

A large, stylized world map in the background, composed of fine, parallel lines in shades of green and yellow. The map is centered on the Atlantic Ocean, with Europe and Africa to the right and North and South America to the left.

NORMA Group

Full Year Results 2014

Highlights 2014 - Strategy



| | |
|---------------------|--|
| EMEA | Successful introduction of new products for EURO 6 emission standard for passenger vehicles and trucks |
| Americas | Start of production for automotive and commercial vehicle industry in new facility in Brazil |
| APAC | Start of production in second plant in China to serve domestic and regional customers |
| Acquisitions | Acquisition of Five Star Clamps Inc. to consolidate multi industrial engineered clamps market in the USA |
| Acquisitions | Acquisition of National Diversified Sales Inc. to expand water management product portfolio in the USA |

Highlights 2014 – Financials (I)

| | |
|-------------------------|---|
| Sales | Record sales of EUR 694.7 million (2013: EUR 635.5 million) lead to growth of 9.3% |
| Adjusted EBITA | Record adjusted EBITA of EUR 121.5 million (2013: EUR 112.6 million) |
| Margin | 5 th year of high and sustainable adjusted EBITA margin of 17.5% (2013: 17.7%) |
| Financial Result | Successful refinancing leads to improved interest rate structure and healthy maturity profile |
| EPS | Strong adjusted EPS of EUR 2.24 (2013: EUR 1.95) Reported EPS incl. one-off acquisition costs on same level as prior year of EUR 1.72 (2013: EUR 1.74) |

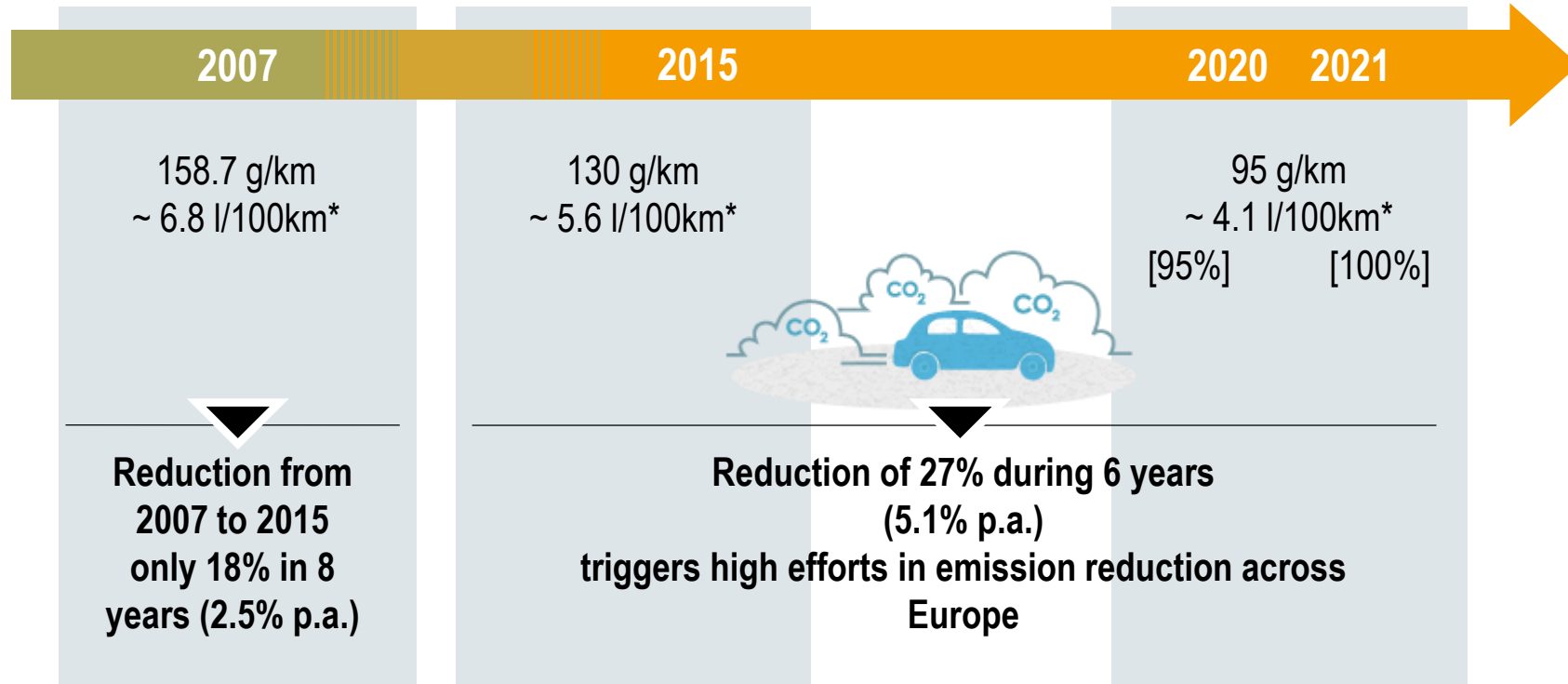
Highlights 2014 – Financials (II)

| | |
|------------------|--|
| Equity | Strong balance sheet with an equity ratio of 34.1% (2013: 38.8%) despite dividend payment and higher debt level after two US acquisitions |
| Net Debt | Net debt* increased to EUR 352.8 million from EUR 138.2 million mainly due to acquisitions |
| Leverage | Net debt* / adj. EBITDA leverage with 2.5 x (2013: 1.1 x) back to IPO level |
| Cash Flow | Again record net operating cash flow of EUR 103.2 million (2013: EUR 103.9 million) |
| Dividend | Dividend proposal to the AGM of EUR 0.75 per share – increase of 7.1% compared to 2013 33.4% or EUR 23.9 million of adjusted net income of EUR 71.5 million |
| Guidance | Solid organic sales growth of around 4% to 7% plus approx. EUR 110 million from recent acquisitions Sustainable adjusted EBITA margin on the level of the last years of above 17.0% |

* Net debt excluding non-cash / non-P&L derivative financial liabilities of EUR 20.2 million (2013: EUR 15.3 million)

Fleet Efficiency Europe: Innovation Rate must Double

EU legislation required CO₂ fleet average limits



- Low emitting cars (below 50 g/km CO₂) will count as 1.5 vehicles in 2015
- During second stage from 2020 onwards low-emitting cars will be counted as 2 (1.67) in 2020 (2021)

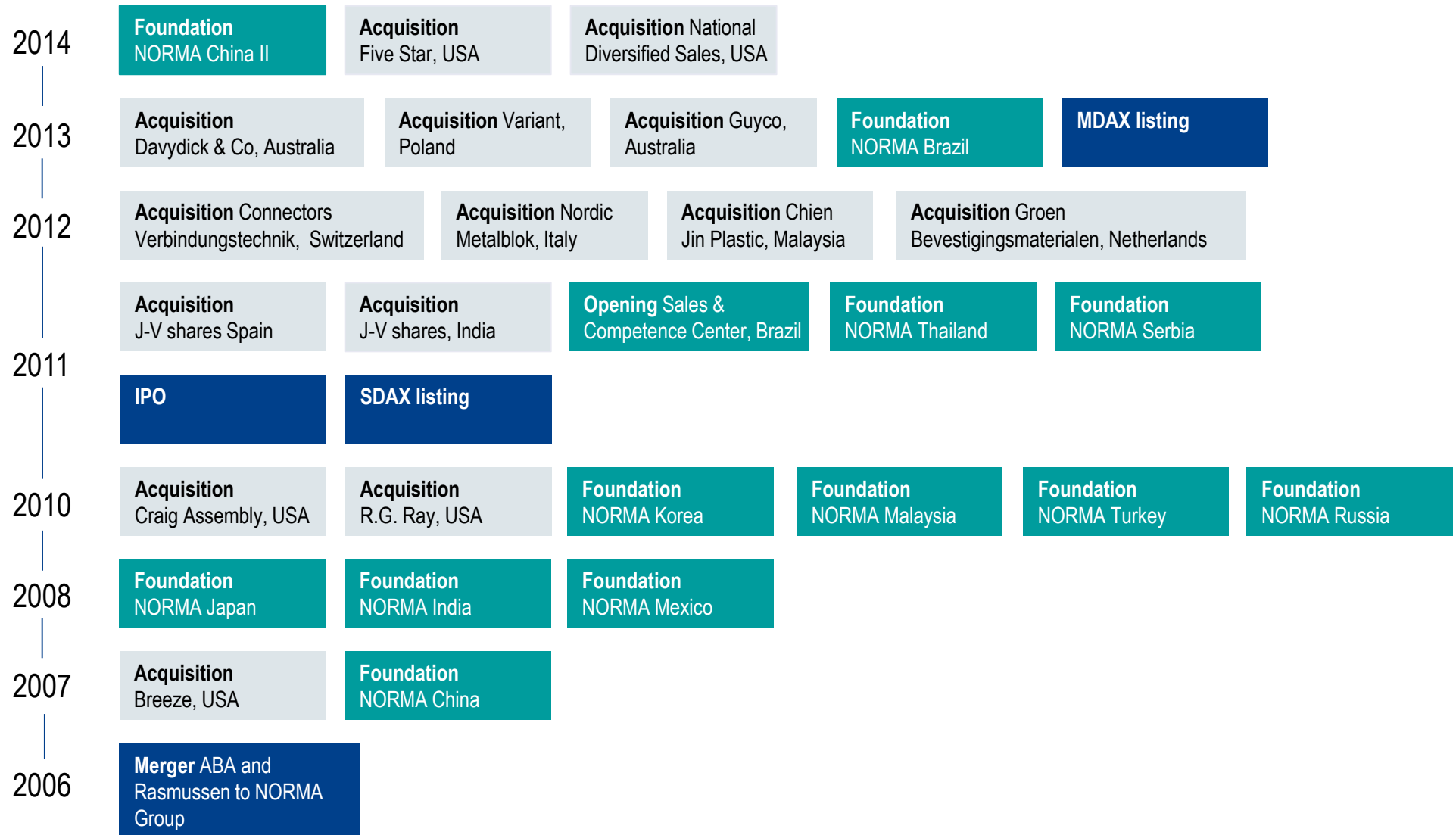
* Chart shows emission regulation roadmap for passenger vehicles calculated for gasoline cars (Source: European Commission)

| Global Comparison of Fuel Economy | | | | | | | | | |
|-----------------------------------|---------------|---------------|-------------------|---------------------------|-------------|---------------------------|-------------|-------------|-----------|
| Region | Target year 1 | Target year 2 | Duration in years | Fleet Target year 1 | | Fleet Target year 2 | | Change in % | CAGR in % |
| | | | | according to national law | converted** | according to national law | converted** | | |
| EU | 2015 | 2021 | 6 | 130 g/km | ~130 g/km | 95 g/km | ~95 g/km | ~ -27% | -5.1 |
| US | 2016 | 2025 | 9 | 37.8 mpg | ~151 g/km | 56.2 mpg | ~97 g/km | ~ -36% | -4.8 |
| China | 2015 | 2020 | 5 | 6.9 l/100km | ~161 g/km | 5.0 l/100km | ~117 g/km | ~ -27% | -6.2 |
| Japan | 2015 | 2020 | 5 | 16.8 km/l | ~143 g/km | 20.3 km/l | ~122 g/km | ~ -15% | -3.2 |
| India | 2016 | 2020 | 4 | 130 g/km | ~130 g/km | 113 g/km | ~113 g/km | ~ -13% | -3.4 |
| | | | | | | | | | |

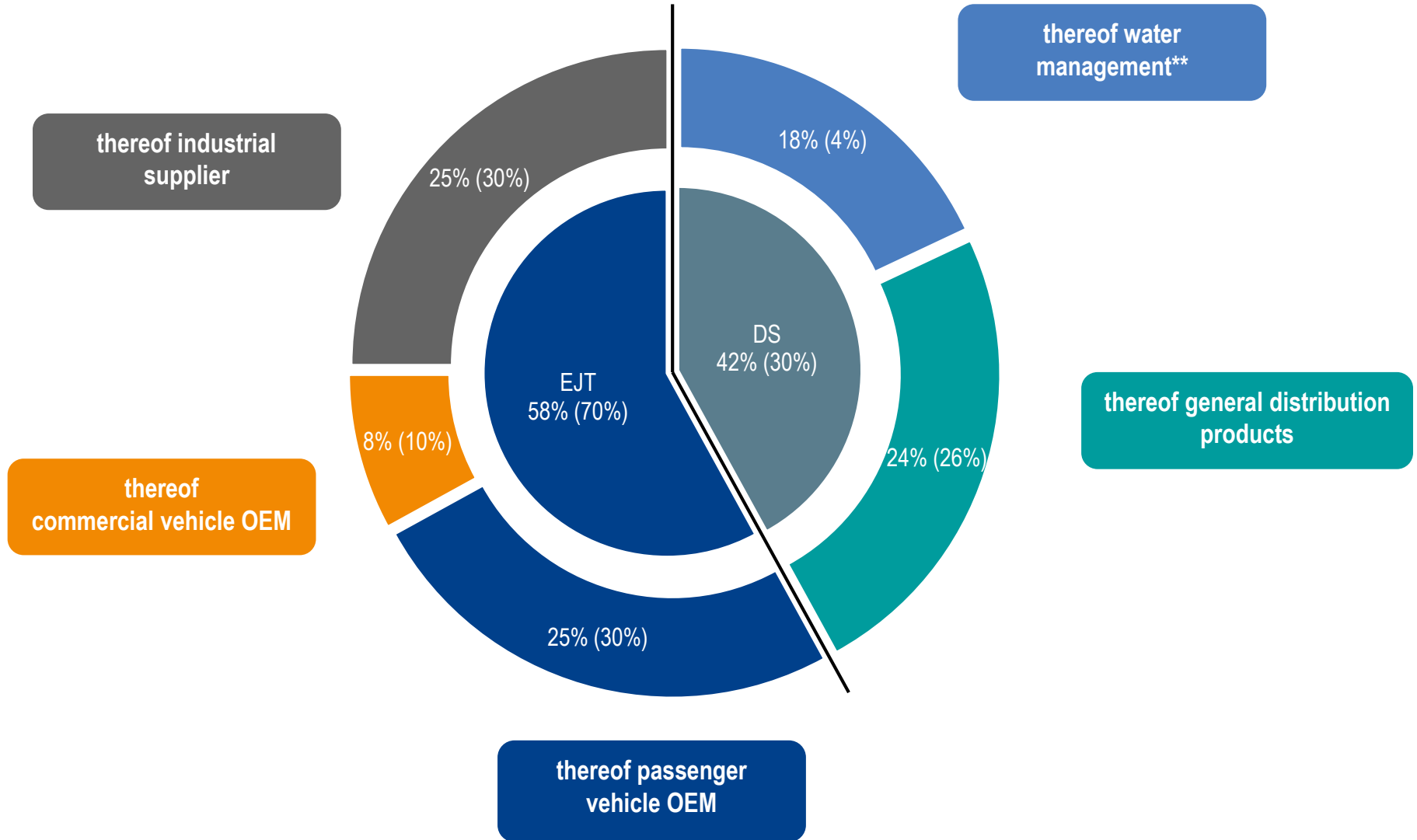
* Chart shows emission regulation roadmap for passenger vehicles calculated for gasoline cars (Source: European Commission, ICCT, NORMA Group)

** Fuel economic data is normalized to NEDC gCO₂/km

History of Excellence



Two Strong Distribution Channels*



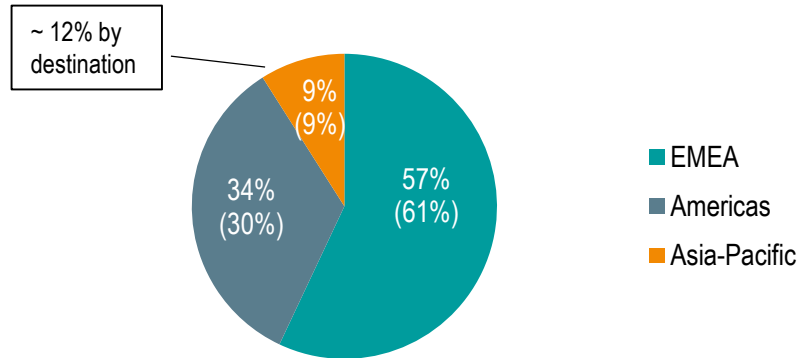
* 2013 in brackets; graphic includes full NDS sales for 2014

** NDS, Malaysia & Australia

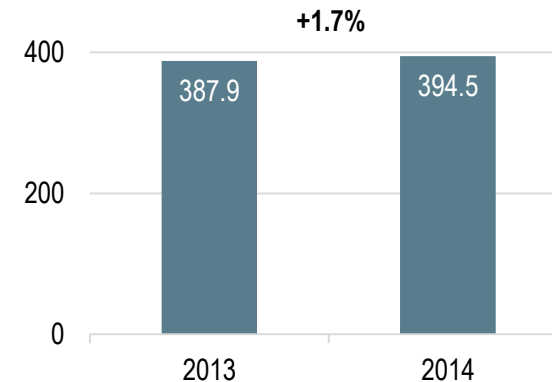
Sales by Regional Reporting Segments

- EMEA: flat European environment and shrinking heavy truck production is outperformed by higher content due to EURO 6 introduction while DS sales were slightly soft in difficult economies - this leads to a growth of +1.7%
- Americas reported favourable growth of +24.1% including strong organic growth of +15.3%
- Asia-Pacific recorded strongly increased direct sales (+11.6%) which represents 9% of total sales in 2014 or ~ 12% including all NORMA Group exports into the region (sales by destination)

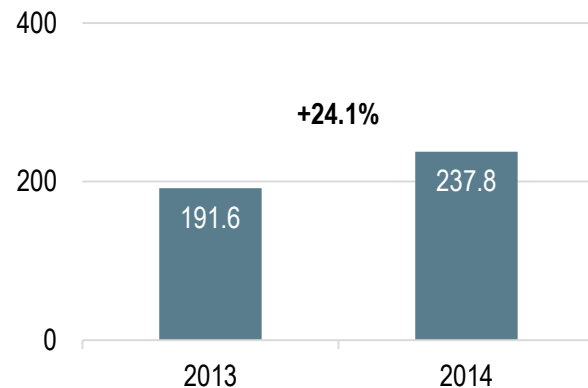
Regional Split in % actual vs. (prev. year)



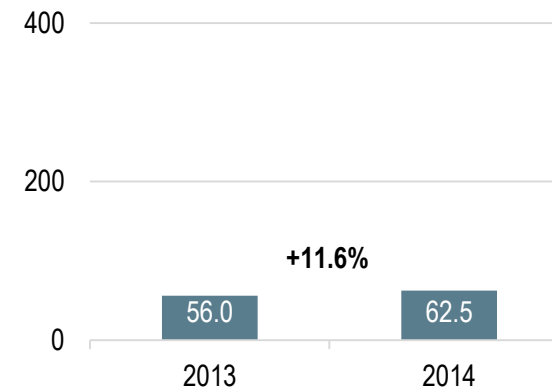
Sales EMEA in EUR million



Sales Americas in EUR million



Sales Asia-Pacific by origin in EUR million



Record Sales of EUR 694.7 million with Solid Organic Growth

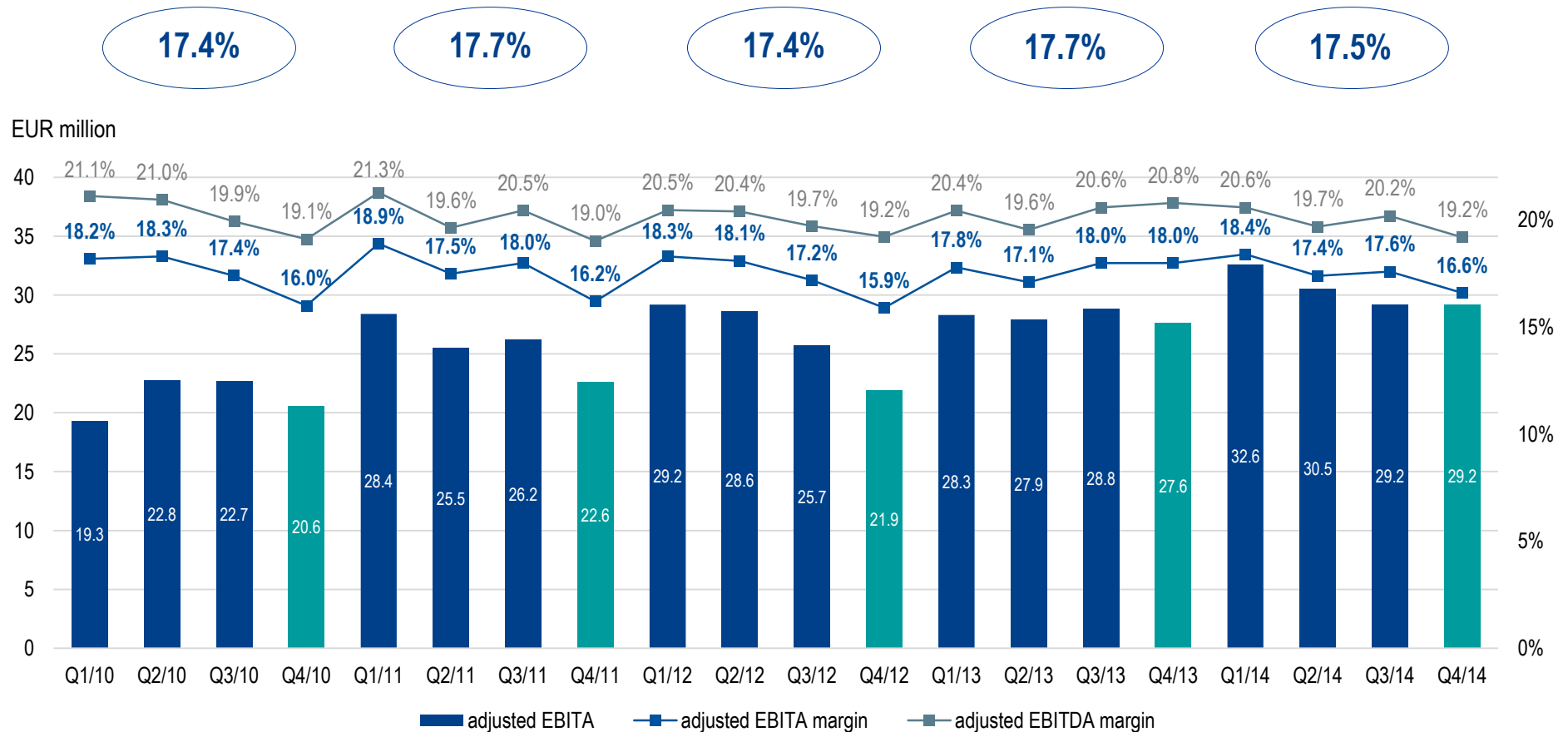
- Organic growth slowed down during the year as expected due to higher previous year comparables
- NDS contributed already with EUR 13.9 million in Q4 2014
- Weakening of the Euro during the year leads to flat full year FX effects after headwinds in H1

Sales Development in EUR million

| Sales | 2013 | 2014 | Change | Change in % | thereof organic | thereof currency | thereof acquisitions |
|-----------|--------------|--------------|-------------|-------------|-----------------|------------------|----------------------|
| Q1 | 159.3 | 177.8 | +18.5 | +11.6% | +12.6% | -2.6% | +1.6% |
| Q2 | 163.5 | 175.2 | +11.7 | +7.2% | +8.0% | -2.8% | +1.9% |
| Q3 | 159.9 | 165.5 | +5.6 | +3.5% | +2.4% | +0.2% | +0.9% |
| Q4 | 152.8 | 176.2 | +23.4 | +15.3% | +2.8% | +2.8% | +9.7% |
| FY | 635.5 | 694.7 | 59.2 | 9.3% | +6.5% | -0.6% | +3.5% |

- Strong Q1 2014 as high base for first quarter 2015
- Full year guidance 2015 of approx. 4% to 7% organic growth plus consolidation impacts

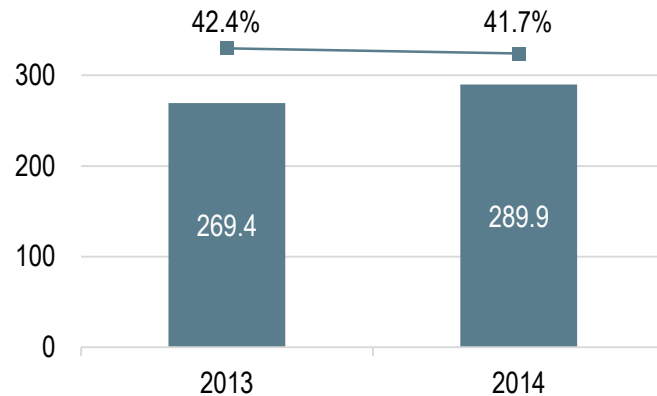
Twenty Quarters of Sustainable Margin Development



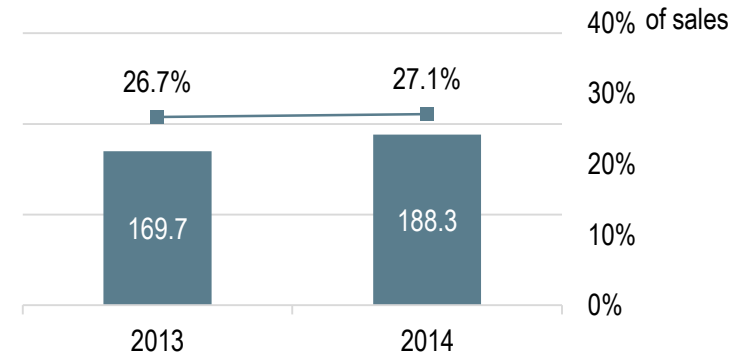
Strong Improvement of Material consumption

- Investments into regions, products and plants lead to slightly higher personnel costs in 2014
- Improved material costs compensates higher personnel expenses in 2014
- Cost ratios expected to stay approx. on level of previous years in 2015

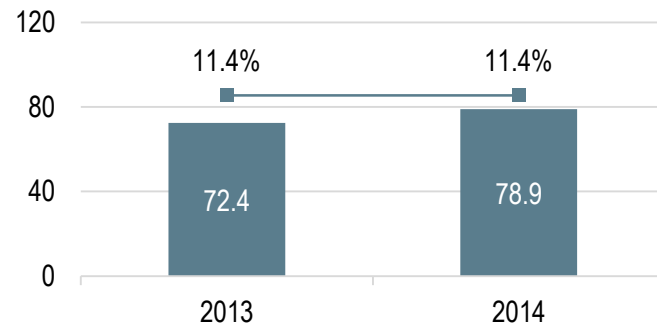
Adjusted Material Costs (in EUR million)



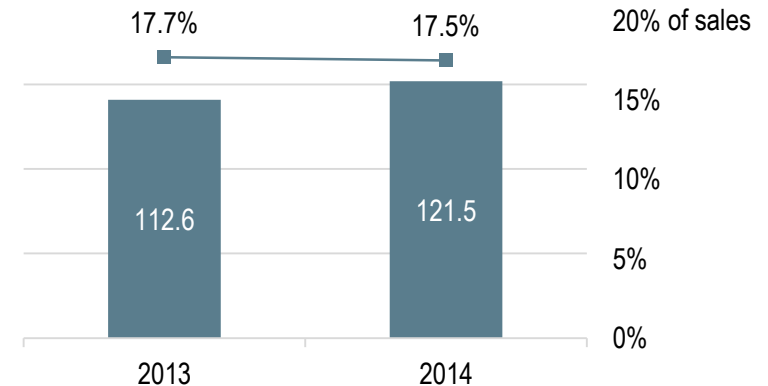
Personnel Expenses (in EUR million)



Adjusted Other Operating Income and Expenses (in EUR million)



Adjusted EBITA (in EUR million)



Operational Adjustments 2014

- First time operational adjustments after large NDS acquisition in 2014

| in EUR million | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|-------------|--------------|--------------|--------------|--------------|
| Reported EBITA | 64.9 | 84.7 | 105.2 | 112.1 | 113.3 |
| + Restructuring Costs | 1.3 | 1.8 | 0 | 0 | 0 |
| + Non-recurring/non-period-related items* | 15.5 | 14.8 | 0 | 0 | 6.9 |
| + Other group and normalized items | 0.7 | 0.2 | 0 | 0 | 0 |
| + PPA depreciation | 3.0 | 1.2 | 0.2 | 0.5 | 1.3 |
| Adjusted EBITA | 85.4 | 102.7 | 105.4 | 112.6 | 121.5 |

* mostly IPO related costs in 2010/2011 and NDS in 2014

Operational Adjustments in 2014

- First time operational adjustments due to acquisition of National Diversified Sales, Inc.
- Ongoing PPA adjustments plus one offs from NDS acquisition leads to EUR 0.52 adjustments on EPS level

| in EUR million | Reported | Adjustments | Adjusted |
|-------------------|----------|---|----------|
| Sales | 694.7 | 0 | 694.7 |
| EBITDA | 131.5 | 6.9 (incl. M&A adjustments EUR 4.7 million & Inventory-Step-Ups EUR 2.2 million) | 138.4 |
| EBITDA margin | 18.9% | | 19.9% |
| EBITA | 113.3 | 8.2 (incl. EUR 1.3 million depreciation PPA) | 121.5 |
| EBITA margin | 16.3% | | 17.5% |
| EBIT | 97.8 | 18.3 (incl. EUR 10.1 million amortization PPA) | 116.2 |
| EBIT margin | 14.1% | | 16.7% |
| Financial result | -14.5 | 5.4 (Partial SFA repayment in January 2014) | -9.1 |
| Net Profit | 54.9 | 16.6 (Post Tax Impact) | 71.5 |
| Net Profit margin | 7.9% | | 10.3% |
| EPS (in EUR) | 1.72 | 0.52 | 2.24 |

Outlook on Adjustments 2015 - 2016

| in EUR million | FY 2014 | FY 2015* | FY 2016* |
|------------------|---|---|---|
| EBITDA level | 6.9 (incl. M&A adjustments EUR 4.7 million & Inventory-Step-Ups EUR 2.2 million) | ~ 5 (incl. M&A adjustments / Integration costs & Inventory-Step-Ups ~ EUR 2.5 million) | 0 |
| EBITA level | 8.2 (incl. EUR 1.3 million depreciation PPA) | ~ 7 (incl. ~ EUR 2 million depreciation PPA) | ~ 2 (incl. depreciation PPA) |
| EBIT level | 18.3 (incl. EUR 10.1 million amortization PPA) | ~ 22 (incl. ~ EUR 15 million amortization PPA) | ~ 17 (incl. ~ EUR 15 million amortization PPA) |
| Financial result | 5.4 (Partial SFA repayment in January 2014) | 0 | 0 |
| Net Profit | 16.6 | ~ 15 | ~ 12 |
| EPS (in EUR) | 0.52 | ~ 0.47 | ~ 0.38 |

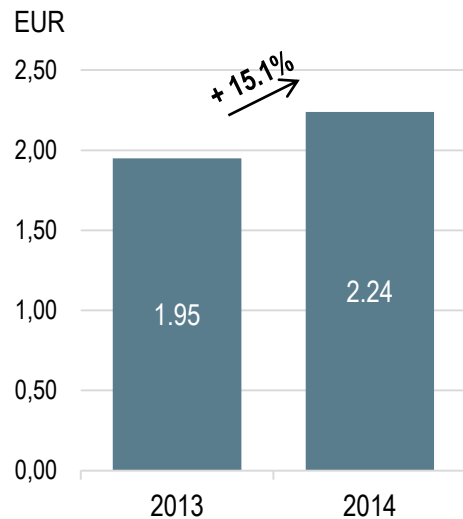
Profit & Loss (adjusted & reported)

| in EUR million | 2013 | | 2014 | |
|-------------------|----------|----------|----------|----------|
| | reported | adjusted | reported | adjusted |
| Sales | 635.5 | 635.5 | 694.7 | 694.7 |
| Gross Profit | 371.4 | 371.4 | 403.4 | 405.6 |
| EBITDA | 129.3 | 129.3 | 131.5 | 138.4 |
| EBITA | 112.1 | 112.6 | 113.3 | 121.5 |
| in % | 17.6 | 17.7 | 16.3 | 17.5 |
| EBIT | 99.5 | 107.7 | 97.8 | 116.2 |
| in % | 15.7 | 16.9 | 14.1 | 16.7 |
| Financial Result | -15.6 | -15.6 | -14.5 | -9.1 |
| Profit before Tax | 83.9 | 92.1 | 83.4 | 107.1 |
| Taxes | -28.3 | -30.0 | -28.5 | -35.7 |
| Net Profit | 55.6 | 62.1 | 54.9 | 71.5 |

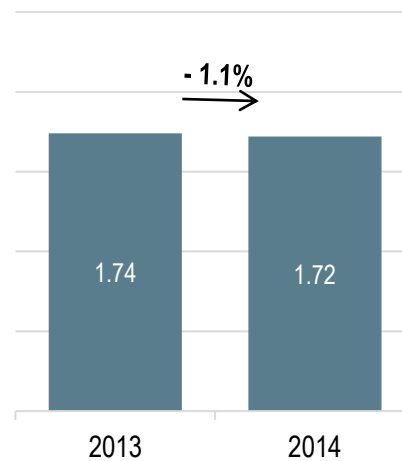
EPS – Dividend Proposal EUR 0.75 per Share

- Dividend proposal to the shareholders at the AGM on 20 May 2015: EUR 0.75 per share (2014: EUR 0.70)
- Pay-out of EUR 23.9 million for 31,862,400 shares equals 33.4% of adjusted net income of EUR 71.5 million
- General dividend policy of 30% to 35% of adjusted net income

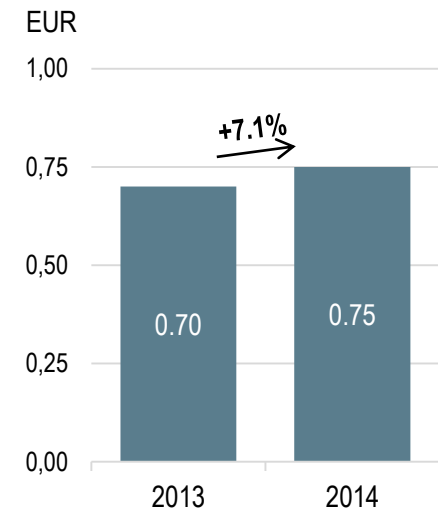
Adjusted EPS



Reported EPS



Dividend per Share

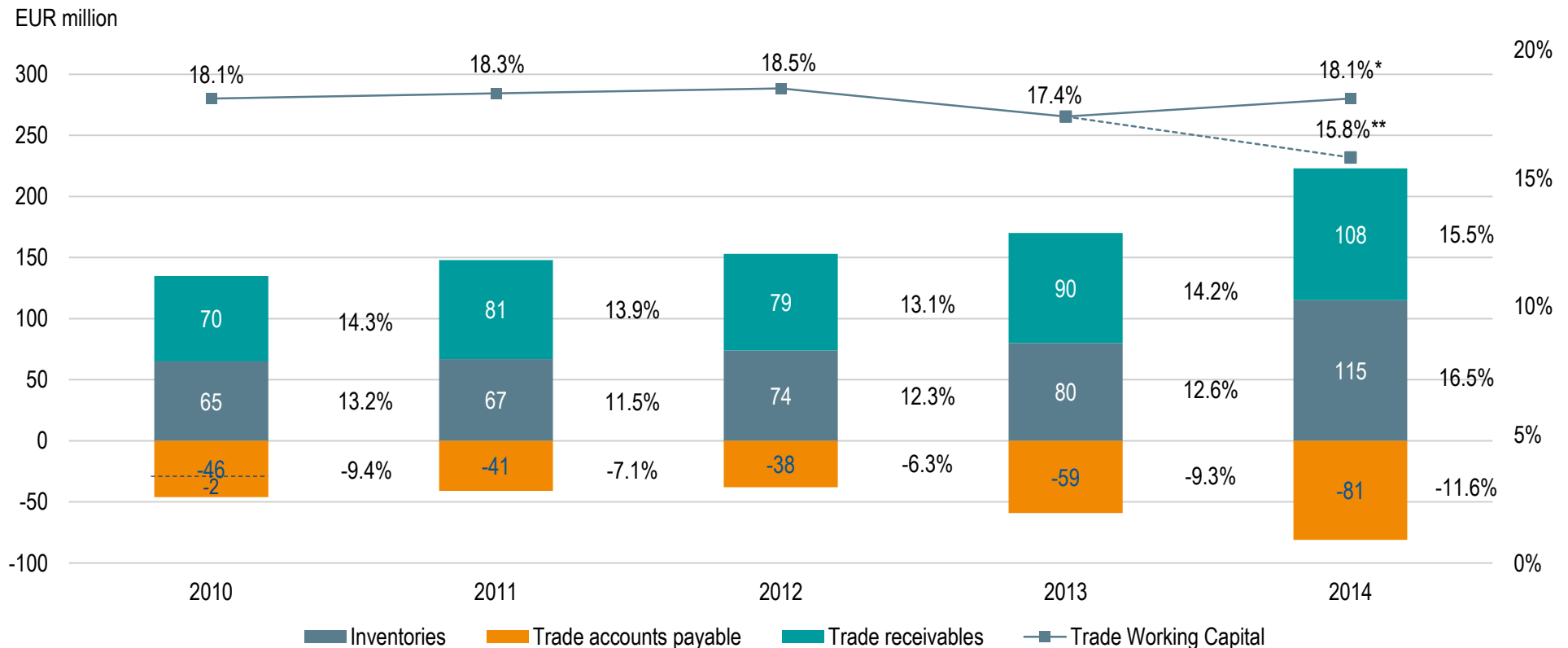


| | | | | |
|------|------|------|------|------------------------------|
| 62.1 | 71.5 | 55.6 | 54.9 | net income in EUR million |
| | | | | |

Working Capital Development – Record Low for ‘old’ NORMA Group



- Higher distribution inventory of NDS
- Improvement in ‘old’ working capital structure (reverse factoring etc.) – lowest level ever
- TWC including higher NDS inventories again on a good level of 18.1%



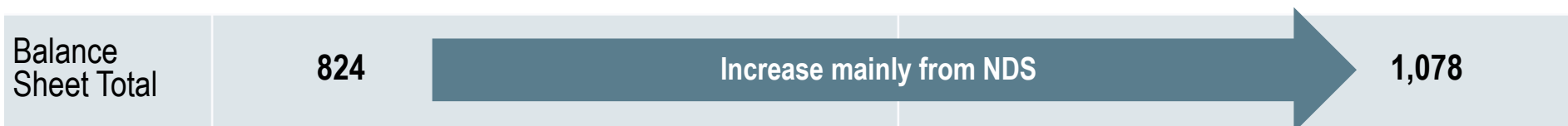
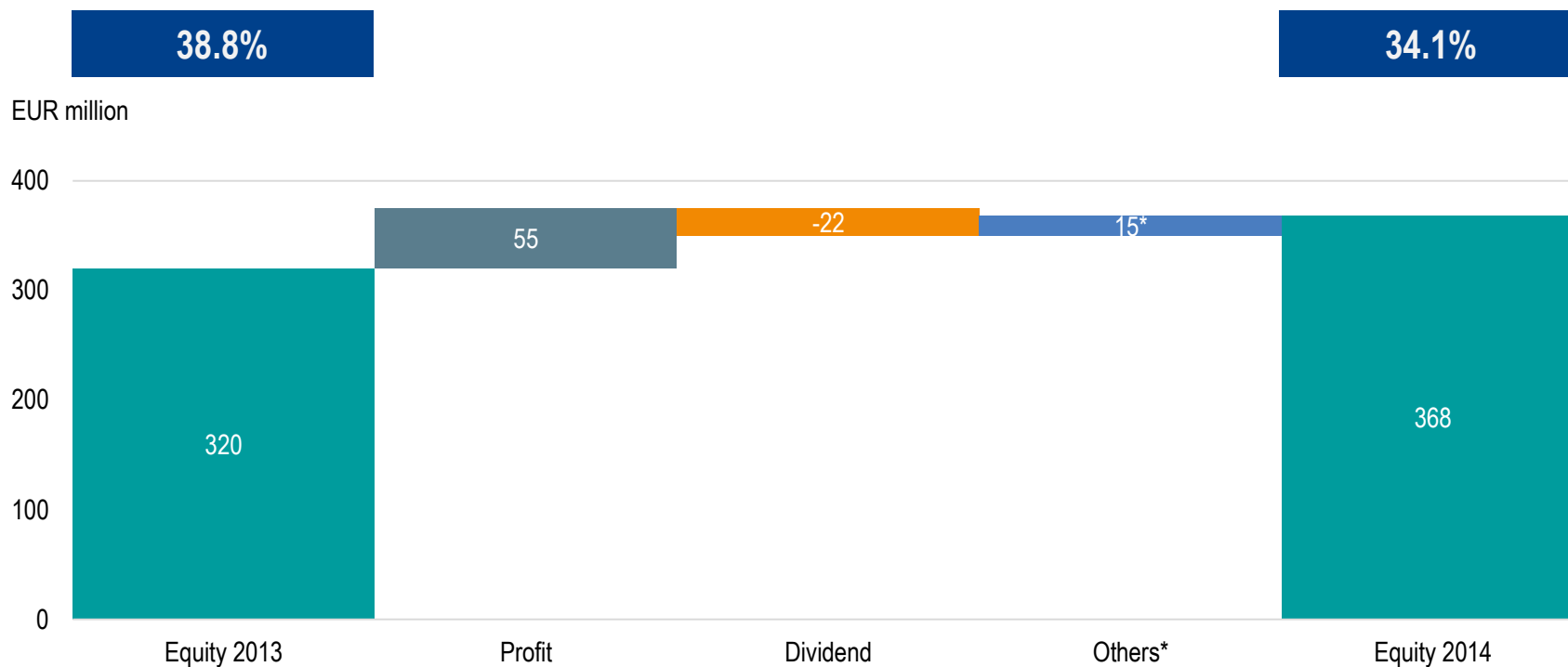
* in % of sales run rate of EUR 784 million

** excluding NDS = old NORMA Group structure

Equity increased by EUR 48 million due to High Profit even including Dividend Payment



- Equity ratio still solid even on higher balance sheet total after NDS acquisition



* Exchange differences on translation of foreign operations, cash flow hedges and stock options

Successful Issuance of NORMA Group's Second Schuldscheindarlehen in December 2014 – 50 Percent in USD



Targets achieved

- Maturity: Long-term oriented well balanced repayment schedule
- Balanced fixed and floating tranches
- Significant portion issued in USD – Natural hedge of USD-based National Diversified Sales-Deal
- Highest interest of European based lenders

Terms

- Volume EUR 209 million
- Tenor 3, 5, 7 and 10 years
- 4fold oversubscribed
- BBB+ / A- internal bank rating achieved
- Average interest rate incl. USD approx. 2.5%
- Average interest terms of the Group at approx. 3%

Lenders

- Small European banks (e.g. German Sparkassen, Insurance institutions and European saving banks)

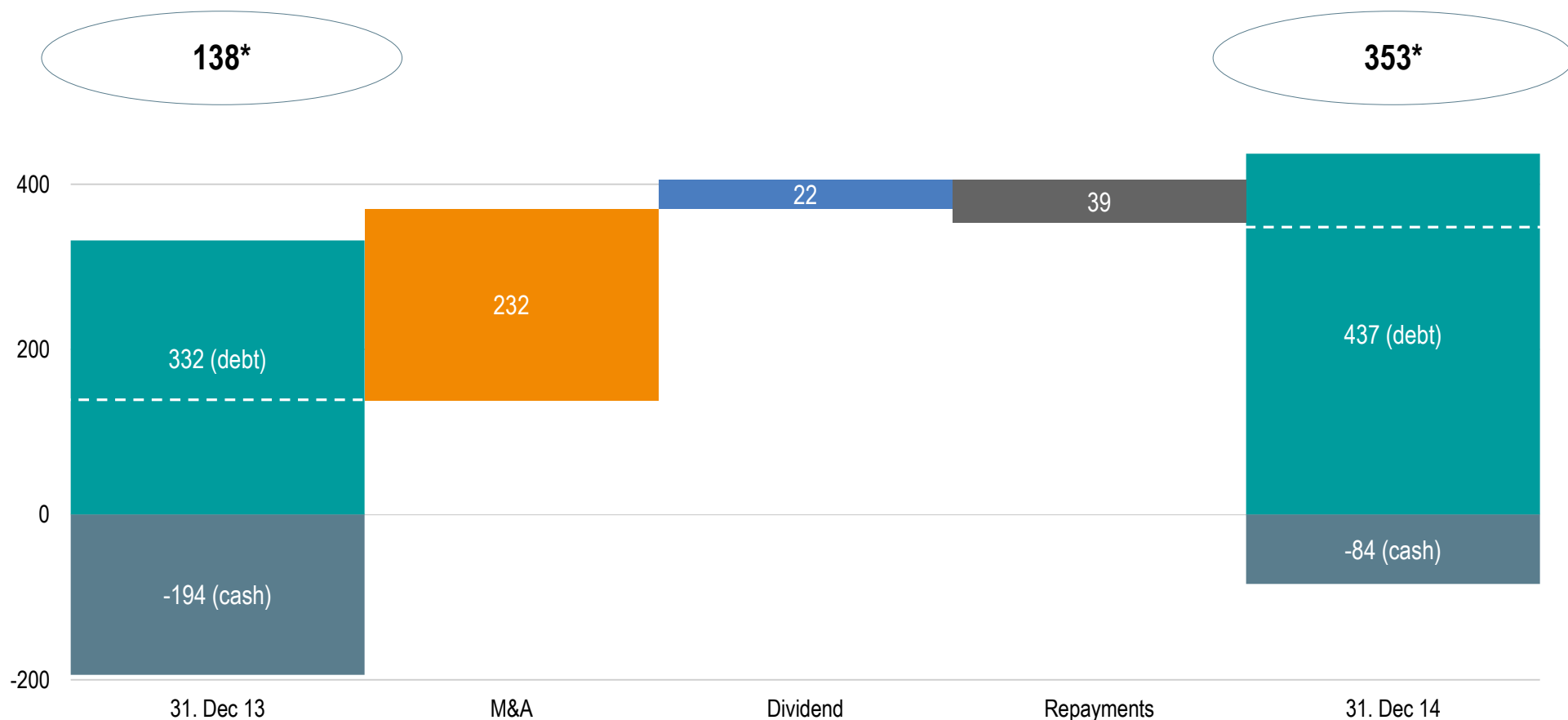
Usage of the funds

- General company purpose incl. financing of acquisition of National Diversified Sales in the US

Cash Out for NDS Acquisition and Dividend already partially Repaid with Strong Cash Flow



Net Debt (in EUR million)



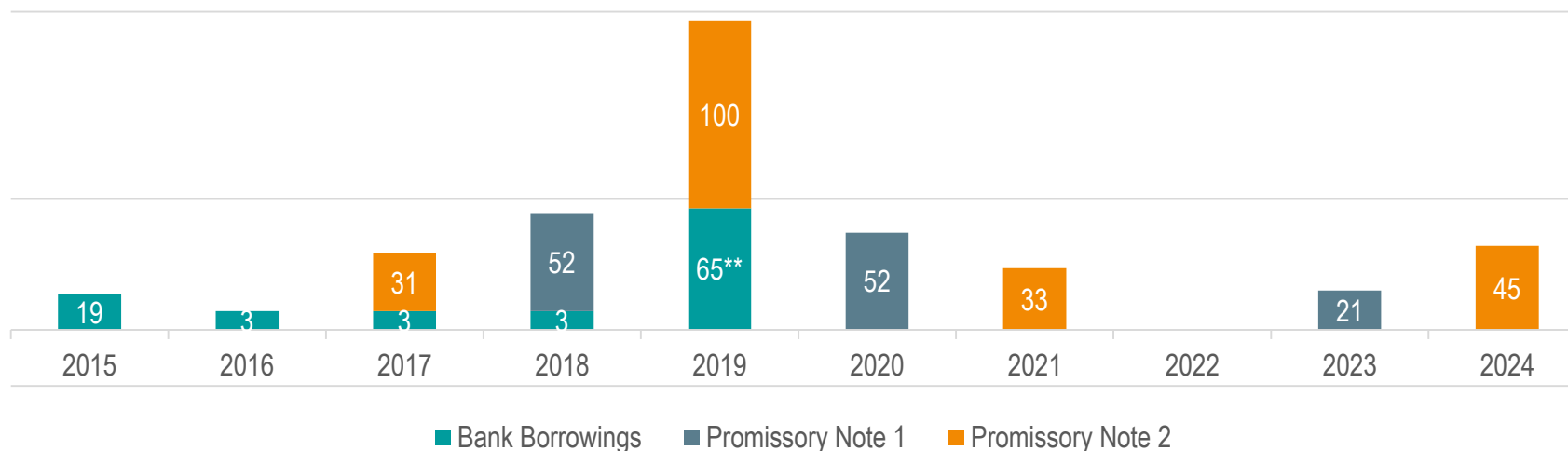
* excludes non cash / non P&L derivative financial liabilities of EUR 20.2 million (31.12.2013: EUR 15.3 million)

Solid Equity Debt Ratios and Healthy Maturity Profile

Equity / Debt Ratios

| | 31.12.2013 | 31.12.2014 | excluding derivatives* | 31.12.2013 | 31.12.2014 |
|--|------------|------------|---|------------|------------|
| Equity Ratio (Equity / Balance Sheet Total) | 38.8% | 34.1% | Leverage (Net debt* / adjusted LTM EBITDA) | 1.1 x | 2.5 x |
| | | | Gearing (Net debt* / equity) | 0.4 x | 1.0 x |

Pro Forma Maturity Profile (in EUR million) net of SFA repayment



* excludes non cash / non P&L derivative financial liabilities of EUR 20.2 million (31.12.2013: EUR 15.3 million): including leverage = 2.7x; gearing = 1.0x

** SFA 5+1+1 years – repayment earliest 2019

Solid Development of Balance Sheet



| (all amounts in EUR million) | 31 Dec 2013 | 31 Dec 2014 |
|--|--------------|----------------|
| Assets | | |
| Non-current assets | | |
| Goodwill / Other intangible assets / Property, plant & equipment | 441.5 | 741.5 |
| Other and derivative financial assets / Income tax assets / Deferred income tax assets | 9.1 | 12.8 |
| Total non-current assets | 450.6 | 754.3 |
| Current assets | | |
| Inventories | 79.8 | 114.9 |
| Other non-financial assets / Income tax assets | 9.0 | 17.2 |
| Trade and other receivables | 90.1 | 107.7 |
| Cash and cash equivalents | 194.2 | 84.3 |
| Total current assets | 373.1 | 324.1 |
| Total assets | 823.7 | 1,078.4 |

| (all amounts in EUR million) | 31 Dec 2013 | 31 Dec 2014 |
|--|--------------|----------------|
| Equity and liabilities | | |
| Equity | | |
| Total equity | 319.9 | 368.0 |
| Non-current and current Liabilities | | |
| Retirement benefit obligations / Provisions | 24.5 | 26.6 |
| Borrowings and other financial liabilities | 332.4 | 437.2 |
| Other non-financial liabilities | 23.8 | 27.8 |
| Tax liabilities and derivative financial liabilities | 64.1 | 138.0 |
| Trade payables | 59.0 | 80.8 |
| Total liabilities | 503.8 | 710.4 |
| Total equity and liabilities | 823.7 | 1,078.4 |

Another Excellent Operating Net Cash Flow in 2014

| Operating net cash flow | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| in EUR million | 2011 | 2012 | 2013 | 2014 | Variance |
| EBITDA | 117.0 | 120.8 | 129.3 | 138.4 | +7.1% |
| Δ ± Working capital | -19.5 | -9.8 | 5.1 | 4.4 | -13.6% |
| Operating net cash flow before investments from operating business | 97.5 | 111.0 | 134.4 | 142.8 | +6.3% |
| Δ ± Investments from operating business | -30.7 | -30.0 | -30.5 | -39.6 | +29.9% |
| Operating net cash flow | 66.8 | 81.0 | 103.9 | 103.2 | -0.7% |

- Operating net cash flow before investments increased by EUR 8.4 million to a total of EUR 142.8 million in 2014 due to higher EBITDA
- 2014 CAPEX spending extended due to opening of two new plants in China and Brazil and purchase of formerly rented plant and US headquarters at Auburn Hills, in total another excellent cash flow of EUR 103.2 million

- 1 Continue international expansion of sales network
- 2 Continue to explore business opportunities in APAC including emission standard change in China
- 3 Ramp up of second China plant to enable further expansion into domestic and APAC markets
- 4 Continuous ramp up of plant in Brazil according to volume needs to serve local customers
- 5 Integration of NDS acquisition and start of exploring cross selling opportunities
- 6 Continue dialogue with potential M&A targets

Outlook 2015 – Macroeconomic Forecast – GDP Growth

| in % | 2014 | 2015e | 2016e |
|------------|------|-------|-------|
| USA* | +2.4 | +3.6 | +3.3 |
| China* | +7.4 | +6.8 | +6.3 |
| Euro-zone* | +0.8 | +1.2 | +1.4 |
| Germany* | +1.6 | +1.7 | +1.9 |
| World* | +3.3 | +3.5 | +3.7 |

- VDMA (German Engineering Federation) expects worldwide machine sales to grow by 5% in 2015
- Euroconstruct expects solid growth path of +2.1% for the European construction output
- VDA expects 2.0% sales growth in global passenger cars in 2015 (sales and production with different timing)

Outlook 2015 – Company Guidance



| | |
|------------------------------|---|
| Sales | Solid organic growth of approx. 4% to 7%, plus approx. EUR 110 million from recent acquisitions |
| Adjusted EBITA margin | Sustainable margin level as in previous years of more than 17.0% |
| Material Cost ratio | Approx. on the level of the previous years |
| Personnel Cost ratio | Approx. on the level of the previous years |
| Financial result | Up to EUR -18 million |
| Tax rate | Approx. 33% to 35% |
| EPS | Solid growth |

Outlook 2015 – Company Guidance

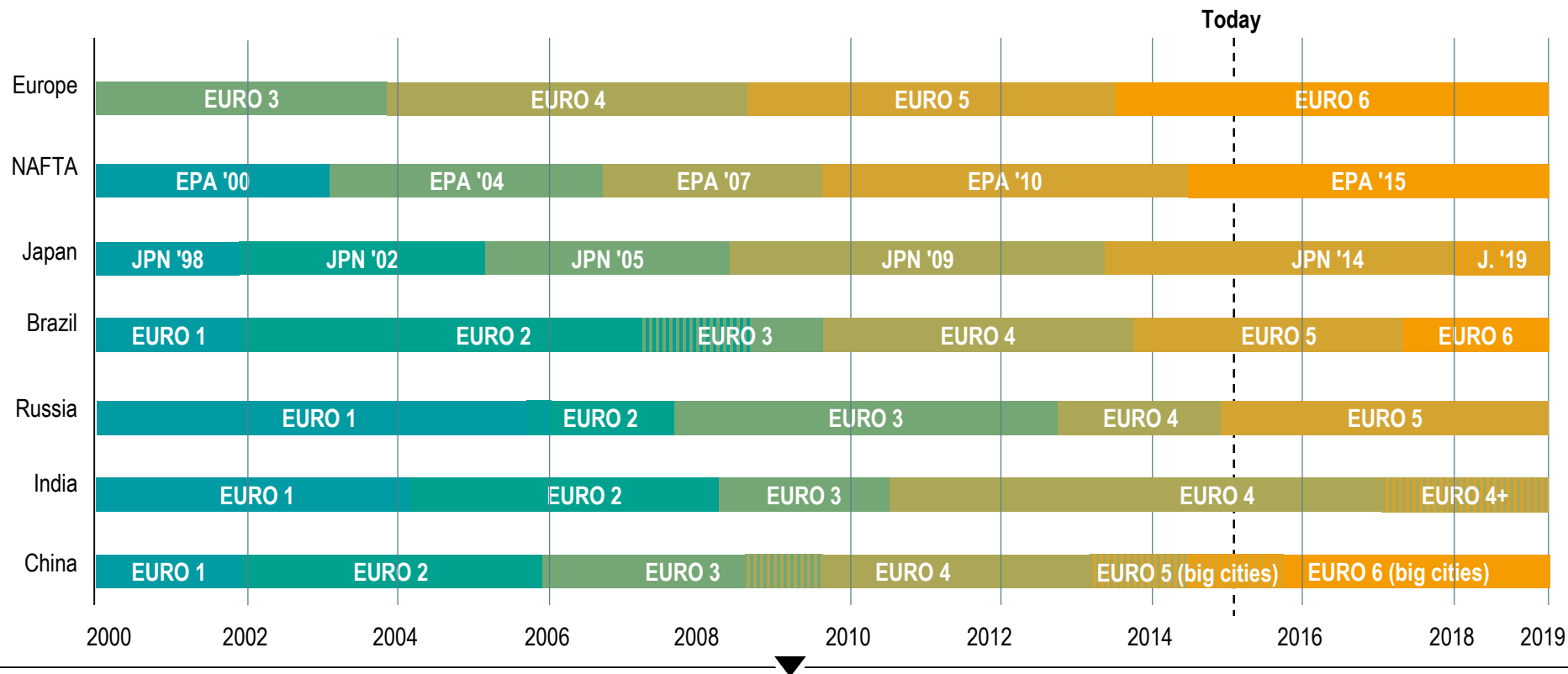
| | |
|--------------------------------|---|
| Investments in R&D | Approx. 5% of EJT sales |
| CAPEX rate | Approx. 4.5% of sales |
| Operating net Cash Flow | Slightly above the level of the previous years |
| Dividend | Approx. 30% to 35% of Group adjusted net profit |

A large, stylized world map in the background, composed of fine, parallel lines in shades of teal and gold. The map is centered on the Atlantic Ocean, with the Americas on the left and Europe and Africa on the right.

Full Year Results 2014

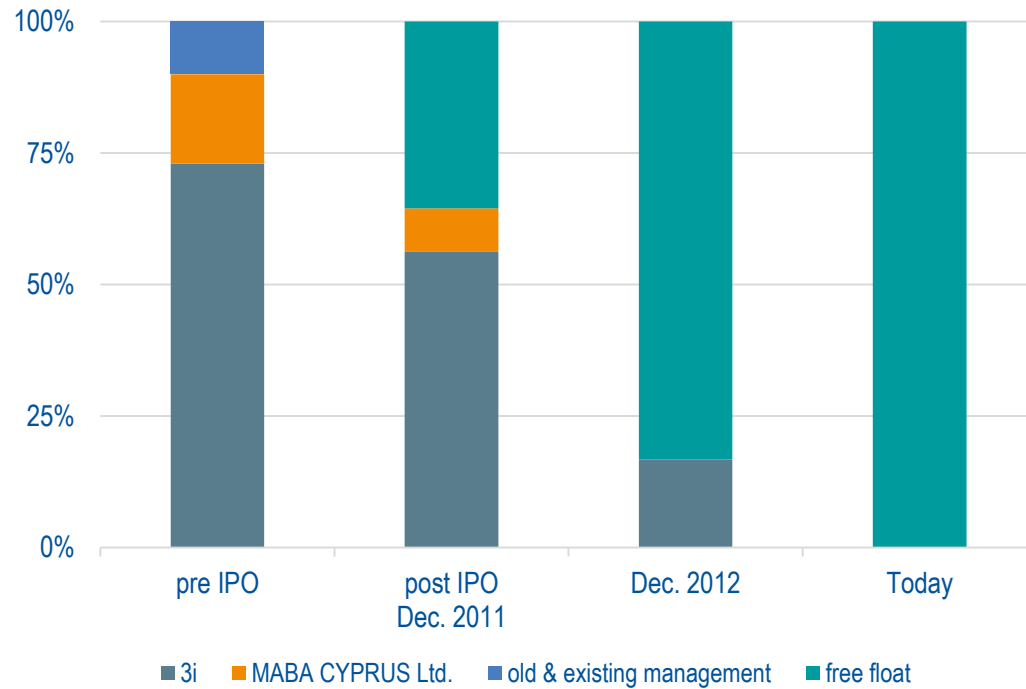
Appendix

Tighter Emission Regulations Drive Increased Joining Technology Content

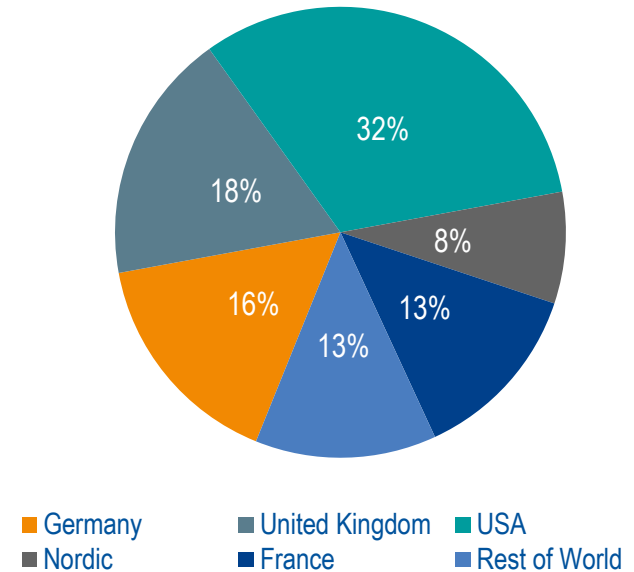


- Environmental awareness continues to drive tightening emission regulations globally
- Increasingly tighter emission regulations, including in emerging markets
- Low-emission alternatives require significantly higher joining technology content at a substantially increased complexity compared to existing/past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

Shareholder Structure



Identified institutional Shareholders



Free float per March 9, 2015 includes

| | | | |
|------------------------------------|--------|-------------------------------------|-------|
| Ameriprise, USA incl. Threadneedle | 9.96 % | Mondrian, London | 5.3 % |
| Blackrock, USA | 5.7 % | Allianz Global Investors, Frankfurt | 5.0 % |
| BNP Paribas, Paris | 3.2 % | Capital Research, Los Angeles | 3.1 % |
| T. Rowe Price, London | 3.0 % | AXA, Paris | 3.0 % |
| Management | ~2.4 % | | |

NORMA Group – Key Investment Highlights

- 1 Market leader in attractive engineering niche markets with strong growth prospects
- 2 Enhanced stability through broad diversification across products, end-markets and regions
- 3 Engineered products with premium pricing through technology and innovation leadership in mission-critical components
- 4 Strong global distribution network with one-stop-shopping service to specialized dealers
- 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® ~ 45% of sales



NORMA VPP 138

NORMACONNECT® ~ 24% of sales



NORMACONNECT FGR

NORMAFLUID® ~ 31% of sales



FISH Compression Fitting



PVC Coupling

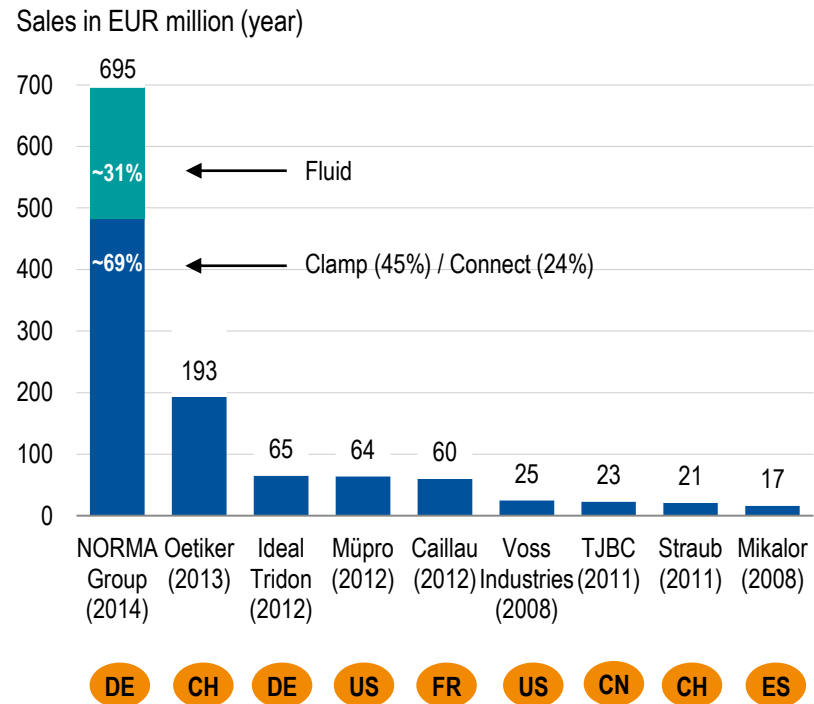
Specific customer requirements driven by megatrends

| | |
|--------------------------------|--|
| Emission reduction | Next global level of emission reduction ramps up in 2013 / 2014 with EURO 6 in Europe and 2014 in USA (EPA 15) |
| Weight reduction | Ongoing trend in many industries especially addressed by NORMA Fluid products |
| Assembly time reduction | Easy to assemble NORMA Group products help lowering production costs for customers |
| Leakage reduction | Safely sealed products minimise warranty costs for customers through leak free joints |
| Product portfolio | Comprehensive national product portfolio: One-Stop-Shopping |
| Product availability | Superior service level through worldwide presence and regional sales hubs |

Convincing Growth Prospects



Clear global market leader in clamp/connect



Excellent growth outlook across EJT market

Additional growth for Joining Technology market above market growth

| | |
|------------------------|------------|
| Passenger vehicles | add. 2- 4% |
| Commercial vehicles | add. 2- 4% |
| Agricultural equipment | add. 2- 4% |
| Construction equipment | add. 2- 4% |
| Engines | add. 2- 4% |
| White goods | Same level |
| Water management | add. 2- 4% |

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

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



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

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



Examples of NORMA Group's key end-markets

Engines



Commercial vehicles



Construction / infrastructure /
water management



Passenger vehicles



Construction equipment



Agricultural equipment



Shipbuilding



White goods



Pharma & Biotech



Wholesalers & Technical
distributors



- More than 35,000 products, manufactured in 22 locations and sold to more than 10,000 customers in 100 countries
- Top 5 customers account for only ~17% of 2014 sales

Good Balance in the Two Distinct Ways-to-Market



Unique business model with two distinct ways-to-market

- Significant economies of scale in production
- Resident engineers with close contact to international EJT customers
- No. 1 national and international DS service level and DS product portfolio

Engineered Joining Technology (EJT) ~70% of 2014 sales

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



- Customised, engineered solutions
- Patents in nearly 200 patent families
- B2B

Distribution Services (DS) ~30% of 2014 sales

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



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

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

Successful Acquisition Track Record Continues with NDS

| Sales consolidation effects in EUR million | Date of acquisition | | Total | 2014 | 2015 |
|---|---------------------|---|---------------|-------------|-------------|
| 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 | 0.1 | - |
| Variant SA, Poland* | 06/13 | Securing market with national dealer | 2.3 | 1.1 | - |
| Guyco Pty. Limited, Australia | 07/13 | Enforce market position with distribution of water & irrigation systems | 7.2 | 3.6 | - |
| Five Star Clamps Inc., USA** | 05/14 | Consolidation of multi industrial engineered clamps | ~4.0 | 3.3 | ~0.7 |
| National Diversified Sales, Inc., USA** | 10/14 | Expanding water management product portfolio | ~123 | 13.9 | ~109 |
| Total | | | ~172.8 | 22.0 | ~110 |

* External Sales

** depending on FX movement USD / EUR

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 15 million sales in financial year 2012 |
| 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 |

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 financial year 2012 |
| 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 |

Acquisition of Chien Jin Plastic Sdn. Bhd.

| | |
|-----------------------|--|
| M&A | Acquisition of Chien Jin Plastic, Malaysia, in October 2012 Closing expected toward year end 2012 |
| Business Model | Specialised in joining elements for plastic and iron pipe systems for different application areas, esp. drinking and domestic water distribution. Also produces components for sanitary appliances under its brand name Fish. More than 200 customers in 30 countries. |
| History | In the market for 20 years, the company is based in Ipoh, Malaysia. |
| Sales | Approx. EUR 7 million sales in financial year 2012 |
| Consolidation | First time consolidation into NORMA Group after closing. |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Margin of the company including synergies in the range of NORMA Group's margin |

Increase in Ownership in Groen Bevestigingsmaterialen BV

| | |
|-----------------------|---|
| M&A | 60% increase in ownership to 90% in Groen Bevestigingsmaterialen B.V. in December 2012 |
| Business Model | Wholesale supplier of hose and pipe clamps and coupling to the industrial, construction, agriculture, plumbing, hardware and automotive sector in Belgium, the Netherlands and Luxembourg. Moreover, extensive supply programme for traffic sign brackets and necessary mounting tools. |
| History | Partnership between Groen and NORMA started in 1993 with ABA hose claps. The company is based in Purmerend, Netherlands. |
| Sales | Approx. EUR 5 million sales in financial year 2012 (thereof EUR 2 million additional external sales) |
| Consolidation | First time consolidation into NORMA Group after closing on 31 st December 2012 |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Margin of the company including synergies in the range of NORMA Group's margin |

Acquisition of Davydick & Co. Pty Ltd.

| | |
|-----------------------|--|
| M&A | Acquisition of Davydick & Co. in January 2013 |
| Business Model | Distribution for various elements in the transportation of water in irrigation systems. Specialised in supplying a comprehensive range of rural irrigation fittings, valves, and pumps under the brand PUMPMASTER. More than 700 customers throughout Australia. |
| History | In the market for more than 20 years. Based in Goulburn, Australia |
| Sales | Approx. EUR 4 million sales in financial year 2012 |
| Consolidation | First time consolidation into NORMA Group after closing in early 2013 |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Margin of the company including synergies in the range of NORMA Group's margin |

Acquisition of Variant S.A.

| | |
|-----------------------|---|
| M&A | Acquisition of Variant S.A. in May 2013 |
| Business Model | Sells joining products and cable ties to over 1,000 retailers and wholesalers across Poland. End clients include home improvement stores, garages and specialist retailers for automotive supplies. |
| History | Distribution partner of NORMA Group for more than 20 years. Based in Krakow, Poland |
| Sales | Approx. EUR 5 million sales in financial year 2012 (thereof ~EUR 1 million external products) |
| Consolidation | First time consolidation into NORMA Group after closing in June 2013 |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Margin of the company including synergies within 12 months in the range of NORMA Group's margin |

Acquisition of Guyco Pty. Limited

| | |
|-----------------------|--|
| M&A | Acquisition of Guyco Pty. Limited in June 2013 |
| Business Model | Specializes in the design, manufacture and distribution of fittings and valves for freshwater distribution, irrigation, agricultural, plumbing and industrial market sectors. It supplies over 700 customers in Australia and New Zealand. |
| History | Based in Adelaide, Australia |
| Sales | Approx. EUR 7 million sales in financial year 2012 |
| Consolidation | First time consolidation into NORMA Group after closing in July 2013 |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Margin of the company including synergies until 2014 in the range of NORMA Group's margin |

Acquisition of Five Star Clamps Inc.

| | |
|-----------------------|--|
| M&A | Acquisition of Five Star in April 2014 |
| Business Model | Distribution and production of high-quality clamps to customers in over 50 different industries. |
| History | In the market for more than 25 years. Based in Crest Hill, Illinois, USA |
| Sales | Approx. USD 5 million sales in financial year 2012 |
| Consolidation | First time consolidation into NORMA Group after closing in May 2014 |
| Adjustments | No operational adjustments planned from acquisition |
| Margin | Margin of the company including synergies in the range of NORMA Group's margin |

Acquisition of National Diversified Sales, Inc.

| | |
|-----------------------|---|
| M&A | Acquisition of National Diversified Sales, Inc. (NDS) in October 2014 |
| Business Model | A leading supplier of water management solutions, including products for storm water management, efficient landscape irrigation and flow management |
| History | In the market for more than 40 years. Based in Woodland Hills, CA, USA |
| Sales | Approx. USD 127.6 million sales in financial year 2013 (EUR ~ 96 million) |
| Consolidation | First time consolidation into NORMA Group after closing in November 2014 |
| Adjustments | M&A related adjustments of EUR 6.9 million within EBITDA plus PPA adjustments of EUR 11.4 million |
| Margin | Excellent EBITDA margin of NDS comparable to excellent NORMA Group margin |

EMEA

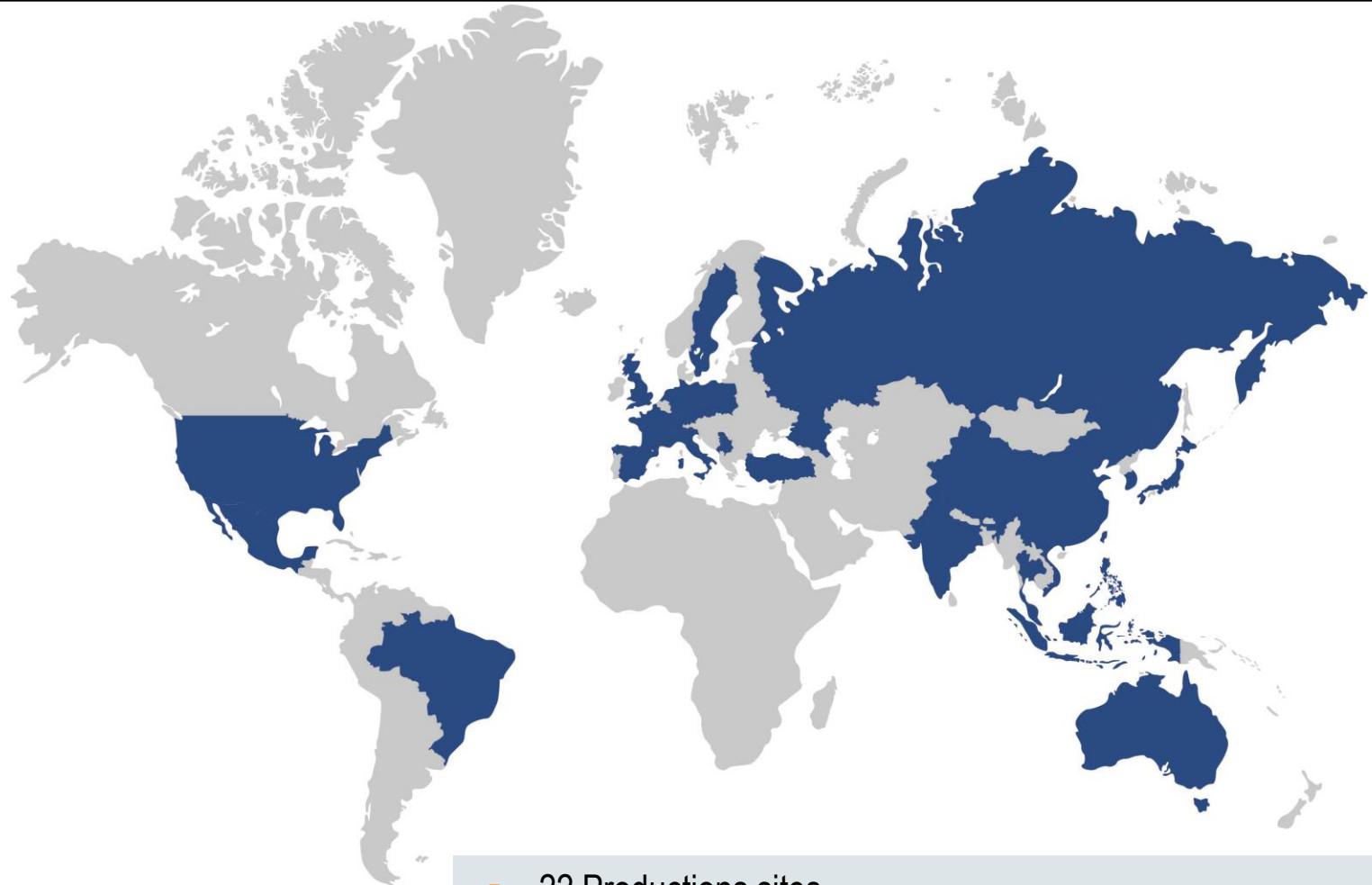
Czech Republic (P)
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Asia-Pacific

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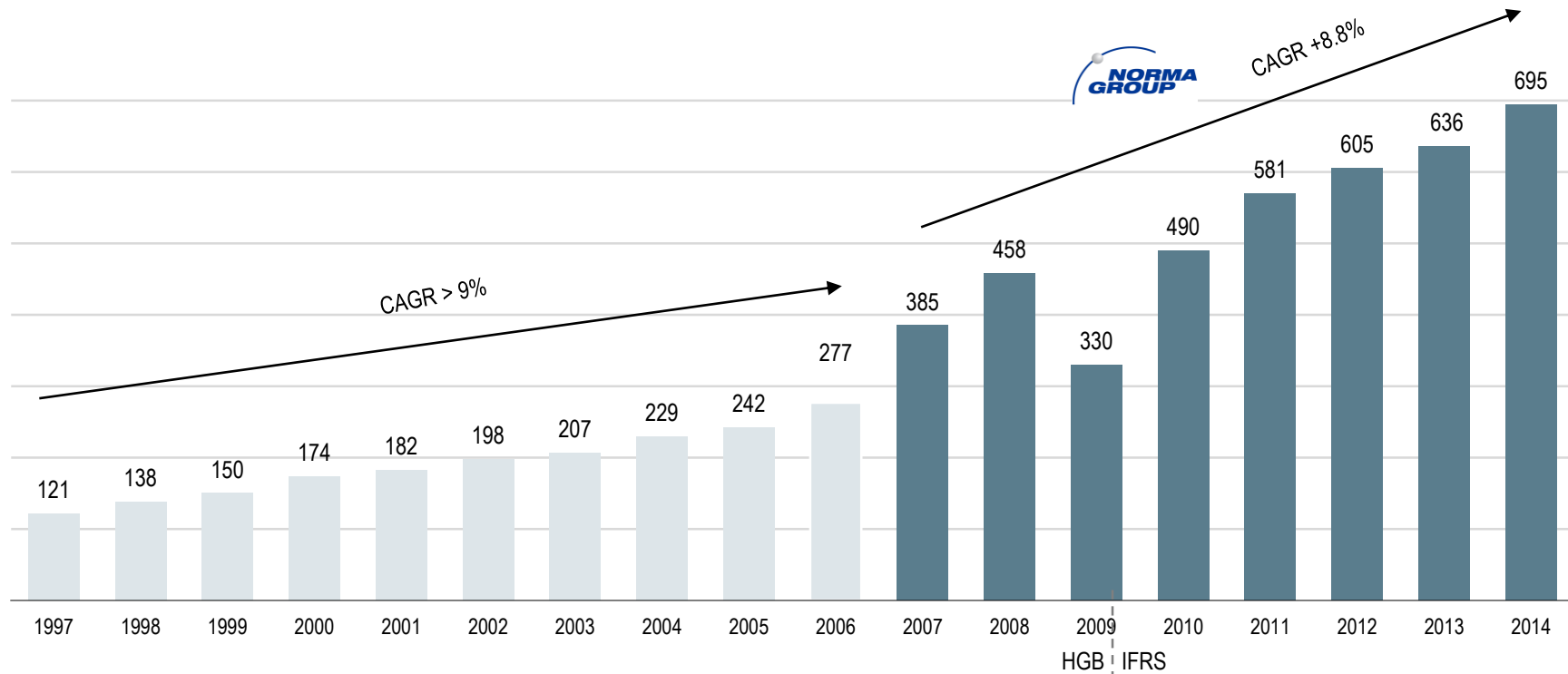


- 22 Productions sites
- 23 Countries with Distribution, Sales & Competence Centres
- Sales into 100 countries

Historic Growth Track Record



Historic revenue development in EUR million

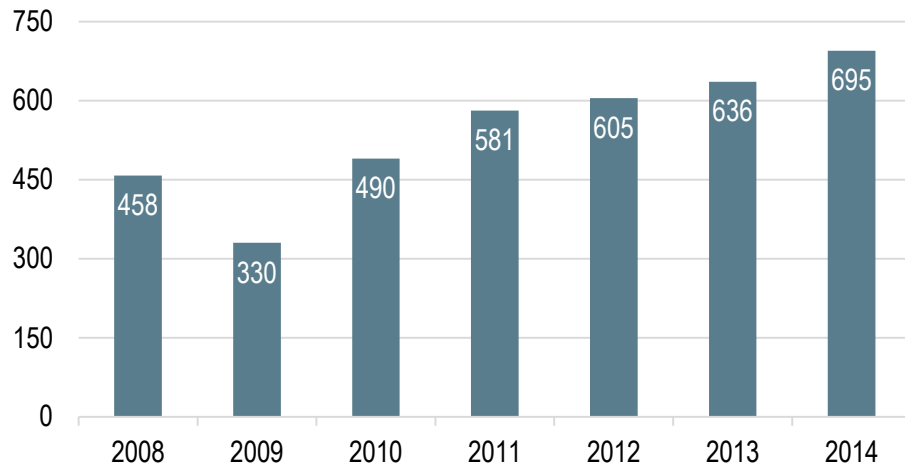


1997 to 2014: 18 years of a successful growth story

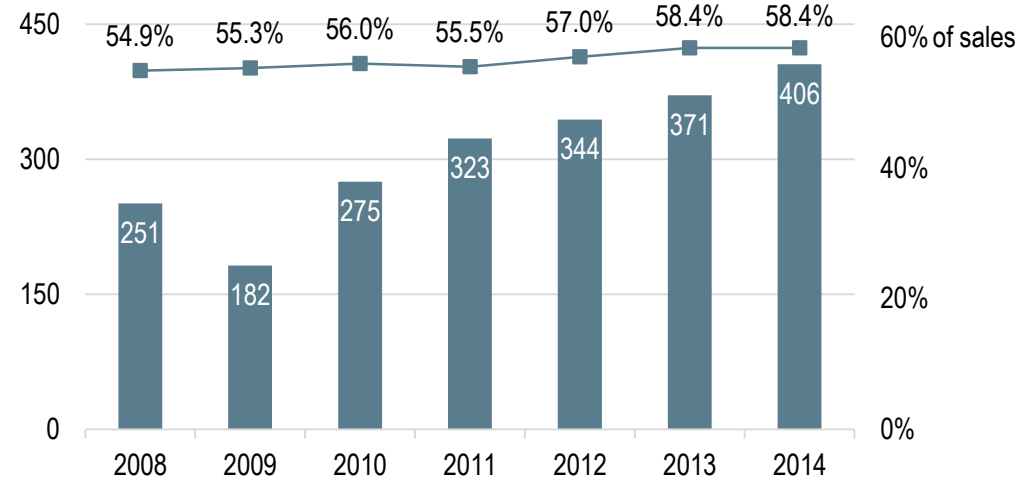
Continuation of Growth Track and Sustainable Margin into 2014



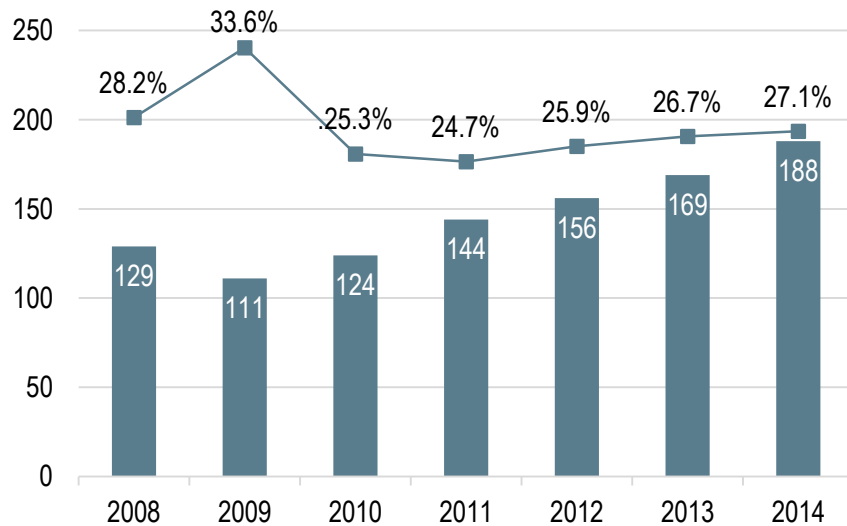
Revenue (in EUR million)



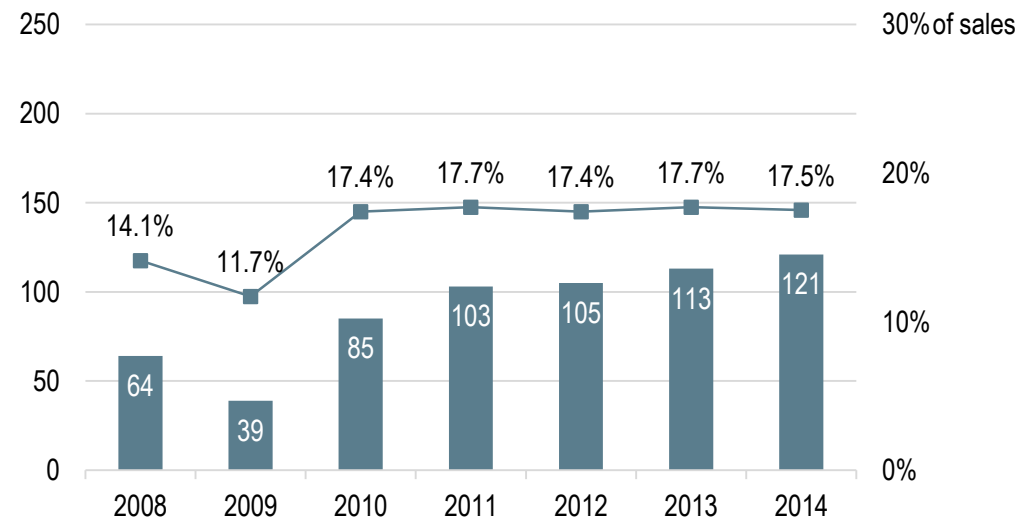
Gross profit (in EUR million)



Personnel expenses (in EUR million)

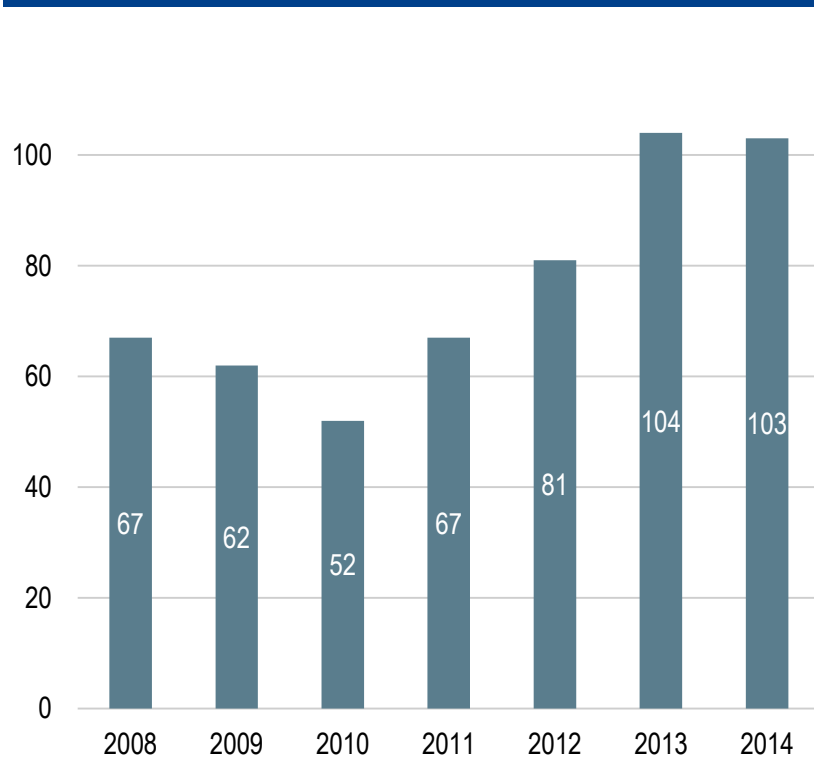


Adjusted EBITA (in EUR million)

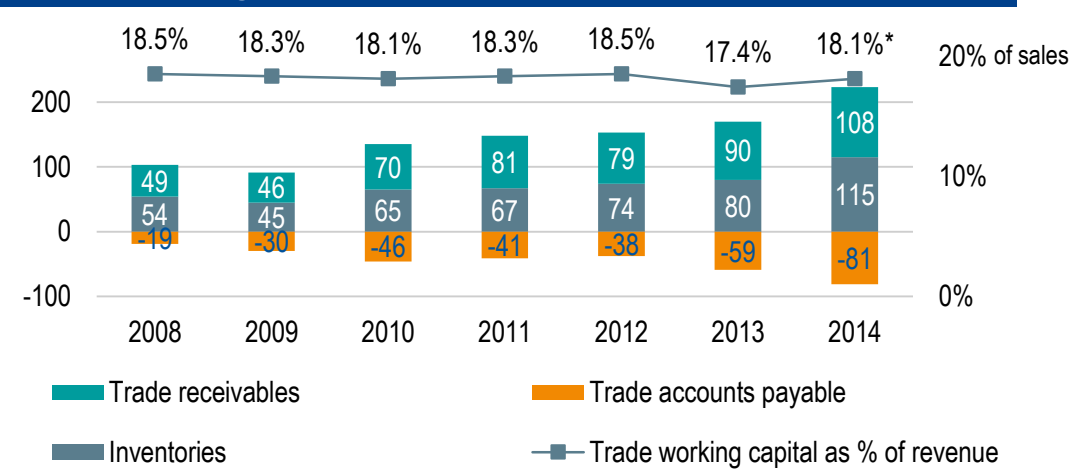


Pro-active FCF Management to be Continued

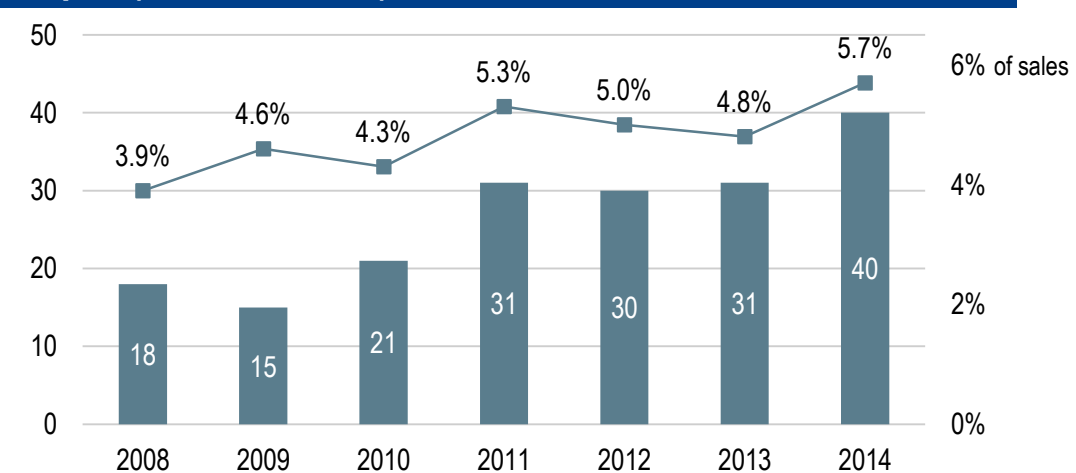
Adjusted Operating Net Cash Flow (in EUR million)



Trade working capital (in EUR million)



Capex (in EUR million)



* in % of sales run rate of EUR 784 million (without NDS acquisition 15.8%)

Contact & Event Calendar

| Event | Date |
|--|------------------|
| Publication Interim Results Q1 2015 | 06 May 2015 |
| Annual General Meeting in Frankfurt / Main | 20 May 2015 |
| Publication Interim Results Q2 2015 | 05 August 2015 |
| Publication Interim Results Q3 2015 | 04 November 2015 |

Contact

Andreas Troesch

Vice President Investor Relations

Phone: +49 6181 6102-741

Fax: +49 6181 6102-7641

Email: Andreas.Troesch@normagroup.com

Website: <http://investors.normagroup.com/>

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