

NORMA Group Second Quarter Results 2012

Maintal, 14 August 2012

Customer Value through Innovation

Highlights Q2 2012

| | |
|-------------------|--|
| Sales | Sales increased by 8.6% including 2.3% from acquisitions to EUR 158.0 million (Q2 2011: EUR 145.5 million) |
| EBITA | EBITA of EUR 28.6 million or 18.1% of sales up from EUR 25.5 million or 17.5% y-o-y |
| Equity | Equity ratio 39.0% following the dividend payment, compared to 39.5% at 31 December 2011 |
| Net Debt | Leverage almost stable at 1.6x (net debt/LTM EBITDA) after dividend and acquisition payments because of strong cash flow performance (1.5 x at 31 December 2011) |
| M&A | Nordic Metalblok S.r.l., Italy, acquired in July 2012 |
| Free Float | Increase of free float from 56.2% to 65.3% improves SDAX ranking |
| Visibility | Order book stable at EUR 229 million vs. EUR 228 million end of March 2012 |
| Guidance | Guidance 2012 fully confirmed (plus EUR 13 million sales from acquisition) |

Good Growth of 6.3% in Both Quarters (excl. Acquisitions)



| Sales Development in EUR million | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|
| Sales | 2011 | 2012 | Change | Change in % |
| Q1 | 150.4 | 159.7 | +9.3 | +6.3% |
| Q2 | 145.5 | 158.0 | +12.5 | +8.6% |
| H1 | 295.9 | 317.7 | +21.8 | +7.4% |

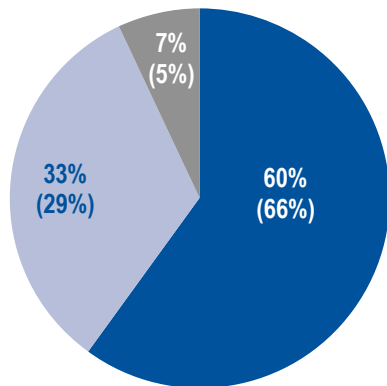
| Growth Development | | |
|--------------------|--------------|--------------|
| Organic | Acquisition | Currency |
| +5.1% | +0% | + 1.2% |
| +1.7% | +2.3% | +4.6% |
| +3.4% | +1.1% | +2.9% |

- Overall growth of 6.3% (excluding acquisitions at the upper end of the 3% to 6% guidance for 2012)
- Acquisitive growth of 2.3% in second quarter related to Connectors Verbindungstechnik AG (consolidated from April 2012 onwards)

Sales by Regions, by Way-to-Market and by Industries

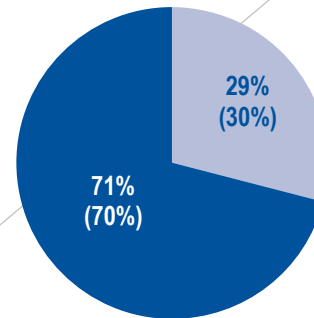
- Strong organic growth in America leads to 33% of total sales
- EJT way-to-market increased by 1% to 71% of total sales; Connectors consolidated into DS
- Majority of sales goes to non-automotive industrials, distributors as well as general tiers
- Sales to industrial suppliers include various industries , e.g. water, plumbing, irrigation, agriculture, construction equipment

H1 2012 (2011) sales breakdown by regions



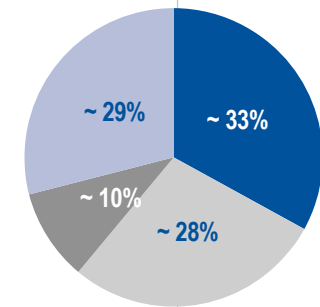
■ EMEA ■ Americas ■ Asia-Pacific

H1 2012 (2011) sales breakdown by way-to-market



■ Distribution Services
■ Engineered Joining Technologies

FY2011 sales breakdown by end-markets



■ Industrial suppliers
■ Passenger vehicles OEMs
■ Commercial vehicles OEMs
■ Distributors

- APAC sales by destination incl. product exports to APAC at 11%

- Nordic Metalblok will be consolidated into DS starting Q3 2012

Sustainable Margin Level Continues into 2012 as Planned

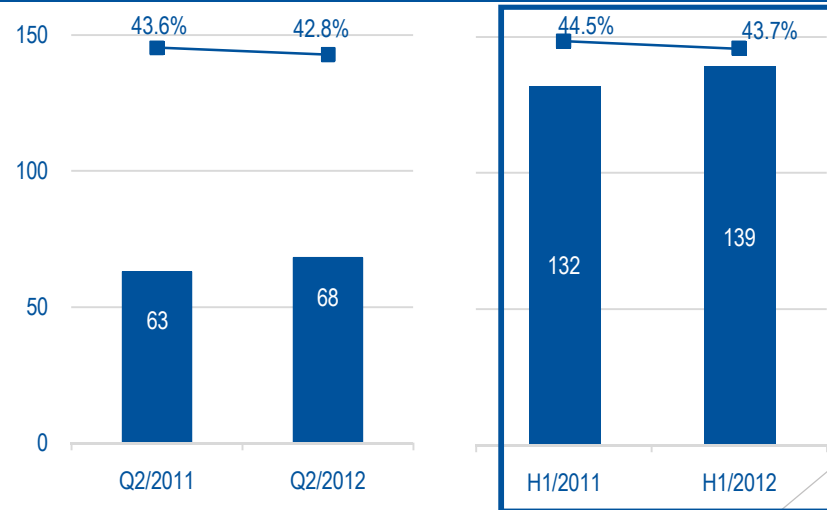


| | 2010 | | | 2011 | | | 2012 |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|
| in EUR million | H1 | H2 | FY | H1 | H2 | FY | H1 |
| Sales | 230.5 | 259.9 | 490.4 | 295.9 | 285.5 | 581.4 | 317.7 |
| Adjusted EBITA | 42.1 | 43.3 | 85.4 | 53.9 | 48.8 | 102.7 | 57.8 |
| Adjusted EBITA Margin | 18.3% | 16.7% | 17.4% | 18.2% | 17.1% | 17.7% | 18.2% |

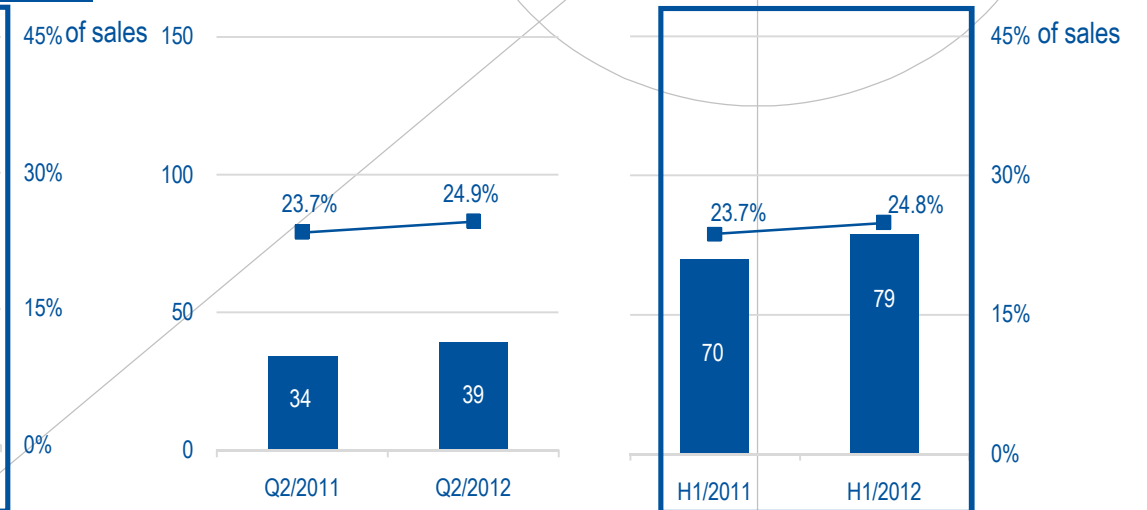
Material Consumption and OPEX Improved

- Improved material costs and OPEX compensated higher personnel expenses and lead to sustainable margin as expected

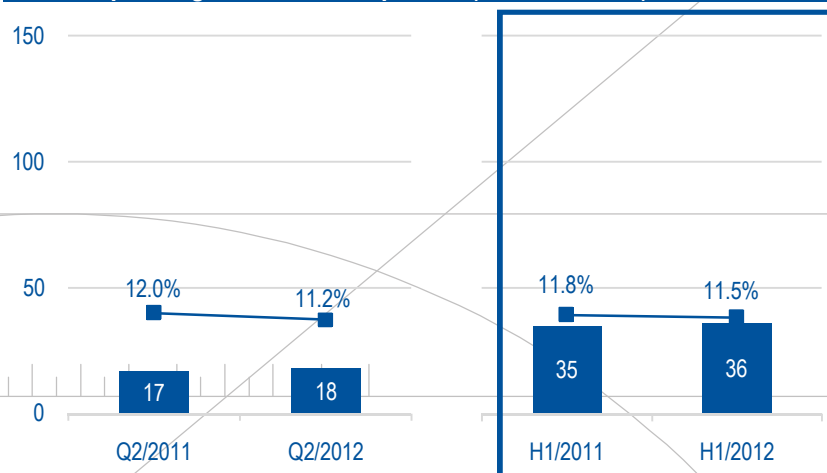
Material Costs (in EUR million)



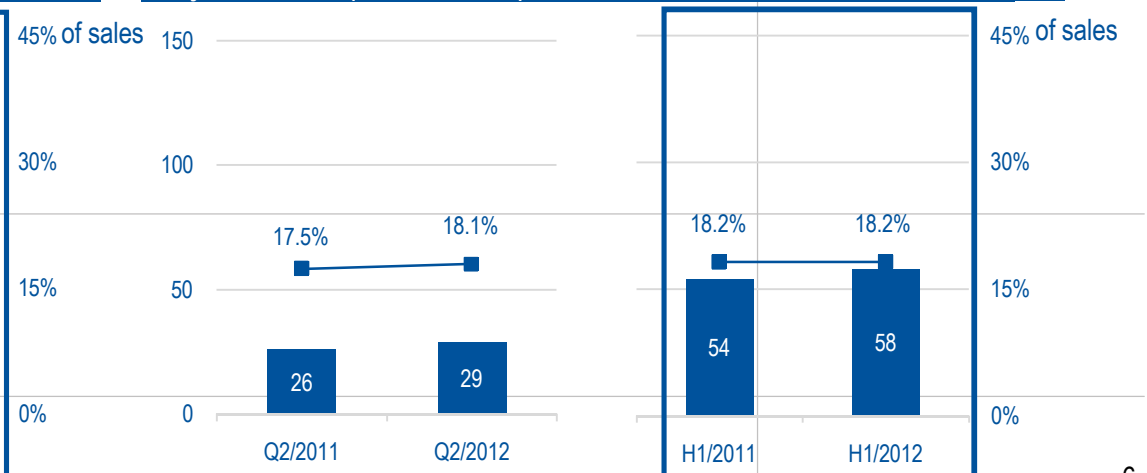
Personnel Expenses (in EUR million)



Other Operating Income and Expenses (in EUR million)



Adjusted EBITA (in EUR million)



No Operational Adjustments in H1 2012

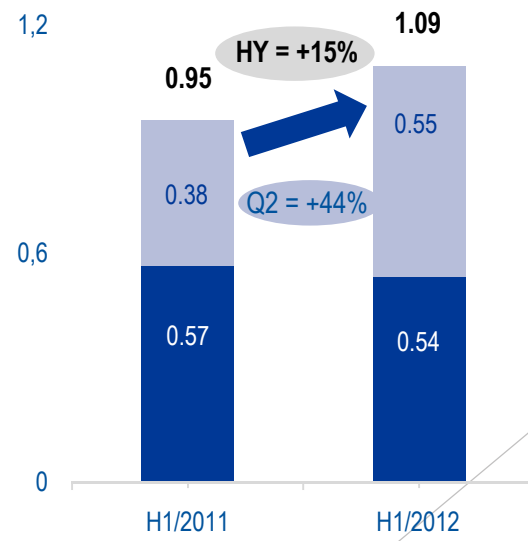
- No operational adjustments for recent acquisitions in Switzerland and Italy
- PPA adjustments slightly increased due to Swiss acquisition

| in EUR million | Reported | PPA adjustments | adjusted |
|-------------------|----------|-----------------|----------|
| Sales | 317.7 | 0 | 317.7 |
| EBITDA | 64.9 | 0 | 64.9 |
| EBITDA margin | 20.4% | | 20.4% |
| EBITA | 57.7 | 0.1 | 57.8 |
| EBITA margin | 18.2% | | 18.2% |
| EBIT | 53.4 | 3.2 | 56.6 |
| EBIT margin | 16.8% | | 17.8% |
| Net Profit | 32.4 | 2.2 | 34.6 |
| Net Profit margin | 10.2% | | 10.9% |
| EPS (in EUR) | 1.02 | 0.07 | 1.09 |

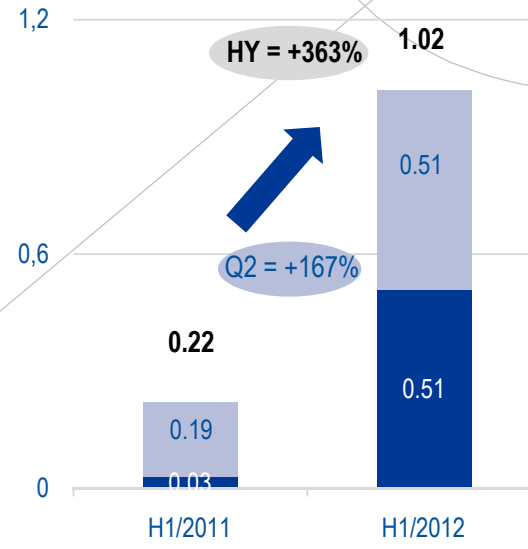
* PPA adjustments on EBIT level approx. EUR 6 million in 2012 including Connectors Verbindungstechnik AG and Nordic Metalblok S.r.l. (EUR 7 million for 2013 and following)

Strong Improvement in Q2 for Reported and Adjusted EPS

pro forma adjusted EPS (in EUR)



Reported EPS (in EUR)



| | | | | |
|---------------------------|------|------|------|------|
| no. of shares in million | 31.9 | 31.9 | 28.1 | 31.9 |
| net income in EUR million | 30.2 | 34.6 | 6.1 | 32.4 |

Very Strong Operating Net Cash Flow in H1 2012

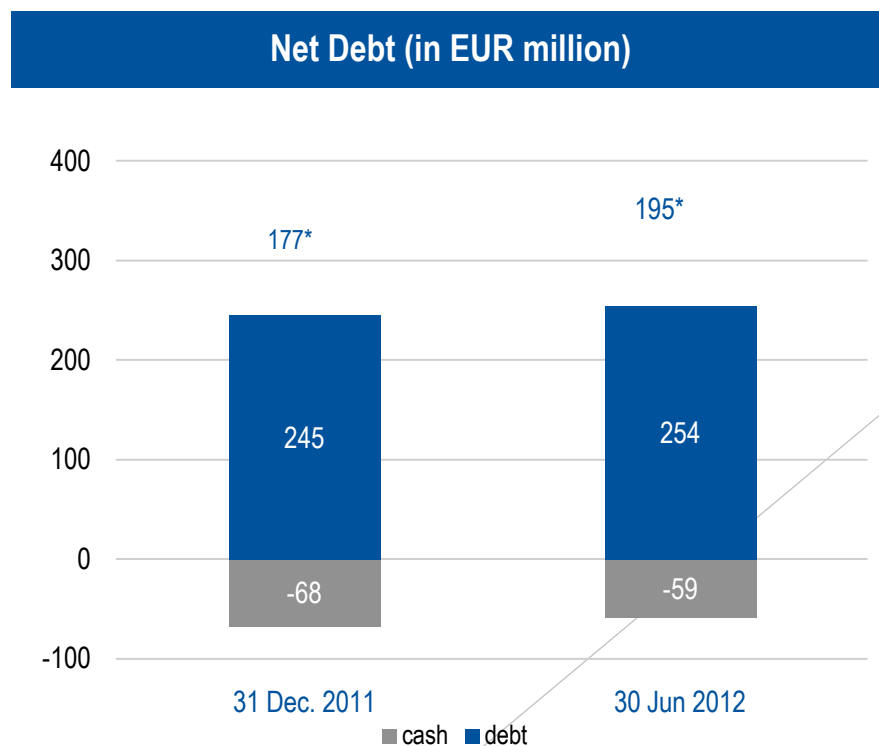
| Operating net cash flow | | | |
|---|-------------|-------------|---------------|
| in EUR million | H1 2011 | H1 2012 | Variance |
| EBITDA* | 60.6 | 64.9 | 7.1% |
| $\Delta \pm$ Working capital | -32.4 | -26.8 | -17.3% |
| Operating net cash flow before investments from operating business | 28.2 | 38.1 | 35.1% |
| $\Delta \pm$ Investments from operating business | -18.0 | -11.5 | -36.1% |
| Operating net cash flow | 10.2 | 26.6 | 160.8% |

- Operating net cash flow before investments significantly increased by EUR 10 million to a total of EUR 38.1 million in 2012 due to higher EBITDA and less working capital consumption
- Capex spending on a normal level of approx. 3.6% of sales leads in total to high cash flow of EUR 26.6 million

* previous year adjustments mostly related to IPO costs and other non-recurring / nonperiod related items

Equity and Debt Ratios stable

- Equity and debt ratios stable despite dividend payment and acquisition in Switzerland because of strong earnings and cash generation.



Equity Ratios

| | 30.06.2012 | 31.12.2011 |
|---|------------|------------|
| Equity Ratio (Equity / Balance Sheet Total) | 39.0% | 39.5% |

Debt Ratios

| excluding derivatives* | 30.06.2012 | 31.12.2011 |
|--|------------|------------|
| Leverage (net debt* / adjusted LTM EBITDA) | 1.6 x | 1.5 x |
| Gearing (net debt* / equity) | 0.7 x | 0.7 x |

* excludes non cash / non P&L derivative financial liabilities of EUR 30.0 million (31.12.2011: EUR 21.8 million); including leverage = 1.85x; gearing = 0.8x

Acquisition of Nordic Metalblok S.r.l.

| | |
|-----------------------|---|
| M&A | Acquisition of Nordic Metalblok S.r.l., Italy in July 2012 |
| Business Model | Company specialises in manufacturing clamps for various applications particularly for the heating, ventilation and air conditioning industry and the agricultural and construction sectors. |
| History | For more than 40 years the company distributes its products to retailers and wholesalers as well as to manufacturing companies globally. |
| Sales | Approx. EUR 6 million sales in last business year |
| Consolidation | First time consolidation into NORMA Group starting Q3 2012 |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Margin of the company including synergies in the range of NORMA Group's margin |

Outlook 2012 – Company Guidance Confirmed and Extended for latest acquisition



| | |
|--------------------|--|
| Sales growth | between 3% and 6% (plus approx. EUR 13 million from acquisitions*) |
| EBITA margin | at least on the level of the two previous years (17.4% and 17.7% respectively) |
| Investments in R&D | approx. 4% of EJT-sales |
| Material ratio | approx. 45% of sales |
| Financial result | approx. EUR -15m |
| Tax rate | approx. 30% to 32% |
| Investment rate | up to 4.5% of sales |
| Dividend | approx. 30% to max. 35% of Group year end result |

* Connectors Verbindungstechnik AG EUR 10 million and Nordic Metalblok S.r.l. EUR 3 million

Strategy Appendix

NORMA Group – Key Investment Highlights



- 1 Market leader in attractive engineering niche markets with strong growth prospects
- 2 Premium pricing through technology and innovation leadership in mission-critical components
- 3 Enhanced stability through broad diversification across products, end-markets and regions
- 4 Two distinct ways-to-market providing unique customer access and market intelligence
- 5 Significant growth and value creation opportunity through synergistic acquisitions
- 6 Proven track record of operational excellence

Proven Business Model Addressing Key Megatrends

NORMA Group products

NORMACLAMP®



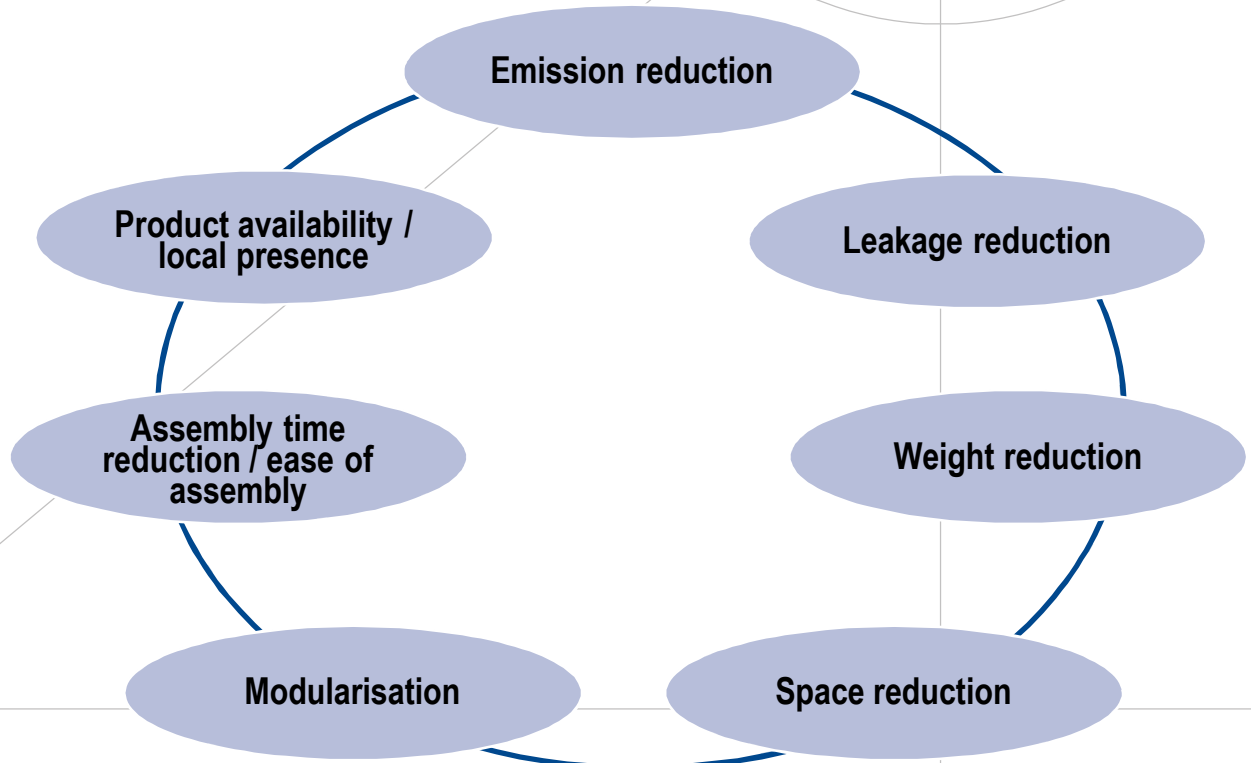
NORMACONNECT®



NORMAFLUID®



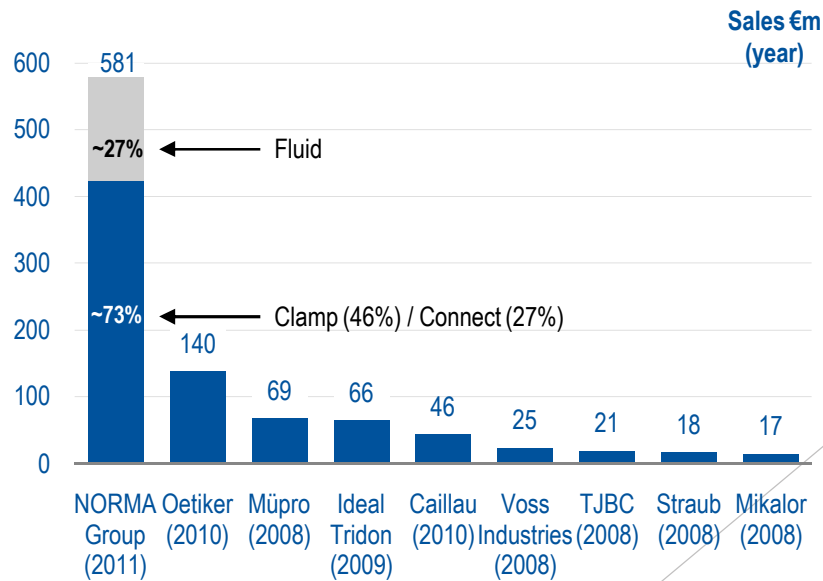
Specific customer requirements driven by megatrends



Convincing Growth Prospects



Clear global market leader in clamp/connect



- DE
- CH
- DE
- US
- FR
- US
- CN
- CH
- ES

Excellent growth outlook across end-markets

| (2010-15 CAGR) | End-market production unit growth | Joining technology market growth |
|------------------------|-----------------------------------|----------------------------------|
| Passenger vehicles | +6% | ↑ 9% |
| Commercial vehicles | +6% | ↑ 10% |
| Agricultural equipment | +1% | ↑ 3% |
| Construction equipment | +13% | ↑ 15% |
| Engines | +5% | ↑ 9% |
| White goods | +5% | ↑ 5% |
| Drainage systems | +6% | ↑ 6% |

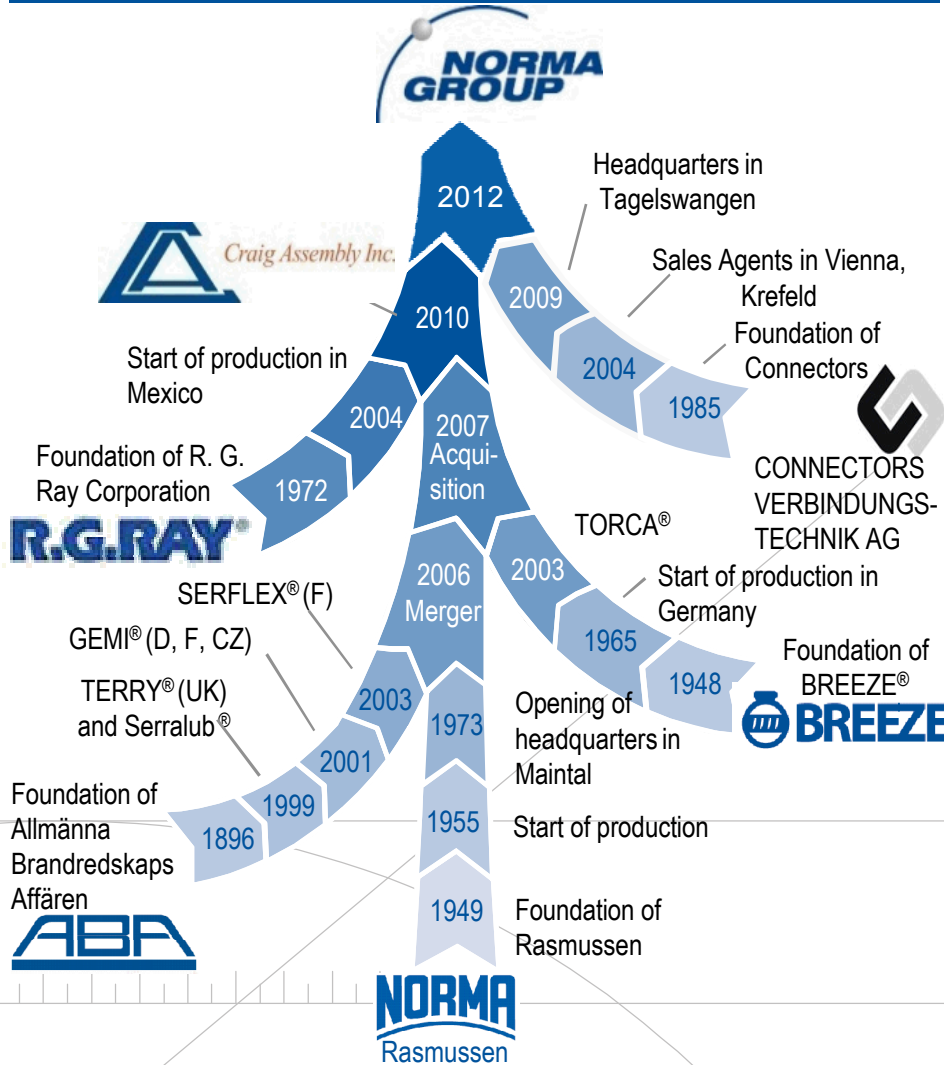
■ NORMA Group expects to grow even faster than its end-markets

Significant Growth and Value Creation Opportunity through Synergistic Acquisitions



Taken advantage of market fragmentation

History of Excellence



| | | | |
|-------------|---|--|------------------------------------|
| 2012 | Acquisition Connectors Verbindungstechnik AG, Switzerland | Acquisition Nordic Metalblok S.r.l., Italy | |
| 2011 | Takeover of joint venture shares Spain | Takeover of joint venture shares India | Opening distribution centre Brazil |
| | Foundation NORMA Thailand | Foundation NORMA Serbia | IPO NORMA Group AG SDAX listing |
| 2010 | Acquisition Craig Assembly, USA | Acquisition R.G. Ray, USA | Foundation NORMA Korea |
| | Foundation NORMA Malaysia | Foundation NORMA Turkey | Foundation NORMA Russia |
| 2008 | Foundation NORMA Japan | Foundation NORMA India | Foundation NORMA Mexico |
| | Acquisition BREEZE, USA | Foundation NORMA China | |
| 2006 | Merger ABA and Rasmussen to NORMA Group | | |
| 1896 | Foundation ABA | | |
| 1949 | Foundation Rasmussen | | |

Acquisition of Connectors Verbindungstechnik AG



| | |
|-----------------------|---|
| M&A | Acquisition of Connectors Verbindungstechnik AG, Switzerland, in April 2012 |
| Business Model | Connectors specialises in connecting systems for the pharmaceutical and biotechnology industry. |
| History | For more than 25 years the company has been manufacturing and distributing connecting elements that meet the highest purity standards for medical sterile technology. |
| Sales | Approx. EUR 14 million sales in last business year |
| Consolidation | First time consolidation into NORMA Group starting Q2 2012 |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Excellent margin of Connectors in the range of NORMA Group's margin; Earnings accretive in 2012 already |

Further Development of Manufacturing Footprint

Existing Manufacturing locations

- Auburn Hills, USA
- St Clair, USA
- Saltsburg, USA
- Monterrey, Mexico
- Juarez, Mexico
- Gerbershausen, Germany
- Maintal, Germany
- Anderstorp, Sweden
- Newbury, UK
- Briey, France
- Riese Pio X, Italy
- Pilica, Poland
- Hustopece, Czech Republic
- Subotica, Serbia
- Togliatti, Russia
- Pune, India
- Qingdao, China
- Bangkok, Thailand



NORMA USA
Benefit from synergies in distribution business and enlarge manufacturing space



NORMA Russia
Expand business opportunities



NORMA Brazil
Explore and expand business opportunities



NORMA Germany
Consolidation in Maintal. Return two leased buildings and consolidate activity into newly acquired logistics and development building




NORMA China
Increase capacity to enable expansion

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



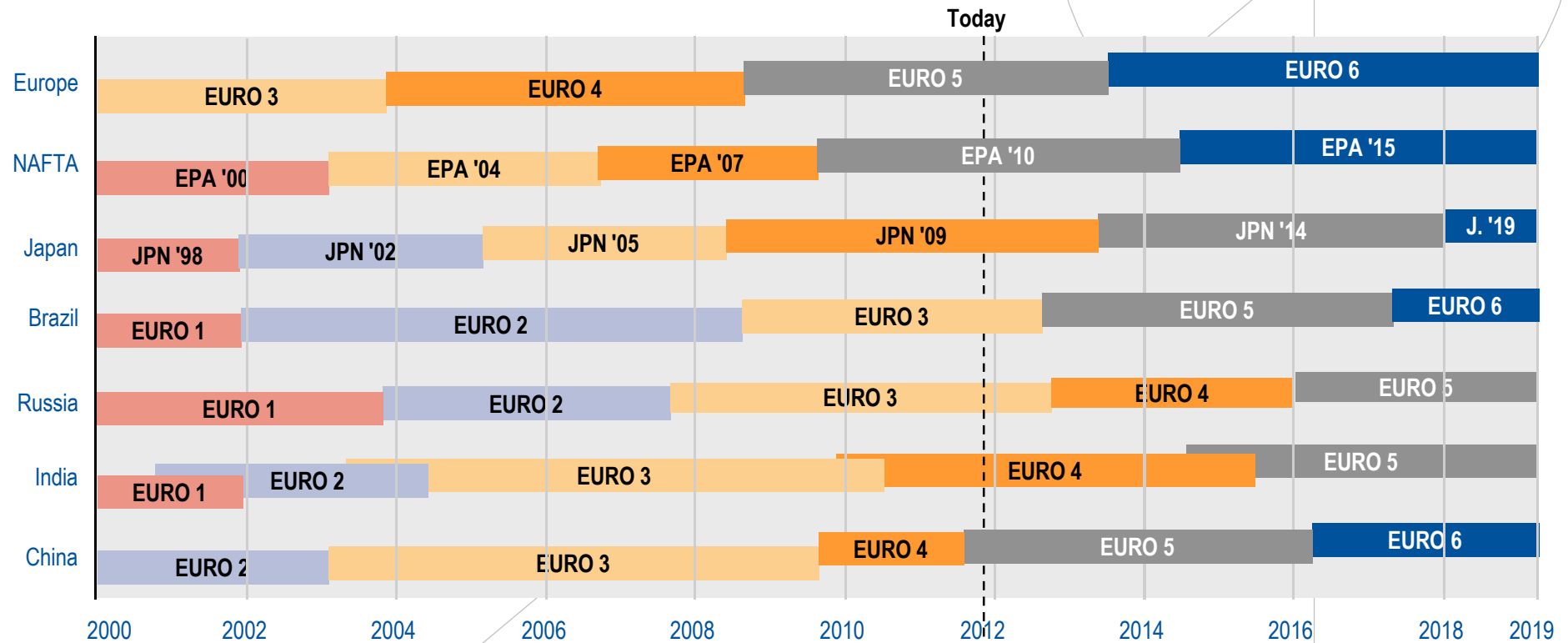
Mission-criticality: Small relative cost – high impact

| Example: Harvester | Approx. value of joining technology content | | | |
|--|---|--|---|---|
| Cooling water | c. € 21-26 | | | |
| Charged air | c. € 20-25 | | | |
| Fuel and oil system | c. € 49-60 | | | |
| Exhaust system | c. € 62-101 | | | |
| Standard clamps and connectors | c. € 36-44 | | | |
|  | | | | |
| <hr/> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 50%;"> Total c. € 188-256 (< 0.1%) </td> <td style="text-align: center; width: 10%; color: blue; font-size: 2em;">↔</td> <td style="text-align: center; width: 40%;"> Price of harvester: € 350,000 </td> </tr> </table> | | Total c. € 188-256 (< 0.1%) | ↔ | Price of harvester: € 350,000 |
| Total c. € 188-256 (< 0.1%) | ↔ | Price of harvester: € 350,000 | | |

Ability to achieve premium pricing

- Basis for premium pricing:
 - Market leadership
 - Technology
 - Quality
 - Innovation
 - Tailor-made solutions
- High switching costs for customers
 - Savings potential for customer mismatches risk of switching supplier

Tighter Emission Regulations Drive Increased Joining Technology Content



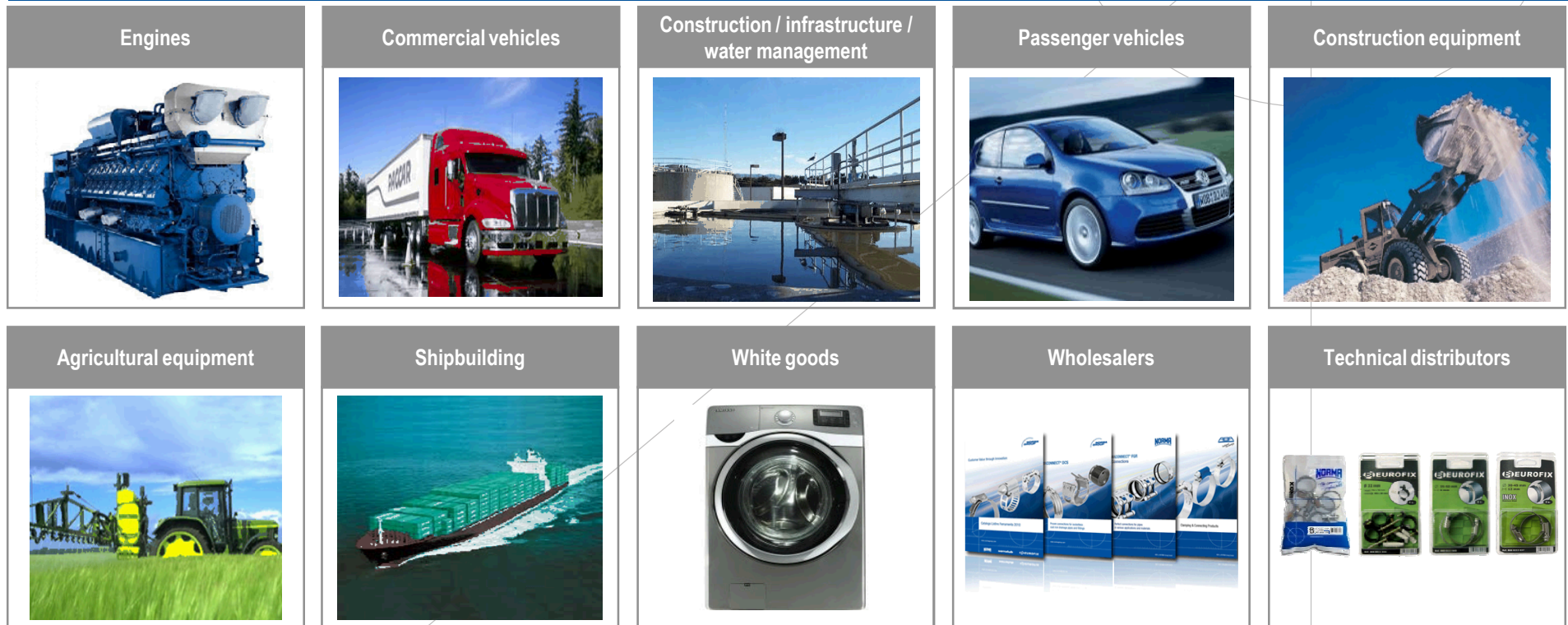
- Environmental awareness continues to drive tightening emission regulations globally
- Increasingly tighter emission regulations, including in emerging markets
- Low-emission alternatives require significantly higher joining technology content at a substantially increased complexity compared to existing/past technologies

Note: Chart shows emission regulation roadmap for passenger vehicles
 Source: DieselNet, NORMA Group

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



Examples of NORMA Group's key end-markets



- More than 35,000 products, manufactured in 18 locations and sold to more than 10,000 customers in 90+ countries
- Presence in China, India, Russia, Brazil and South Korea already established
- Top 5 customers account for only ~19% of 2011 sales

Note: Split based on third party gross revenue as per management accounts

Good Balance in the Two Distinct Ways-to-Market

Unique business model with two distinct ways-to-market

- Significant economies of scale in production
- Close contact to international EJT customers
- Knowledge transfer from EJT to DS

Engineered Joining Technology (EJT) ~71% of 2011 sales

Innovation and product solution partner for customers, focused on engineering expertise **with high value-add**



- Customised, engineered solutions
- 23 new patent families declared in 2011 (>60 since 2007)
- B2B

Distribution Services (DS) ~29% of 2011 sales

High quality, branded and standardised joining products provided at competitive prices to broad range of customers



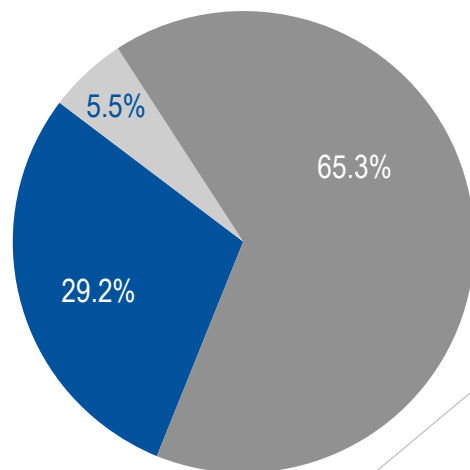
- High quality, standardised joining technology products
- B2C

Shareholder Structure



Shareholder structure

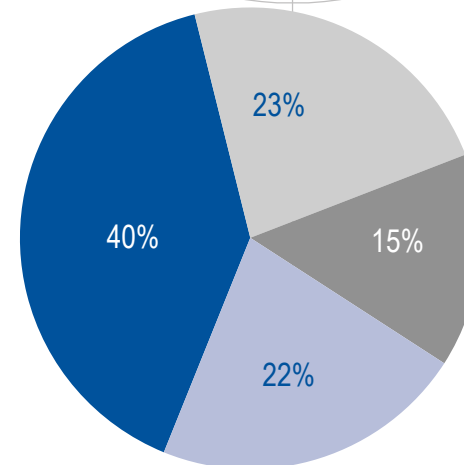
- 3i Group and Funds
- MABA CYPRUS Ltd.
- Freefloat



| | |
|------------------------------|-------|
| Mondrian Investment Partners | 5.3% |
| Threadneedle, London | 5.0% |
| DWS, Frankfurt | 4.9% |
| T. Rowe Price, London | 3.0% |
| Management | ~2.8% |

Regional split of identified institutional investors

- Great Britain
- Germany
- USA
- Other countries

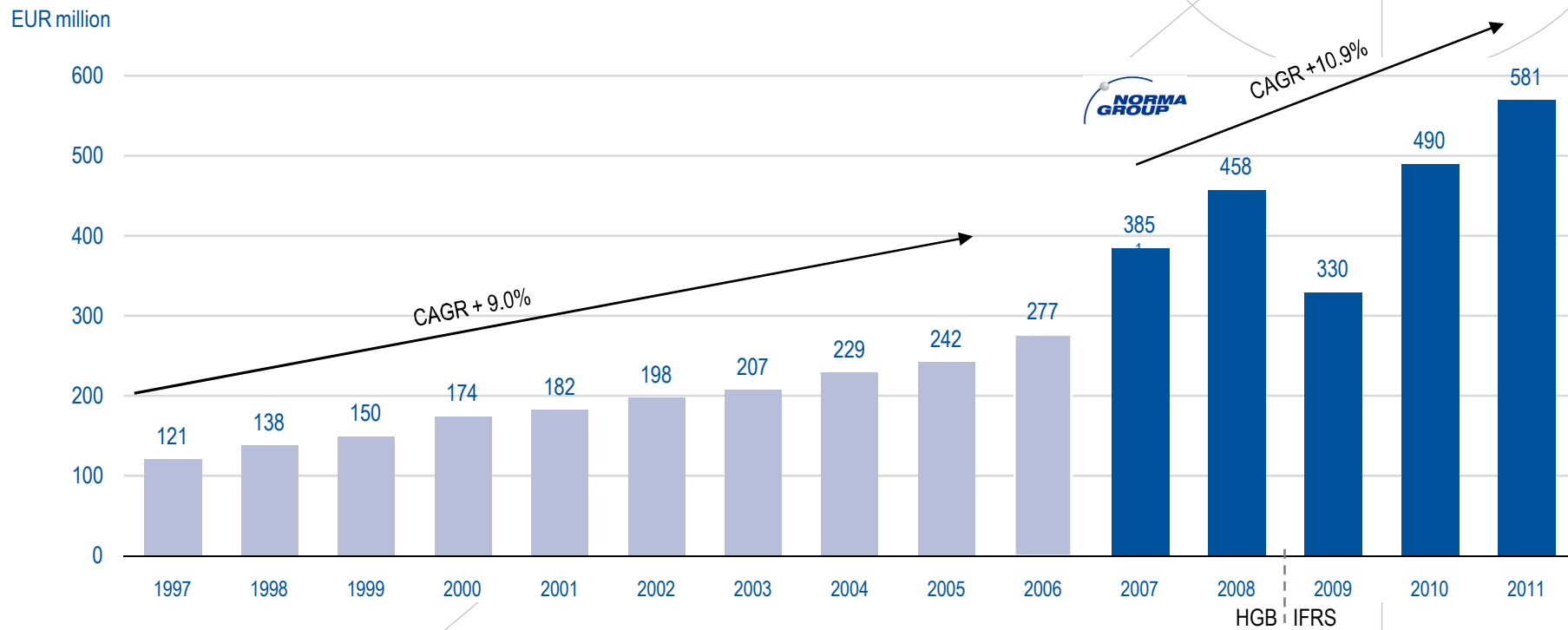


Financial Appendix

Historic Growth Track Record



Historic revenue development (1997 – 2011)



Former Rasmussen has shown a solid historical organic growth of 9.0% between 1997 and 2005. With the formation of the new group, NORMA Group switched gears into acquisition mode.

Overview on Adjustments

- Adjustments in 2011 and 2010 mainly from IPO costs (major part concluded in Q1 2011)
- Only minor PPA adjustments in 2012 on EBITA level expected (< EUR 0.5 million p.a.)

| in EUR million | FY 2010 | FY 2011 | H1 2012 |
|---|-------------|--------------|-------------|
| Reported EBITA | 64.9 | 84.7 | 57.7 |
| + Restructuring Costs | 1.3 | 1.8 | 0 |
| + Non-recurring/non-period-related items* | 15.5 | 14.8 | 0 |
| + Other group and normalized items | 0.7 | 0.2 | 0 |
| + PPA depreciation | 3.0 | 1.2 | 0.1 |
| Adjusted EBITA | 85.4 | 102.7 | 57.8 |
| + Depreciation (excluding PPA depreciation*) | 13.8 | 14.3 | 7.1 |
| Adjusted EBITDA | 99.2 | 117.0 | 64.9 |

* mostly IPO related costs in 2010/2011

Adjustments on EBIT level (PPA amortisation) at approx. EUR 6 million for 2012 going forward expected (adjustment on net income level approx. EUR 4 million)
(2010: EUR 5.1 million PPA amortisation)

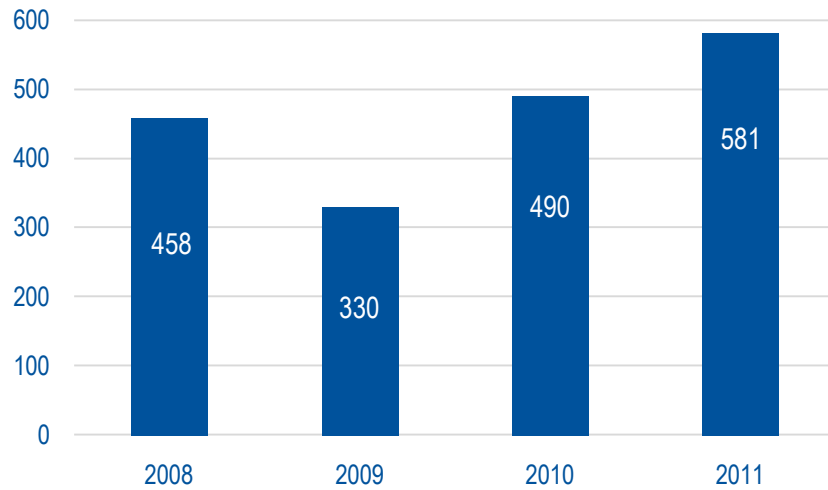
Profit & Loss (adjusted & reported)

| in EUR million | 2011 | | 2010 | |
|-------------------|----------|----------|----------|----------|
| | reported | adjusted | reported | adjusted |
| Sales | 581.4 | 581.4 | 490.4 | 490.4 |
| Gross Profit | 322.6 | 322.6 | 274.7 | 274.7 |
| EBITDA | 100.2 | 117.0 | 81.7 | 99.2 |
| EBITA | 84.7 | 102.7 | 64.9 | 85.4 |
| in % | 14.6% | 17.7% | 13.2% | 17.4% |
| EBIT | 76.6 | 99.7 | 56.3 | 80.9 |
| in % | 13.2% | 17.1% | 11.5% | 16.5% |
| Financial Result | -29.6 | -17.4 | -14.9 | -14.9 |
| Profit before Tax | 47.0 | 82.3 | 41.4 | 66.0 |
| Taxes | -11.3 | -24.7 | -11.2 | -17.8 |
| Net Profit | 35.7 | 57.6 | 30.2 | 48.2 |

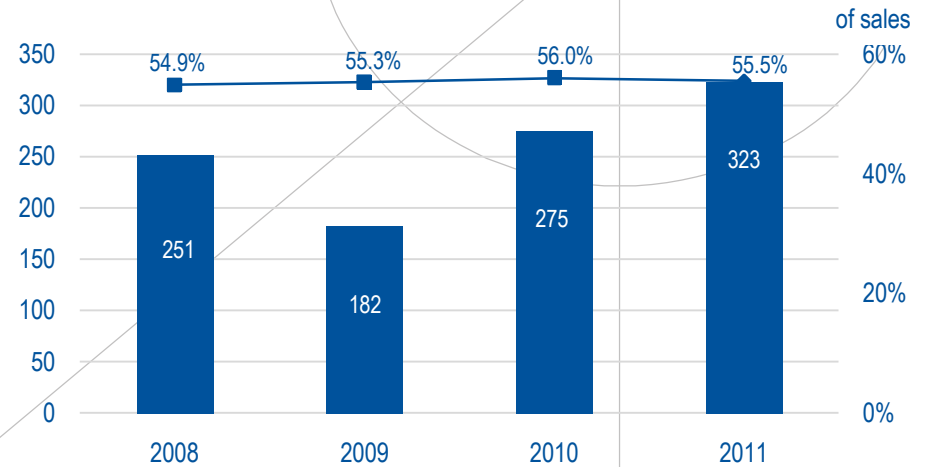
Continuation of Growth Track and Sustainable Margin into 2011



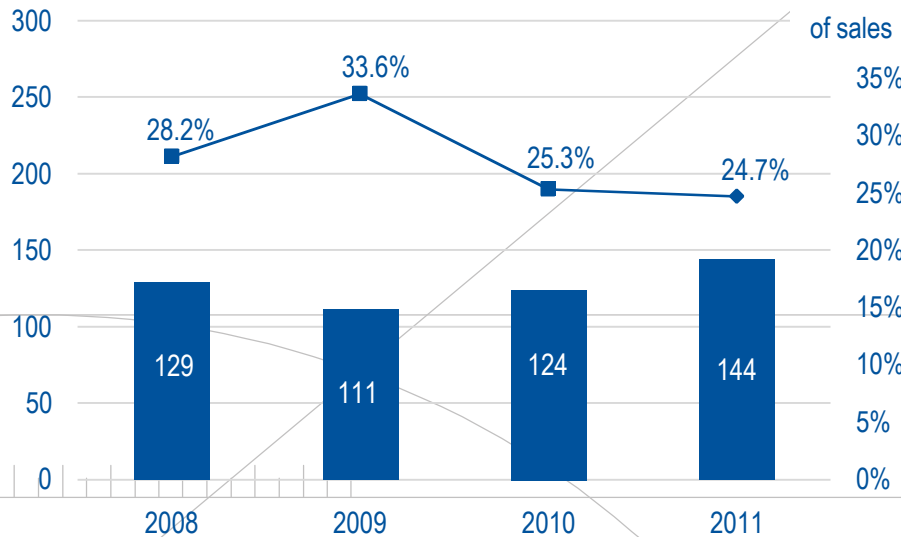
Revenue (in EUR million)



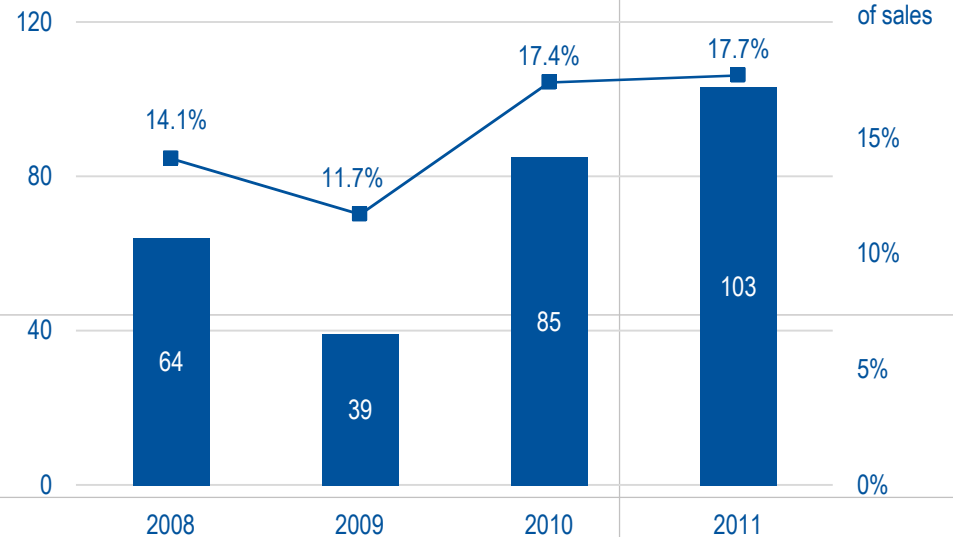
Gross profit (in EUR million)



Personnel expenses (in EUR million)



Adjusted EBITA (in EUR million)

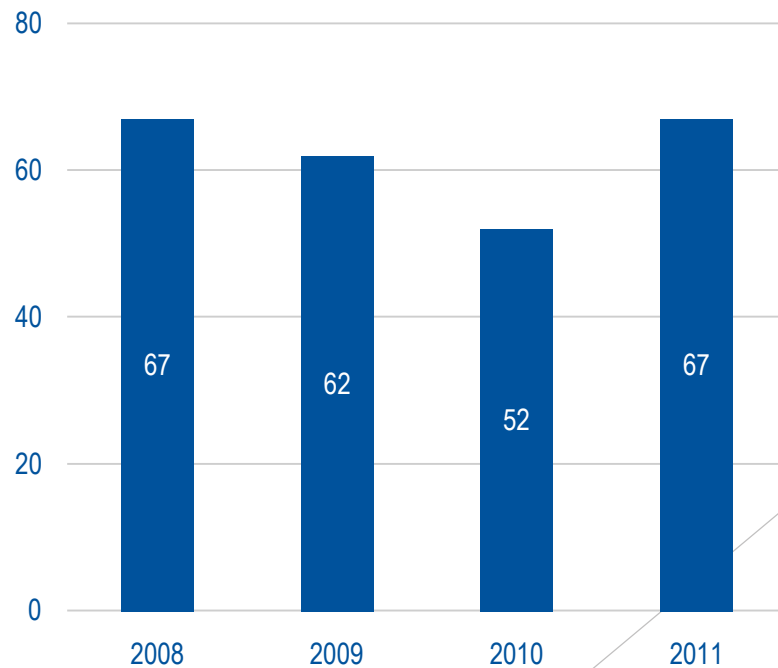


Positive Effects of the IPO Visible on Balance Sheet

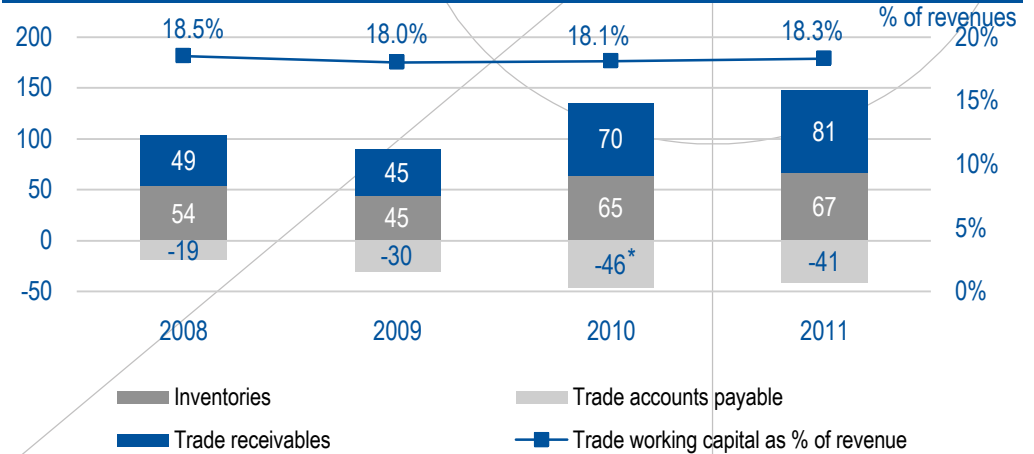
| (all amounts in EUR million) | 31 Dec 2010 | 31 Dec 2011 | (all amounts in EUR million) | 31 Dec 2010 | 31 Dec 2011 |
|--|--------------|--------------|---|--------------|--------------|
| Assets | | | Equity and liabilities | | |
| Non-current assets | | | Equity | | |
| Goodwill / Other intangible assets / Property, plant & equipment | 390.4 | 401.0 | Total equity | 78.4 | 256.0 |
| Other and derivative financial assets / Income tax assets / Deferred income tax assets | 8.8 | 9.2 | Non-current and current Liabilities | | |
| Total non-current assets | 399.2 | 410.2 | Retirement benefit obligations / Provisions | 16.9 | 19.4 |
| Current assets | | | Borrowings and other financial liabilities | 369.0 | 244.5 |
| Inventories | 64.7 | 66.8 | Other non-financial liabilities | 21.8 | 23.2 |
| Other non-financial assets / Income tax assets | 14.2 | 22.9 | Tax liabilities and derivative financial liabilities | 44.4 | 64.1 |
| Trade and other receivables | 70.3 | 80.8 | Trade payables | 48.3 | 41.4 |
| Cash and cash equivalents | 30.4 | 67.9 | Total liabilities | 500.4 | 392.6 |
| Total current assets | 179.6 | 238.4 | Total equity and liabilities | 578.8 | 648.6 |
| Total assets | 578.8 | 648.6 | | | |

Pro-active FCF Management to be Continued

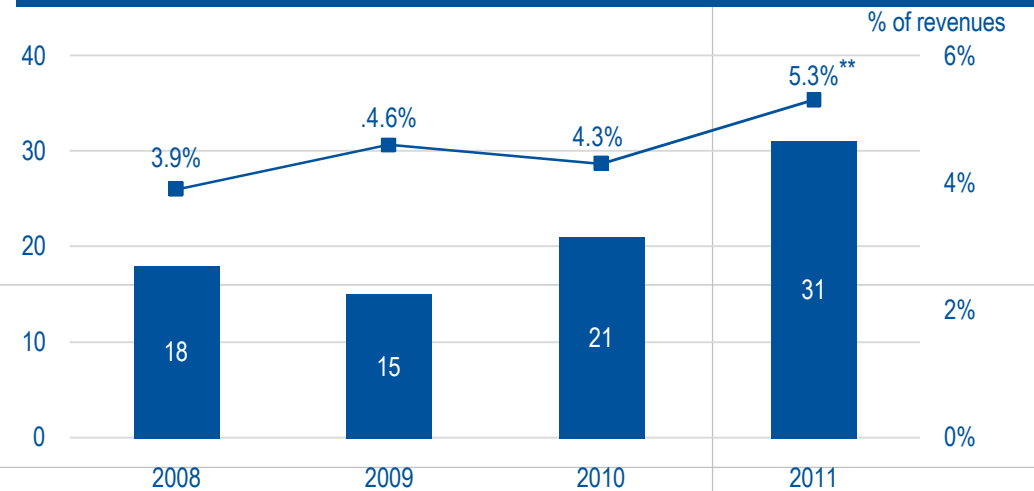
Adjusted Operating Net Cash Flow (in EUR million)



Trade working capital (in EUR million)



Capex (in EUR million)



* Excluding payments related to IPO costs 2010 (EUR 2 million) paid in 2011 (17.7% working capital if included)

** including major expansion projects for future growth (e.g. Serbia and Thailand plant)

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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 the NORMA Group AG 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 the NORMA Group AG, 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.