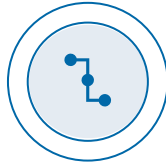




# NORMA GROUP EQUITY STORY

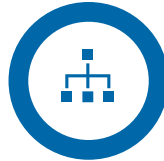
MAINTAL, MARCH 2023

## 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

Active in Water Management, Industry Applications and Mobility & New Energy



### Diversification

Enhanced stability through broad diversification across products, end markets and regions



### 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 goals

# NORMA Group's Key Facts



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



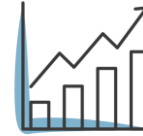
**One of the global market and technology leaders in joining technology**



**Sales of about EUR 1,243.0 million in fiscal year 2022**



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



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



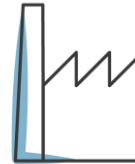
**Headquarters in Maintal near Frankfurt/Main, Germany**



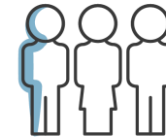
**More than 40,000 innovative joining and fluid-handling solutions in three product categories: Water, Fluid and Fasten**



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



**Operates a global network of 27 manufacturing facilities**

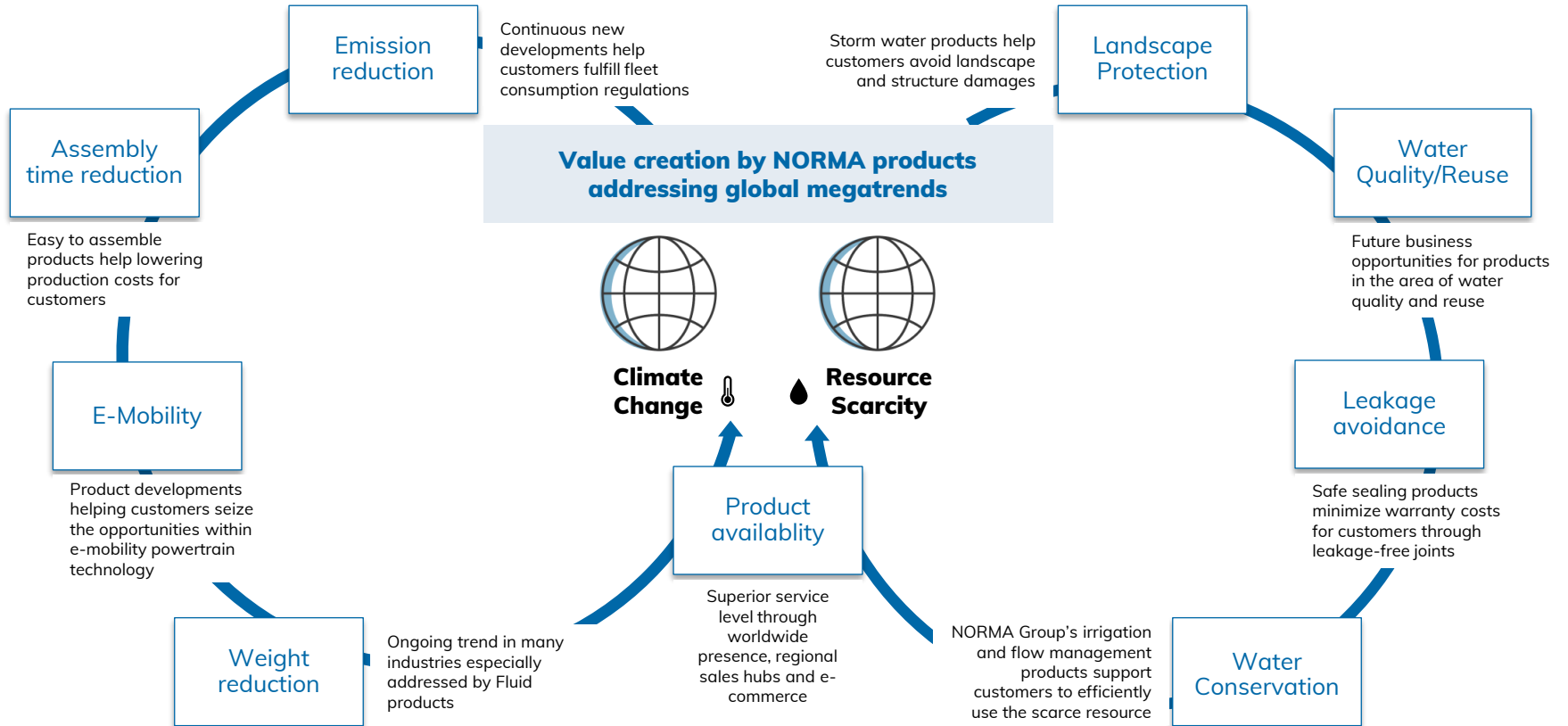


**Employees > 8,700 worldwide**

# STRATEGY & BUSINESS MODEL



# Proven business model addresses global megatrends



# Good Balance in the Two Distinct Ways to Market



**Standardized Joining Technology (SJT)**  
ca. 44% of 2022 sales

**Engineered Joining Technology (EJT)**  
ca. 56% of 2022 sales

High quality, branded and standardized joining products provided at competitive prices to broad range of customers, especially via e-commerce.



- High quality, standardized joining technology products
- No. 1 product portfolio & service level
- B2B and B2C

## Unique business model with two distinct ways-to-market

- Significant economies of scale in production
- Resident engineers with close contact to international EJT customers
- National and international SJT service level and SJT product portfolio

Innovation and product solution partner for customers, focused on engineering expertise with high value-add, including digital solutions.



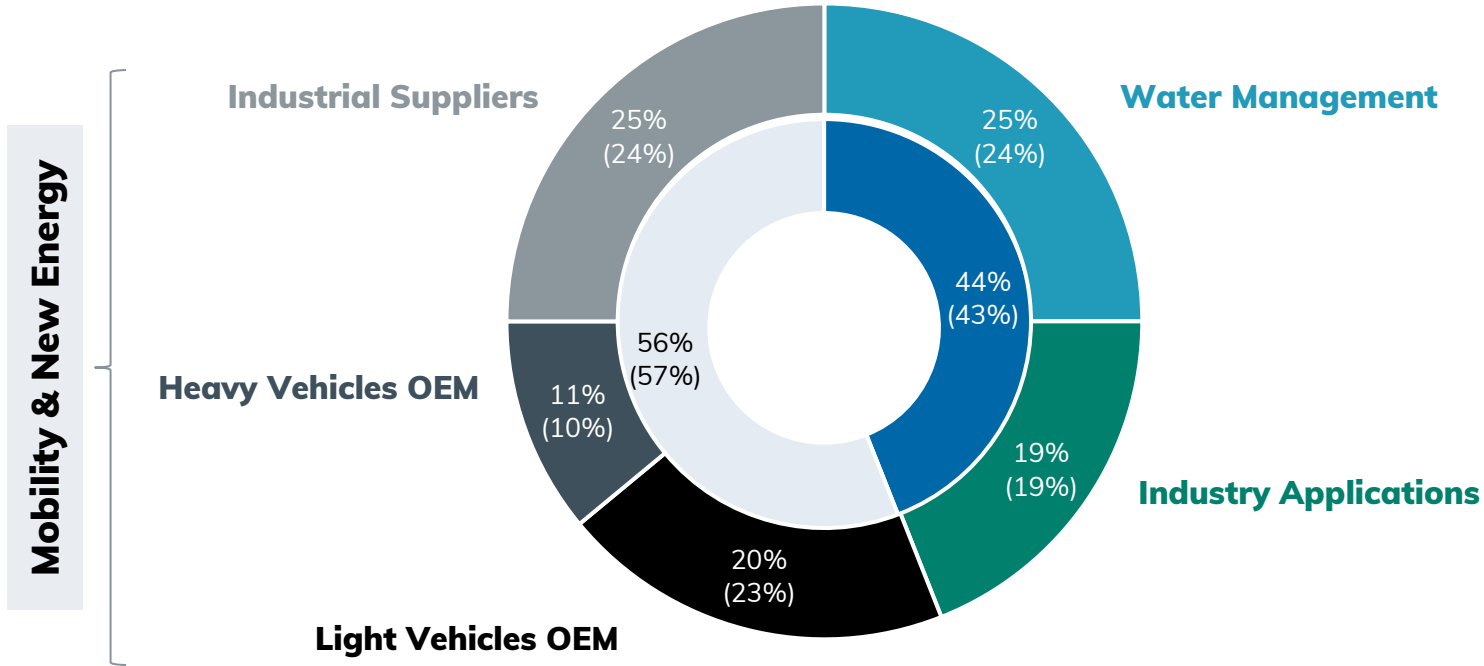
- Customized, engineered solutions
- 960 patents and utility models
- B2B

# Balanced Sales Mix



**Engineered Joining Technology (EJT)**

**Standardized Joining Technology (SJT)**



# Selective Competitors per SBU

## Water Management

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

## Industry Applications

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

## Mobility & New Energy








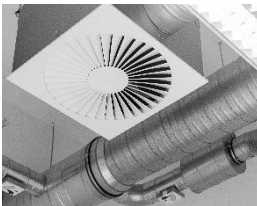


- Oetiker (CH)
- Akwel (FRA)
- Caillau (FRA)
- Teconnex (UK)
- Ideal-Tridon (US)
- Teklas (TUR)
- Kale (TUR)
- Continental (Fluid) (GER)
- TI Group (Fluid) (UK)
- Hutchinson (Fluid) (FRA)
- ARaymond (Fluid) (FRA)
- Chinaust (Fluid) (CHN)
- Voss (Fluid) (GER)
- Cooper (US)
- Fränkische Rohrwerke (Fluid)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



# Enhanced Stability through Broad Diversification Across Products, End Markets and Regions



## Examples of NORMA Group's key end markets

Construction / infrastructure / water management	Commercial vehicles	Engines	Passenger vehicles	Construction equipment
				
Agricultural equipment	Shipbuilding	HVAC	Pharma & Biotech	Wholesalers & technical distributors and E-Commerce
				

- >40,000 products, manufactured in 27 locations and sold to more than 10,000 customers in 100 countries
- Top 5 customers account only for around 15% of 2022 sales

# NORMA Group's products – selected examples



## Water 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

## Fluid Products



### PS3-Connector

- "Push & Seal" plastic quick connector
- Ideal for the secure connection of cooling water and heating hoses



### 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

## Fasten Products



### Torro Clamp

- Multi-range hose clamp remaining the benchmark within modern clamp construction
- Ideally suited to applications with high mechanical loads



### 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



## Business Focus

Global growth in Water Management and Industry Applications with selective expansion in Mobility & New Energy



## Mergers & Acquisitions

Continue dialogue with potential M&A targets in Water Management and Industry Applications as well as Mobility and New Energy in all regions



## Digitization

Expand e-commerce channels



## Transformation

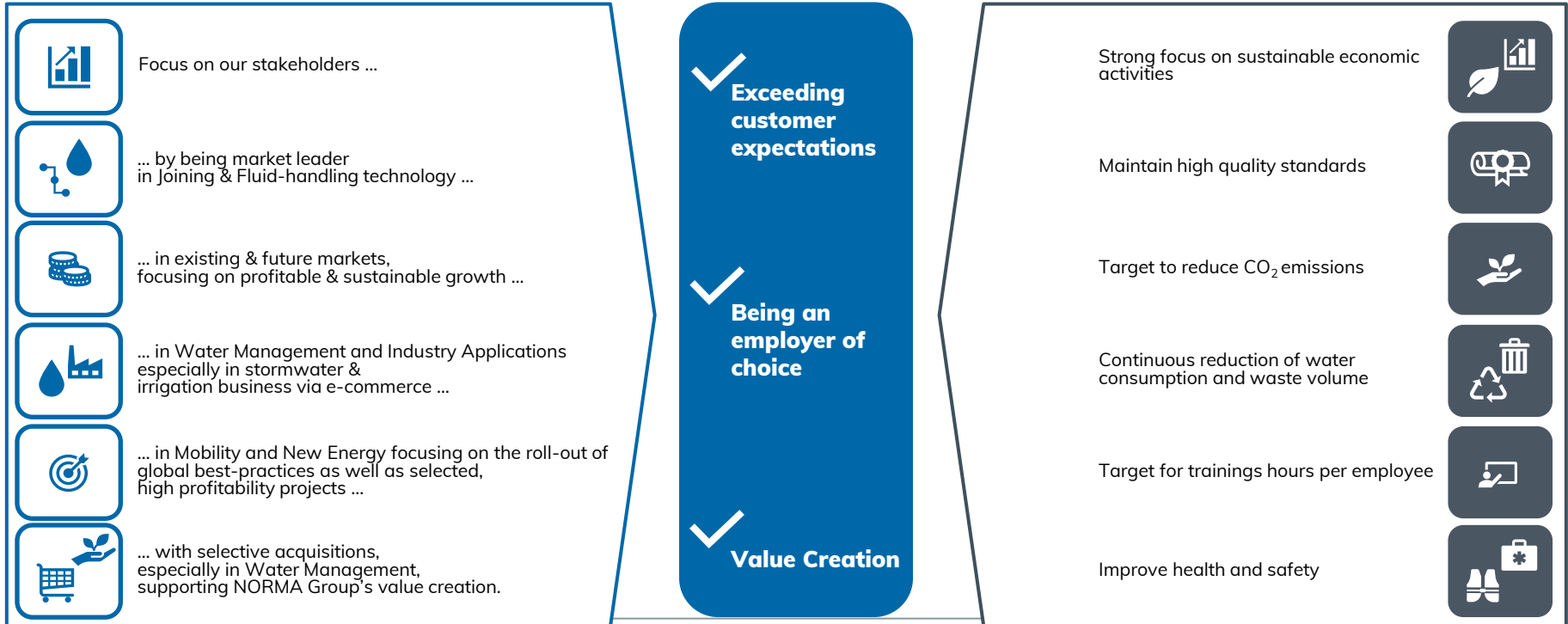
Ongoing execution of “Get on track” projects for further profitable growth



## Handling of Market Environment

Close monitoring of market dynamics regarding ongoing Coronavirus impact, supply chain issues, cost pressure and geopolitical tensions

## NORMA Group Strategy including Corporate Responsibility Roadmap



## EMEA

Czech Republic (P)  
France (P, D)  
Germany (P, D)  
Italy (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)



- 27 Production sites
- 21 Countries with Distribution, Sales & Competence Centers
- Sales into more than 100 countries

# NORMA Group Strategy – Strategic focus by region



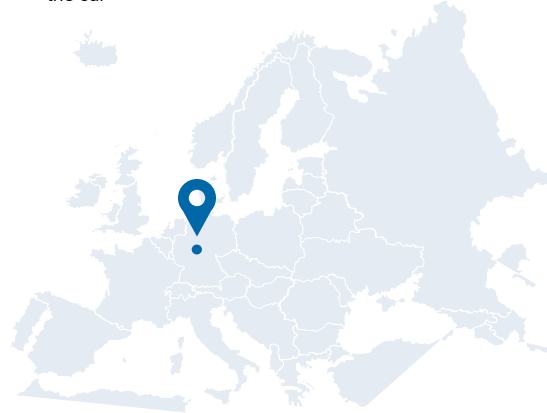
## Americas

- **Water Management:**  
Expansion of stormwater and irrigation business
- **Industry Applications:**  
Strengthening online and e-commerce channels
- **Mobility & New Energy:**  
Focus on selected and profitable business



## EMEA

- **Water Management:**  
Organic expansion might be enhanced via M&A
- **Industry Applications:**  
Active management of the product portfolio including online and e-commerce channels
- **Mobility & New Energy:**  
Focus on growth opportunities, both inside and outside of the car

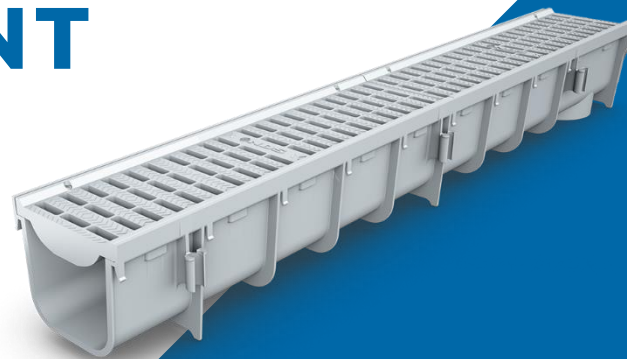


## Asia-Pacific

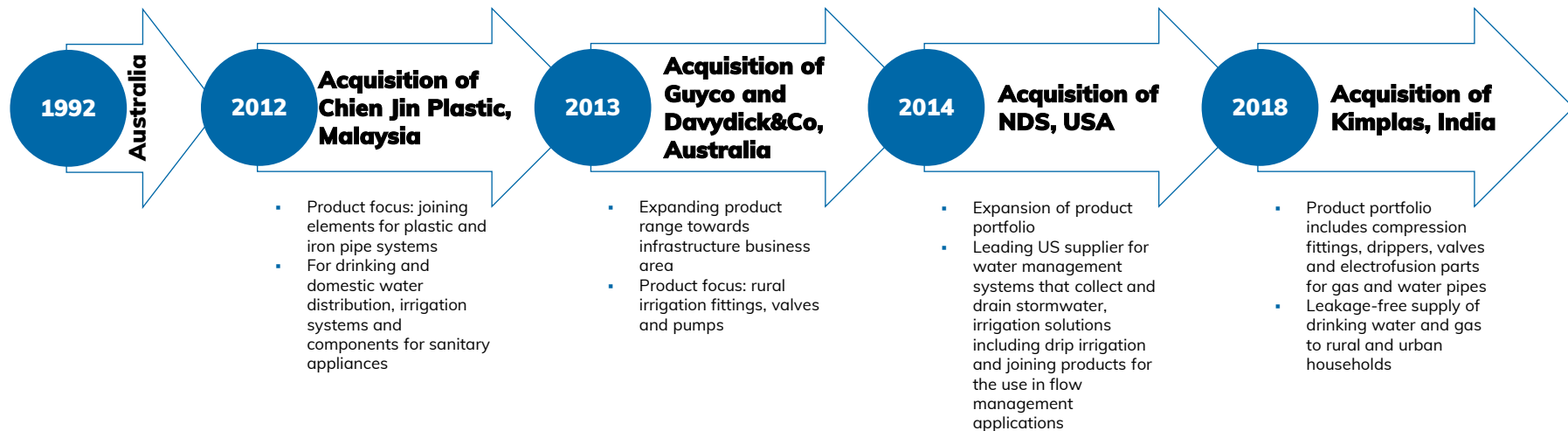
- **Water Management:**  
Expansion of existing business
- **Industry Applications:**  
Increase product availability and localization
- **Mobility & New Energy:**  
Expansion of alternative mobility solutions



# WATERMANAGEMENT



## Scarce resource calling for water handling products

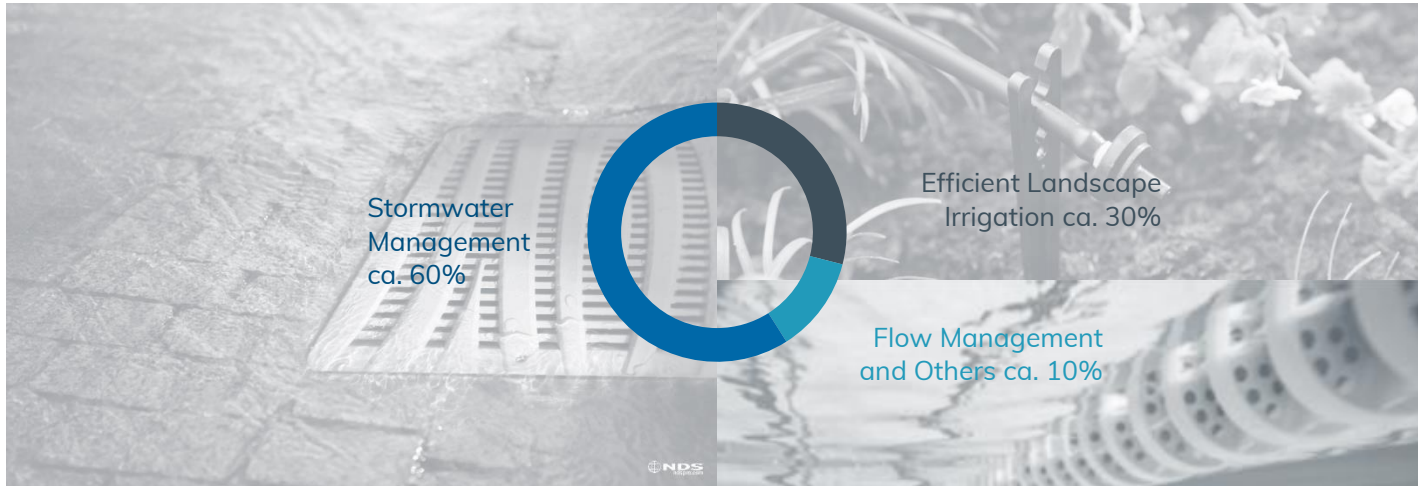


- 24.2% of sales or EUR 294.1 million in 2022
- Production and distribution sites in Australia, Malaysia, the US, Mexico and India
- Expanding Water Business organically and through M&A transactions



# NDS provides wide range of Water Management solutions

**Broad diversification in terms of application areas and products**



- Large target markets for all NDS application areas nationwide and international
- International expansion with mid-term focus

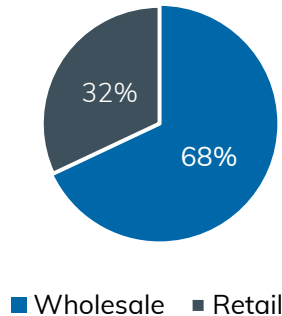
# NDS has deep and longstanding Customer Relationships



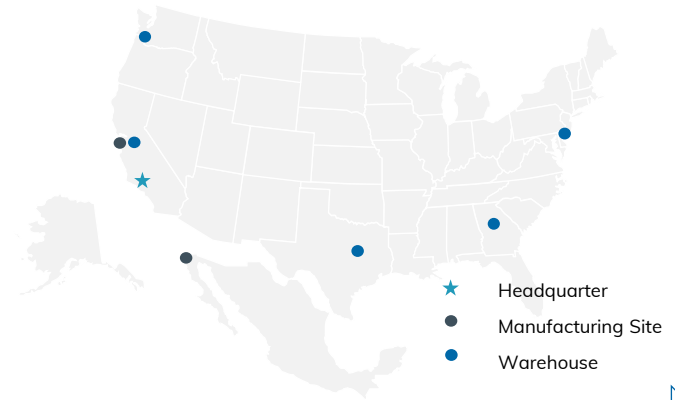
## Highly differentiated distribution and service model

- More than 3,000 products
- Over 12,300 customer locations (retail and wholesale customers)
- Two production sites (CA & MX), five warehouses in the US, more than 600 employees
- Orders received by 11 am are shipped the same day for wholesale orders
- 97% order fill rate, 98% on-time shipment of orders, and 98% order accuracy

## Over 12,300 customer locations

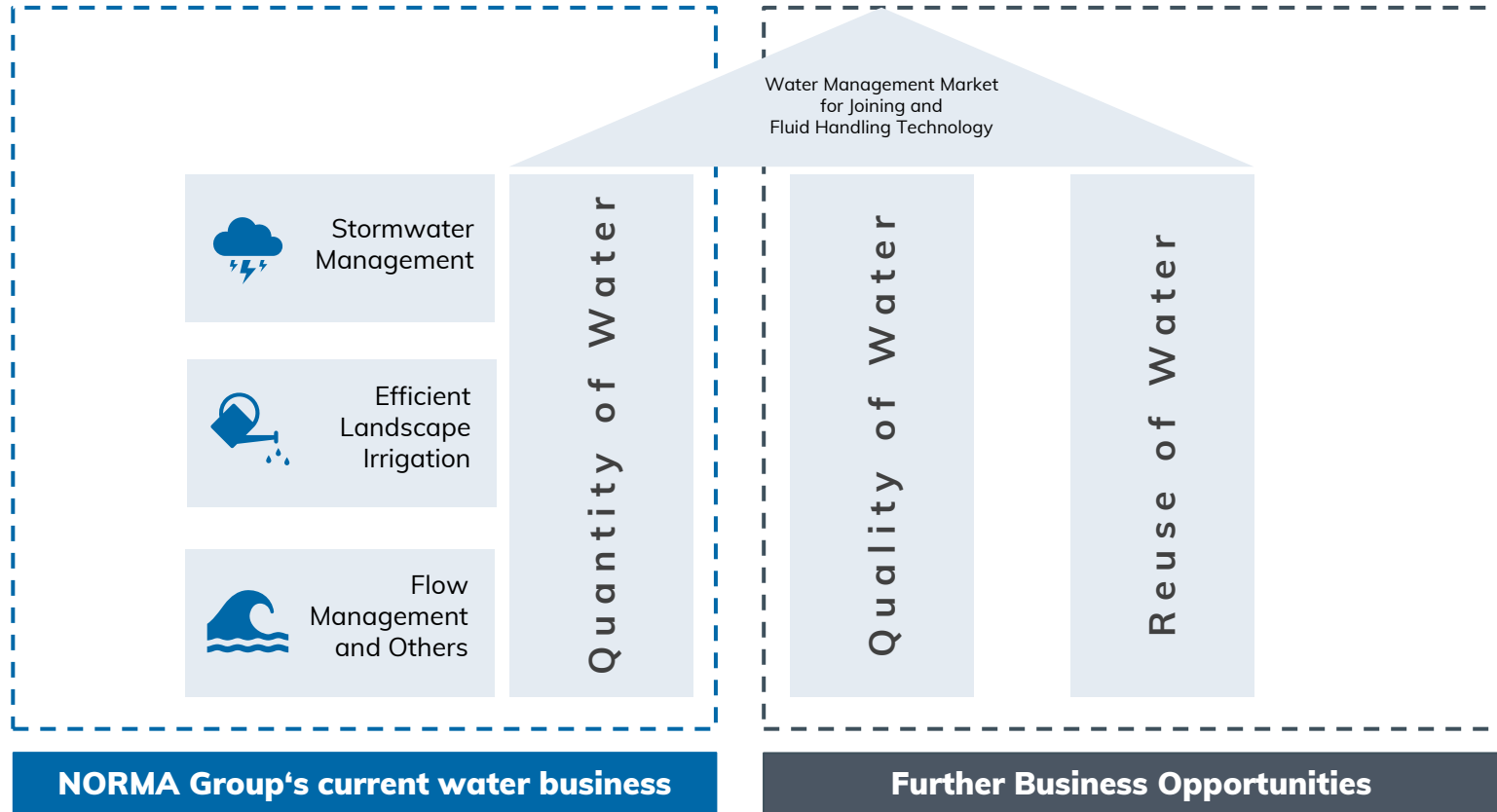


## Nation-wide presence



Over 25 years relationship with all of our top retail and wholesale customers

# Business Opportunities in Water Management



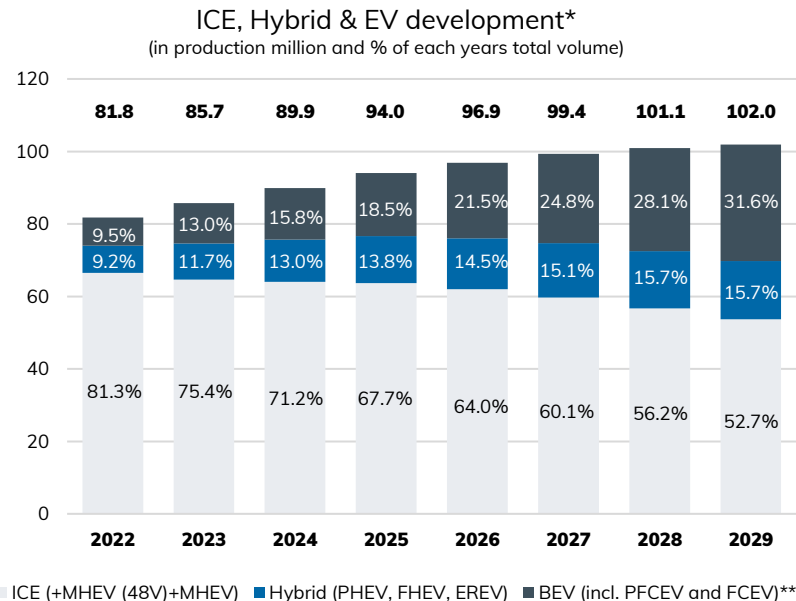
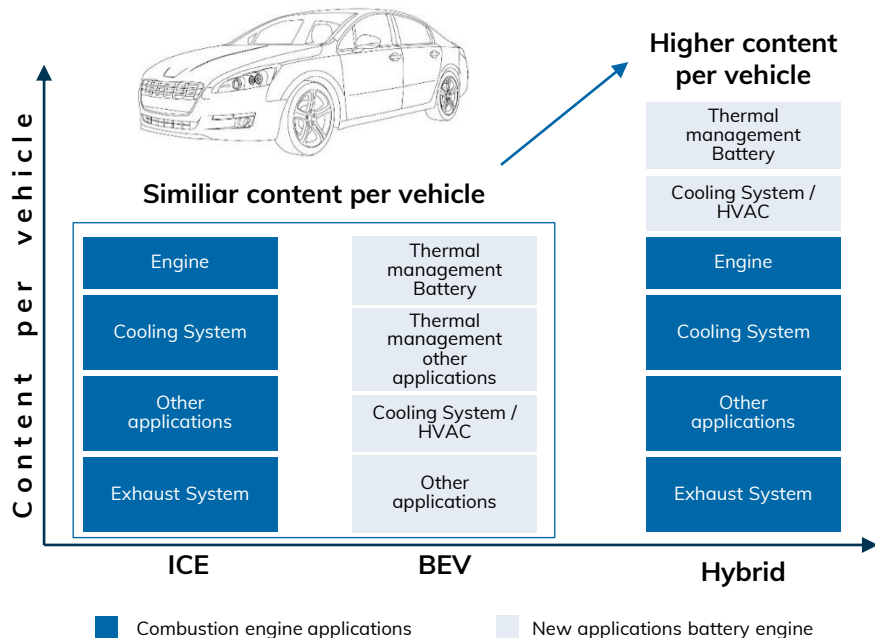
# MOBILITY & NEW ENERGY



# NORMA Group well on track for Mobility & New Energy



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



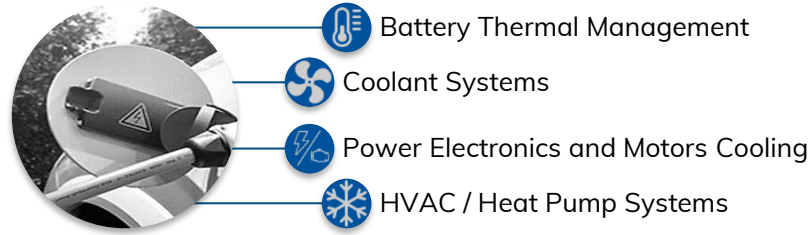
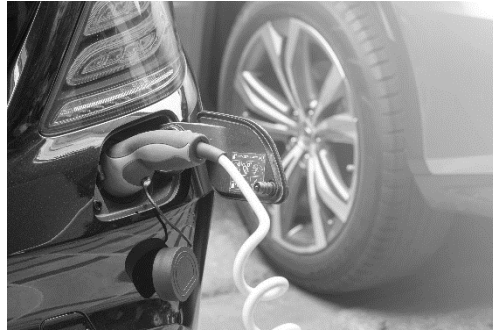
\* Source: LMC / NORMA Group as of end of January 2023.

\*\* MHEV= Mild Hybrid EV, PHEV= Plug-in hybrid EV, FHEV= Full Hybrid EV, EREV= Extended-range EV, PFCEV= Plug-in fuel cell EV, FCEV= Fuel cell EV

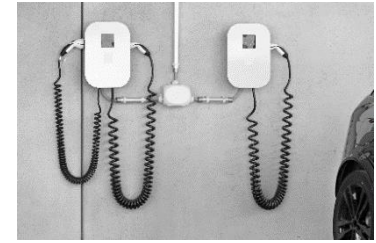
# NORMA Group's growth opportunities for E-Mobility Developments



## Growth opportunities within the car



## Further growth opportunities outside the car



- ✓ Charging stations and wallboxes for e-mobility
- ✓ Joining technology within renewable energy sector (e.g. windmills)
- ✓ Colling systems for data centers

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



Mission-criticality: Small relative costs – high impact

## Basis for premium pricing

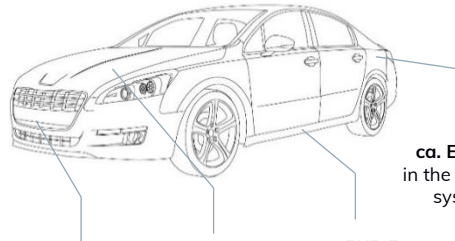
Market leadership

Technology

Quality

Innovation

Tailor-made solutions



ca. EUR 50  
in the engine

ca. EUR 25  
in the cooling  
system

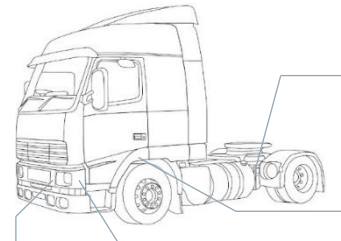
ca. EUR 5  
in other  
application  
areas

ca. EUR 10  
in the exhaust  
system

ca. EUR 90  
Content per  
vehicle\*  
in total

ca. 0.1%  
Content per  
vehicle\*

ca. EUR 120,000  
costs an average  
passenger  
vehicle\*



ca. EUR 80  
in the engine

ca. EUR 50  
in the cooling  
system

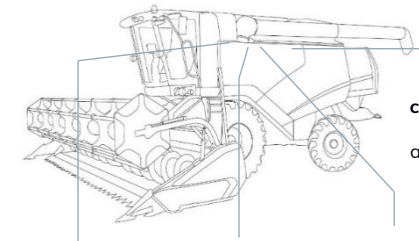
ca. EUR 40  
in the exhaust  
system

ca. EUR 10  
in other  
application  
areas

ca. EUR 180  
Content per  
vehicle  
in total

ca. 0.1%  
Content per  
vehicle

ca. EUR 100,000  
costs an average  
commercial  
vehicle



ca. EUR 23  
in the  
engine

ca. EUR 24  
in the cooling  
system

ca. EUR 82  
in the  
exhaust  
system

ca. EUR 95  
in other  
application  
areas

ca. EUR 224  
Content per  
vehicle  
in total

< 0.1%  
Content per  
vehicle

ca. EUR 350,000  
costs an average  
harvester

## High switching costs for customers

\* Example: Premium gasoline combustion engine passenger vehicle

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



## A World without NORMA Group



## Customer Impact

- Reputation loss
- Image loss
- Warranty costs
- Non-compliance with legal requirements/regulations

**Loss of End Customers**



# NORMA GROUP'S M&A HISTORY



# History of Acquisitions and Foundations



2018	<b>Acquisition</b> Kimplas, India	<b>Acquisition</b> Statek, Germany				
2017	<b>Acquisition</b> Lifial, Portugal	<b>Acquisition</b> Fengfan, China				
2016	<b>Acquisition</b> Autoline Business, France					
2014	<b>Foundation</b> NORMA China II	<b>Acquisition</b> Five Star, USA	<b>Acquisition</b> National Diversified Sales, USA			
2013	<b>Acquisition</b> Davydick & Co, Australia	<b>Acquisition</b> Variant, Poland	<b>Acquisition</b> Guyco, Australia	<b>Foundation</b> NORMA Brazil		
2012	<b>Acquisition</b> Connectors Verbindungstechnik, Switzerland	<b>Acquisition</b> Nordic Metalblok, Italy	<b>Acquisition</b> Chien Jin Plastic, Malaysia	<b>Acquisition</b> Groen Bevestigingsmaterialen, Netherlands		
2011	<b>Acquisition</b> J-V shares, Spain	<b>Acquisition</b> J-V shares, India	<b>Opening</b> Sales & Competence Center, Brazil	<b>Foundation</b> NORMA Thailand	<b>Foundation</b> NORMA Serbia	
2010	<b>Acquisition</b> Craig Assembly, USA	<b>Acquisition</b> R.G. Ray, USA	<b>Foundation</b> NORMA Korea	<b>Foundation</b> NORMA Malaysia	<b>Foundation</b> NORMA Turkey	<b>Foundation</b> NORMA Russia
2008	<b>Foundation</b> NORMA Japan	<b>Foundation</b> NORMA India	<b>Foundation</b> NORMA Mexico			
2007	<b>Acquisition</b> Breeze, USA	<b>Foundation</b> NORMA China				
2006	<b>Merger</b> ABA and Rasmussen to NORMA Group					

# 14 Acquisitions since IPO representing 46% 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	4.0
National Diversified Sales, Inc., USA	10/14	Expanding water management product portfolio	129.3
Autoline, France	12/16	Expanding product portfolio and strengthening 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
<b>Total</b>			<b>269.8</b>

# CORPORATE RESPONSIBILITY



# Megatrends drive NORMA Group's business



Responsible use of resources

Resource  
Scarcity



Energy efficiency

Climate  
Change



Environmental protection

# NORMA Group's Corporate Responsibility Commitment



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

### 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

## ... and its CR actions contribute to 6 of the UN Sustainable Development Goals

- Key contribution to UN Sustainable Development Goals

**4** QUALITY EDUCATION



**6** CLEAN WATER AND SANITATION



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



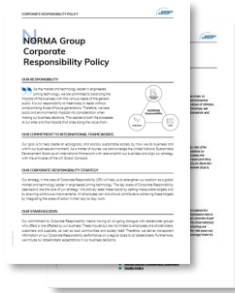
**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



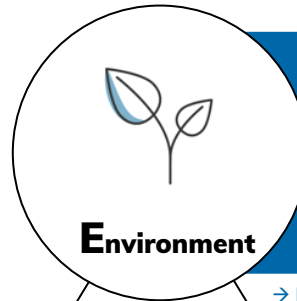
**13** CLIMATE ACTION



# What is Corporate Responsibility at NORMA Group?



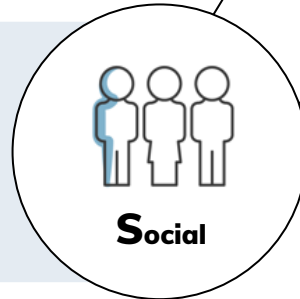
Find all details in  
NORMA Group's  
[CR Policy](#)



- Sustainable products
- Management systems
- Climate protection
- Water
- Efficient production and waste management

→ [Find out more about NORMA Group's environmental performance](#)

**NORMA  
Responsibility**



- Employee satisfaction
- Occupational safety and health
- Learning & development
- Diversity & equal opportunities
- Social commitment

→ [Find out more about NORMA Group's social performance](#)



- Compliance & Corporate Governance
- Human Rights
- Product Quality & safety
- Sustainability in purchasing

→ [Find out more about NORMA Group's governance performance](#)

# Environmental Impact of Products as key selling point

## Climate

- eM Twist Quick Connector, designed for e-mobility
- Less weight: More than 25% lighter than before
- Reduced CO<sub>2</sub> emissions: Estimated 32% saved in the production process



## Water

- Drip irrigation saves up to 60% in comparison to regular sprinkler irrigation
- More than 50% of resins are from recycled plastics at NORMA Group's water management subsidiary NDS



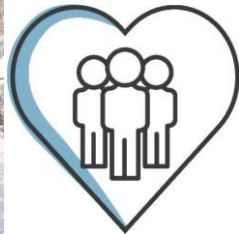


# NORMA Groups' Social Commitment



## 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





## 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 sustainability self-assessment 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 Materials

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

# Disclaimer

This presentation contains certain future-oriented statements. Future-oriented statements include all statements which do not relate to historical facts and events and contain future-oriented expressions such as 'believe,' 'estimate,' 'assume,' 'expect,' 'forecast,' 'intend,' 'could' or 'should' or expressions of a similar kind. Such future-oriented statements are subject to risks and uncertainties since they relate to future events and are based on the company's current assumptions, which may not in the future take place or be fulfilled as expected.

The company points out that such future-oriented statements provide no guarantee for the future and that actual events including the financial position and profitability of NORMA Group SE and developments in the economic and regulatory fundamentals may vary substantially (particularly on the down side) from those explicitly or implicitly assumed or described in these statements.

Even if the actual results for NORMA Group SE, including its financial position and profitability and the economic and regulatory fundamentals, are in accordance with such future-oriented statements in this presentation, no guarantee can be given that this will continue to be the case in the future.

Non audited data is based on management information systems and/or publicly available information. Both sources of data are for illustrative purposes only.

