NORMA GROUP
Q2 2026 Results

MAINTAL, August 11, 2026

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'NewNORMA' reflects the continuing operations in accordance with IFRS, while 'Former NORMA' includes both continuing and discontinued operations in accordance with IFRS.

Cost discipline lifted profitability; positive net cash position

Q2 2026 milestones | Execution on NewNORMA priorities

ENVIRONMENT

Demand remains mixed

Industry Applications offsets softer Mobility & New Energy demand.

ACTIONS

Transformation

Cost discipline drives NewNORMA

Sales push

Major orders across Industry Applications and MNE

RESULTS & OUTLOOK

3.6%
Adjusted EBIT Margin

EUR 2.3m transformation contribution to Adj. EBIT

Up to additional €208m
shareholder return

FY 2026
Outlook confirmed

NewNORMA Transformation: delivering on our commitments

2026 priorities progressing as planned with focus on Restructuring, Footprint and Sales Push

Restructuring

- Simplified organization designed
- SG&A efficiencies being delivered
- Performance orientation introduced

Footprint

- Lean plant and site structure advancing
- Targeted operational and structural measures underway

Sales push

- Order-intake initiatives activated
- Plant utilization improving
- Customer focus strengthened
- Target costing rolled out

Growth

- Explore opportunities in higher value and growth markets
- Selective inorganic investment to complement core business

Delivering on our transformation commitments

Organization simplification on track

- On track to reduce up to 400 positions globally, as announced
- Voluntary leaver program in Germany completed

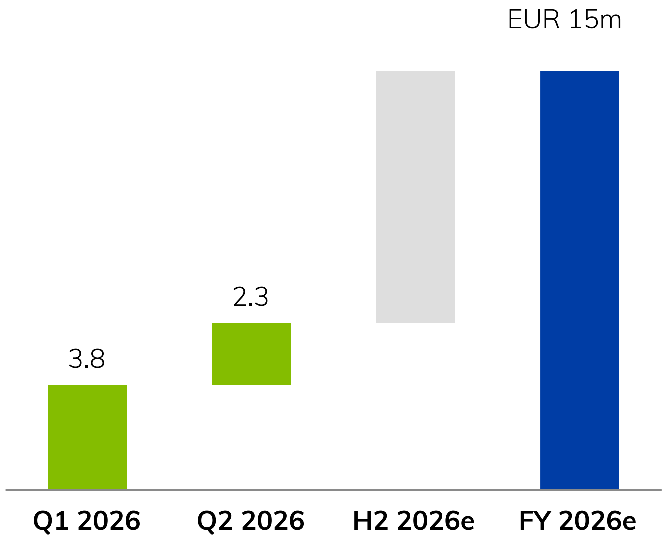
Performance orientation introduced

- End to End Business Ownership Through Strategic Business Units
- Higher Plant Utilization Supporting Margin and Pricing Competitiveness

Measurable benefits delivered

- Approx. EUR 6.1m Adj. EBIT contribution in H1 2026

FY 2026 expected Transformation benefits on Adj. EBIT



IA Sales Push delivers new orders across attractive growth markets

Industry Applications expands in data centers, sustainable energy and infrastructure-markets representing > EUR 3bn.

Multiple new orders secured in **Malaysia, Thailand and Australia**, including follow-on projects and additional data-center phases.

Scope spans **electrical connection and cable management** as well as **battery energy storage systems (BESS)** and **backup-power infrastructure**.

The wins demonstrate successful execution of the **strategic pillar Sales Push** and strengthen Industry Applications in structurally growing markets.

NORMA "Quad Cable Cleat"
enables secure cable management in high-density electrical installations

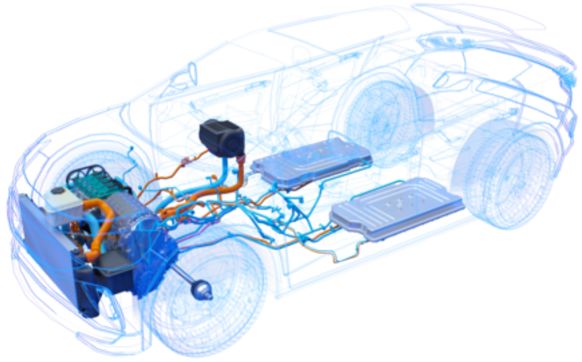
MNE Sales Push secures record EUR 157m lifetime order

Record project win strengthens NORMA Group's position in advanced thermal management for future vehicle platforms.

Approx. **EUR 157m in lifetime sales over 10 years, with an 80/20 mix of extension and new business**, secured with a leading global automotive customer in Europe.

More than **100 thermal management system variants** will serve future vehicle platforms and be produced at NORMA Group's site in Serbia.

The win demonstrates successful execution of the **Sales Push -** combining engineering expertise, customer proximity and an efficient manufacturing footprint.



Q2 2026: transformation delivers a profitability step-up

Adjusted EBIT more than triples to EUR 7.6m; margin expands 2.5pp to 3.6%

Net Sales

NewNORMA

EUR 211.8m

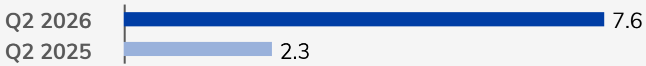
-0.6% YoY (+0.1% YoY on comp. FX basis)

Adjusted EBIT*

NewNORMA

EUR 7.6m

+225.2% YoY

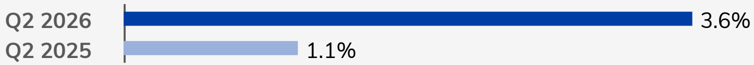


Adjusted EBIT Margin*

NewNORMA

3.6%

+2.5pp YoY

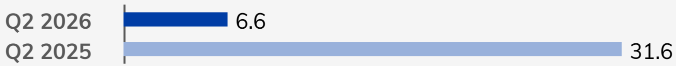


Net Operating Cash Flow

New (Q2 2026) & Former NORMA

EUR 6.6m

-79.1% YoY



* For the adjustments, see slide 14.

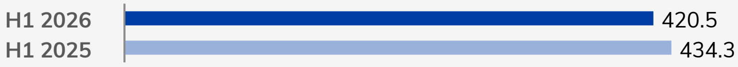
H1 2026: profitability recovery keeps FY expectations on track

Adjusted EBIT reaches EUR 14.0m; margin expands 2.8pp to 3.3%

Net Sales
NewNORMA

EUR 420.5m

-3.2% YoY (-0.6% YoY on comp. FX basis)



Adjusted EBIT*
NewNORMA

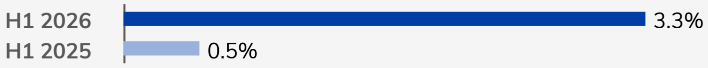
EUR 14.0m

+563.9% YoY

Adjusted EBIT Margin*
NewNORMA

3.3%

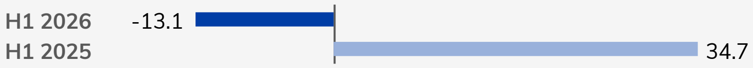
+2.8pp YoY



Net Operating Cash Flow
Former NORMA

EUR -13.1m

-137.8% YoY



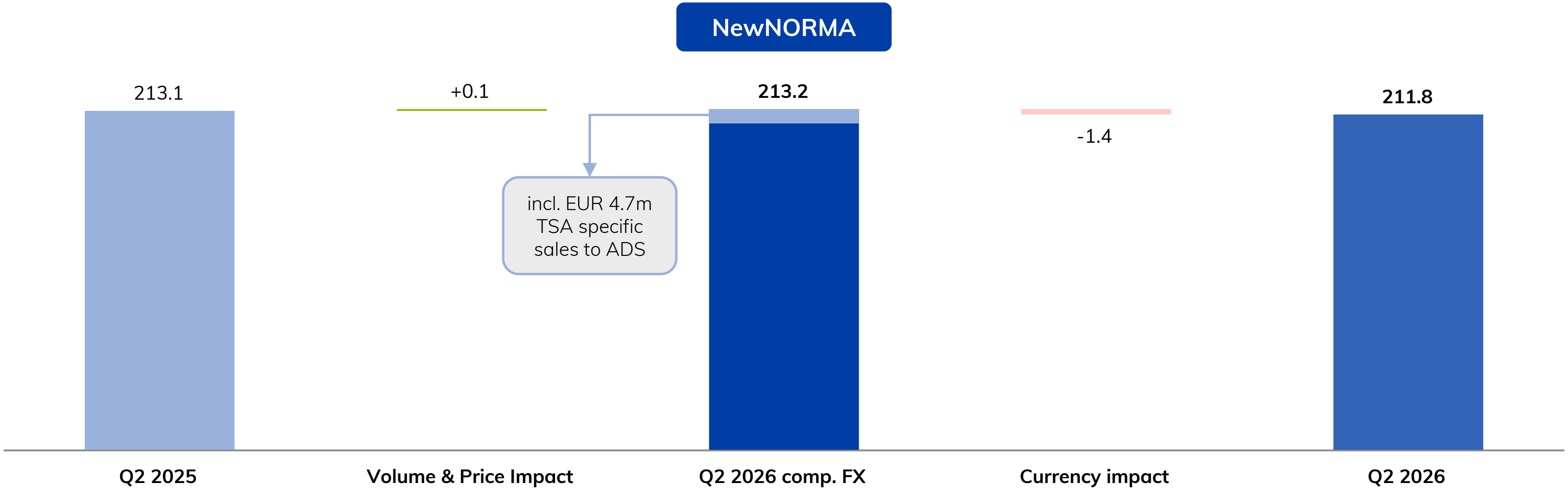
* For the adjustments, see slide 14.

Q2 2026 Top Line Development

Net sales slightly up by YoY volume increase

Net Sales Bridge

in EUR million



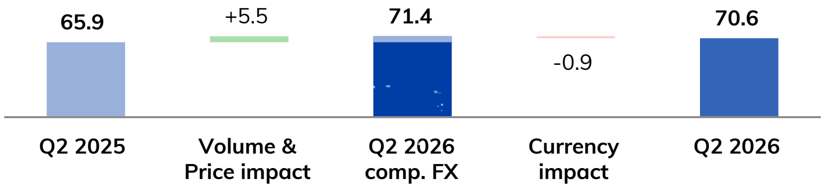
Q2 2026 Net Sales Breakdown by Strategic Business Units

Strong IA performance offsets softer M&NE demand

Industry Applications

Net Sales Bridge (in EUR million)

NewNORMA



Net Sales: +7.0% YoY; Q2 2026 includes EUR 4.7m Net Sales from TSA specific sales to ADS

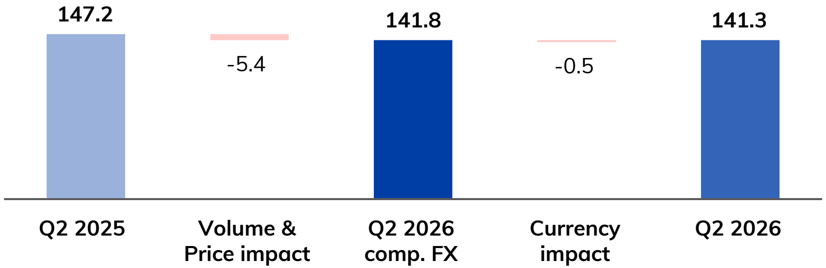
Volume & Price impact: +8.4% YoY driven by strong business in Americas and APAC.

Currency impact: -1.3% YoY

Mobility & New Energy

Net Sales Bridge (in EUR million)

NewNORMA



Net Sales: -4.0% YoY

Volume & Price impact: -3.7% YoY reflecting softer automotive demand, particularly in APAC and EMEA.

Currency impact: -0.3% YoY

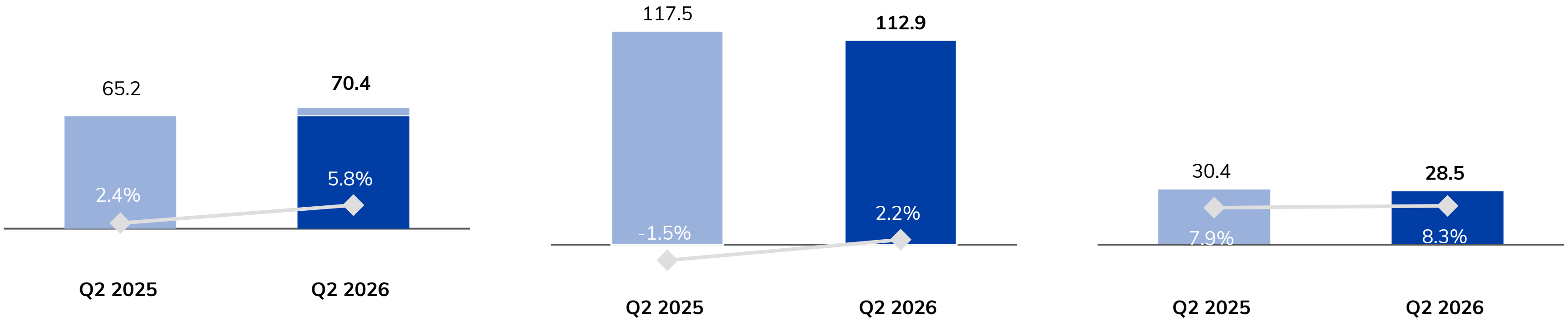
Q2 2026 Net Sales and Adj. EBIT Margin by Region

Mixed regional demand, improved profitability across all regions

AMERICAS	EMEA	APAC

Net Sales (in EUR million) and Adjusted EBIT Margin (in %)*

NewNORMA



Net Sales +8.0% YoY (+10.0% YoY on comp. FX)

Adjusted EBIT* Margin +3.4pp YoY

TSA specific sales to ADS (Q2 2026): EUR 4.7m Net Sales and EUR 0.9m Adj. EBIT

Net Sales -3.9% YoY (-3.4% YoY on comp. FX)

Adjusted EBIT* Margin +3.7pp YoY

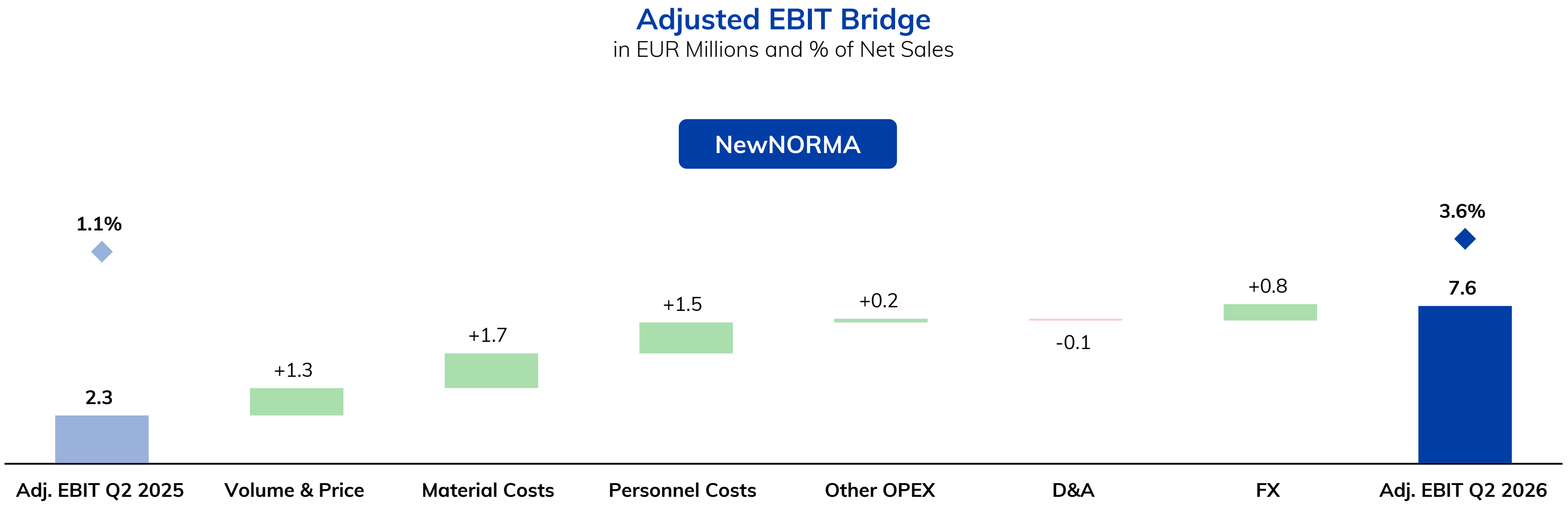
Net Sales -6.1% YoY (-7.8% YoY on comp. FX)

Adjusted EBIT* Margin +0.4pp YoY

* For the adjustments, see slide 14. Regional Adjusted EBIT margins based on total segment sales (incl. sales between segments) and excluding central costs of EUR 1.8m.

Q2 2026 Adjusted EBIT Development

Lower Material and Personnel Costs enable margin uplift



Transformation program with an overall positive net contribution of EUR 2.3m.

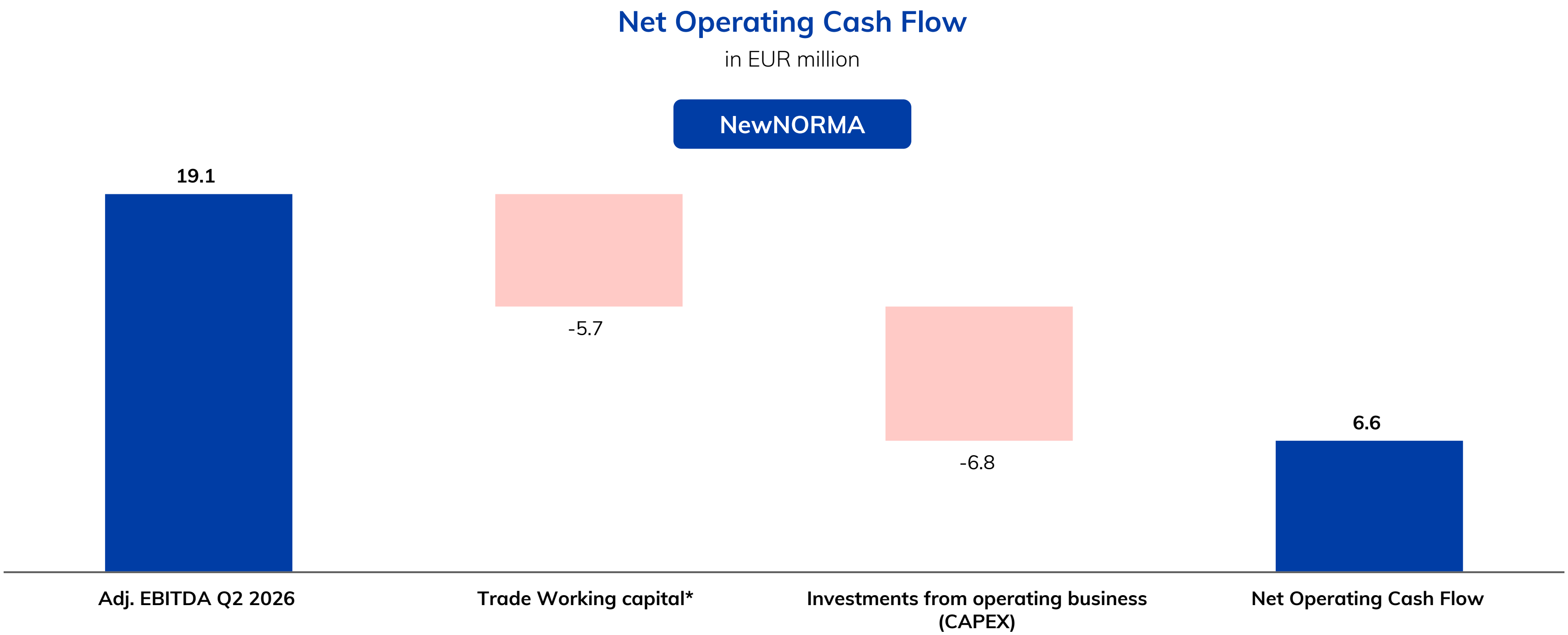
H1 2026 Operational Adjustments and Outlook FY 2026

NewNORMA

in EUR million	Reported	Adjustments H1 2026	Adjusted	Adjustments FY 2026
Net Sales	420.5	—	420.5	
EBITDA	32.5	4.2 • adjustments for transformation severance & project costs	36.7	approx. 24.0 • accelerated transformation severance & projects costs, partly pulled forward from 2027
EBITDA margin	7.7%		8.7%	
EBIT	7.2	6.7 • as above • EUR 2.6 million amortization PPA	14.0	approx. 29.0 • as above • EUR ~5 million amortization PPA
EBIT margin	1.7%		3.3%	
Net Profit	-0.3	5.3 • incl. EUR -1.4 million tax impact	5.0	
Net Profit margin	-0.1%		1.2%	
EPS (in EUR)	-0.01	0.17	0.16	

Q2 2026 Cash Flow Development

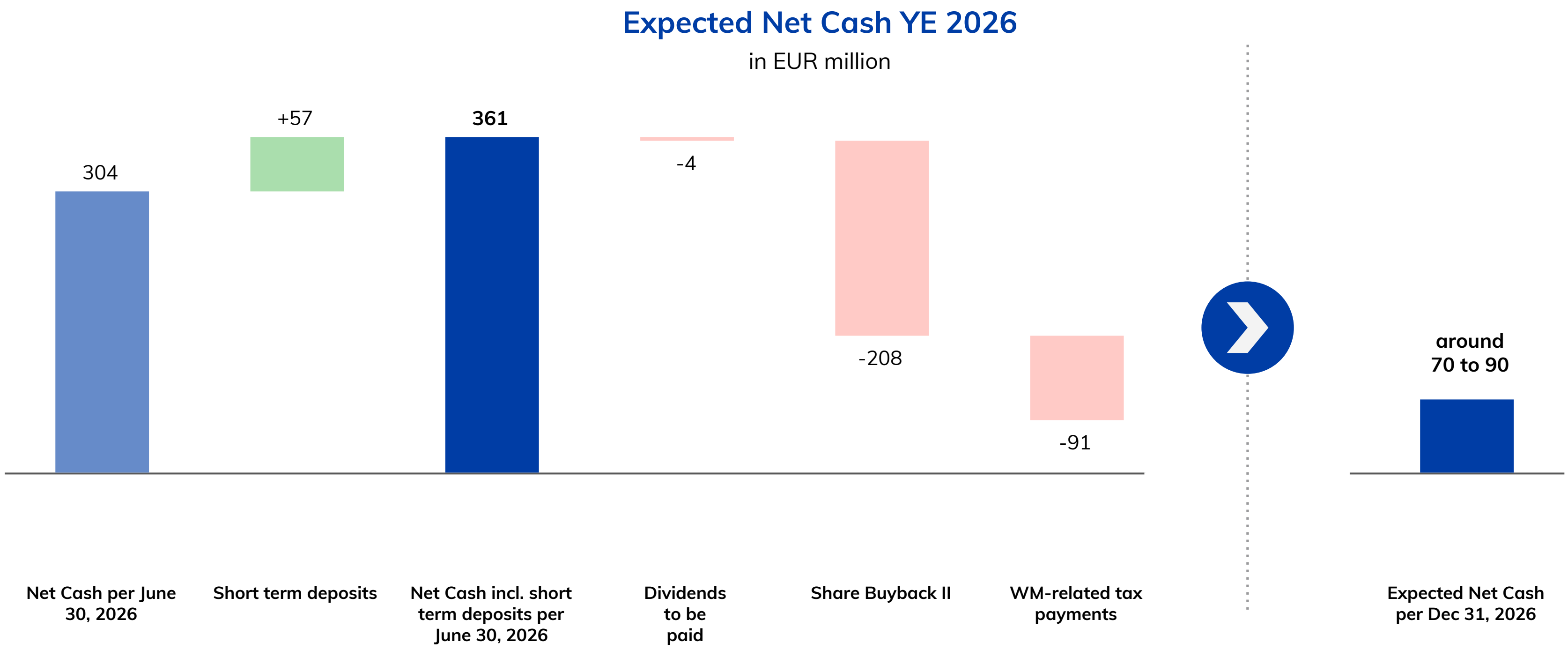
Reported Net Operating Cashflow reflects absence of Water Management contribution



* Includes effects of supply chain financing programs (Factoring, ABS and Reverse Factoring Programs) of EUR 33.7m in Q2 2026 (EUR 47.2m in Q2 2025). For further details on Trade Working Capital, see slide 26.

FY2026 NewNORMA Pro-Forma Net Debt (Cash)

Expected at around EUR 70m to 90m at year-end, reflecting SBB II and WM-related tax payments



Outlook FY 2026 confirmed

Focus on profitability as well as quality of sales

	FY 2025 Actuals	FY 2026 Outlook
Net Sales	EUR 821.7m	**Growth in the range of around 0% to 2%**
Adjusted EBIT margin	0.8%	**In the range of around 2% to 4%**
Net Operating Cash Flow	EUR 95.8m	**In the range of around EUR 10m to around EUR 20m**

Mid-term Target Vision will be provided with Strategy Update on October 19, 2026

THANK YOU!

Any Questions?

Investor Relations Contact & Events Calendar

Event	Date
Strategy Update	October 19, 2026
Interim Report Q3 2026	November 3, 2026

Contact

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Appendix

Key Assumptions for Outlook 2026

Assuming no major macro deterioration

Topline drivers

- Outlook for key customer markets:
  - Vehicle production: PC -0.4% YoY; CV +0.3% YoY[1]
  - Mechanical engineering: flat (+/-0%)[2]
  - Construction: Moderate growth: Europe +2%[3], USA +1%[4]
- Outlook includes net sales of approx EUR 11m from business between IA and ADS in 2026
- Assume stable geopolitical impact (e.g. tariffs, supply chain interruptions)

Cashflow drivers

- Lower Net Op. Cashflow compared to FY 2025 (Former NORMA) from NewNORMA Operations following closing of WM sale
- Assume lower absolute effects from supply chain financing programs following discontinuation of WM[6]
- Cash-related expenses from 2025 transformation costs

Bottom-line drivers

- Base effect from approx. EUR 16m (non-adjusted) one-off costs in FY 2025[5]
- Incremental effects of positive EUR 15m from transformation program (2025: EUR 4.5m)
- Continued personnel cost inflation
- Stable energy & raw material prices

FX assumption

- Outlook for Net Sales, Adjusted EBIT Margin and Net Operating Cash Flow is based on stable FX rates (2026 average FX rate in line with 2025: EUR/USD 1.13, EUR/CNY 8.12)

[1] S&P Global Mobility
[2] VDMA
[3] Euroconstruct / ifo Institut
[4] FMI
[5] EUR 16m one-offs including CEO change, Maintal D365 Implementation and Cyber-related costs
[6] Supply chain financing programs (Factoring, ABS and Reverse Factoring Programs) of EUR 47.2m in FY2025

Outlook FY 2026 - Additional Housekeeping Items

Transformation Costs

- Approx. EUR 24m P&L-effective transformation costs expected (to be adjusted)
- Approx. EUR 15-20m cash-out related to transformation expected

D&A and Capex

- Both approx. 5% of Net Sales

PPA amortization

- Approx. EUR 5m expected (to be adjusted)

Supply Chain Financing

- Lower in absolute terms as result of WM divest
- Approx 3% to 4% of Last Twelve Months Net Sales*

Trade Working Capital

- Broadly stable as % of Net Sales (FY 2025: 20.4%)

Interest Income

- Positive Interest Income of approx. EUR 5m (net 1.5m) as result of Net Debt Free position, depending on interest rate development

Cash taxes

- Approx. EUR 10m

* 2025 supply chain financing programs (Factoring, ABS and Reverse Factoring Programs) of EUR 47.2m represented 4.4% of Former NORMA FY 2025 Net Sales of EUR 1,082.8m

Q2 2026 Profit & Loss Statement (NewNORMA)

in EUR million and %	Adjusted*		Reported	
	Q2 2025	Q2 2026	Q2 2025	Q2 2026
Net Sales	213.1	211.8	213.1	211.8
Gross Profit	117.6	119.6	117.6	119.6
Gross Profit Margin	55.2%	56.4%	55.2%	56.4%
Personnel Costs	-70.1	-69.1	-70.5	-70.8
in % of sales	32.9%	32.6%	33.1%	33.4%
Other operating income and expenses	-33.8	-31.4	-35.2	-33.3
in % of sales	15.9%	14.8%	16.5%	15.7%
EBITDA	13.6	19.1	11.9	15.5
in % of sales	6.4%	9.0%	5.6%	7.3%
EBITA	3.3	8.4	1.4	4.6
in % of sales	1.6%	4.0%	0.7%	2.2%
EBIT	2.3	7.6	-0.8	2.7
in % of sales	1.1%	3.6%	-0.4%	1.3%
Financial Result	-4.4	2.2	-4.4	2.2
Profit before Tax	-2.1	9.8	-5.2	4.9
Taxes	-3.8	-5.9	-3.1	-4.8
Net Profit	-5.9	4.0	-8.4	0.1

* For further details of the adjustments, see slide 14

H1 2026 Profit & Loss Statement (NewNORMA)

in EUR million and %	Adjusted*		Reported	
	H1 2025	H1 2026	H1 2025	H1 2026
Net Sales	434.3	420.5	434.3	420.5
Gross Profit	237.9	237.4	237.9	237.1
Gross Profit Margin	54.8%	56.5%	54.8%	56.4%
Personnel Costs	-144.0	-138.5	-144.4	-142.1
in % of sales	33.2%	32.9%	33.2%	33.8%
Other operating income and expenses	-69.1	-62.2	-70.8	-62.6
in % of sales	15.9%	14.8%	16.3%	14.9%
EBITDA	24.9	36.7	22.7	32.5
in % of sales	5.7%	8.7%	5.2%	7.7%
EBITA	4.0	15.6	1.5	11.1
in % of sales	0.9%	3.7%	0.3%	2.6%
EBIT	2.1	14.0	-3.0	7.2
in % of sales	0.5%	3.3%	-0.7%	1.7%
Financial Result	-9.0	0.1	-9.0	0.1
Profit before Tax	-6.9	14.1	-12.0	7.3
Taxes	-7.5	-9.1	-6.1	-7.6
Net Profit	-14.3	5.0	-18.1	-0.3

* For further details of the adjustments, see slide 14

Jun 30, 2026 Balance Sheet*

Former NORMA

in EUR million	Jun 30, 2025	Jun 30, 2026
Assets		
Non-current assets		
Goodwill / Other intangible assets / Property, plant & equipment	803.6	411.0
Other (non-)financial assets / Contract assets / Derivative financial assets / Deferred- and income tax assets	18.7	19.5
Total non-current assets	822.3	430.5
Current assets		
Inventories	199.2**	147.9
Other non-financial / other financial / derivative financial / income tax assets	38.2	86.5
Trade and other receivables	183.4**	153.4
Cash and cash equivalents	110.5	412.4
Total current assets	531.3	800.2
Total assets	1,353.6	1,230.7

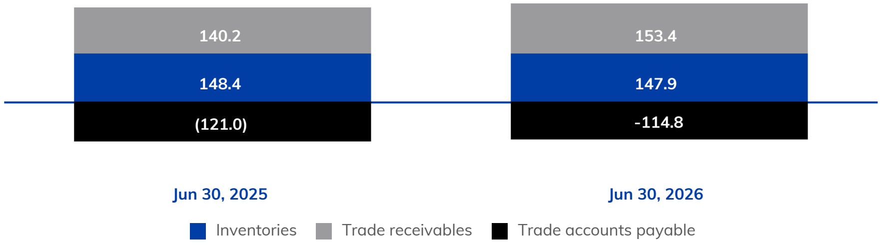
in EUR million	Jun 30, 2025	Jun 30, 2026
Equity and liabilities		
Equity		
Total equity	648.4	820.9
Non-current and current liabilities		
Retirement benefit obligations / Provisions	26.3	40.3
Borrowings and other financial liabilities	406.8	78.5
Other non-financial liabilities	47.3	42.3
Contract liabilities	0.5	0.7
Lease liabilities	38.0	29.0
Tax liabilities and derivative financial liabilities	40.2	104.2
Trade payables	146.2**	114.8
Total liabilities	705.2	409.8
Total equity and liabilities	1,353.6	1,230.7

* Water Management was divested on February 2, 2026. Prior-year figures include the Water Management business and have not been restated (IFRS 5); therefore, balance sheet figures are not directly comparable.
** Trade Working Capital items as of Jun 30, 2025, before reallocation in discontinued operations

Jun 30, 2026 Trade Working Capital Development

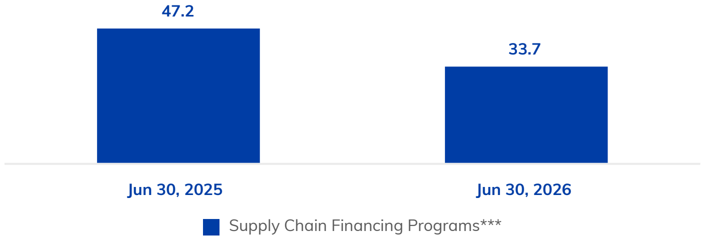
NewNORMA

Trade Working capital incl. Supply Chain Financing Programs* (in EUR million)



Trade Working Capital increased from EUR 167.6 million to EUR 182.9 million due to higher Trade Receivables. Trade Working Capital Ratio (as % of NewNORMA LTM Net Sales***) at 22.6% per Jun 30, 2026.

Supply Chain Financing Programs (in EUR million)**



Supply Chain Financing Programs (SCF) reduced by around EUR 14 million mainly due to WM divestment. This represents 4.2% of NewNORMA LTM Net Sales*** per Jun 30, 2026.

Expected FY 2026 level of SCF for continuing operations 3-4% of Net Sales

* including non cash-effective additions to finance leases
** including Factoring, ABS and Reverse Factoring Programs

*** NewNORMA LTM (Last Twelve Months) Net Sales of EUR 807.9 million per Jun 30, 2026; prior-year LTM NewNORMA base not available due to WM divestment and change in reporting perimeter

Q2 2026 & H1 2026 Cash Flow Development

Former NORMA

Net Operating Cash Flow and External Free Cash Flow

in EUR million	Q2 2025	Q2 2026	Variance	H1 2025	H1 2026	Variance
(Adjusted) EBITDA	38.5	19.1	-50.4%	64.3	39.8	-38.1%
Δ ± Trade working capital	1.4	-5.7	n/a	-13.1	-39.3	200.0%
Net operating cash flow before investments from operating business	39.9	13.4	-66.4%	51.2	0.5	-99.0%
Δ ± Investments from operating business	-8.3	-6.8	18.1%	-16.5	-13.6	-17.6%
Net Operating Cash Flow	**31.6**	**6.6**	**-79.1%**	**34.7**	**-13.1**	**-137.8%**
Payments for interest	-2.4	-0.2	-91.7%	-7.3	-5.5	-24.7%
Payment for Tax	-7.5	-71.0	n/a	-12.2	-76.6	n/a
Proceeds from/Repayments for derivatives	-0.3	0.1	-120.4%	0.1	1.4	n/a
External Free Cash Flow	**21.4**	**-64.5**	**n/a**	**15.3**	**-93.8**	n/a

* Variance greater than 200% not reported.