

# NORMA GROUP

# FULL YEAR 2024 RESULTS

MAINTAL, MARCH 31, 2025



# Table of Contents – FY 2024

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**00**

## Operational Highlights & FY 2024 Review

Solid performance in a difficult market environment with reliable communication

[> Go to chapter](#)

**01**

## Segment & SBU Reporting, P&L Statement

Sales development driven by challenging environment, efficiency measures take effect and lead to stable adjusted EBIT margin

[> Go to chapter](#)

**02**

## Balance Sheet & Maturity Profile

Balance sheet further improved, including a sound maturity profile with a long-term financing strategy

[> Go to chapter](#)

**03**

## Cash Flow, NOVA & Non-Financial Highlights

Strong Net Operating Cash Flow

[> Go to chapter](#)

**04**

## Guidance & Step Up Program

Successful implementation of efficiency and growth measures in 2024

[> Go to chapter](#)

**05**

## Strategy & Business Model

Strong business model with growth opportunities driven by global mega trends

[> Go to chapter](#)

**06**

## Financial Track Record

Long-term charts including P&L, Balance Sheet, Cash Flow, Working Capital, CapEx & Supply Chain Financing Programs

[> Go to chapter](#)

**07**

## Corporate Responsibility

Key non-financial figures, sustainability ratings and CR-initiatives

[> Go to chapter](#)

**08**

## Share Information & Other

Shareholder structure, analyst coverage, contact & events calendar

[> Go to chapter](#)

# NORMA Group Mission Statement



Driven by **passionate collaboration**  
and **global excellence**, we add value  
as the **reliable partner** for  
**mission-critical solutions**  
in **Industry Applications,**  
**Water Management,**  
**Mobility & New Energy.**

## Milestones in 2024

Creating a new vision and mission statement

Successful implementation of our step-up process for continuous improvement

Further recovery and operational improvement of our production plants



**Solid performance in a difficult market environment with reliable communication**



The exciting journey to creating #newNORMA

# The Exciting Journey to Creating #newNORMA: Status Quo



**Striving to be  
best in class**

We increased our competitiveness and continue to work with the aim of being “best in class” in the medium term

**Focused rather  
than conglomerate**

We enhance the transparency of the company's value by sharpening its core competences

**Future oriented**

We have sharpened the corporate strategy with the major decision to sell the water business



NORMA Group will return profitability to double-digit EBIT margins in the medium term and increase the momentum of our growth by investing in our core businesses

## The future of NORMA Group



Ultimately, NORMA Group aims to be the market leader in the field of connection technology to 'bring media from A to B at the highest level'.

We want NORMA Group to be the preferred partner for our stakeholders around the world because our expertise, solutions and products offer the greatest value in the marketplace.

At the end, NORMA Group's business model, in conjunction with the targeted market leadership, will be reflected in healthy profitability, solid growth and the corresponding key financial figures.

# Facts & Figures FY 2024 – Key Figures (I/II)



## Sales

Net sales totaled to EUR 1,155.1 million

(2023: EUR 1,222.8 million)



## Adjusted\* Gross Profit

Adj. Gross Profit rose to EUR 668.2 million

(2023: EUR 668.0 million)



## Adjusted\* EBIT

Adjusted EBIT levelled at EUR 92.3 million

(2023: EUR 97.5 million)



## Adjusted\* EBIT Margin

Solid adjusted EBIT margin at 8.0%

(2023: 8.0%)



## EPS

Adjusted\* EPS at EUR 1.28  
(2023: EUR 1.37)

Reported EPS at EUR 0.46  
(2023: EUR 0.87)



## Dividend

Dividend proposal of EUR 0.40 per share for FY 2024 to AGM on May 13, 2025

(2023: EUR 0.45 per share)

# Facts & Figures FY 2024 – Key Figures (II/II)



## Equity & Equity Ratio

Increase of Equity to  
EUR 721.4 million  
as at Dec 31, 2024

(Dec 31, 2023: EUR 693.4 million)

Improved equity ratio at 50.2%

(2023: 46.4%)



## Net Debt

Net Debt decreased to  
EUR 329.2 million

(2023: EUR 345.4 million)



## Leverage

Improved Leverage at 2.1x

(Dec 31, 2023: 2.2x)



## Net Operating Cashflow

Strong increase in Net Operating  
Cashflow to EUR 105.4 million\*

(2023: EUR 87.3 million)



## NOVA

NORMA Value Added  
at EUR -38.8 million

(2023: EUR -43.6 million)



## Corporate Responsibility

CR targets 2024 achieved\*\*

New CSRD reporting successfully  
implemented

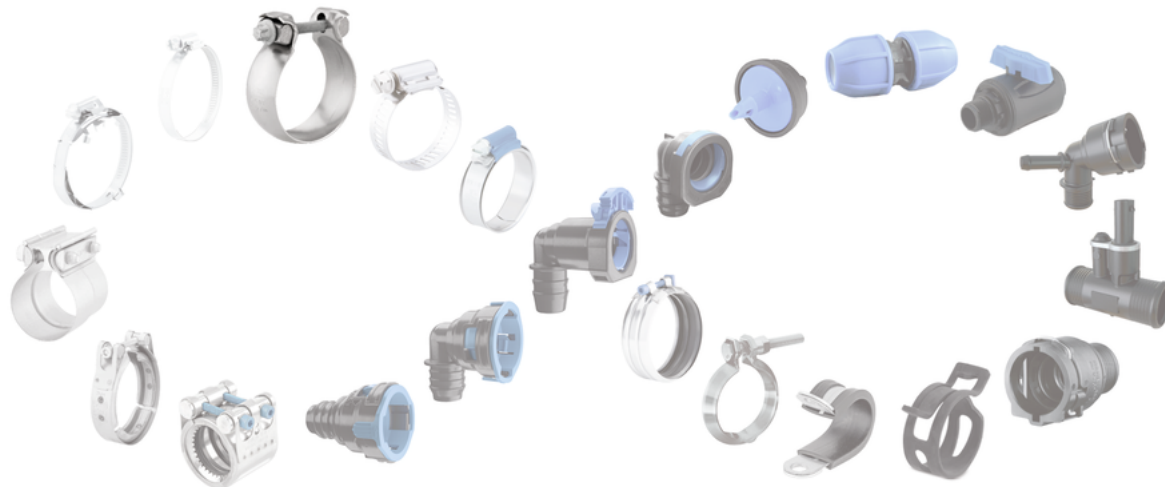
\* With factoring programs at EUR 53 million on December 31, 2024 (December 31, 2023 EUR 58 million)

\*\* For more details please refer to the CR report

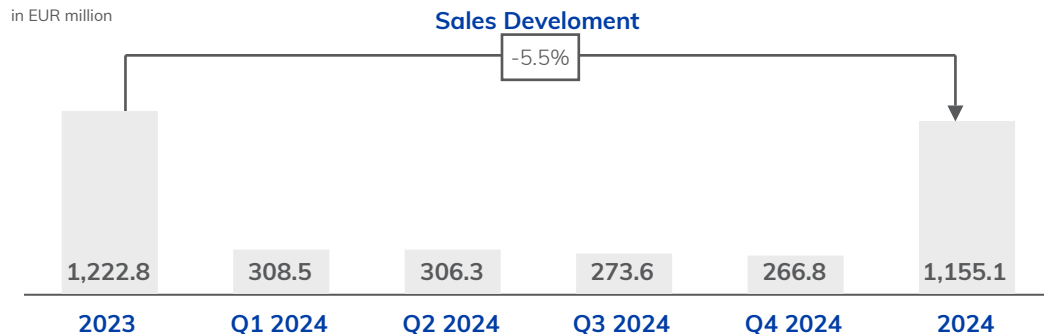


# 1

# SEGMENT & SBU REPORTING, P&L STATEMENT

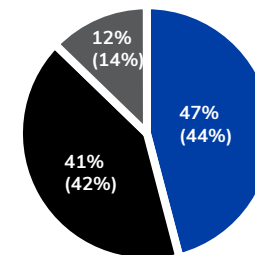


# FY 2024 Top Line Development



## 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.

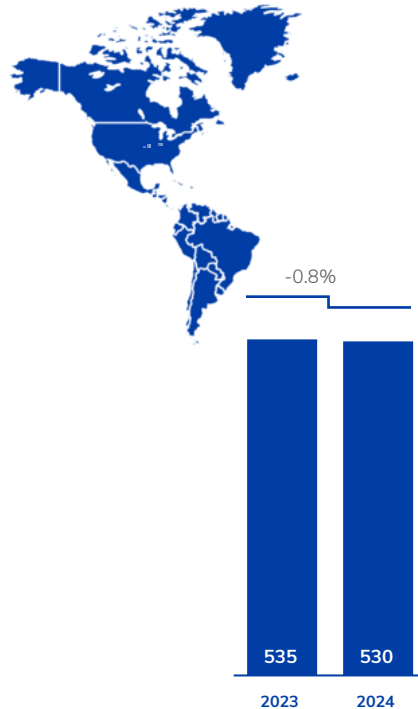
## Currency Effects / Acquisitions

- 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%.

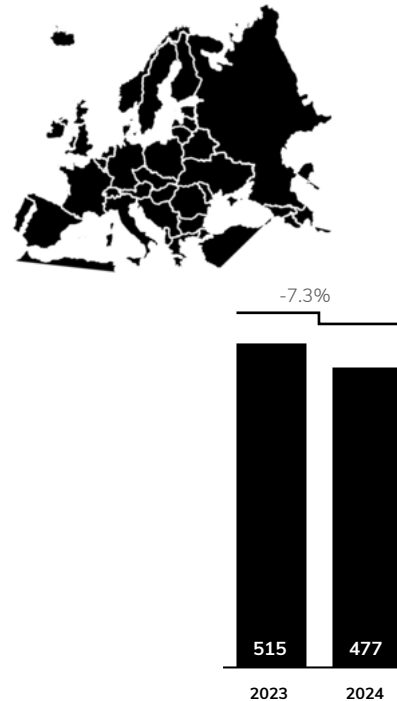
\* Deviations may occur due to commercial rounding.

# FY 2024 Sales Development by Regions

## AMERICAS Sales in EUR million



## EMEA Sales in EUR million



## APAC Sales in EUR million



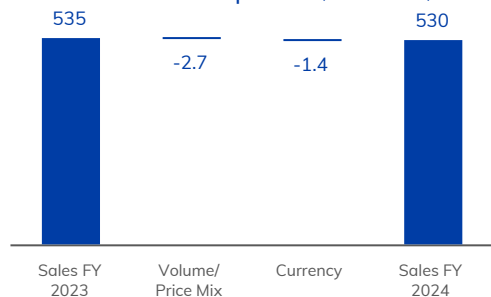
# FY 2024 SBU Sales Development by Region

## 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)

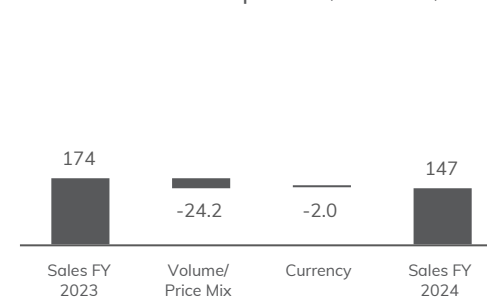


## APAC



- **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

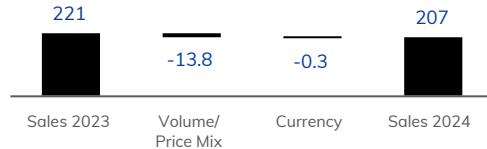


## Industry Applications



- 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)

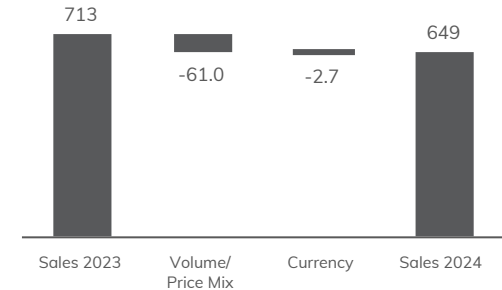


## Mobility & New Energy



- 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)

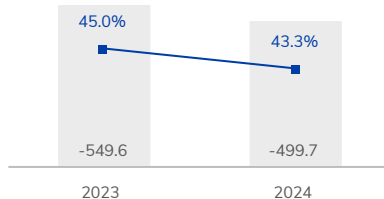


# FY 2024 (Adjusted) Profit & Loss Development



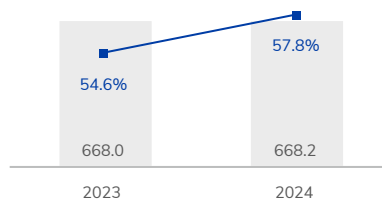
## Material Costs

(in EUR million and % of sales)



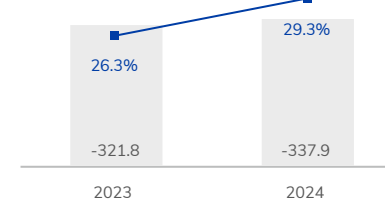
## Gross Profit

(in EUR million and % of sales)



## Personnel Expenses

(in EUR million and % of sales)

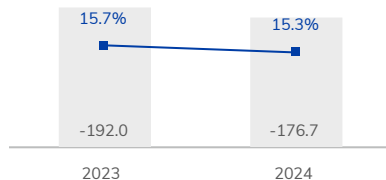


Material Cost ratio significantly decreased by 170 BPs due to optimization measures in purchasing. Gross Profit ratio significantly increased by 320 BPs mainly as a result of the optimization measures and also due to disproportionate reduction in the cost of materials compared to sales.

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

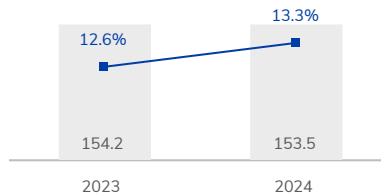
## Net Expenses from adjusted\* other operating income and expenses

(in EUR million and % of sales)



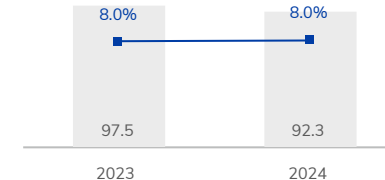
## Adjusted\* EBITDA

(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.

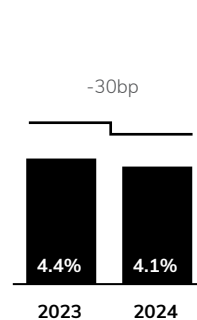
\*For the adjustments, see slide 16. For further details on the adjustments, please refer to the annual financial report: [NORMA Group Annual Report](#).

# 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



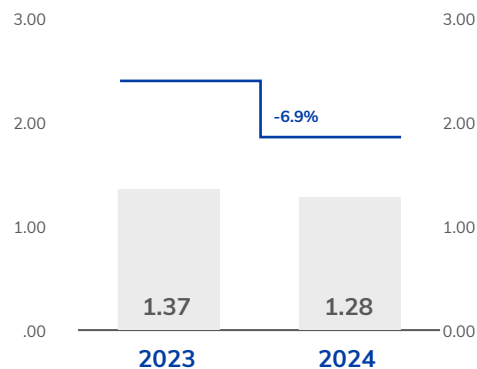
# FY 2024 EPS and Dividend Development



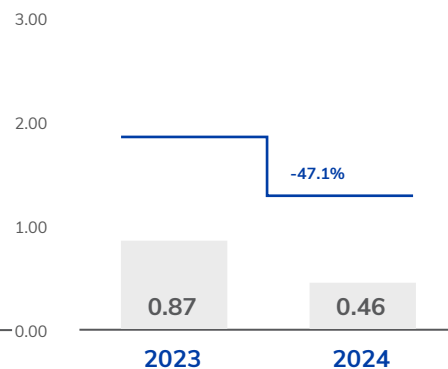
## Dividend policy

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

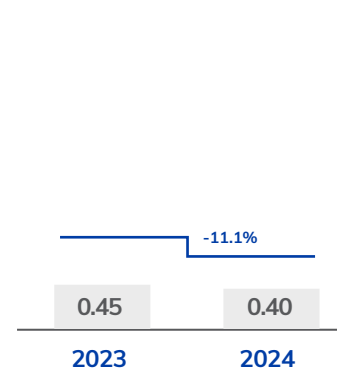
Adjusted EPS in EUR



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

27.9

14.8

Distribution  
(in EUR million)

14.3

12.7

# FY 2024 Profit and Loss Statement

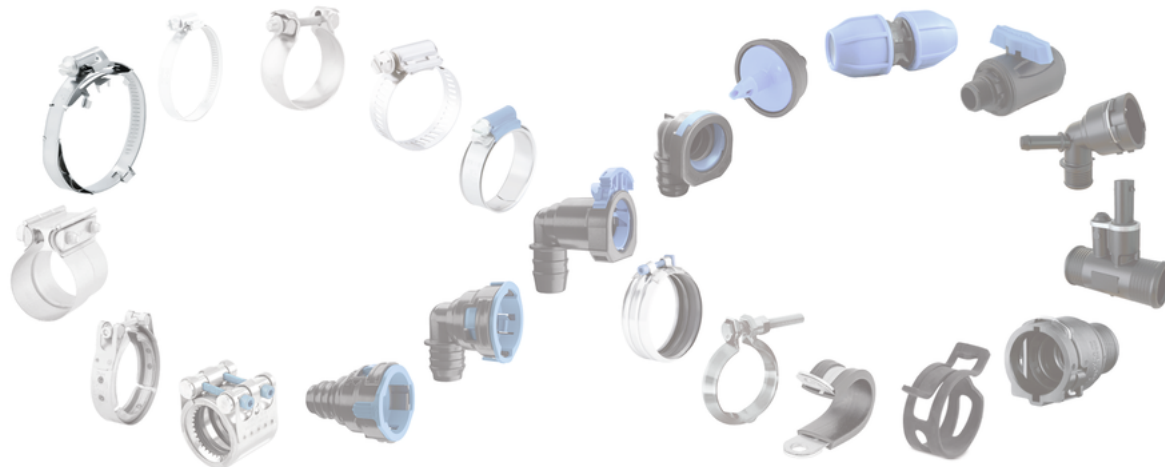


in EUR million and %	Adjusted*		Reported	
	2023	2024	2023	2024
Sales	1,222.8	1,155.1	1,222.8	1,155.1
Gross Profit	668.0	668.2	668.0	667.9
EBITDA	154.2	153.5	154.0	153.1
in % of sales	12.6%	13.3%	(4.4)%	13.3%
EBITA	101.7	96.3	100.7	95.1
in % of sales	8.3%	8.3%	8.2%	8.2%
EBIT	97.5	92.3	76.1	57.3
in % of 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.

# 2

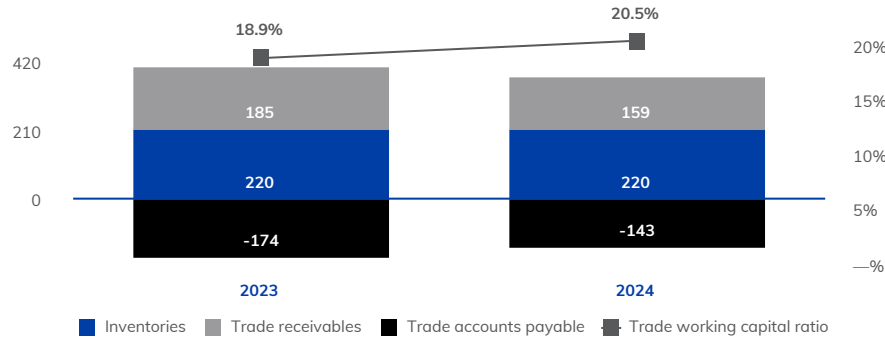
## BALANCE SHEET & MATURITY PROFILE



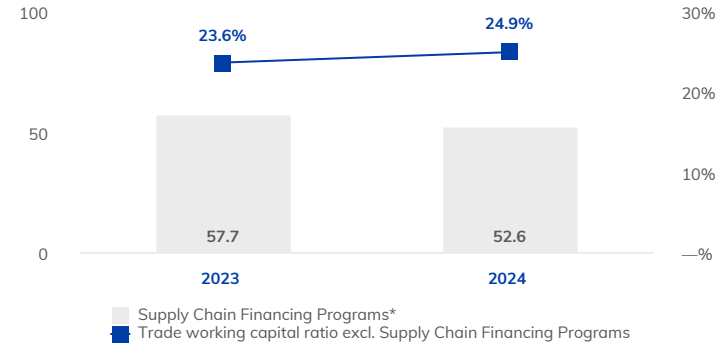
# FY 2024 Trade Working Capital Development



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



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 (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).

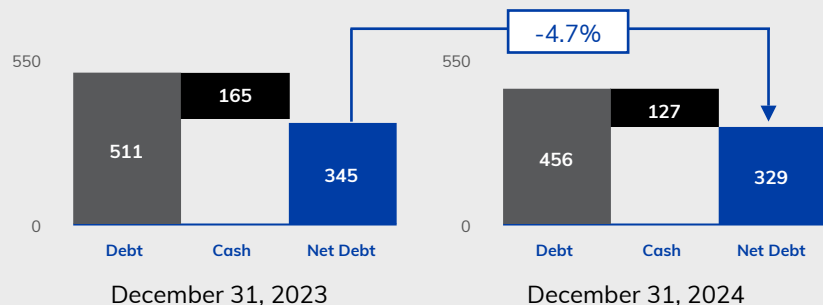
\*including non cash-effective additions to finance leases

\*\* including Factoring, ABS and Reverse Factoring Programs

# FY 2024 Equity Ratio, Net Debt and Debt Ratios



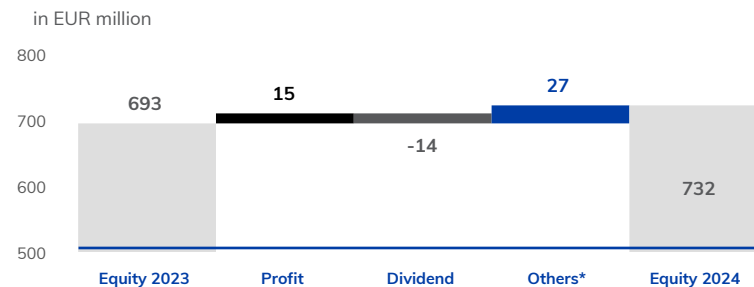
Net Debt (in EUR million)



- Net Debt decreased by -4.7%
- Leverage improved to 2.1x adj. EBITDA against the level of 2.2x at the end of 2023 as well as at the end of Q3 2024
- Total Equity with solid increase compared to the previous year. Equity Ratio increased by 380 bps to 50.2%

Debt Ratios

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



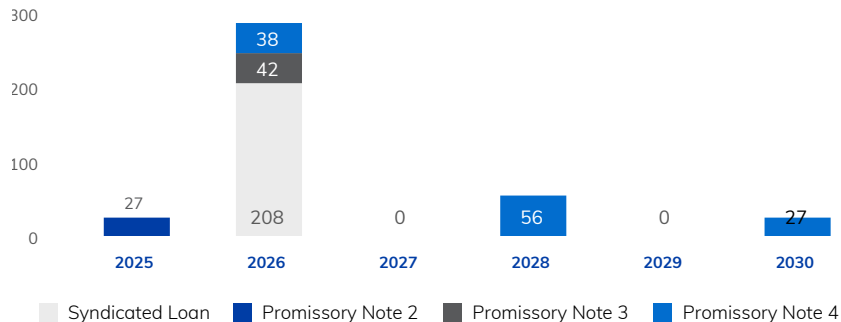
Balance Sheet Total (in EUR million)	1,493	1,437
Equity Ratio	46.4%	50.2%

\* 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

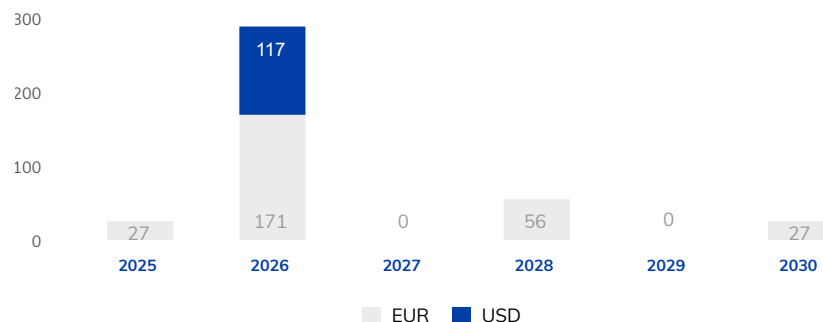
# Maturity Profile



Financial Instruments\* (in EUR million)



Currencies (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%\*\*

## 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

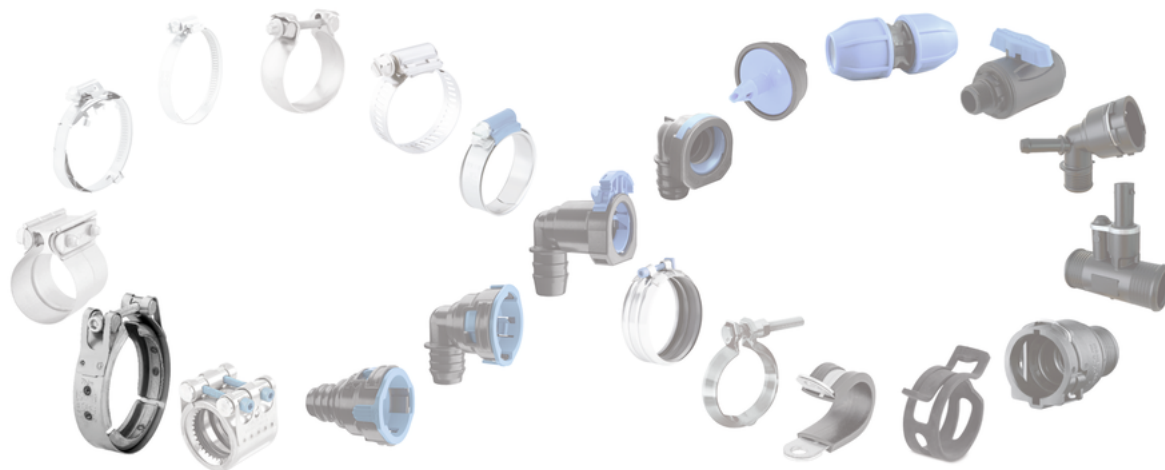


in EUR million	Dec 31, 2023	Dec 31, 2024
<b>Assets</b>		
Non-current assets		
Goodwill / Other intangible assets / Property, plant & equipment	872.1	879.9
Other (non-)financial assets / Contract asset / Derivative financial assets / Deferred- and income tax assets	18.8	20.9
Total non-current assets	890.9	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
<b>Equity and liabilities</b>		
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

# 3

## 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%
<b>Net Operating Cash Flow</b>	<b>87.3</b>	<b>105.4</b>	<b>20.7%</b>
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%
<b>External Free Cash Flow</b>	<b>37.5</b>	<b>57.0</b>	<b>52.0%</b>

- 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
<b>NOVA</b>	<b>-43.6</b>	<b>-38.8</b>
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 ERSR successfully implemented

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

## 2024 targets for CO<sub>2</sub> reduction, defective parts and # of customer complaints achieved

## Very good rating grades maintained



- 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: 20.0 (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

# 4

## COMPANY GUIDANCE & STEP UP PROGRAM



# Outlook 2025 – Company Guidance

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**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

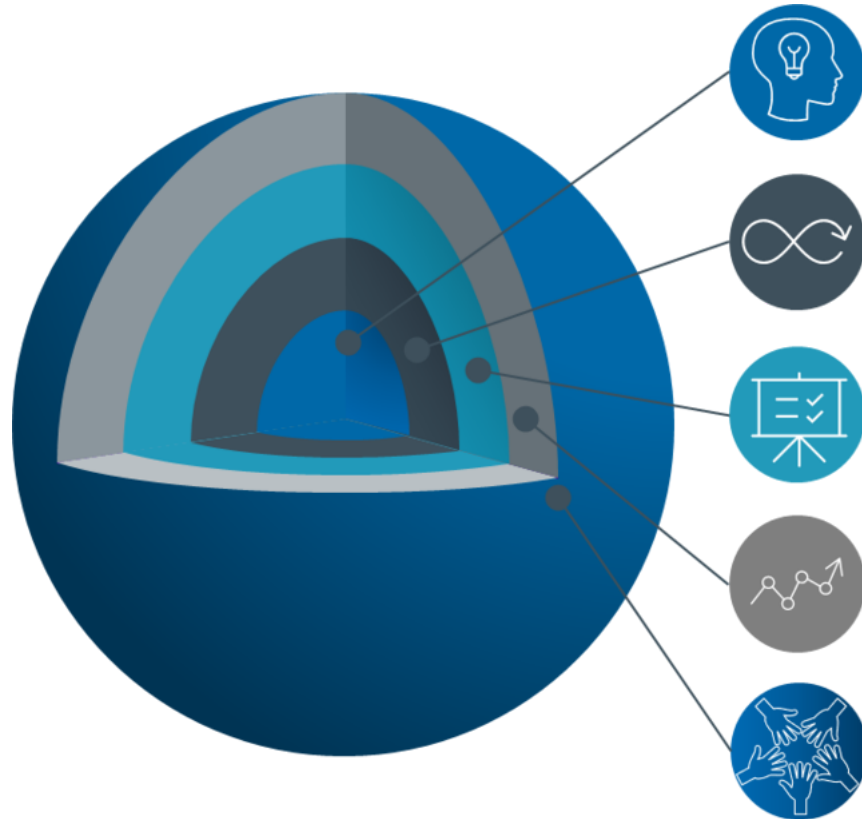
**NORMA Value Added (NOVA)**

In the range of around EUR -40 million to around EUR -20 million

**CO<sub>2</sub> Emissions (Scope 1 and 2)**

Avoidance of 1,000 tCO<sub>2</sub>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 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

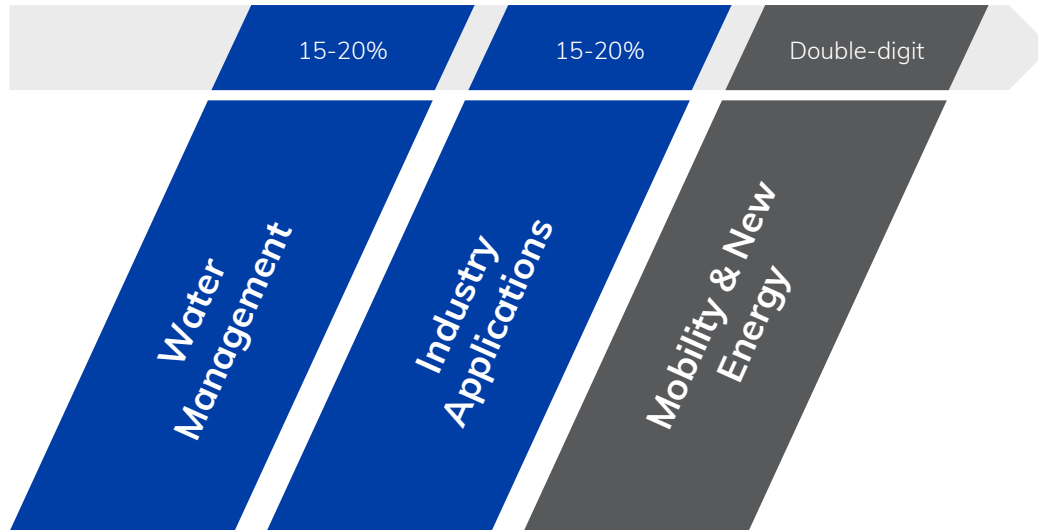
## NORMA Group Products India Pvt. Ltd. Optimization of Quality Assurance Processes

- 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



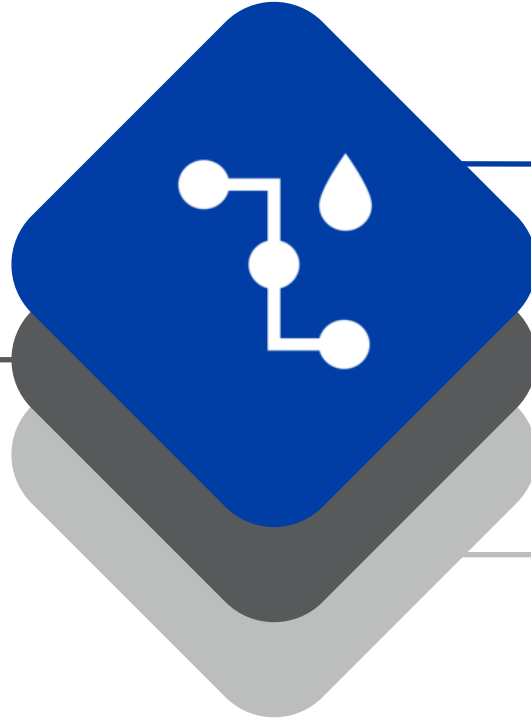
# 5

## STRATEGY & BUSINESS MODEL

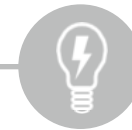


## Focused production:

- 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

## 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 CO<sub>2</sub>-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



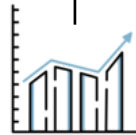
Numerous sales and distribution sites across Europe, the Americas and Asia-Pacific



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

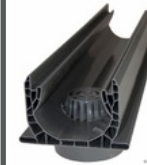
- Combines reinforced and unreinforced materials
- Enables safe connection of the connector with the plastic fuel tank

## 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)

# 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

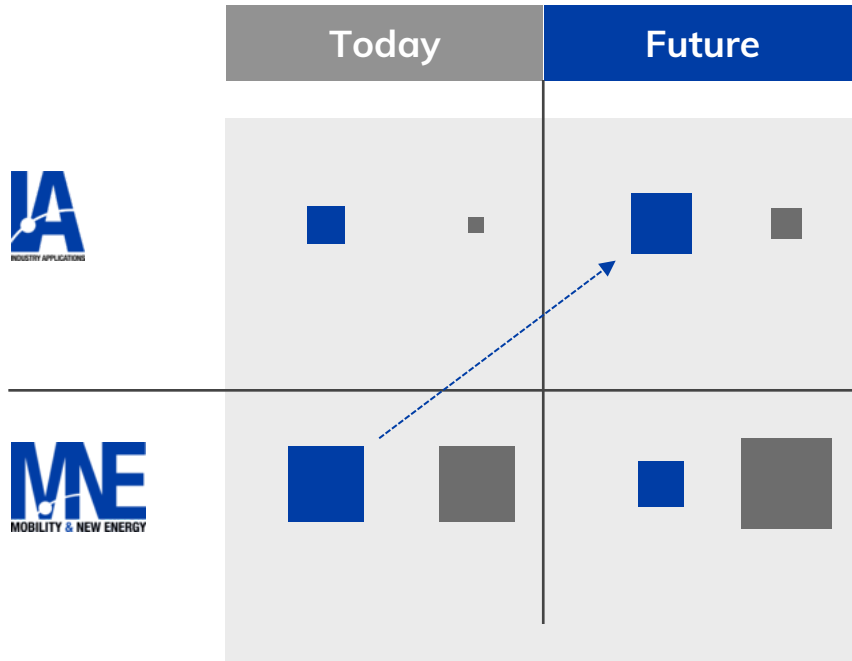
	Today	Future
Distributors/Wholesaler	~80 %	~50%
OE Customers & Online	~20%	~50%

## 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)



- Metal products
- plastic products

- 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

# 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



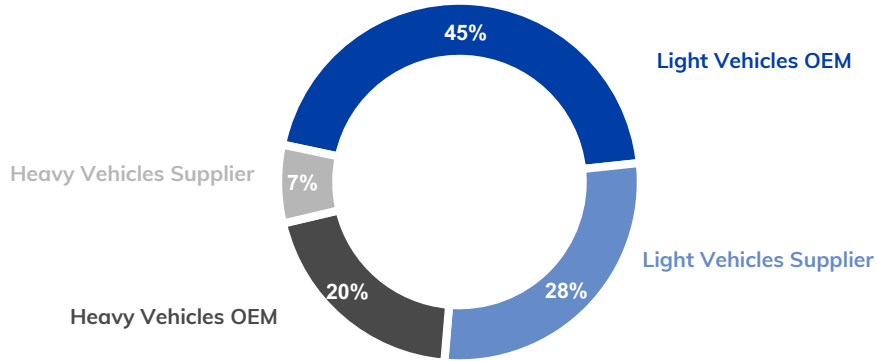
## SBU Strategy

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.

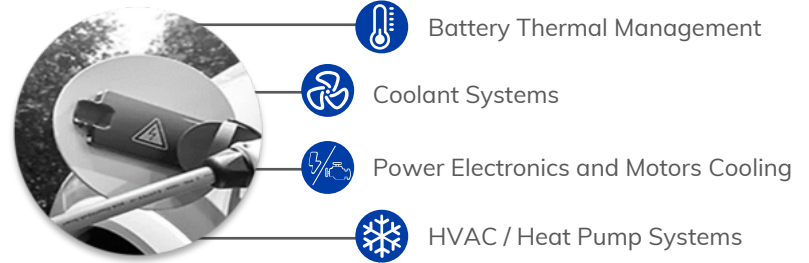
# Mobility & New Energy - Customers & Potentials

## Customer landscape 2024



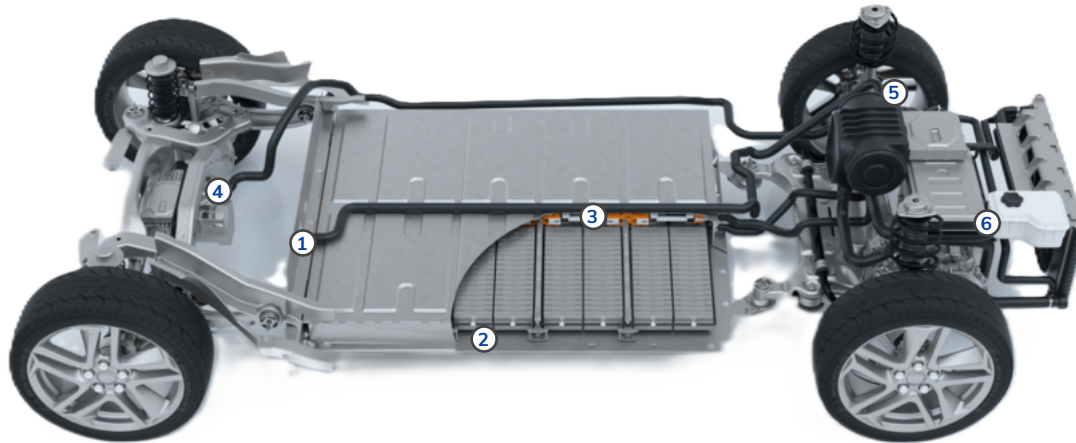
- Well established network to OE customers and suppliers in EMEA, APAC and the Americas
- Production capacities predominantly localized to shorten delivery times and increase supply chain reliability
- Local Sales and Engineers with close contact to international customers

## Growth opportunities within the car



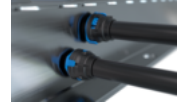


# Mobility & New Energy - Growth Opportunities for E-Mobility Developments



## Battery Thermal Management

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



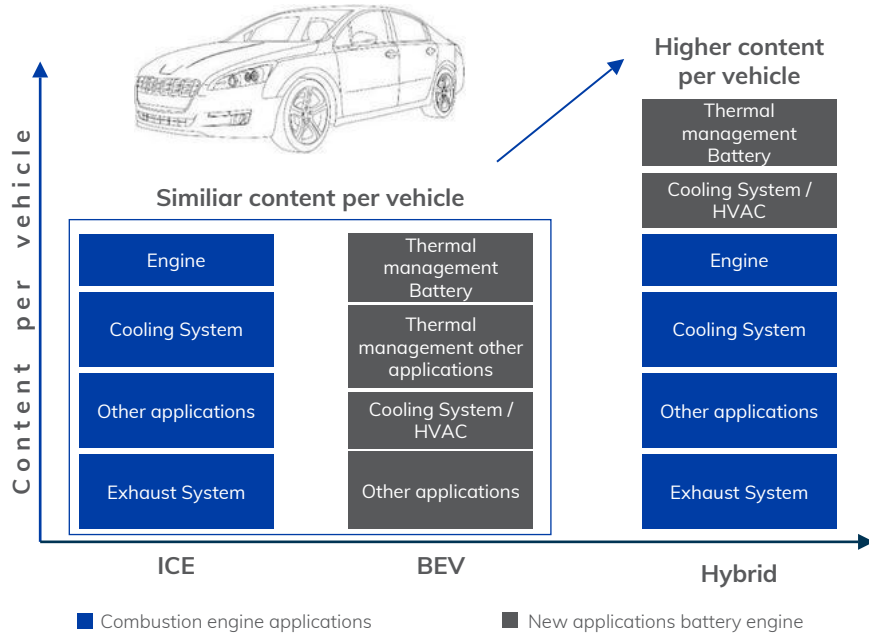
## Vehicle Thermal Management

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

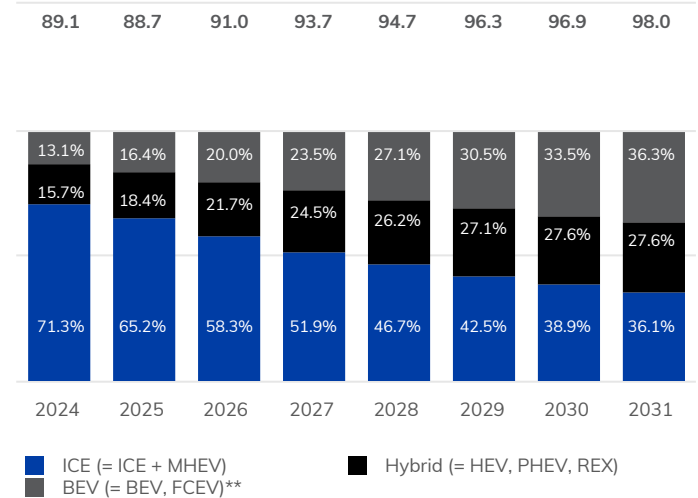


# NORMA Group Well on Track: Mobility & New Energy

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

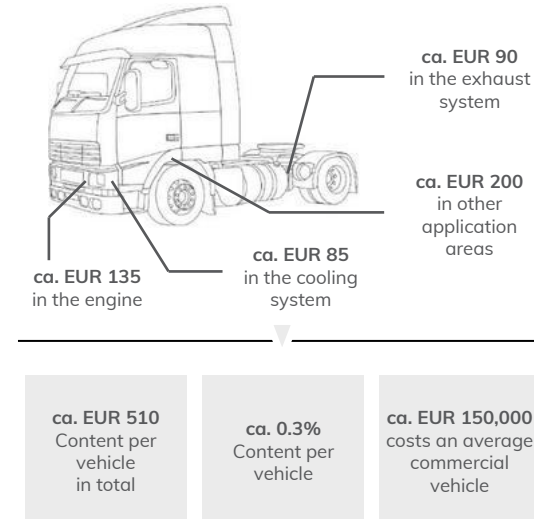
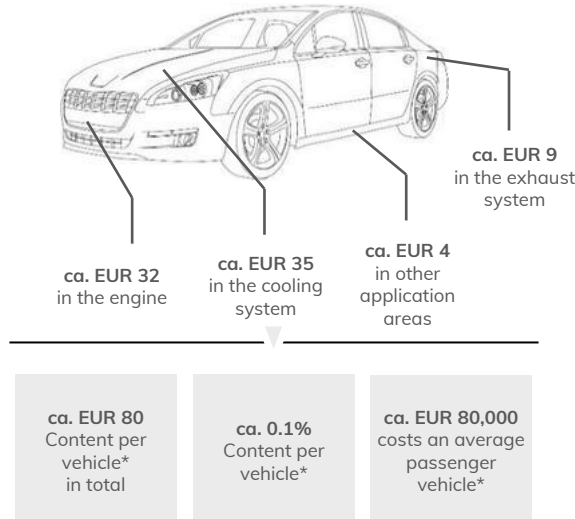
Market leadership

Technology

Quality

Innovation

Tailor-made solutions



High switching costs for customers

\* Example: Premium gasoline combustion engine passenger vehicle

# 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

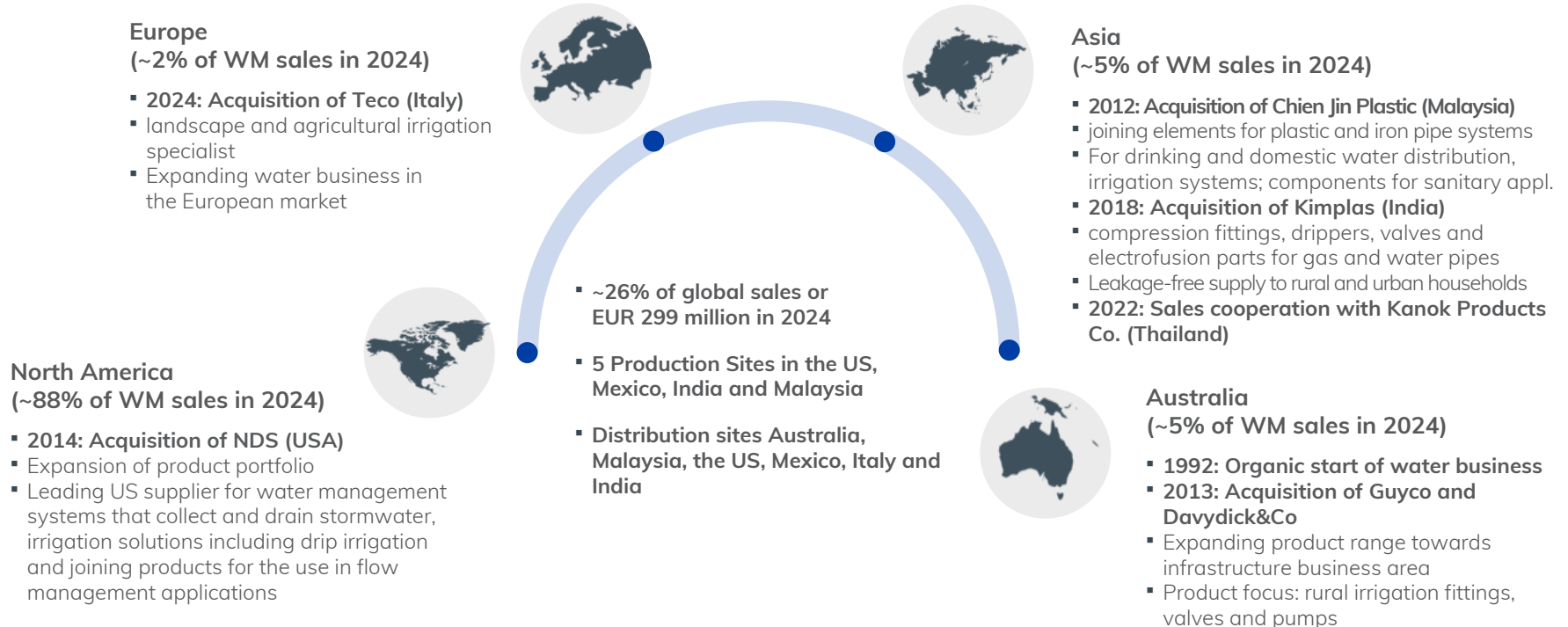
### Innovation

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.

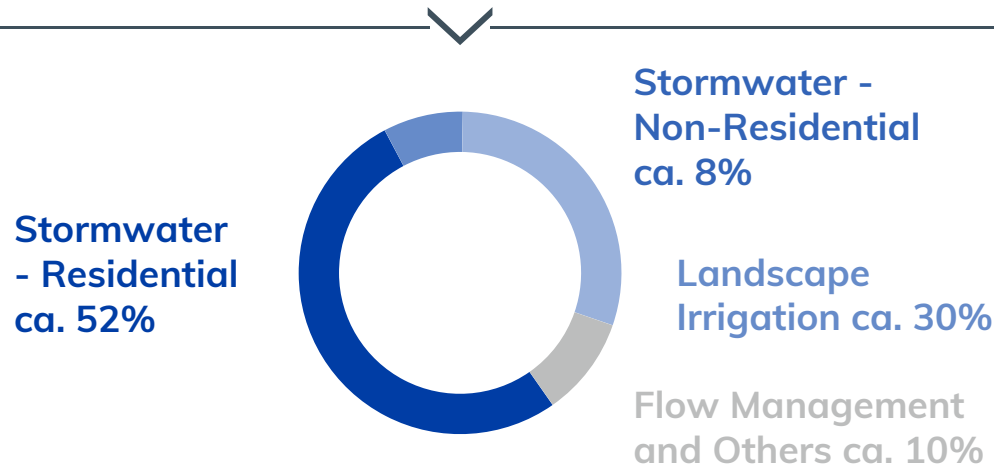
## Scarce resource calling for water handling products globally



# 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

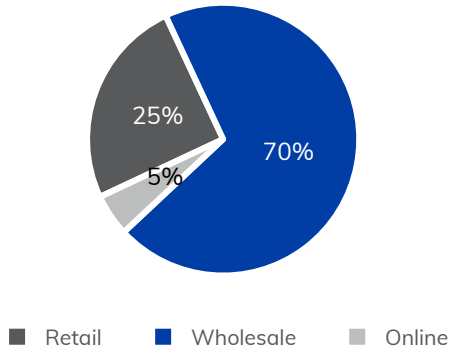


- Large addressable markets for all solutions globally
- Benefiting from strong water macro trends

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

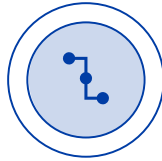


- Retail brand for residential drip irrigation

# NORMA Group – Key Investment Highlights

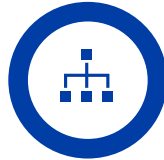


Why invest in  
NORMA?



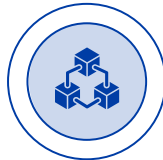
## Technology & Future Markets

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

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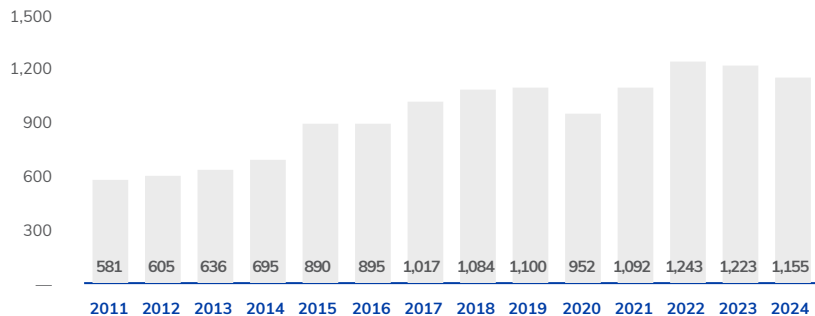
# FINANCIAL TRACK RECORD



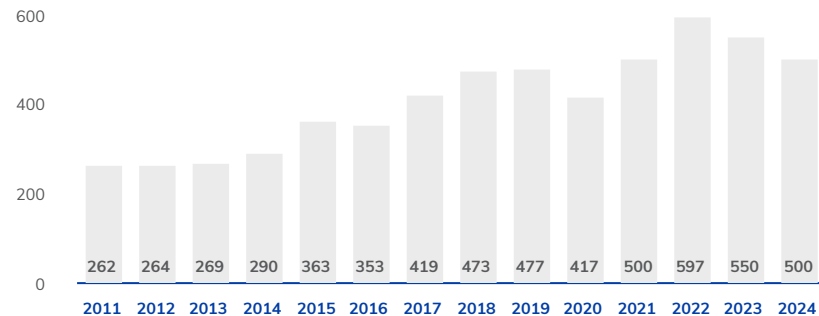
# Long-term P&L Development (I/II)



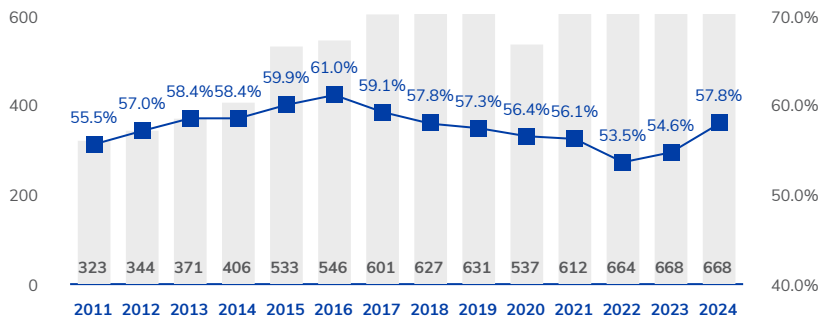
Sales (in EUR million)



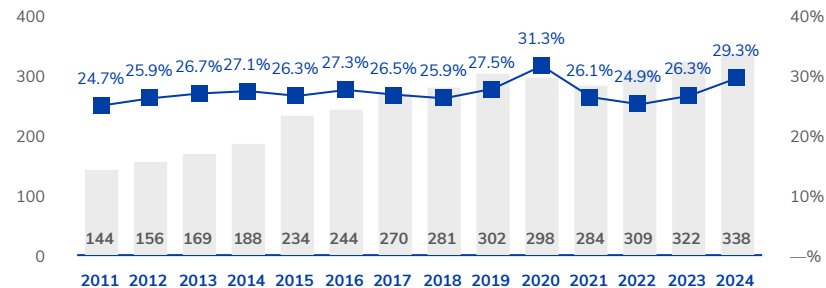
(Adjusted) Material Costs (in EUR million)



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

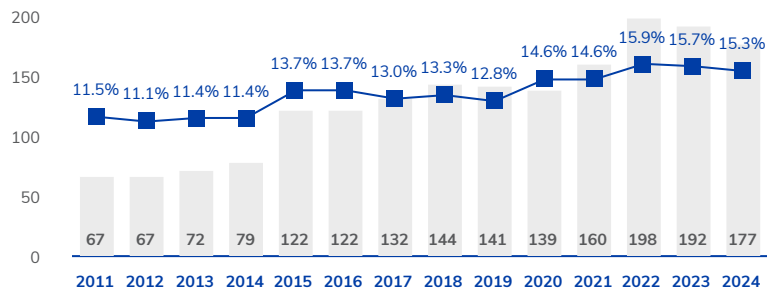


(Adjusted) Personnel Expenses (in EUR million and % of sales)

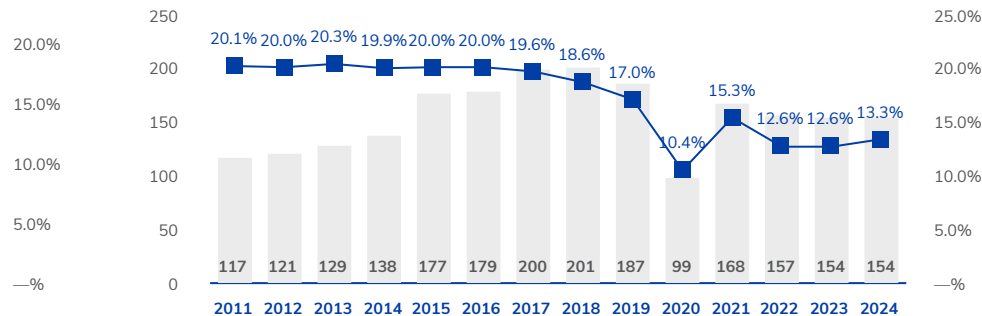


# Long-term P&L Development (II/II)

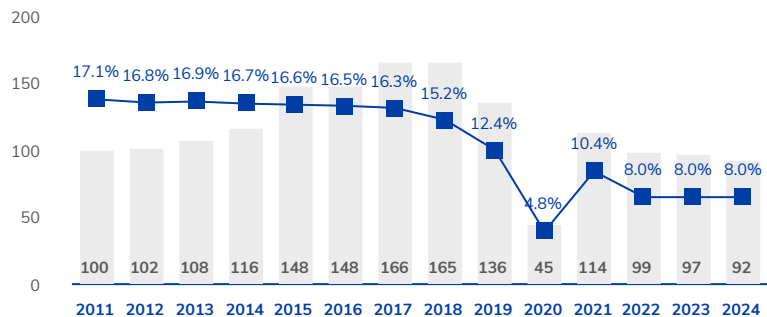
**Net Expenses from adjusted other operating Income and Expenses (in EUR million and % of sales)**



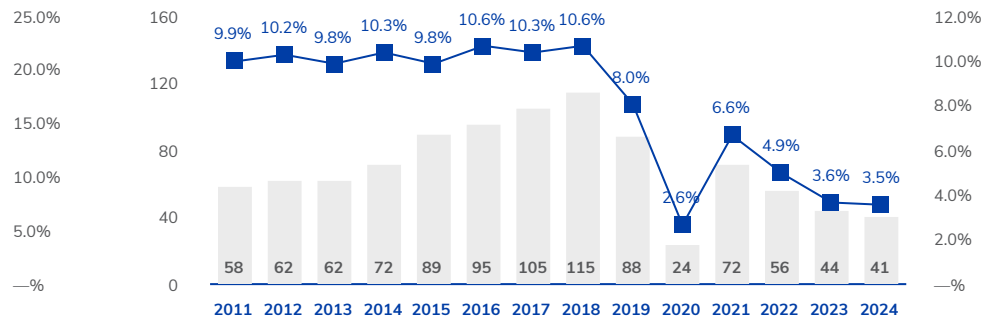
**Adjusted EBITDA (in EUR million and % of sales)**



**Adjusted EBIT (in EUR million and % of sales)**



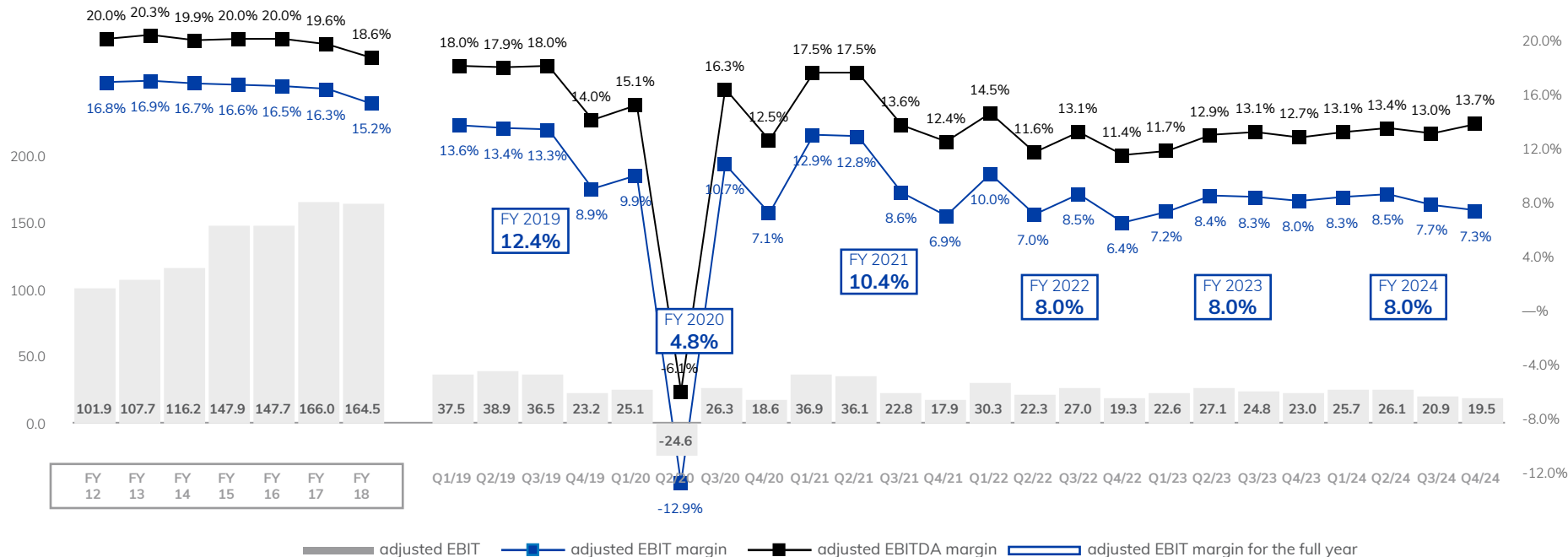
**(Adjusted) Net Profit (in EUR million and in % of sales)**



# Long-term Adjusted EBITDA & EBIT Margin Development



EUR million



# Long-term Adjustments on EBIT level

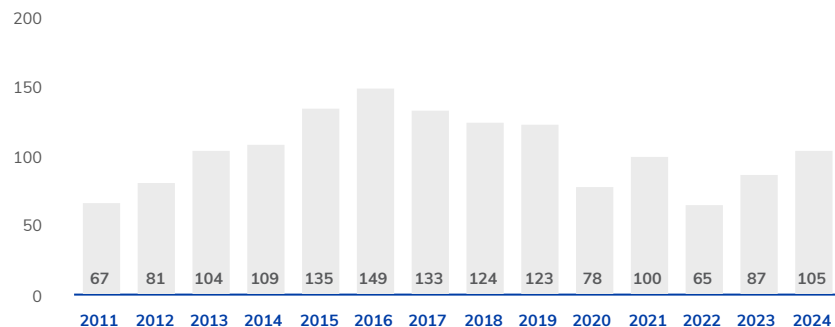
in EUR million	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Reported EBIT	76.6	94.4	99.5	97.8	124.8	120.0	137.8	133.5	96.7	20.1	92.1	76.5	76.1	57.3
+ Acquisition & Rightsizing Costs*	16.8	0	0	6.9	3.6	4.8	3.5	4.4	13.4	0	0	0	0	0
+ PPA Depreciation	1.2	0.3	0.5	1.3	2.2	2.3	4.2	4.0	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

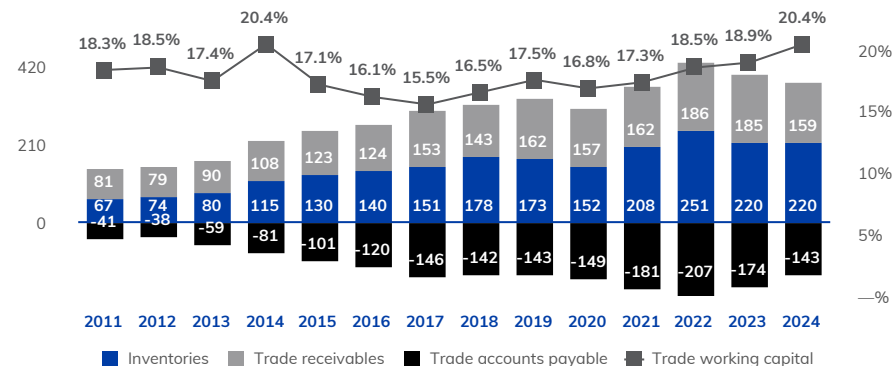
# Long-term Cash, Working Capital and CAPEX Development



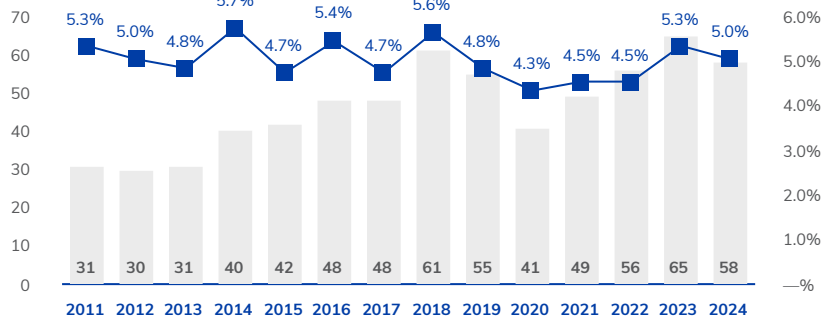
## Net Operating Cash Flow (in EUR million)



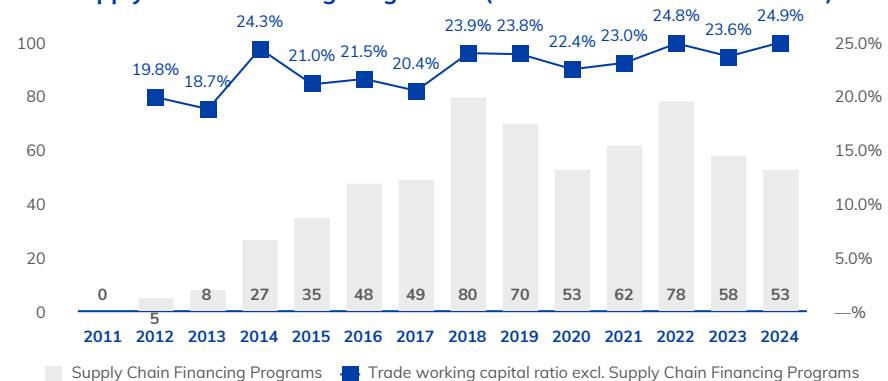
## Trade Working Capital (in EUR million and % of sales)



## 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

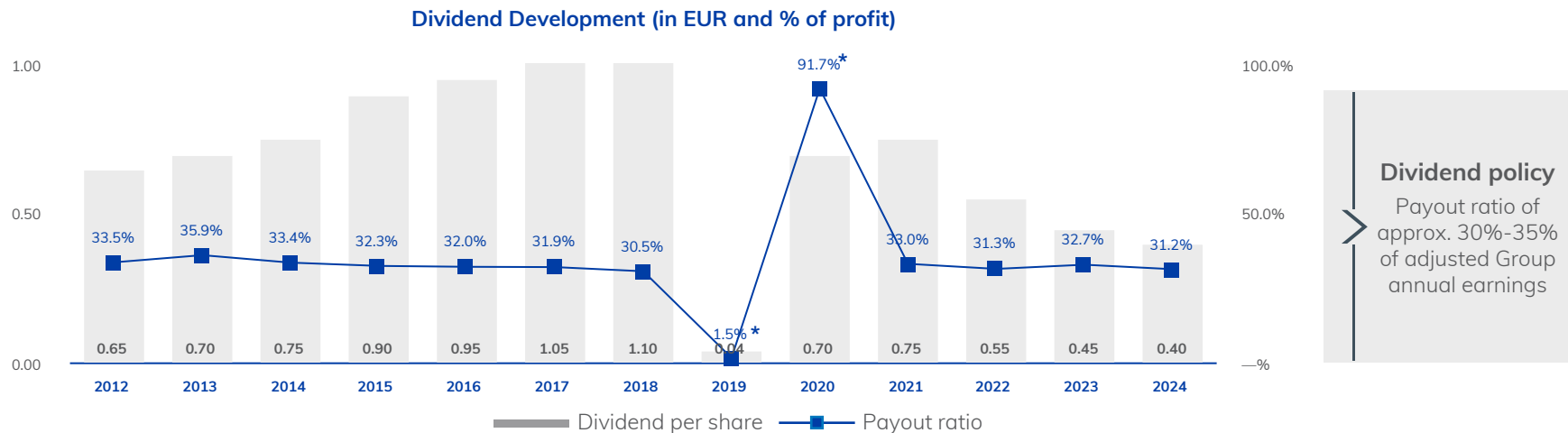
# Net Operating Cash Flow Development 2012 – 2024



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

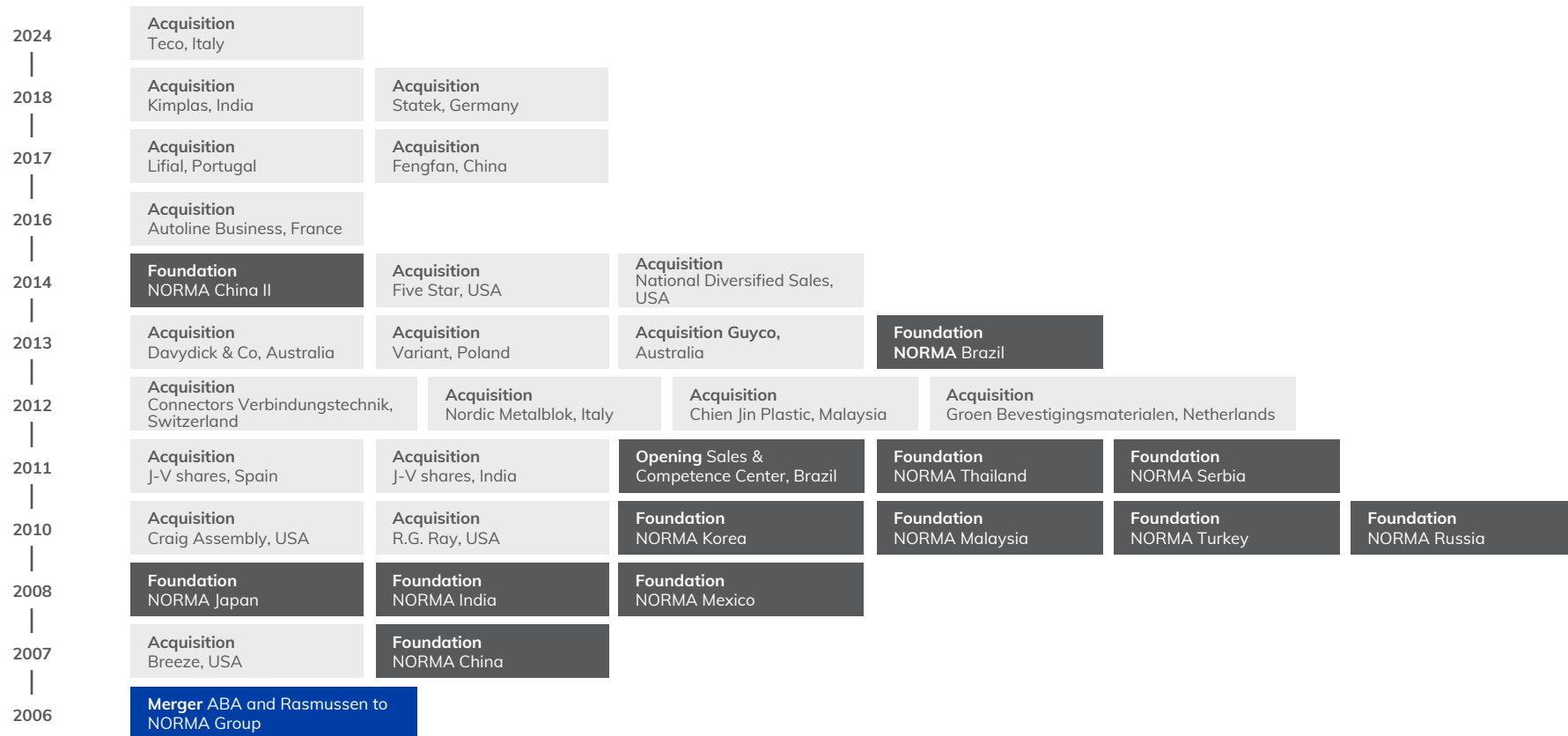


# Long-term Dividend Development



\* 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



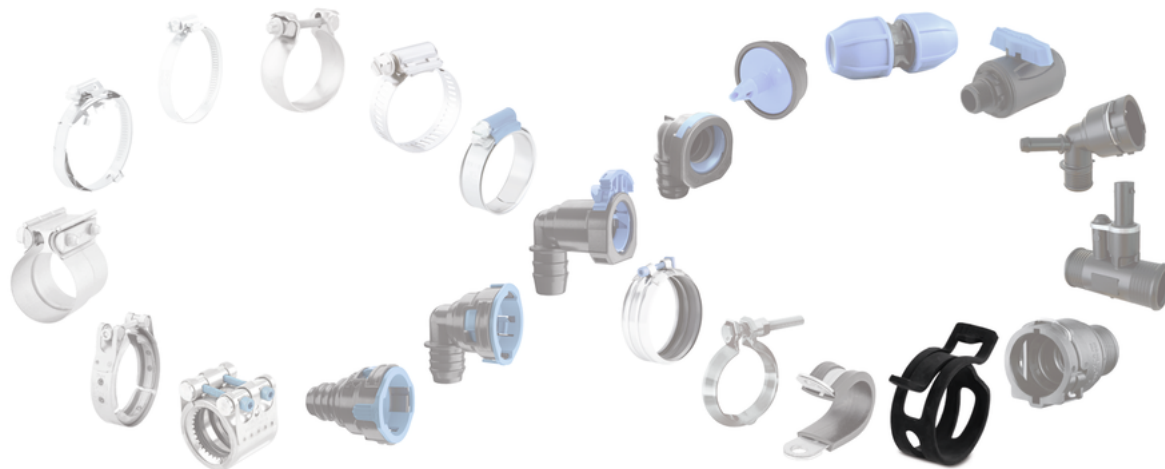
# 15 Acquisitions since IPO Representing 47% of Sales in 2011



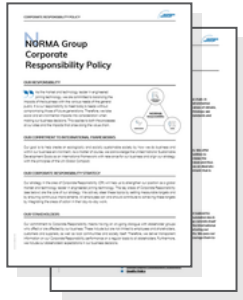
Sales Consolidation Effects (in EUR million)	Date of Acquisition		Total Sales
CONNECTORS Verbindungstechnik AG, Switzerland	04/12	Market entry in connecting technology in Pharma & Biotech	16.6
Nordic Metalblok S.r.l., Italy	07/12	Market consolidation heating and air conditioning clamps	5.2
Chien Jin 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
<b>Total</b>			<b>274.5</b>

# 7

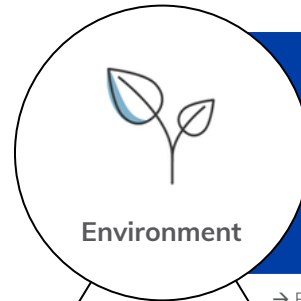
# CORPORATE RESPONSIBILITY



# What is Corporate Responsibility at NORMA Group?



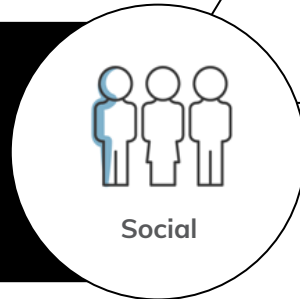
Find all details in NORMA Group's [CR Policy](#)



- 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 CO<sub>2</sub> emissions are part of the management board remuneration – therefore, the CO<sub>2</sub> 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*
<b>Total CO<sub>2</sub> emissions market-based</b> (Scope 1-3) in tCO <sub>2</sub> eq	n.a.	1,102,236	n.a.
<b>Total energy consumption per net revenue</b> in MWh/EUR thousand	n.a.	0.111	n.a.
<b>Total water consumption</b> in m <sup>3</sup>	171,943	167,106	-3.7



## Social

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



## Governance

<b>Security training</b> % of defined employees	n.a.	88	n.a.
<b>Defective parts</b> (parts per million)	2.2	3.2	+45.5
<b>Customer complaints</b> (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 CO<sub>2</sub> Emissions (Scope 1-3)\*



GHG emissions (in tCO <sub>2</sub> eq)		2024
<b>Scope 1 GHG emissions</b>		
Gross Scope 1 GHG emissions		5,163
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (in %)		0
<b>Scope 2 GHG emissions</b>		
Gross location-based Scope 2 GHG emissions		45,523
Gross market-based Scope 2 GHG emissions		30,794
<b>Significant Scope 3 GHG emissions</b>		
<b>Total Gross indirect (Scope 3) GHG emissions</b>		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
<b>Total GHG emissions</b>		
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 tCO<sub>2</sub>eq 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

### CO<sub>2</sub> emissions

1,000 tons of GHG emissions avoidance by measures

Indicator: Scope 1 and 2, tons

### Water consumption

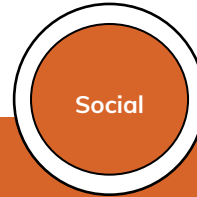
< 142.0

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

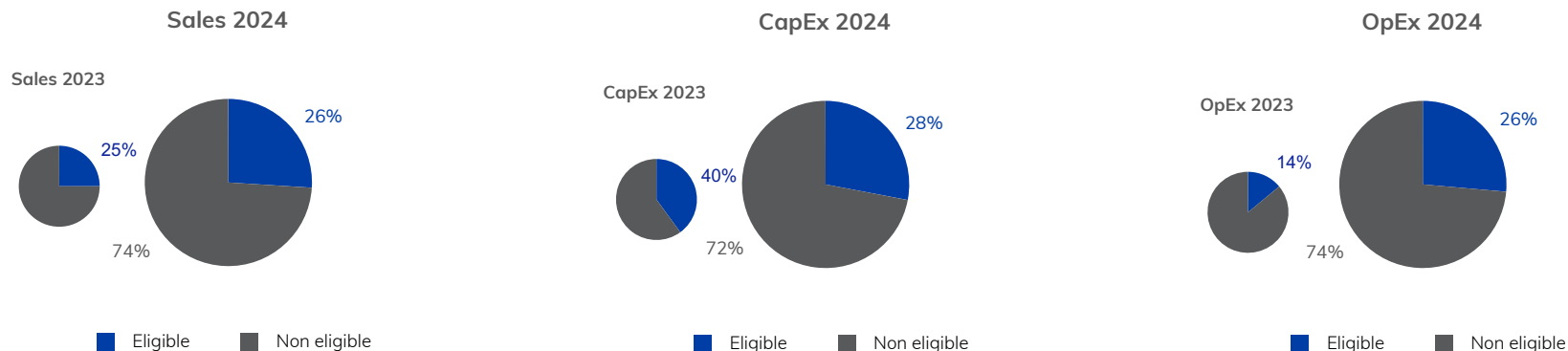
Indicator: average per month per entity

### 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

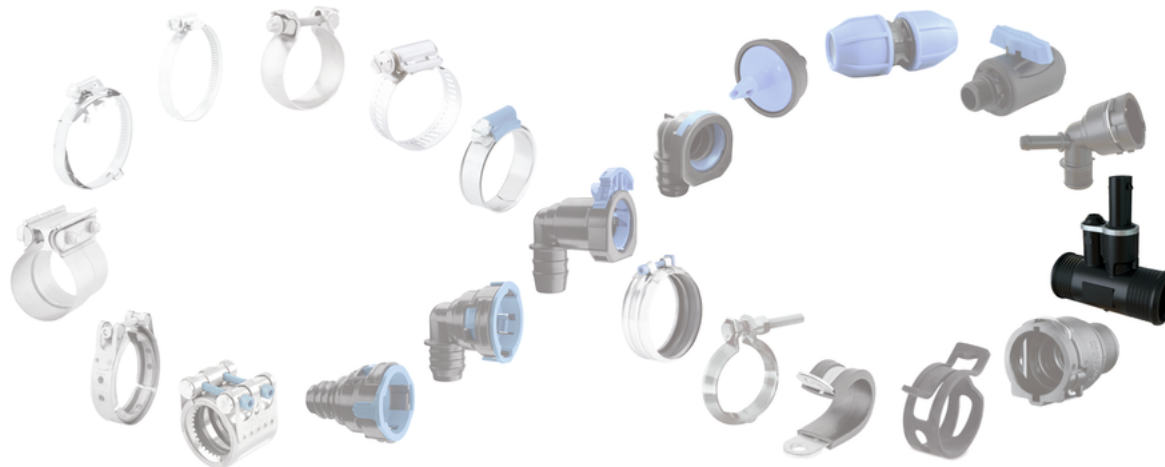


## Conflict Minerals

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

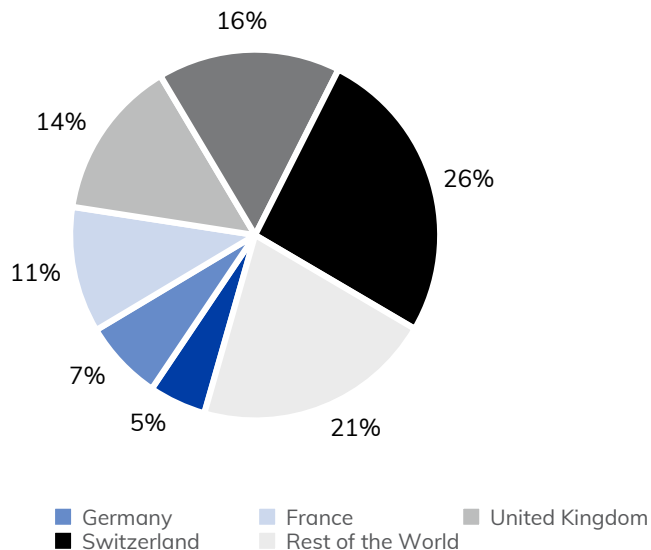
# 8

## SHARE INFORMATION & OTHERS



# Current Shareholder Structure

## Identified Institutional Shareholders\*



## Shareholder structure according to voting rights notifications (as at March 31, 2025)\*\*

Teleios Capital, Zug, Switzerland	20.98 %
SPICE TWO Investment Coöperatief U.A., Amsterdam, Netherlands	5.00 %
Impax Asset Management Group Plc, London, United Kingdom	4.96 %
Lazard Frères Gestion SAS, Paris, France	3.03 %
FMR LLC, Wilmington, USA	3.02 %
KBI Global Investors Ltd., Dublin, Ireland	3.01 %

\* As at December 31, 2024.

\*\* According to voting rights notifications. All voting rights notifications are published on the Company's Website (<https://www.normagroup.com/corp/en/investors/publications-events/financial-releases/>).

# Analyst Coverage



Deutsche Bank

Nikita Lal

BAADER

Peter Rothenaicher

HAUCK & AUFHÄUSER

Felix Kruse



Thorsten Reigber



Daniel Kukulj



Hans-Joachim Heimbürger



ODDO BHF

Klaus Ringel



Yasmin Steilen



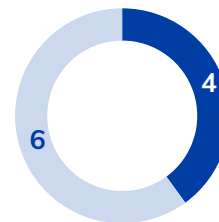
WARBURG RESEARCH

Marc-René Tonn

METZLER

Pal Skirta

Recommendations\*



■ Hold ■ Buy

Average price target\*

18.80 EUR

Key index inclusions



Visit our IR website  
for further information  
& details



\* As at March 5, 2025.



# 2024 Index-based Share Price versus SDAX, MDAX & DAX



# 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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