



NORMA GROUP SE

Preparation for the Divestment of the Water Management Business

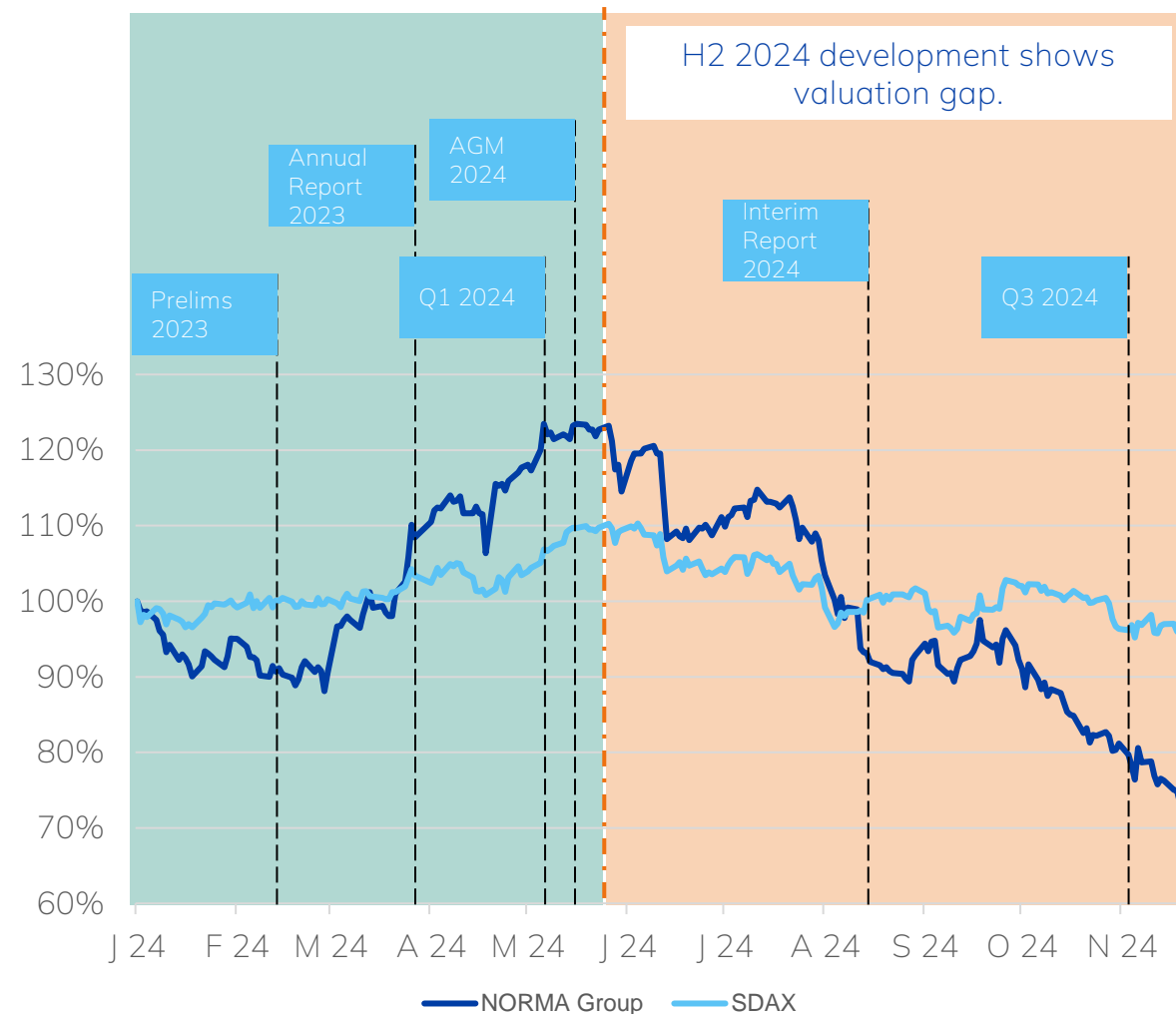


Current Situation

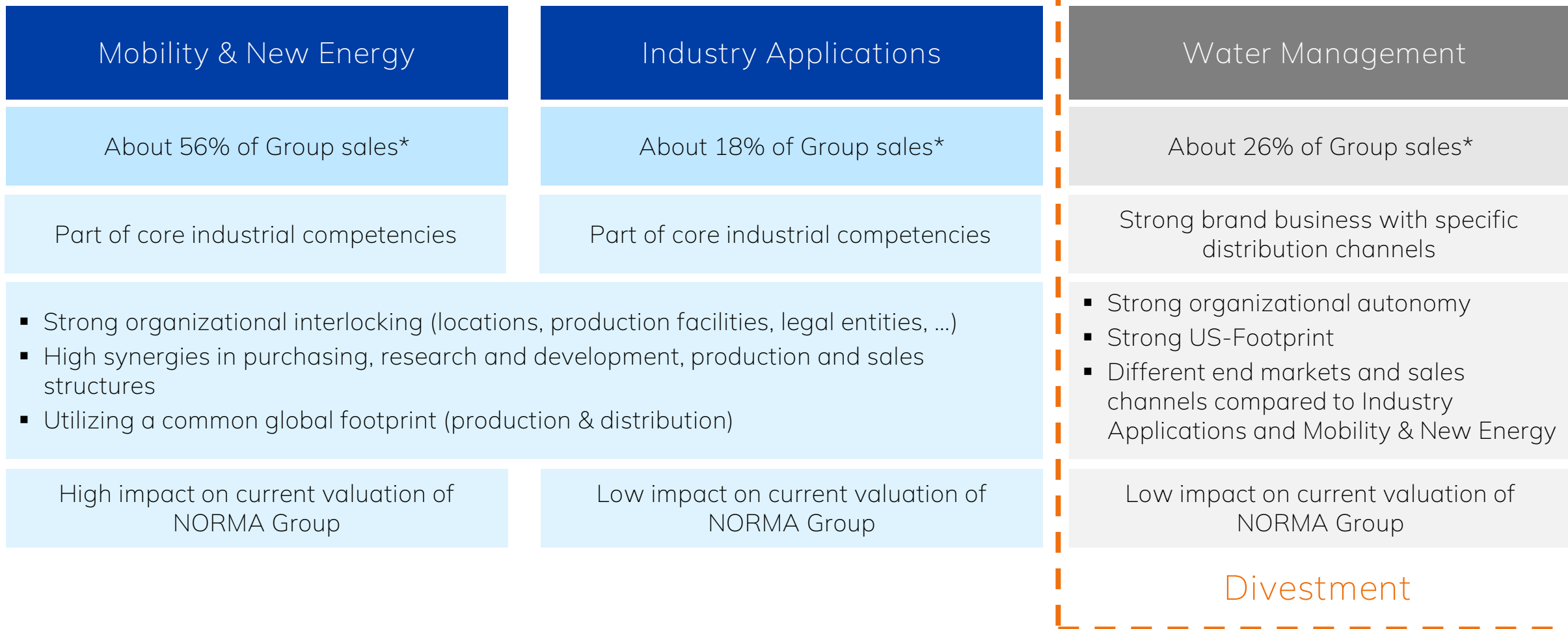
Key facts

- Mid of 2023 Step-Up was initiated. Important progress was achieved in the area of “Operational Efficiency”.
- Adjusted EBIT Margin improved yoy despite tremendous pressure on the topline in 2024.
- Further figures, i.e. Net Operating Cash Flow and Equity Ratio, improved also significantly.
- NORMA Group’s share price adequately reflected the positive results until around mid of 2024.
- Since the start of the second half of 2024 NORMA Group’s share price does not adequately reflect the value potential of NORMA Group.

➔ Strategic alternatives for the further development of NORMA Group as well as for closing the valuation gap need to be considered.



Overview NORMA Groups' SBUs



*In the period from January to September 2024

Divestment as game changer to unleash valuation potential

Selected Water Management business figures

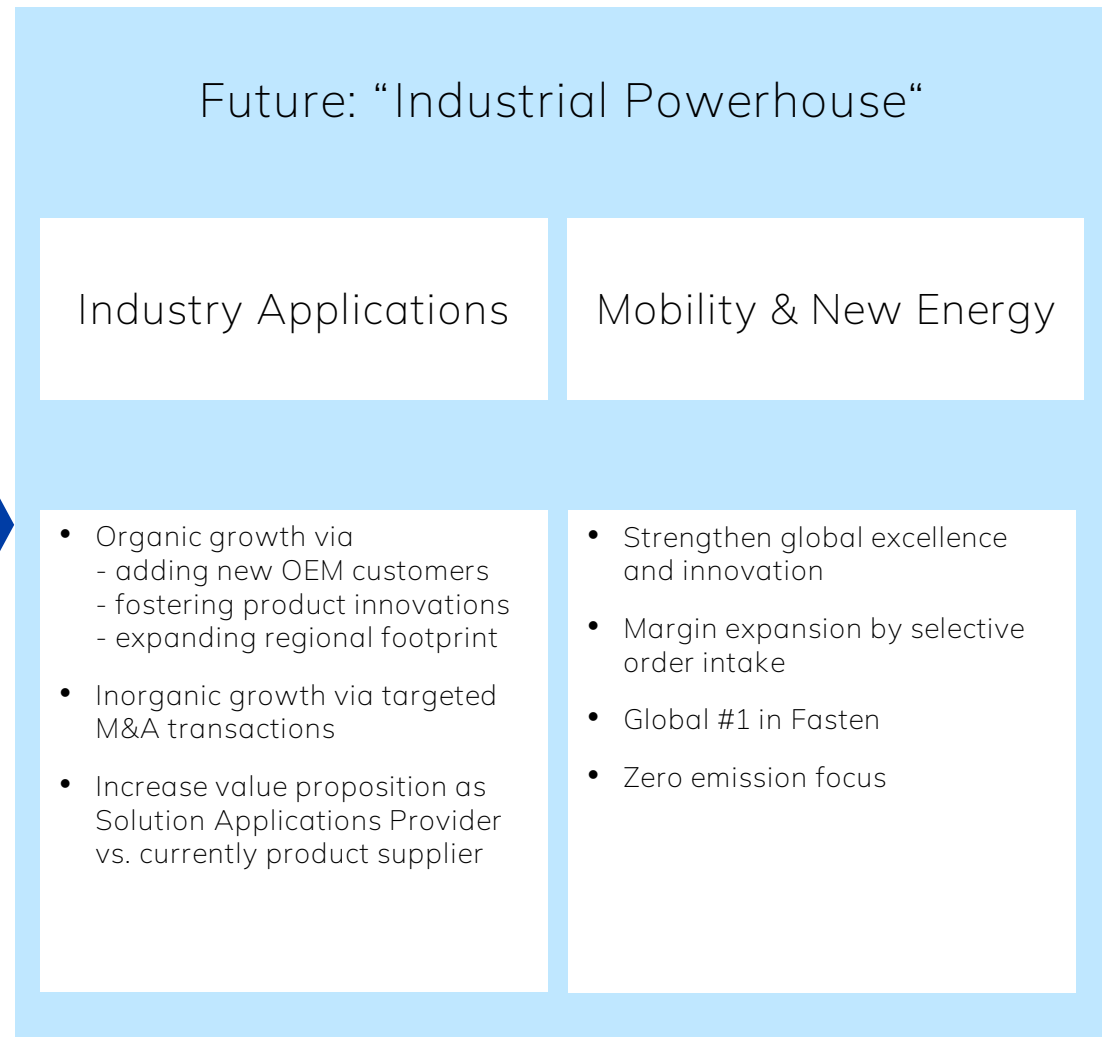
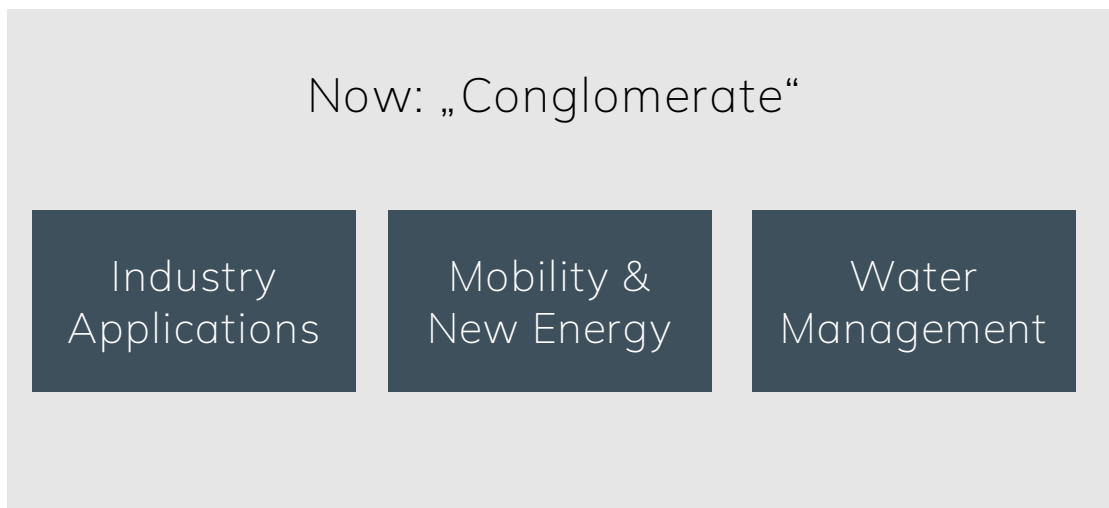
Sales Revenues	FY 2023: EUR ~300 million
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Adjusted EBIT Margin Target	15 – 20%
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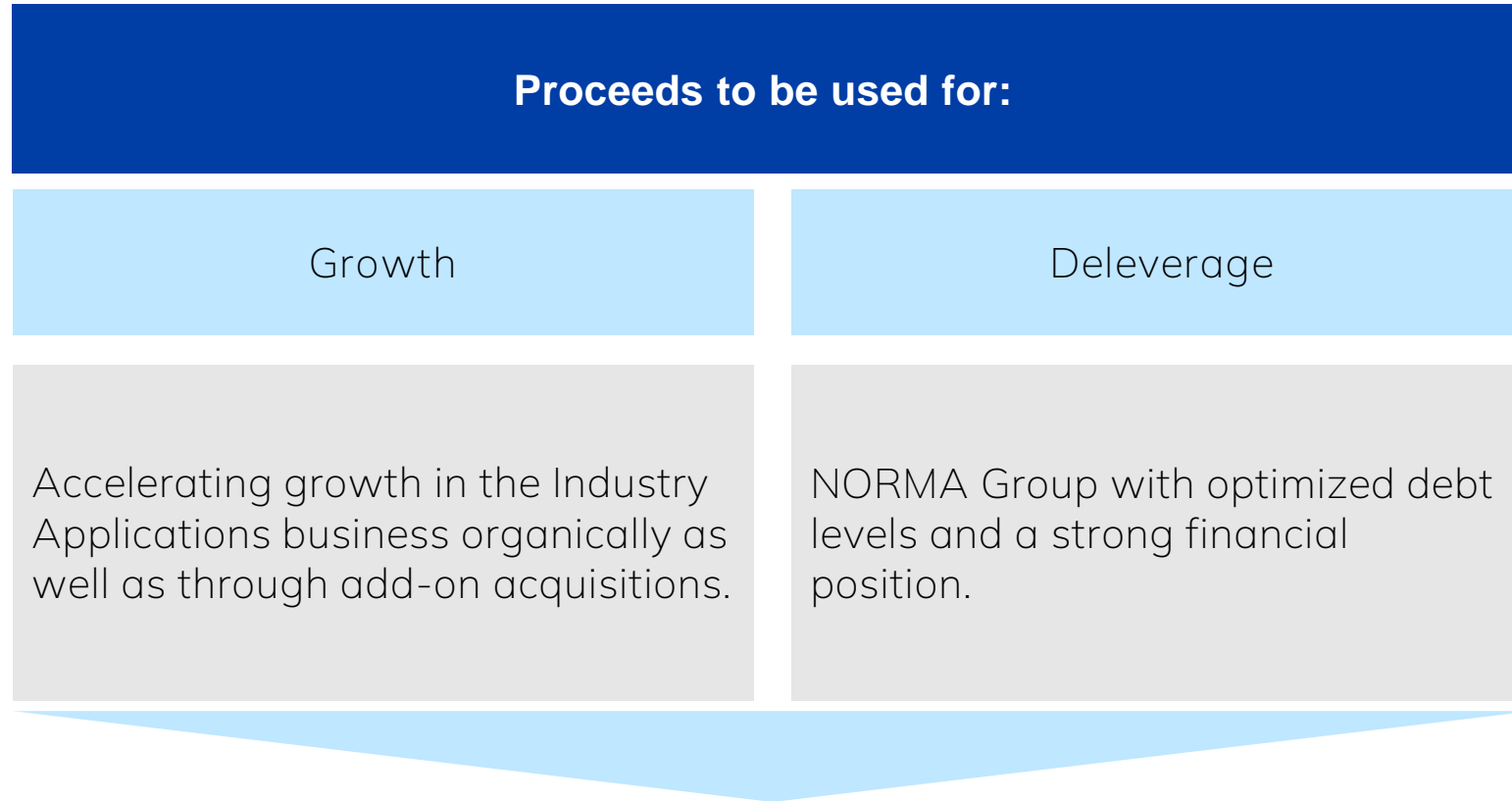
Employees	FY 2023: ~ 1,500
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- The value of NORMA Group’s global Water Management Business significantly exceeds the current valuation of NORMA Group according to Management Board conviction.
- A divestment of the Water Management Business would add financial resources for a focused organic and inorganic growth of the Industry Application Business.
- Divesting Water Management Business is seen as the game changer to achieve the strategic goal of an accelerated transformation towards #newNORMA.

#newNORMA as an “Industrial Powerhouse”



Important Steps after a Divestment



Higher multiples in water business compared to industrial business.

Proceeds to be re-invested in attractive valuated IA-targets.

We will continuously communicate updates

We want to accelerate our transformation towards a focused #newNORMA.

We are convinced that the decision made is the game changer to unleash the value potential of NORMA Group.

Process will be started immediately.

We will continuously communicate on the progress.

Thank you.
Any questions?

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