainability Reporting Standards (ESRS) and the resulting change in the calculation basis, it is not possible to provide information on the previous year for every KPI, as there is no comparability

2024 CO₂ Emissions (Scope 1-3)*

GHG emissions (in tCO₂eq)

	2024
Scope 1 GHG emissions	
Gross Scope 1 GHG emissions	5,163
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (in %)	0
Scope 2 GHG emissions	
Gross location-based Scope 2 GHG emissions	45,523
Gross market-based Scope 2 GHG emissions	30,794
Significant Scope 3 GHG emissions	
Total Gross indirect (Scope 3) GHG emissions	1,066,280
1 Purchased goods and services	774,295
2 Capital goods	4,332
3 Fuel and energy-related activities	9,233
4 Upstream transportation and distribution	27,805
5 Waste generated in operations	4,470
6 Business traveling	4,296
7 Employee commuting	6,913
9 Downstream transportation	6,042
10 Processing of sold products	5,452
11 Use of sold products	0,2
12 End-of-life treatment of sold products	223,441
Total GHG emissions	
Total GHG emissions (location-based)	1,116,965
Total GHG emissions (market-based)	1,102,236

Target for 2025 GHG emissions:

- Avoidance of 1,000 tCO₂eq emissions (in Scope 1 and 2) resulting from measures at NORMA Group sites

* Due to the first-time application of the European Sustainability Reporting Standards (ESRS) and the resulting change in the calculation basis, it is not possible to provide information on the previous year's figures

Corporate Responsibility Targets for 2025

Environment

CO₂ emissions

1,000 tons of GHG emissions avoidance
by measures

Indicator: Scope 1 and 2, tons

Water consumption

< 142.0

Indicator: liter/EUR thousand revenue

Waste - metal and plastic

< 7.15

Indicator: kg/EUR thousand revenue

Social



In light of the change in reporting and the changed data landscape demanded by the CSRD, NORMA Group is currently establishing appropriate processes to develop and implement targets to address social-related topics.

Governance

Defective parts

< 4.3

Indicator: parts per million

Customer complaints

< 4.8

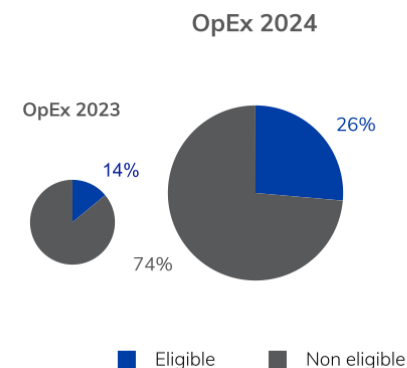
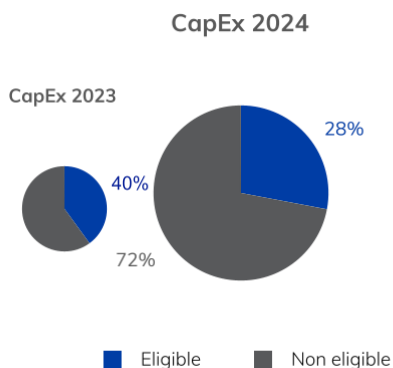
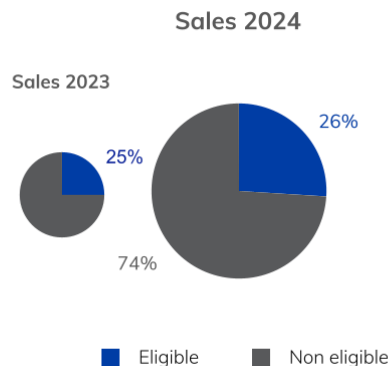
Indicator: average per month per entity

Security Training

100 %

Indicator: % coverage of completed e-learnings for defined employees

FY 2024 EU Taxonomy Reporting - Our eligible KPIs



Economic Activity in alignment with the EU Taxonomy

3.18 Manufacture of automotive and mobility components for zero-emission

5.1 Water collection, treatment and supply systems

2.3 Sustainable urban drainage systems (SUDS)

6.5 Transport by motorbikes, passenger cars and light commercial vehicles

7.2 Renovation of existing buildings

Activities @ NORMA Group

eMobility Products

Drip Irrigation & Flow Products

Stormwater Products

Using vehicles for the personal mobility

Measures for the maintenance of buildings

NORMA Group Sustainability Ratings & Commitment

NORMA Group is committed to several initiatives, charters and guidelines...

... and its ratings show the continuous ambitions!

Membership with UN Global Compact

- Ten principles in the areas of human rights, labor, the environment and anti-corruption

Human and Labor Rights

- *"NORMA Group categorically rejects and does not accept any form of violation of human rights."*

Signatory of Diversity Charter

- *"We deeply respect all colleagues irrespective of gender, nationality, ethnic background, religion or worldview, disability, age, and sexual preference and identity."*

Global Reporting Initiative (GRI)

- Transparent reporting in annual CR-Report according to GRI Standards



- AA (on a scale from CCC to AAA): „MSCI leader“
- Norma leads global peers in corporate governance practices



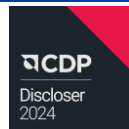
- Score: 77 (on a scale from 0 to 100)
- Top 5% of rating universe: Gold standard



- Risk Score: 20 (on a scale from 0 (best) to 100 (worst)): Low risk
- Rank #37 in the Industry Machinery sector (out of 458)



- Score: C+ (on a scale from D- to A+)
- Prime Status



- Score: B (Climate), C (Water Security)
- Management & Awareness level 2024

NORMA Groups' Social Commitment

NORMA Clean Water

- **Partner:** child aid organization Plan International
- **Focus:** Projects with focus on water management solutions
- **2014 – 2018:** NORMA Clean Water India
 - Renovation of sanitary facilities at 25 schools
- **2017 – today:** NORMA Clean Water Brazil
 - *Target:* Access to clean water for families in rural areas



NORMA Help Day

- **Help Day:** Global volunteering day
- Several **hundred employees** support a **local initiative** every year
- In Sweden, the participants took part in a charity run; in Malaysia, employees cleaned up the public areas around the site; in Germany, employees organized an excursion for residents of a senior citizens' center



Sustainability - Integral Part of the Purchasing Process



Supplier Code of Conduct

- Basic understanding of sustainability management in purchasing, signature is a condition to be graded “preferred” supplier



Supplier-Scoring

- Environmental and health and safety certificates as well as Supplier Code of Conduct are criteria in the annual supplier scoring



Commodity Strategies

- Contain sustainability fact sheets, which quantify impacts on climate and water and identify improvement potentials



Risk Management

- Continuous supplier risk monitoring, incl. sustainability factors, like human rights and labor practices



Conflict Minerals

- CMRT reporting & sanction list screening to ensure responsible and sustainable sourcing of materials and minerals