

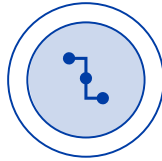
NORMA GROUP EQUITY STORY



MAINTAL, MARCH 2025

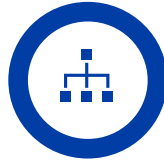


Why invest in NORMA?



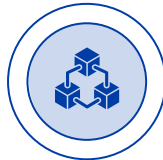
Technology & Future Markets

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

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



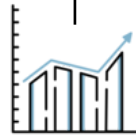
Numerous sales and distribution sites across Europe, the Americas and Asia-Pacific



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**



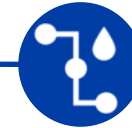
Operates a global network of 25 manufacturing facilities

STRATEGY & BUSINESS MODEL

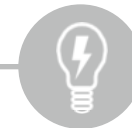


Focused production:

- 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



EMEA

Czech Republic (P)
France (P, D)
Germany (P, D)
Italy (D)
Netherlands (D)
Poland (P, D)
Portugal (P,D)
Serbia (P)
Spain (D)
Sweden (P, D)
Switzerland (P, D)
Turkey (D)
United Kingdom (P, D)

Americas

Brazil (P, D)
Mexico (P, D)
USA (P, D)

Asia-Pacific

Australia (D)
China (P, D)
India (P, D)
Japan (D)
Malaysia (P, D)
Singapore (D)
South Korea (D)
Thailand (D)

- 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 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

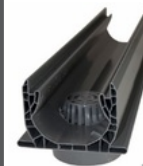
- Combines reinforced and unreinforced materials
- Enables safe connection of the connector with the plastic fuel tank

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)

INDUSTRY APPLICATIONS



Industry Applications - SBU Strategy

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

Brands



High quality, joining technology products
with strong brands

Distribution Channels

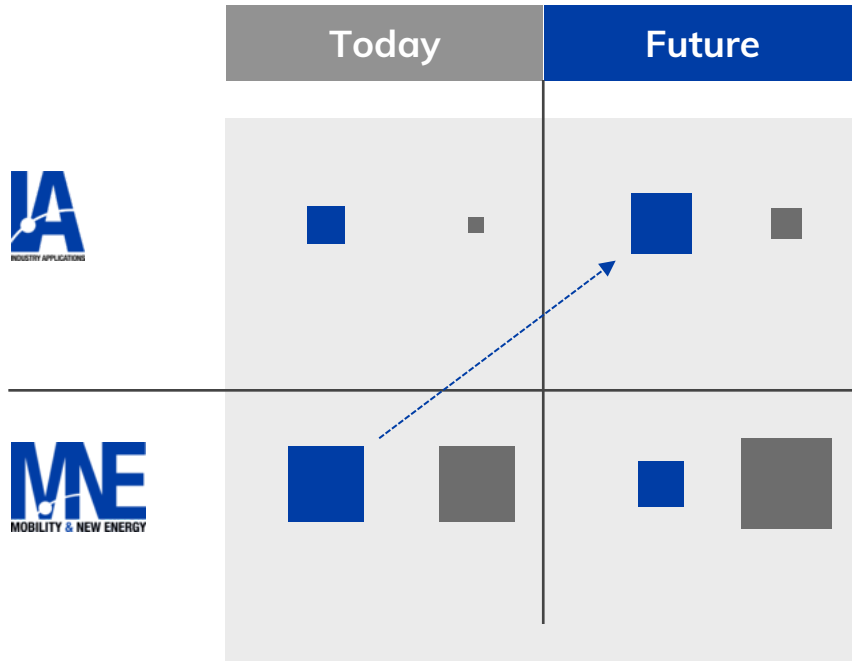
	Today	Future
Distributors/Wholesaler	~80 %	~50%
OE Customers & Online	~20%	~50%

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



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



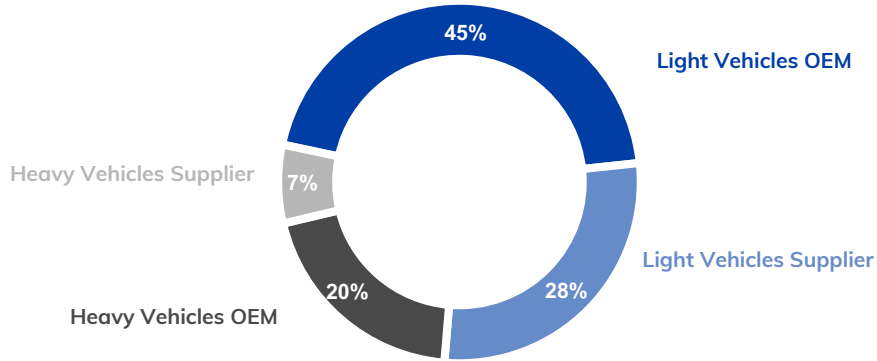
SBU Strategy

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.

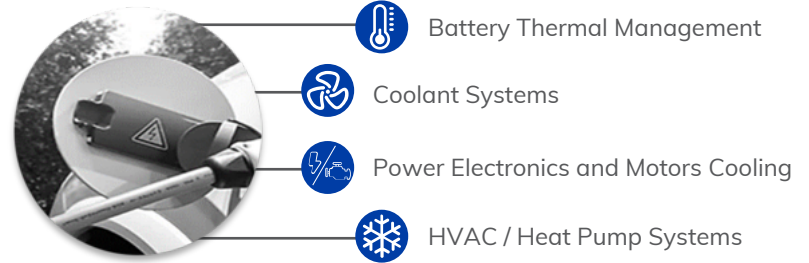
Mobility & New Energy - Customers & Potentials

Customer landscape 2024

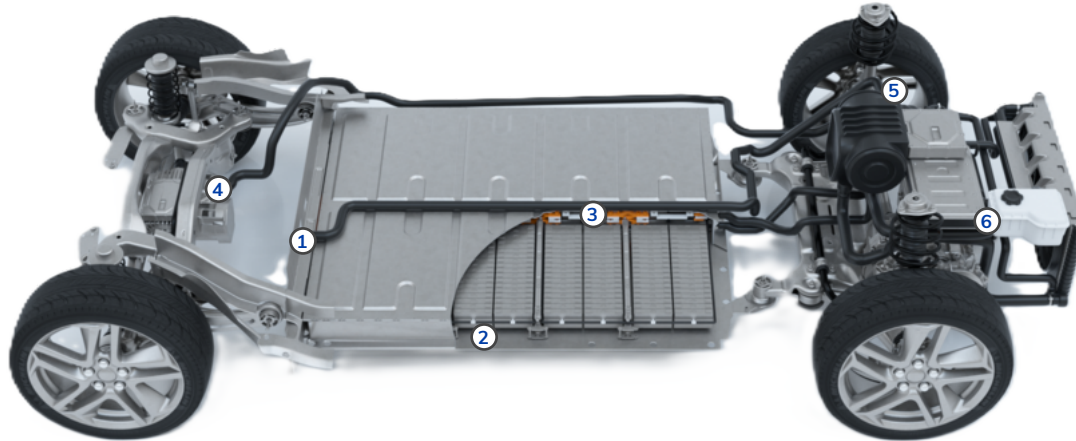


- Well established network to OE customers and suppliers in EMEA, APAC and the Americas
- Production capacities predominantly localized to shorten delivery times and increase supply chain reliability
- Local Sales and Engineers with close contact to international customers

Growth opportunities within the car

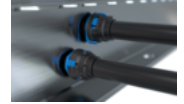


Mobility & New Energy - Growth Opportunities for E-Mobility Developments



Battery Thermal Management

- ① Battery pack:
feed and return lines
- ② Cooling plates:
feed and return manifolds
- ③ Battery pack:
degas line



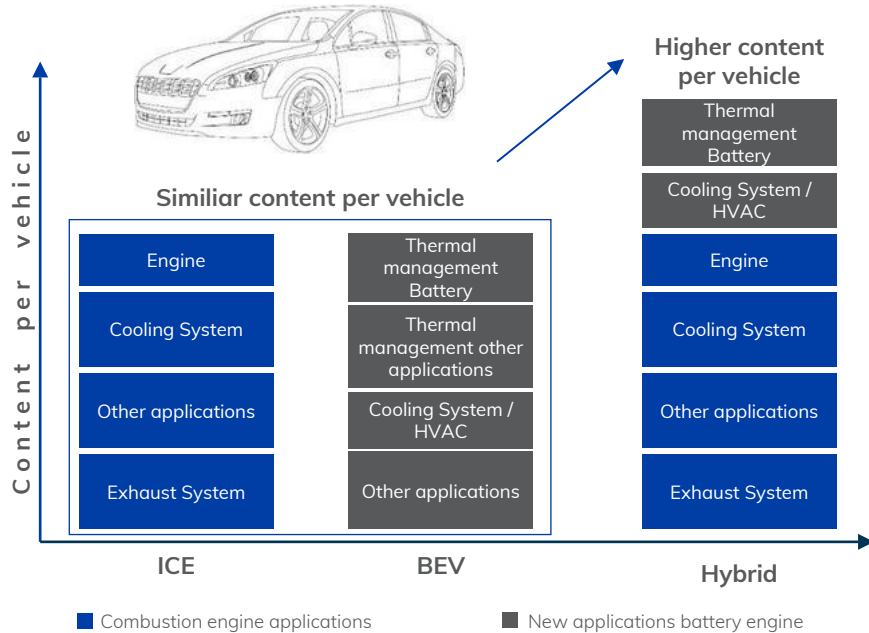
Vehicle Thermal Management

- ④ E-motor cooling lines
- ⑤ Radiator lines
- ⑥ Bottle lines

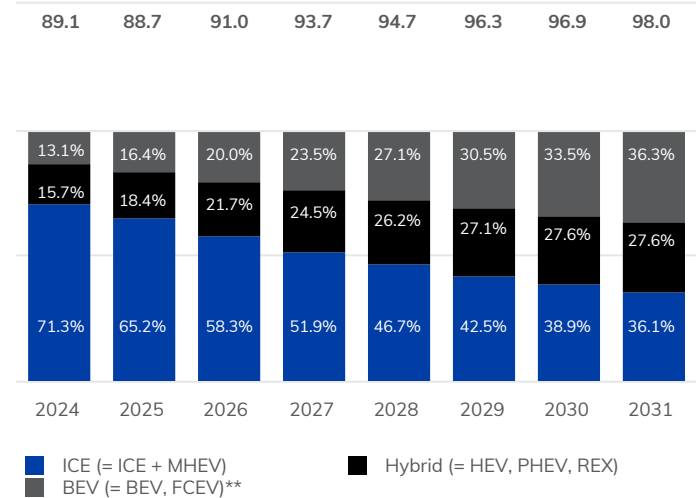


NORMA Group Well on Track: Mobility & New Energy

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

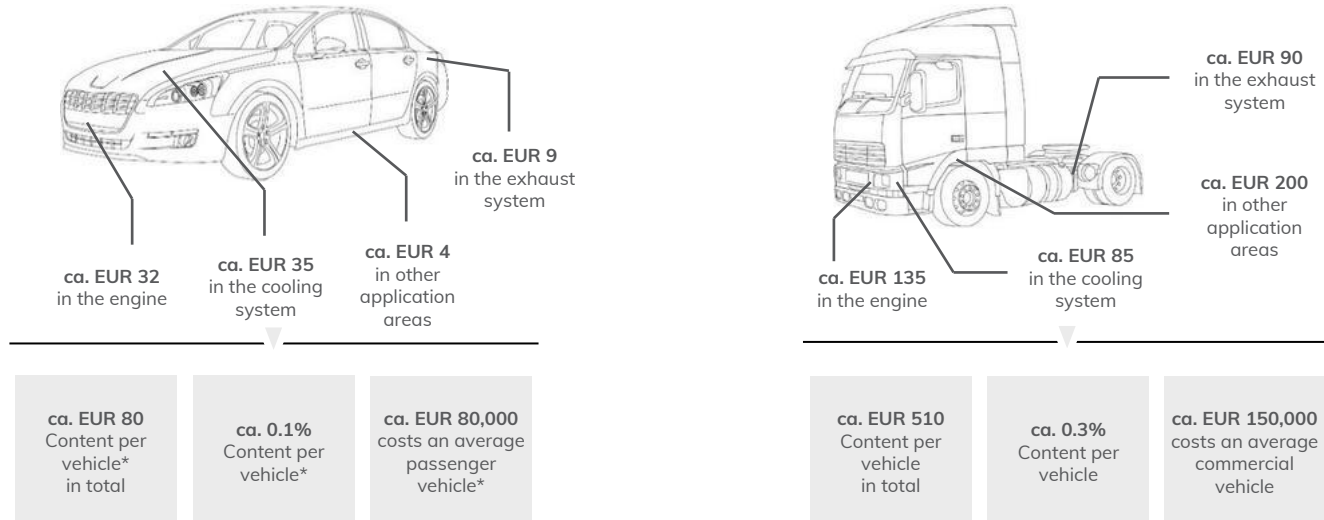
Market leadership

Technology

Quality

Innovation

Tailor-made solutions



High switching costs for customers

* Example: Premium gasoline combustion engine passenger vehicle

WATER MANAGEMENT



Water Management - SBU Strategy

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

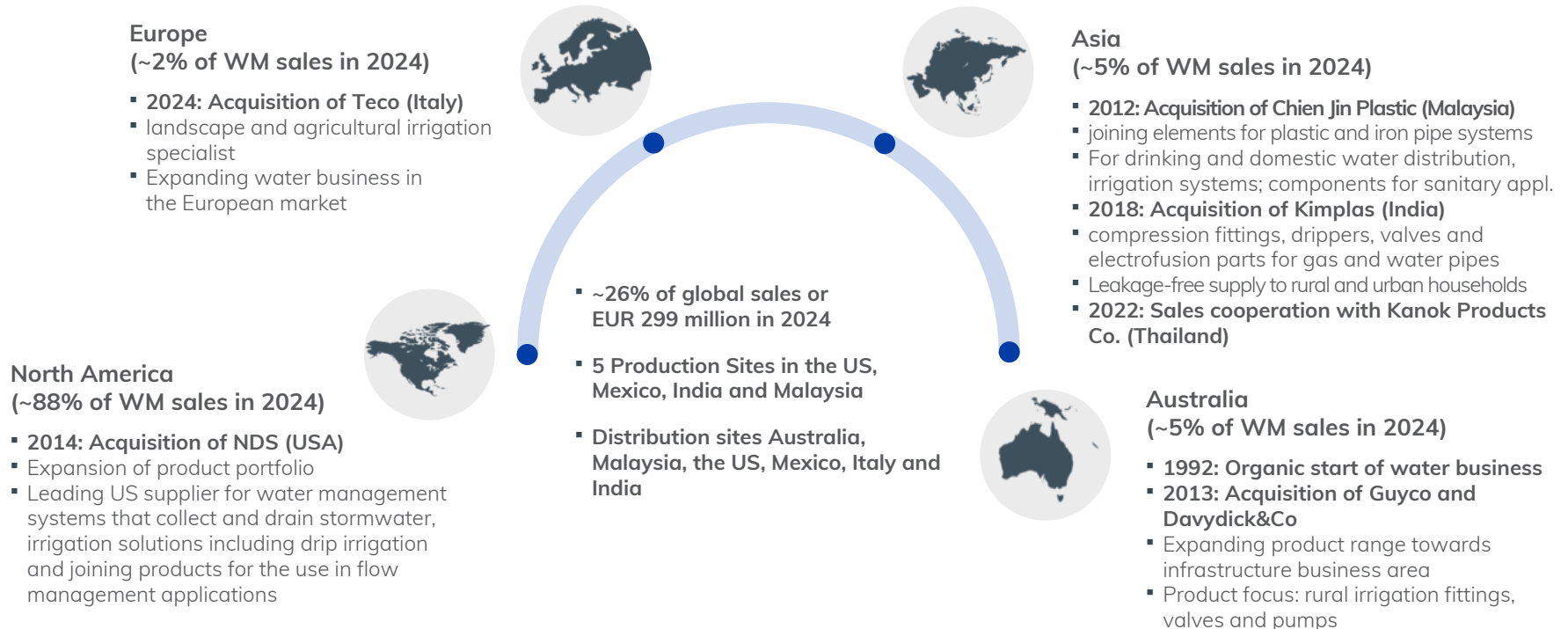
Develop innovative and environmentally sustainable water management solutions

SBU Strategy

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

Global Footprint - Water Management

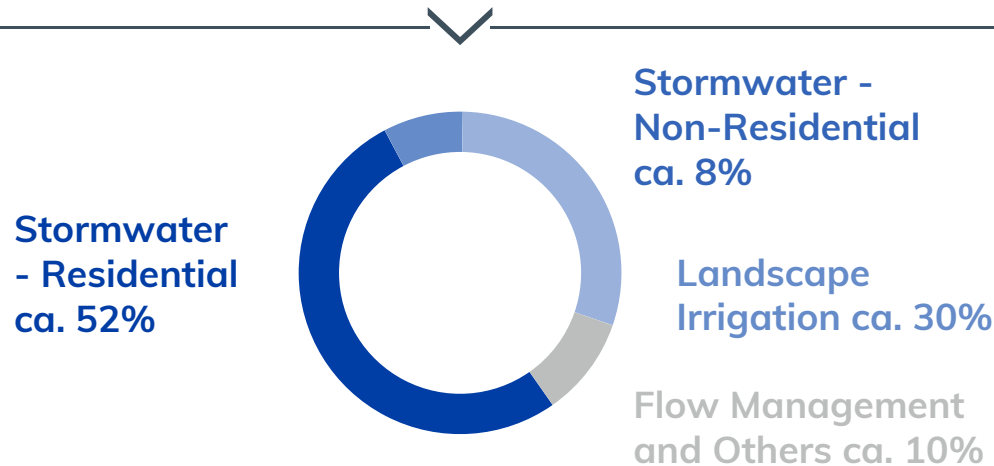
Scarce resource calling for water handling products globally



WM - Sales by Product Group 2024*

Broad diversification in Water Management applications and solutions

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

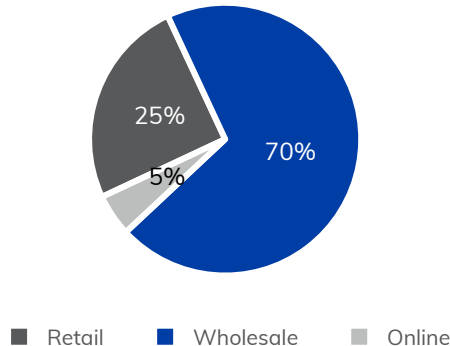


- Large addressable markets for all solutions globally
- Benefiting from strong water macro trends

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

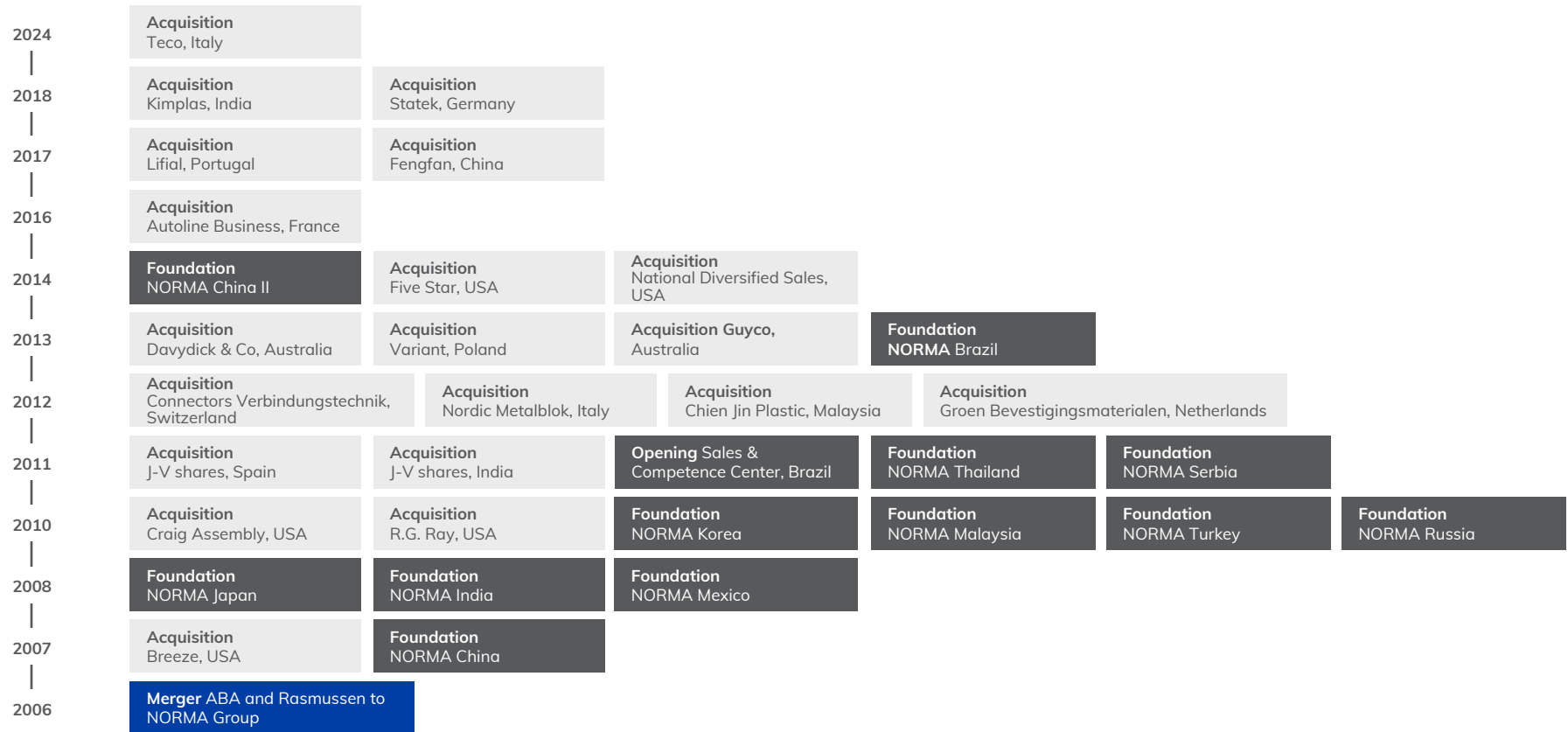


- Retail brand for residential drip irrigation

M&A HISTORY



History of Acquisitions and Foundations

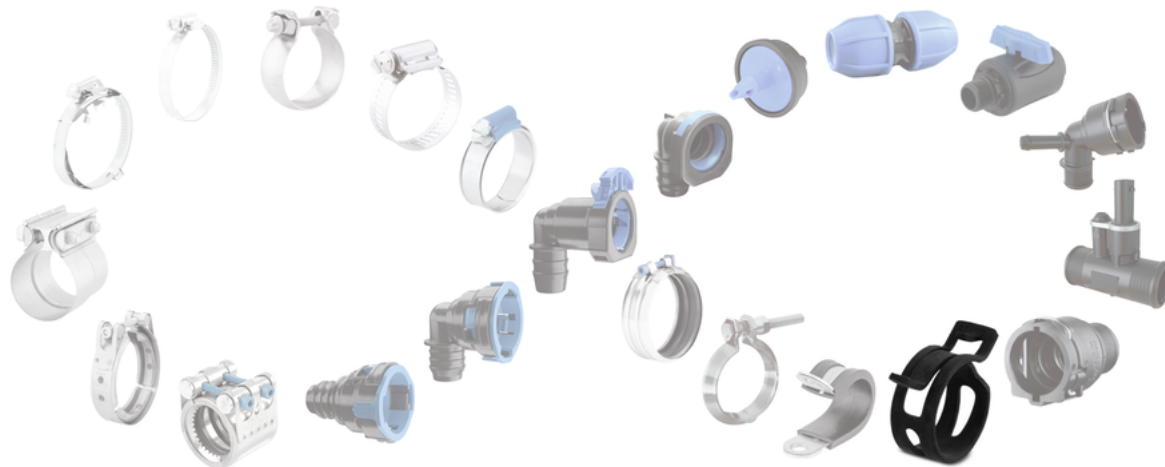


15 Acquisitions since IPO Representing 47% of Sales in 2011

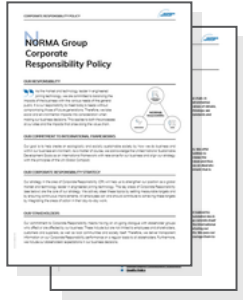


Sales Consolidation Effects (in EUR million)	Date of Acquisition		Total Sales
CONNECTORS Verbindungstechnik AG, Switzerland	04/12	Market entry in connecting technology in Pharma & Biotech	16.6
Nordic Metalblok S.r.l., Italy	07/12	Market consolidation heating and air conditioning clamps	5.2
Chien Jin 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

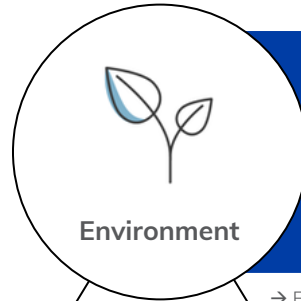
CORPORATE RESPONSIBILITY



What is Corporate Responsibility at NORMA Group?



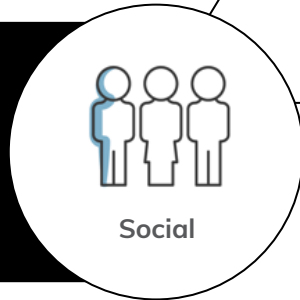
Find all details in NORMA Group's [CR Policy](#)



- Sustainable Products
- Environmental Management Systems
- Climate Protection
- Water Consumption
- Efficient Production & Waste Management

→ Find out more about NORMA Group's environmental performance

NORMA
Responsibility



- Employee Satisfaction
- Occupational Safety & Health
- Learning & Development
- Diversity & Equal Opportunities
- Social Commitment

→ Find out more about NORMA Group's social performance



- Corporate Governance
- Compliance Management System
- Human Rights
- Product Quality & Safety
- Sustainability in Purchasing

→ Find out more about NORMA Group's governance performance



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 tCO ₂ eq)		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

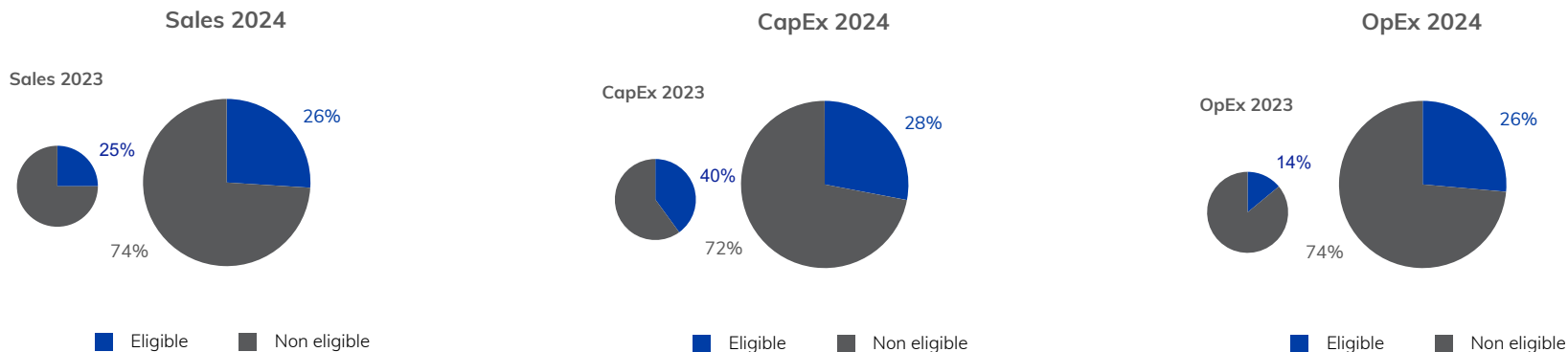
Indicator: average per month per entity

Security Training

100 %

Indicator: % coverage of completed e-learning 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

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

Contact & Events Calendar



Event	Date
Consolidated Annual Financial Statements, Annual Report 2024	March 31, 2025
Interim Report Q1 2025	May 6, 2025
Annual General Meeting	May 13, 2025
Interim Report Q2 2025	August 12, 2025
Interim Report Q3 2025	November 4, 2025



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