NORMA GROUP
Q3 2026 Results

MAINTAL, November 3, 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.

NewNORMA execution supports profitability improvement

Q3 2026 milestones | Delivering on NewNORMA priorities

SALES PUSH



Sales growth in both strategic business units

Double-digit organic growth in Industry Applications; slight growth in Mobility & New Energy

ACTIONS



Transformation

Structural cost measures supporting margin recovery



Business wins

New business wins across strategic business units

RESULTS & OUTLOOK



3.7%

Q3 2026 adjusted EBIT Margin

EUR 5.3m NewNORMA program savings in Q3 2026

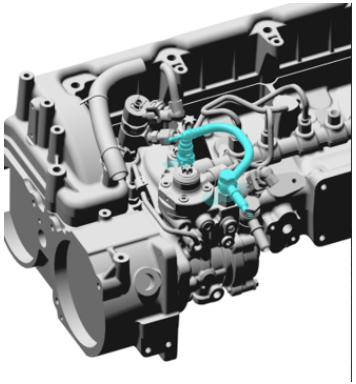
~€260m
Shareholder return completed

FY 2026
Outlook confirmed

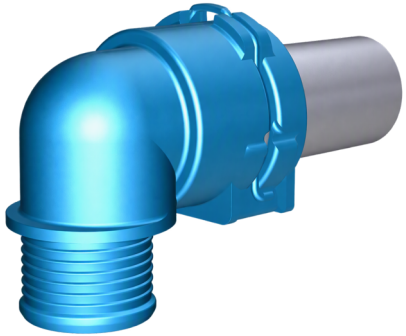
Sales Push delivering new business across both business units

Q3 2026 business highlights | New orders in industrial and mobility applications





Specialized plastic line application
Illustrative product and installation rendering



Cooling system connector for electrified vehicles
Illustrative product rendering

IA: Expanding footprint in strategic focus industries

- US: Components for diesel particulate filters in construction equipment
- Europe: Specialized plastic lines for an existing client manufacturing off-road and agricultural machinery applications

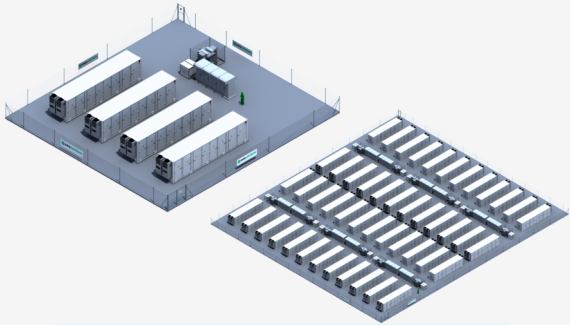
MNE: New order for an electrified vehicle platform of a Chinese OEM

- Cooling applications for PHEV and BEV platforms
- First entry into local vehicle platform
- Expected lifetime sales >EUR 3m | SOP Q4 2026

Dry-Break technology successfully deployed in BESS*

High quality and application engineering supported two new customer wins

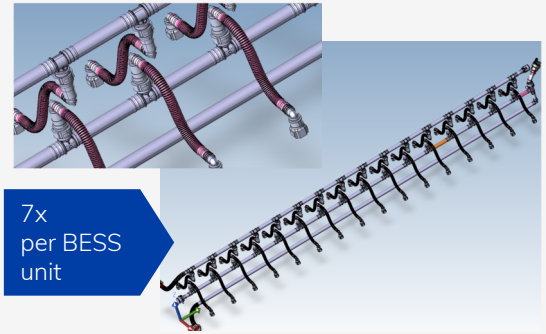
BESS APPLICATION
Reliable thermal management required



Battery thermal management

Serviceable fluid connections

TECHNOLOGY TRANSFER
Proven automotive technology adapted for BESS



Automotive-grade quality

Flow-optimized

Modular solution

COMMERCIAL VALIDATION
New customer win

CUSTOMER WIN
Competitor replaced based on quality and engineering performance

SERIAL ORDERS
received in 2026

Implementation accelerated from Jan. 2027 to Aug. 2026

Technology transfer converts proven automotive engineering into new content and customer wins

* BESS: Battery Energy Storage Systems

Q3 2026: Organic growth and transformation support profitability

Adjusted EBIT more than doubles to EUR 7.8m; adjusted EBIT margin expands by 1.8pp to 3.7%

Net Sales*

NewNORMA

EUR 207.8m

+4.2% YoY on comp. FX basis (+5.2% reported)



Adjusted EBIT**

NewNORMA

EUR 7.8m

+105.5% YoY



Adjusted EBIT Margin**

NewNORMA

3.7%

+1.8pp YoY

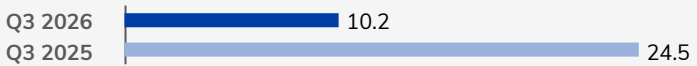


Net Operating Cash Flow

New (Q3 2026) & Former NORMA

EUR 10.2m

Positive Q3 cash generation



* Net sales represent reported IFRS revenue, including currency effects.
** For the adjustments, see slide 12.

Q1-Q3 2026: Profitability recovery supports FY 2026 outlook

Adjusted EBIT margin improves to 3.5%; adjusted EPS turns positive (EUR 0.05)*

Net Sales**

NewNORMA

EUR 628.3m

+0.9% YoY on comp. FX basis (-0.6% reported)

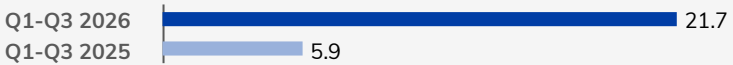


Adjusted EBIT***

NewNORMA

EUR 21.7m

+269.3% YoY

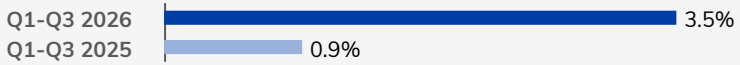


Adjusted EBIT Margin***

NewNORMA

3.5%

+2.5pp YoY

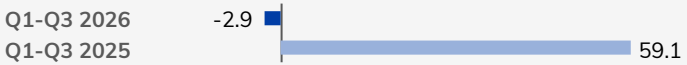


Net Operating Cash Flow

Former NORMA

EUR -2.9m

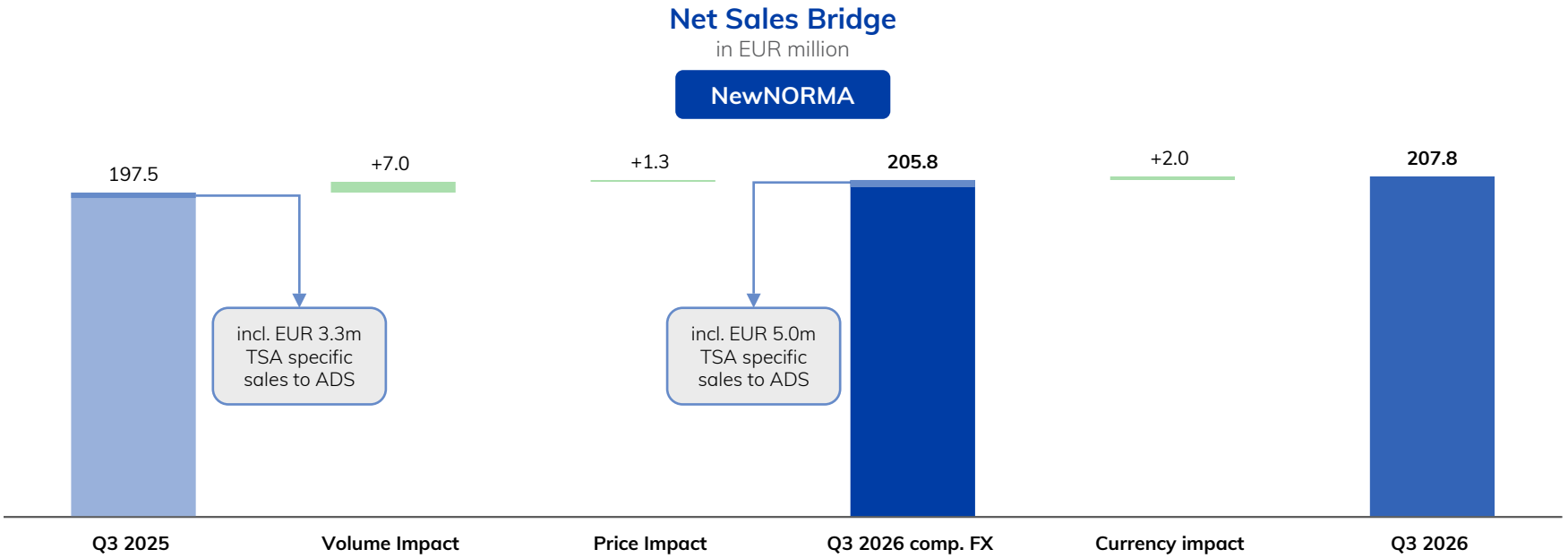
EUR 62.0m below prior year



* Adjusted EPS refers to NewNORMA (Q1–Q3 2025: EUR -0.58)
** Net sales represent reported IFRS revenue, including currency effects.
*** For the adjustments, see slide 12.

Q3 2026 Top Line Development

Net Sales up 4.2% YoY on comp. FX basis, primarily driven by volume growth



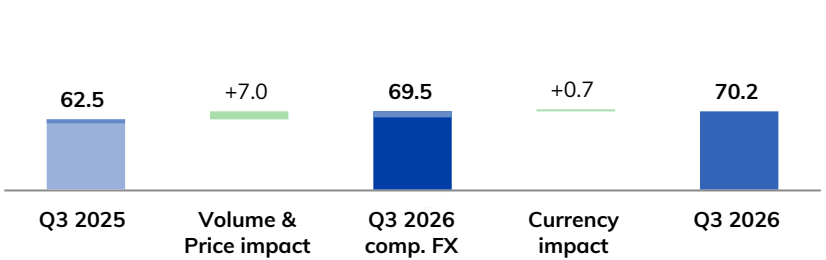
Q3 2026 Net Sales Breakdown by Strategic Business Units

Double-digit growth in Industry Applications; Mobility & New Energy slightly up

Industry Applications

Net Sales Bridge (in EUR million)

NewNORMA



Net Sales: +11.3% YoY on comp. FX basis (+12.4% reported); incl. EUR 5.0m TSA-specific sales to ADS (Q3 2025: EUR 3.3m).

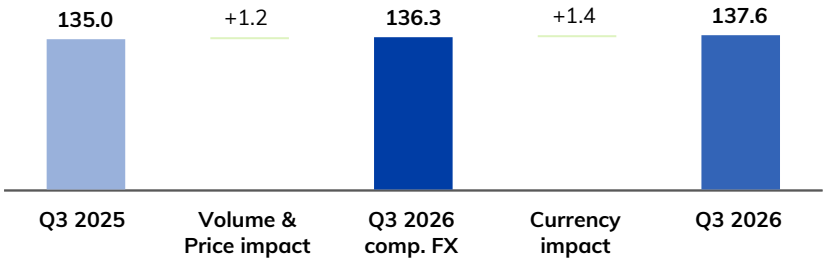
Volume & Price: Driven by growth in the Americas, with positive contributions from EMEA and APAC.

Currency impact: +1.1% YoY

Mobility & New Energy

Net Sales Bridge (in EUR million)

NewNORMA



Net Sales: +0.9% YoY on comp. FX basis (+1.9% reported)

Volume & Price: Supported by growth in the Americas and EMEA, partly offset by declining sales in APAC.

Currency impact: +1.0% YoY

Q3 2026 Net Sales and Adj. EBIT Margin by Region

Mixed regional sales development; margin improvement in Americas and EMEA

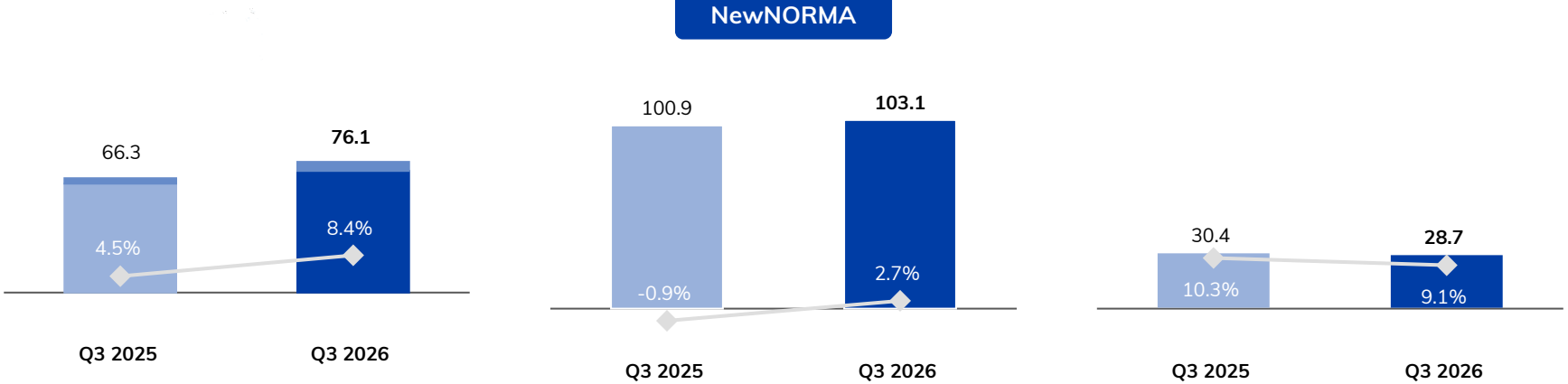
AMERICAS

EMEA

APAC

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

NewNORMA



Net Sales +13.0% YoY on comp. FX (+14.8% reported)

Adjusted EBIT* Margin +3.9pp YoY

TSA specific sales to ADS (Q3 2026): EUR 5.0m in Net Sales and EUR 0.7m in Adj. EBIT**

Net Sales +2.4% YoY on comp. FX (+2.1% reported)

Adjusted EBIT* Margin +3.6pp YoY

Net Sales -9.0% YoY on comp. FX (-5.6% reported)

Adjusted EBIT* Margin -1.2pp YoY

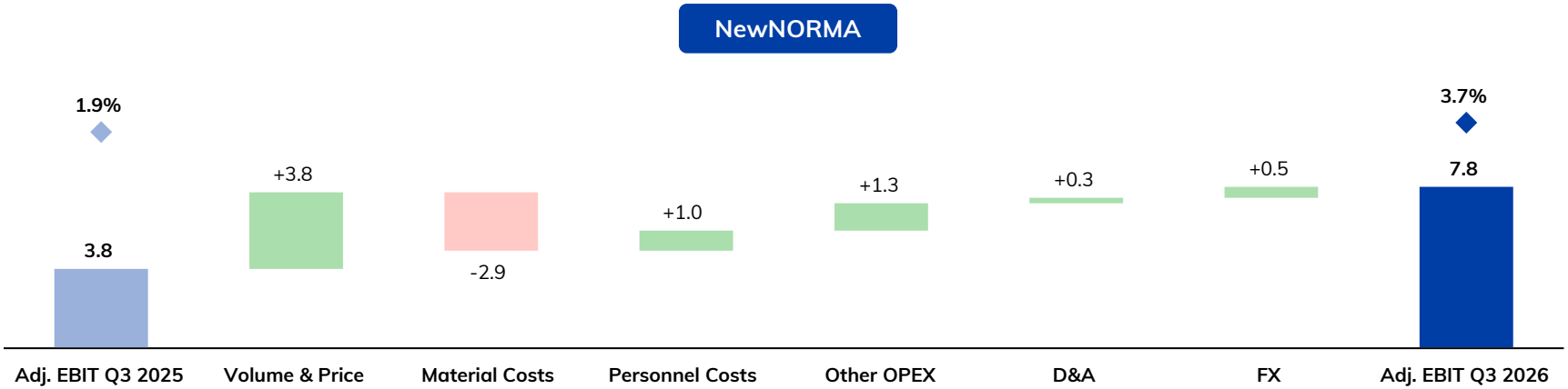
* For the adjustments, see slide 12. Regional Adjusted EBIT margins based on total segment sales (incl. sales between segments) and excluding central costs of EUR 4.5m.
** Q3 2025: TSA specific sales to ADS of EUR 3.3m in Net sales and EUR 0.2m in Adj. EBIT

Q3 2026 Adjusted EBIT Development

NewNORMA transformation supports adjusted EBIT improvement to EUR 7.8m

Adjusted EBIT Bridge

in EUR Millions and % of Net Sales



NewNORMA Transformation program delivered an overall positive net contribution of EUR 5.3m in Q3 2026 (Q1-Q3 2026: EUR 11.4m)

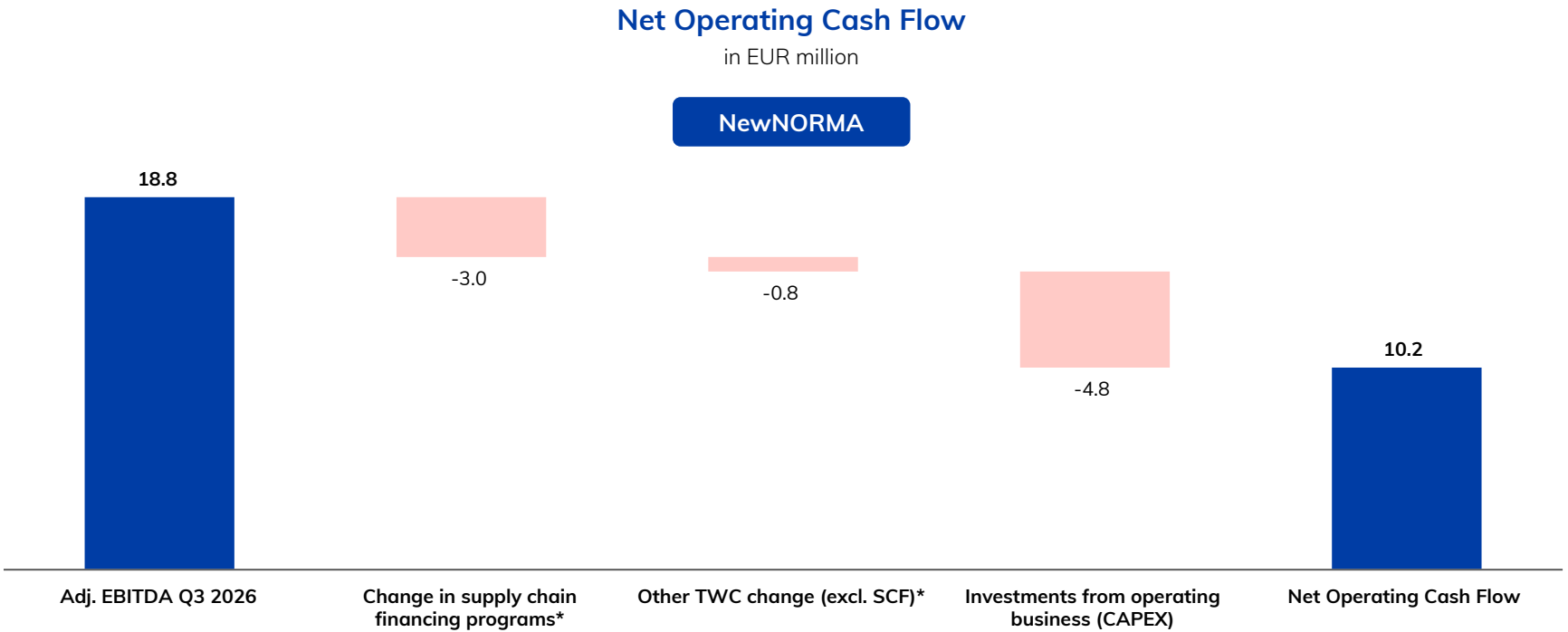
Q1-Q3 2026 Operational Adjustments and Outlook FY 2026

NewNORMA

in EUR million	Reported	Adjustments Q1-Q3 2026	Adjusted	Adjustments FY 2026
Net Sales	628.3	—	628.3	
EBITDA	39.1	16.7 • adjustments for transformation severance & project costs	55.8	approx. 24.0 • accelerated transformation severance & projects costs, partly pulled forward from 2027
EBITDA margin			8.9%	
EBIT	1.2	20.5 • as above • EUR 3.8 million amortization PPA	21.7	approx. 29.0 • as above • EUR ~5 million amortization PPA
EBIT margin			3.5%	
Net Profit	-13.3	15.1 • incl. EUR -5.5 million tax impact	1.7	
Net Profit margin			0.3%	
EPS (in EUR)	-0.46	0.51	0.05	

Q3 2026 Cash Flow Development

NewNORMA generates positive net operating cash flow of EUR 10.2m



* Supply chain financing programs (factoring, ABS and reverse factoring): EUR 30.6m as of September 30, 2026 (June 30, 2026: EUR 33.7m). For further details on Trade Working Capital, see slide 25.

Outlook FY 2026 confirmed

Profitability recovery progressing in line with FY 2026 expectations

	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**

NewNORMA sets a clear Financial Ambition for FY31

Assuming no major macro deterioration

NET SALES



~1-3% CAGR
FY26-31

Profitable growth in both SBUs

ADJUSTED EBIT MARGIN



>10%
by FY31

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

CASH CONVERSION[1]



>70%[1]
by FY31

Disciplined working capital management and capital expenditure

Key Assumptions for Financial Ambition FY31

Stand-alone (organic development)	Comparable geopolitical situation	Comparable FX rates	Comparable personnel cost inflation	Stable energy & raw material prices

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

THANK YOU!

Any Questions?








Investor Relations Contact & Events Calendar

Event	Date
Annual Report 2026	March 31, 2027
Interim Report Q1 2027	May 5, 2027
Annual Shareholders' Meeting	May 20, 2027
Interim Report Q2 2027	August 11, 2027
Interim Report Q3 2027	November 3, 2027

Contact

Christian Filipcic, VP Global Marketing & Corporate Communications
Mail: ir@normagroup.com



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

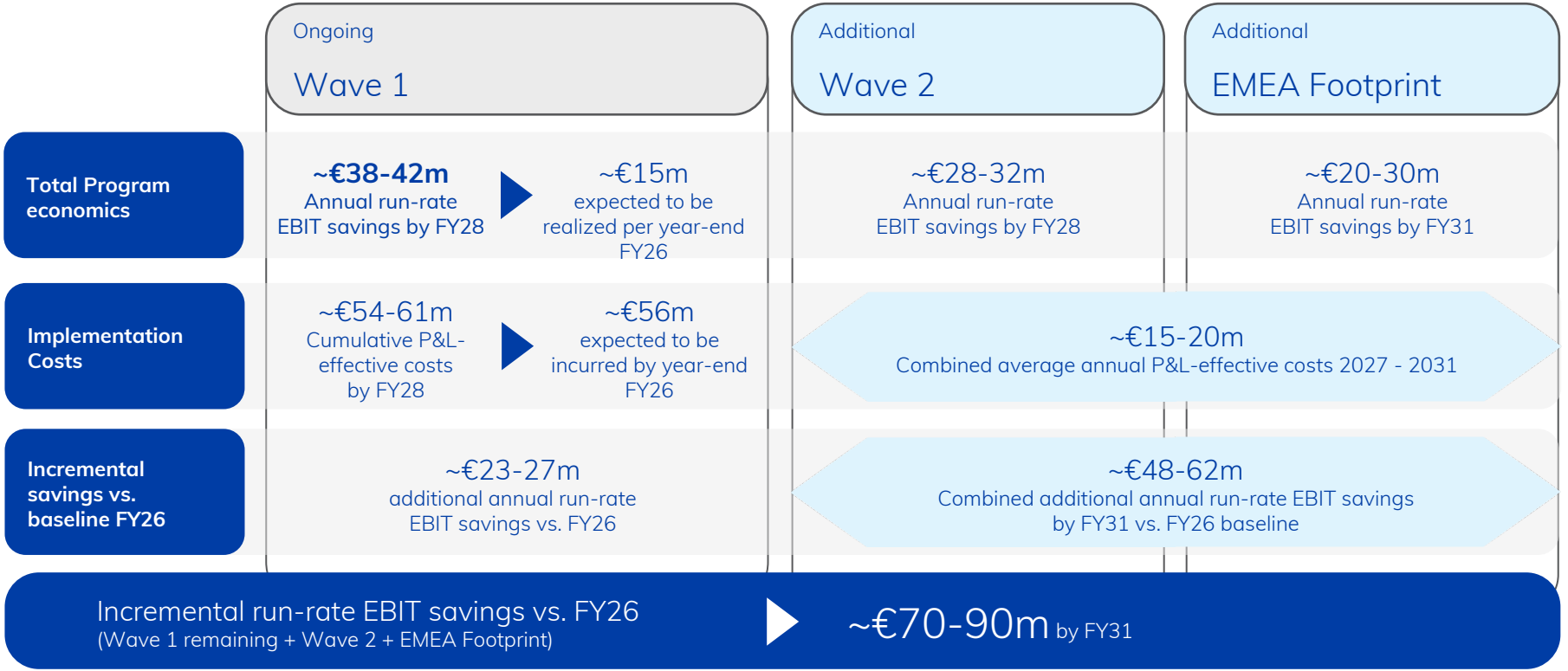
Cash taxes

- 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

Economics of NewNORMA

Wave 2 and EMEA footprint build on the ongoing Wave 1 program



Q3 2026 Profit & Loss Statement (NewNORMA)

in EUR million and %	Adjusted*		Reported	
	Q3 2025	Q3 2026	Q3 2025	Q3 2026
Net Sales	197.5	207.8	197.5	207.8
Gross Profit	111.6	114.9	111.6	114.9
Gross Profit Margin	56.5%	55.3%	56.5%	55.3%
Personnel Costs	-63.2	-64.4	-65.5	-71.6
in % of sales	32.0%	31.0%	33.2%	34.4%
Other operating income and expenses	-33.1	-31.5	-34.3	-36.8
in % of sales	16.7%	15.1%	17.3%	17.7%
EBITDA	15.3	19.0	11.8	6.5
in % of sales	7.7%	9.2%	6.0%	3.1%
EBIT	3.8	7.8	-51.0	-6.0
in % of sales	1.9%	3.7%	-25.8%	(2.9)%
Financial Result	-4.3	1.4	-4.3	1.4
Profit before Tax	-0.6	9.2	-55.4	-4.6
Taxes	-3.6	-12.4	-2.3	-8.4
Net Profit	-4.1	-3.3	-57.7	-13.0

* For further details of the adjustments, see slide 12.

Q1-Q3 2026 Profit & Loss Statement (NewNORMA)

in EUR million and %	Adjusted*		Reported	
	Q1-Q3 2025	Q1-Q3 2026	Q1-Q3 2025	Q1-Q3 2026
Net Sales	631.8	628.3	631.8	628.3
Gross Profit	349.5	352.3	349.5	352.0
Gross Profit Margin	55.3%	56.1%	55.3%	56.0%
Personnel Costs	-207.2	-202.9	-209.9	-213.6
in % of sales	32.8%	32.3%	33.2%	34.0%
Other operating income and expenses	-102.1	-93.6	-105.1	-99.4
in % of sales	16.2%	14.9%	16.6%	15.8%
EBITDA	40.2	55.8	34.5	39.1
in % of sales	6.4%	8.9%	5.5%	6.2%
EBIT	5.9	21.7	-54.1	1.2
in % of sales	0.9%	3.5%	-8.6%	0.2%
Financial Result	-13.3	1.5	-13.3	1.5
Profit before Tax	-7.4	23.3	-67.4	2.7
Taxes	-11.0	-21.5	-8.4	-16.1
Net Profit	-18.5	1.7	-75.8	-13.3

* For further details of the adjustments, see slide 12

Sep 30, 2026 Balance Sheet

Former NORMA

in EUR million	Sep 30, 2025	Sep 30, 2026
Assets		
Non-current assets		
Goodwill / Other intangible assets / Property, plant & equipment	418.9	403.8
Other (non-)financial assets / Contract assets / Derivative financial assets / Deferred- and income tax assets	17.4	14.2
Total non-current assets	436.3	417.9
Current assets		
Inventories	154.6	156.7
Other non-financial / other financial / derivative financial / income tax assets	36.8	59.4
Trade and other receivables	141.6	152.3
Cash and cash equivalents	111.8	141.0
Assets held for sale	418.0	—
Total current assets	862.8	509.3
Total assets	1,299.1	927.3

in EUR million	Sep 30, 2025	Sep 30, 2026
Equity and liabilities		
Equity		
Total equity	585.0	595.0
Non-current and current liabilities		
Retirement benefit obligations / Provisions	34.4	33.6
Borrowings and other financial liabilities	391.4	33.2
Other non-financial liabilities	43.2	47.7
Contract liabilities	0.5	0.5
Lease liabilities	23.0	26.6
Tax liabilities and derivative financial liabilities	22.2	73.0
Trade payables	116.3	117.7
Liabilities related to assets held for sale	83.2	—
Total liabilities	714.1	332.3
Total equity and liabilities	1,299.1	927.3

Sep 30, 2026 Trade Working Capital Development

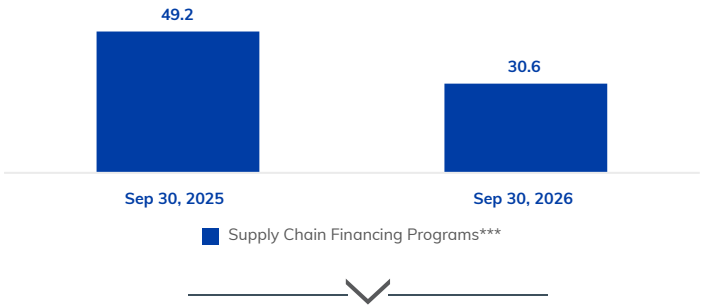
NewNORMA

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



Trade Working Capital increased from EUR 179.9 million to EUR 191.3 million, mainly driven by higher trade receivables. Trade Working Capital Ratio (as % of NewNORMA LTM Net Sales***) at 23.4% per Sep 30, 2026.

Supply Chain Financing Programs** (in EUR million)



Supply Chain Financing Programs (SCF) reduced by around EUR 18.5 million mainly due to WM divestment. This represents 3.7% of NewNORMA LTM Net Sales*** per Sep 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 818.2 million per Sep 30, 2026; prior-year LTM NewNORMA base not available due to WM divestment and change in reporting perimeter

Q3 2026 & Q1-Q3 2026 Cash Flow Development

Former NORMA

Net Operating Cash Flow and External Free Cash Flow

in EUR million	Q3 2025	Q3 2026	Variance	Q1-Q3 2025	Q1-Q3 2026	Variance
adj. EBITDA	31.8	18.8	-40.9%	96.1	58.6	-39.0%
Δ ± Trade working capital	1.9	-3.8	n/a	-11.2	-43.2	n/a
Net operating cash flow before investments from operating business	33.7	15.0	-55.5%	84.9	15.4	-81.9%
Δ ± Investments from operating business	-9.3	-4.8	-48.4%	-25.8	-18.4	-28.7%
Net Operating Cash Flow	**24.5**	**10.2**	**-58.4%**	**59.1**	**-2.9**	**-104.9%**
Payments for interest	-7.3	-2.5	-65.8%	-14.7	-7.9	-46.3%
Payment for Tax	-4.1	-34.2	n/a	-16.3	-110.9	n/a
Proceeds from/Repayments for derivatives	1.3	0.2	-84.6%	1.4	1.5	7.1%
External Free Cash Flow	**14.4**	**-26.3**	**n/a**	**29.5**	**-120.2**	**n/a**

* Variance greater than 200% not reported.