

A large, stylized world map in the background, rendered with fine, parallel lines in a light brown or tan color. The map shows the outlines of the continents.

NORMA Group SE

Third Quarter Results 2016

Highlights Q3 2016



Sales	Sales at EUR 216.6 million in Q3 2016 (Q3 2015: EUR 218.3 million) Q3 2016 with -0.7% y-o-y led to Q1-3 growth of 1.0% y-o-y
Adjusted EBITA	Adjusted EBITA of EUR 38.7 million resp. -1.5% y-o-y (Q3 2015: EUR 39.3 million)
Margin	Stable adjusted EBITA margin of 17.9% of sales (Q3 2015: 18.0%)
Equity	Equity ratio of 35.2% (Dec 31, 2015: 36.8%) including dividend payment in June
Net Operating Cash Flow	Net operating cash flow of EUR 32.2 million in Q3 2016 (Q3 2015: EUR 42.8 million)
Guidance	Guidance 2016 confirmed

Stable Organic Growth in Q3 2016

Sales Development in EUR million

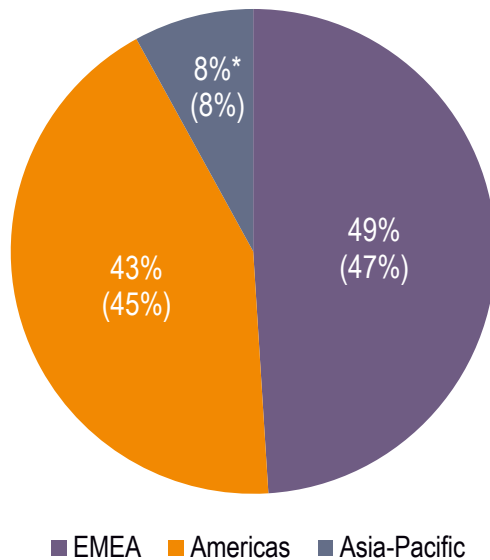
Sales	2015	2016	Change	Change in %	Thereof organic	Thereof currency
Q1	221.5	226.6	5.1	2.3%	2.4%	-0.1%
Q2	232.8	236.2	3.4	1.4%	3.3%	-1.9%
Q3	218.3	216.6	-1.7	-0.7%	-0.1%	-0.6%
Q1-3	672.6	679.4	6.8	1.0%	1.9%	-0.9%

- Flat organic growth at -0.1% in Q3 2016 led to organic growth of 1.9% in Q1-3 2016
- Negative currency effect: -0.6% in Q3 2016 and -0.9% in Q1-3 2016
- Acquisition of Parker Autoline will contribute after closing which is expected by the end of 2016

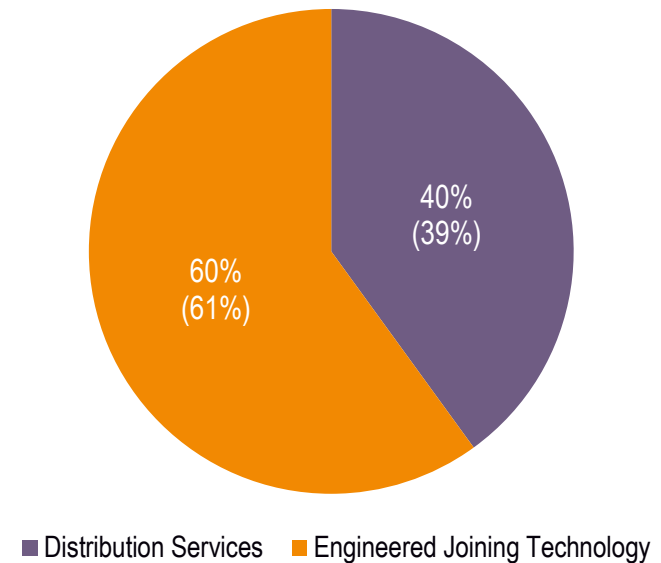
Sales by Region and by Way-to-Market

- Weakness in US truck and heavy industry market with a simultaneous excellent growth in EJT Europe led to an Americas/EMEA sales shift of 2 percentage points

Q1-3 2016 (Q1-3 2015) Sales Breakdown by Region



Q1-3 2016 (Q1-3 2015) Sales Breakdown by Way-to-Market

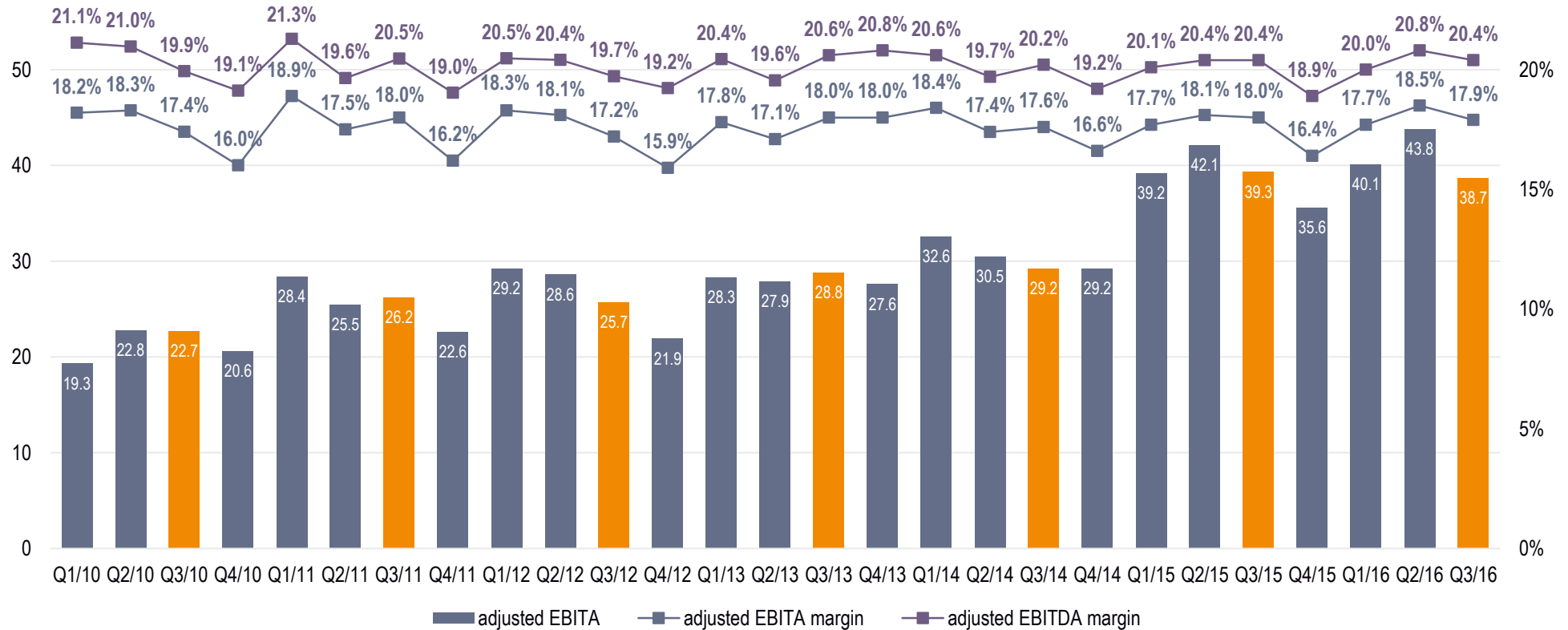


* By destination: 11% in Q1-3 2016; 12% in Q1-3 2015.

Sustainable Margin Development Continued in 2016



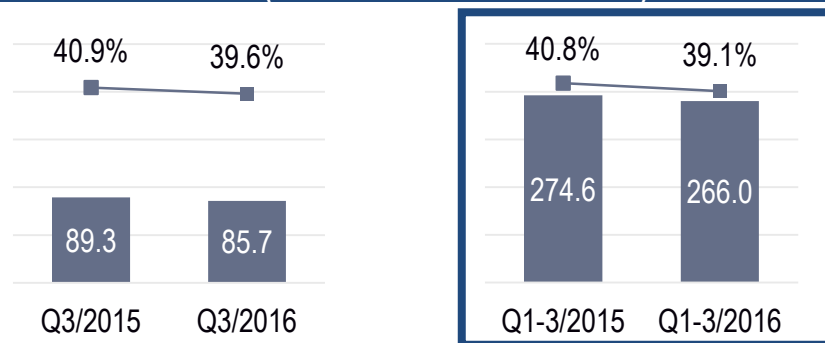
EUR million



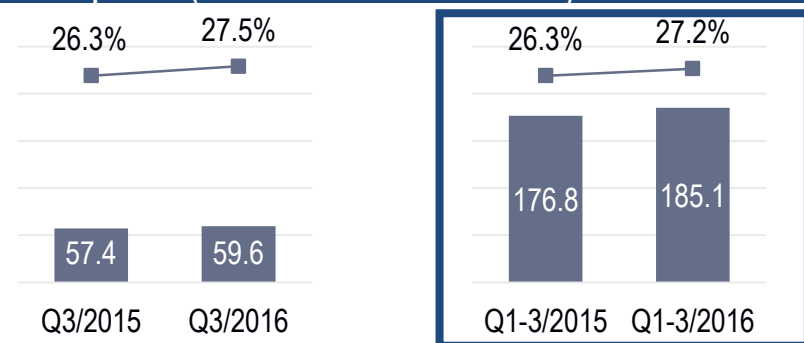
Adjusted EBITA Margin in Q1-3 2016 Supports Full Year Guidance

- Material cost ratio improved by 130 basis points in Q3 2016 and 170 basis points in Q1-3 2016
- Personnel expense ratio increased by 120 basis points in Q3 2016 and 90 basis points in Q1-3 2016
- Stable adjusted EBITA margin at 17.9% in Q3 2016 and 18.0% in Q1-3 2016

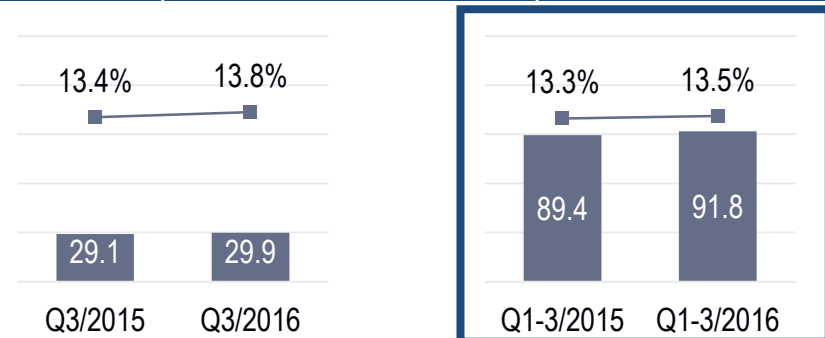
Adjusted Material Costs (in EUR million and % of sales)



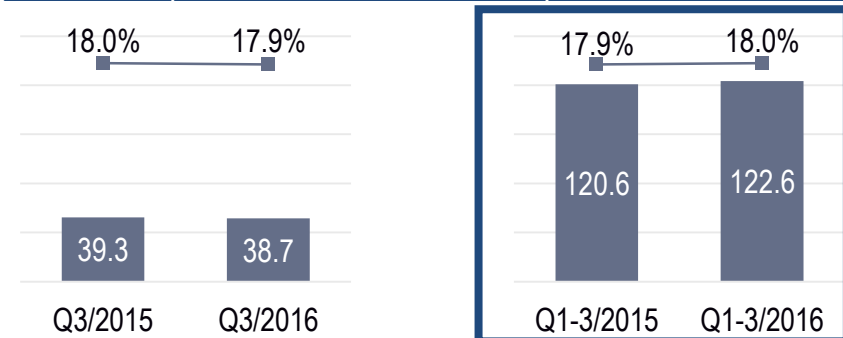
Personnel Expenses (in EUR million and % of sales)



Adjusted OPEX (in EUR million and % of sales)



Adjusted EBITA (in EUR million and % of sales)



Operational Adjustments in Q1-3 2016

- Operational adjustments due to acquisition of Parker Autoline
- Total adjustments of EUR 0.32 on EPS level include PPA

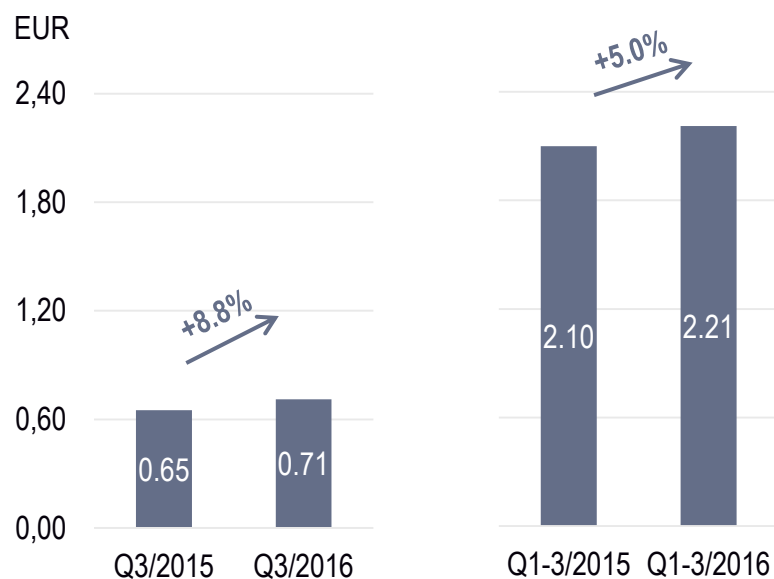
in EUR million	Reported	Adjustments*	Adjusted
Sales	679.4		679.4
EBITDA	137.2	1.5 (Acquisition costs for Parker Autoline)	138.7
EBITDA margin	20.2%		20.4%
EBITA	119.4	3.2 (incl. EUR 1.7 million depreciation PPA)	122.6
EBITA margin	17.6%		18.0%
EBIT	100.2	15.3 (incl. EUR 12.1 million amortization PPA)	115.5
EBIT margin	14.7%		17.0%
Net Profit	60.4	10.0 (Post Tax Impact)	70.4
Net Profit margin	8.9%		10.4%
EPS (in EUR)	1.89	0.32	2.21

* Full year 2016 adjustments: ca. EUR 2 million PPA depreciation; ca. EUR 16 million PPA amortization (plus adjustments for Parker Autoline).
Deviations may occur due to rounding.

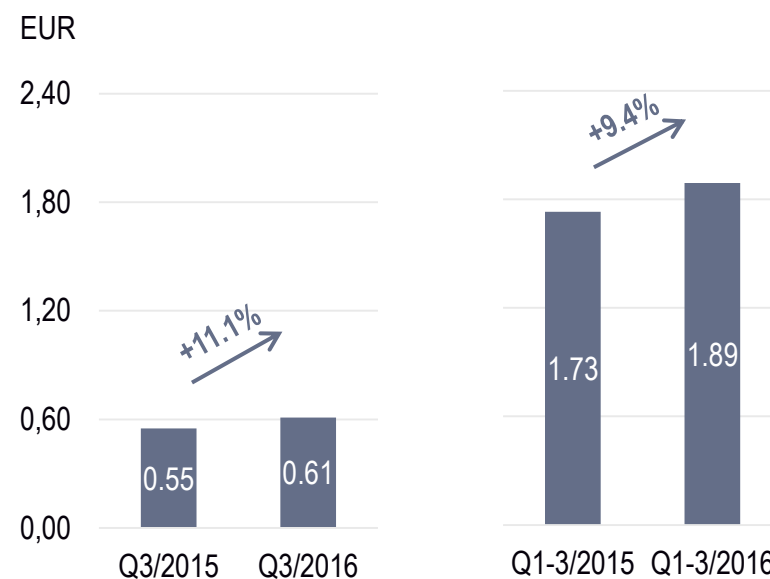
Strong EPS Development in Q1-3 2016



Adjusted EPS*



Reported EPS*



Net income in
EUR million

20.7

22.5

67.0

70.3

17.4

19.3

55.2

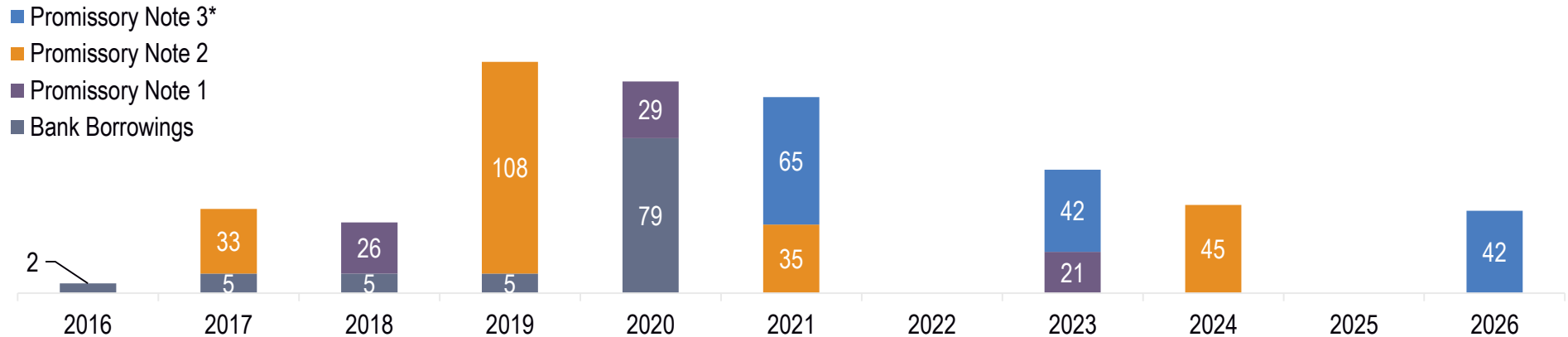
60.3

* Based on number of shares of 31,862,400.

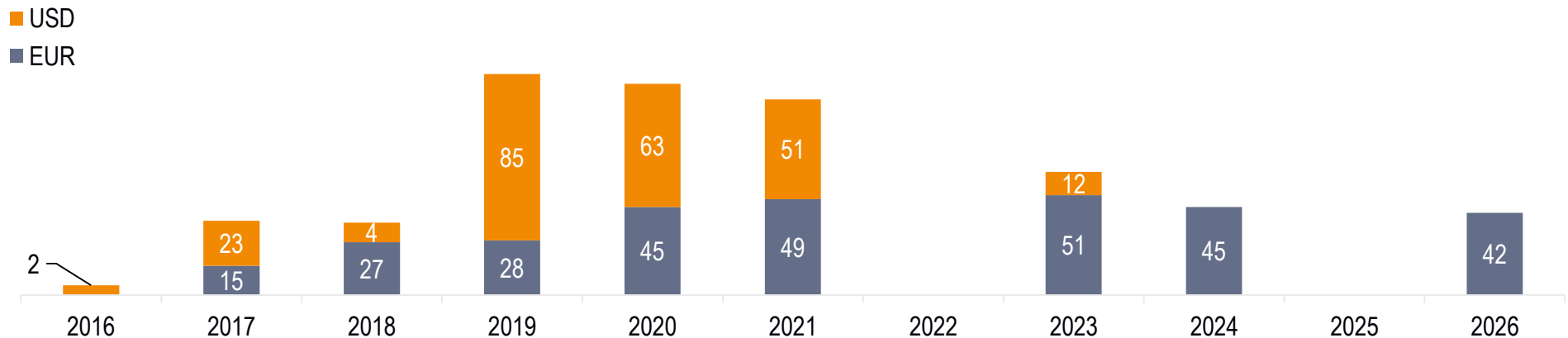
New Promissory Note 3 Mainly for Financing of Latest Acquisition and Repayment of Promissory Note 1 EUR Tranche in 2016



Maturity Profile (in EUR million) – Financial Instruments



Maturity Profile (in EUR million) – Currencies

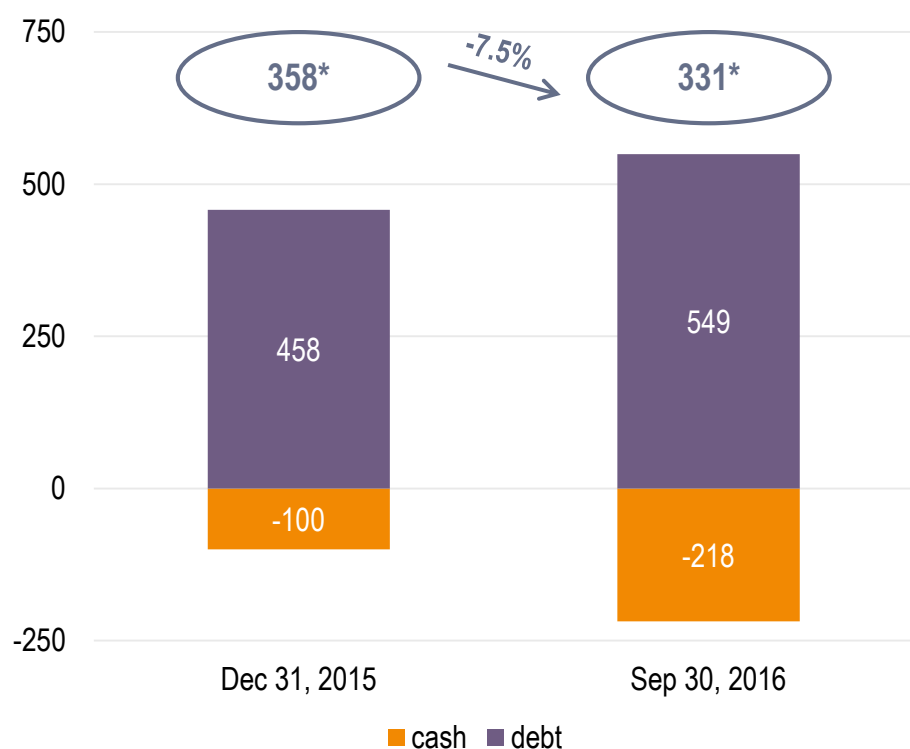


* Settlement on August 1, 2016.

Net Debt, Financing and Equity Ratios

- Improved net debt* compared to Dec 31, 2015 despite dividend payment due to strong cash flow
- Decreased equity ratio due to financing of Parker Autoline acquisition and related temporarily higher balance sheet total

Net Debt (in EUR million)



Equity Ratio

	Dec 31, 2015	Sep 30, 2016
Equity Ratio (equity / balance sheet total)	36.8%	35.2%
Equity (in EUR million)	430	451
Balance Sheet Total (in EUR million)	1,168	1,282

Debt Ratios

	Dec 31, 2015	Sep 30, 2016
Leverage (net debt* / adjusted LTM EBITDA)	2.0x	1.8x
Gearing (net debt / equity)	0.8x	0.7x

* Excl. derivative financial liabilities of EUR 4.3 million (Dec 31, 2015: EUR 3.4 million).

Net Operating Cash Flow

Net operating cash flow						
in EUR million	Q1-3 2015	Q1-3 2016	Variance	Q3 2015	Q3 2016	Variance
Adjusted EBITDA	136.5	138.7	+1.6%	44.5	44.1	-0.9%
$\Delta \pm$ Working capital	-15.5	-21.2	-37.1%	+8.5	+0.6	-93.5%
Net operating cash flow before investments from operating business	121.0	117.5	-2.9%	53.0	44.7	-15.7%
$\Delta \pm$ Investments from operating business	-28.8	-31.4	-9.0%	-10.2	-12.5	-22.9%
Net operating cash flow	92.2	86.1	-6.7%	42.8	32.2	-24.8%

- High comparison basis resulting from positive working capital development due to reverse factoring in Q1-3 2015
- Stable working capital development in Q3 2016 with simultaneous higher investments led to decrease of net operating cash flow
- Investments in Q3 2016 mainly for manufacturing facilities in Germany, Serbia, Czech Republic, Poland, China and USA
- Guidance for 2016 confirmed: net operating cash flow expected to be slightly higher than in previous year

Outlook 2016 – Company Guidance




Sales	Solid organic growth of around 2% to 5%
Adjusted EBITA margin	Sustainable margin level as in previous years of more than 17.0%
Dividend	Approx. 30% to 35% of group adjusted net profit

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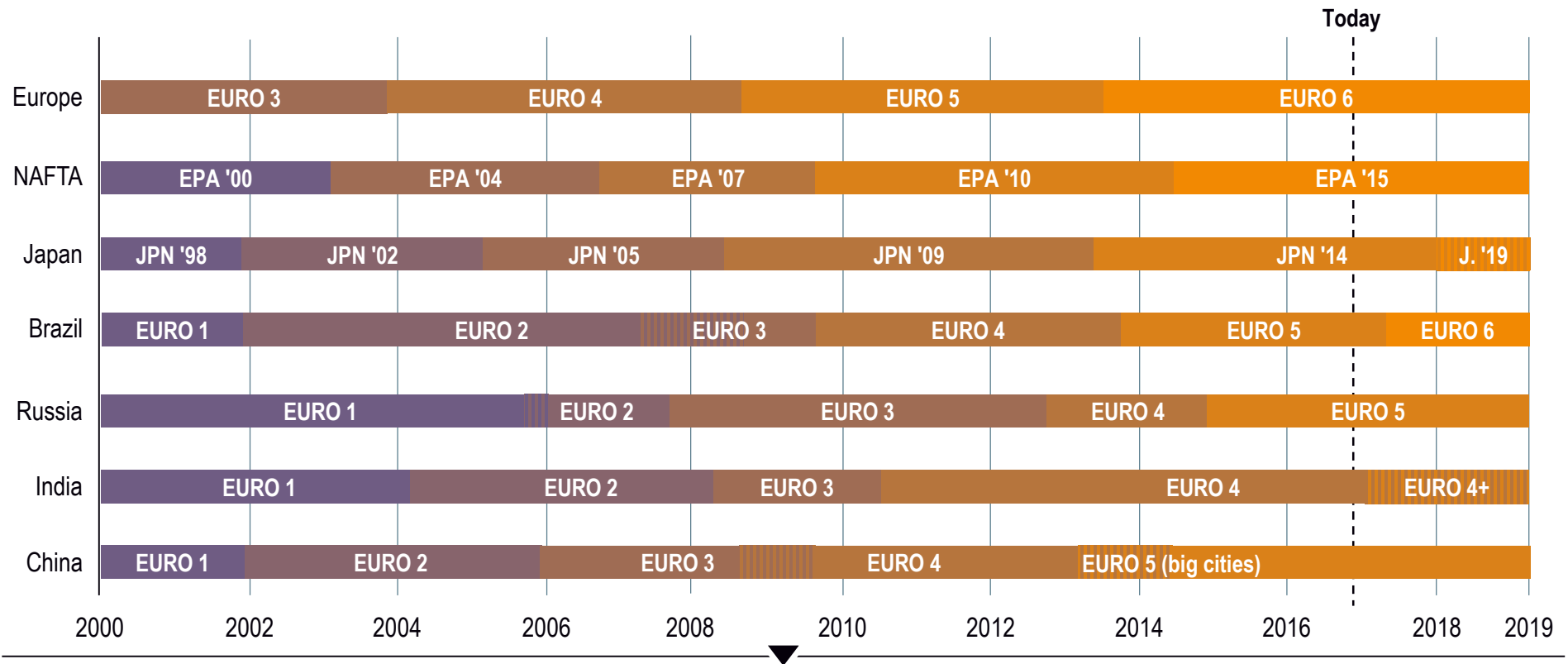
Appendix

Strategy

Proven Business Model Addressing Key Megatrends

NORMA Group products	Specific customer requirements driven by megatrends
<p>NORMACLAMP® 37% of sales</p> 	<p>Emission reduction Continuous new developments on a global level in order to fulfill fleet consumption regulations and cope with increased awareness in public perception</p> <p>Weight reduction Ongoing trend in many industries especially addressed by NORMA Fluid products</p>
<p>NORMACONNECT® 23% of sales</p> 	<p>Assembly time reduction Easy to assemble NORMA Group products help lowering production costs for customers</p> <p>Leakage reduction Safely sealed products minimize warranty costs for customers through leak free joints</p>
<p>NORMAFLUID® 40% of sales</p> 	<p>Product portfolio Comprehensive national product portfolio: One-Stop-Shopping in general distribution and water management</p> <p>Product availability Superior service level through worldwide presence and regional sales hubs</p>

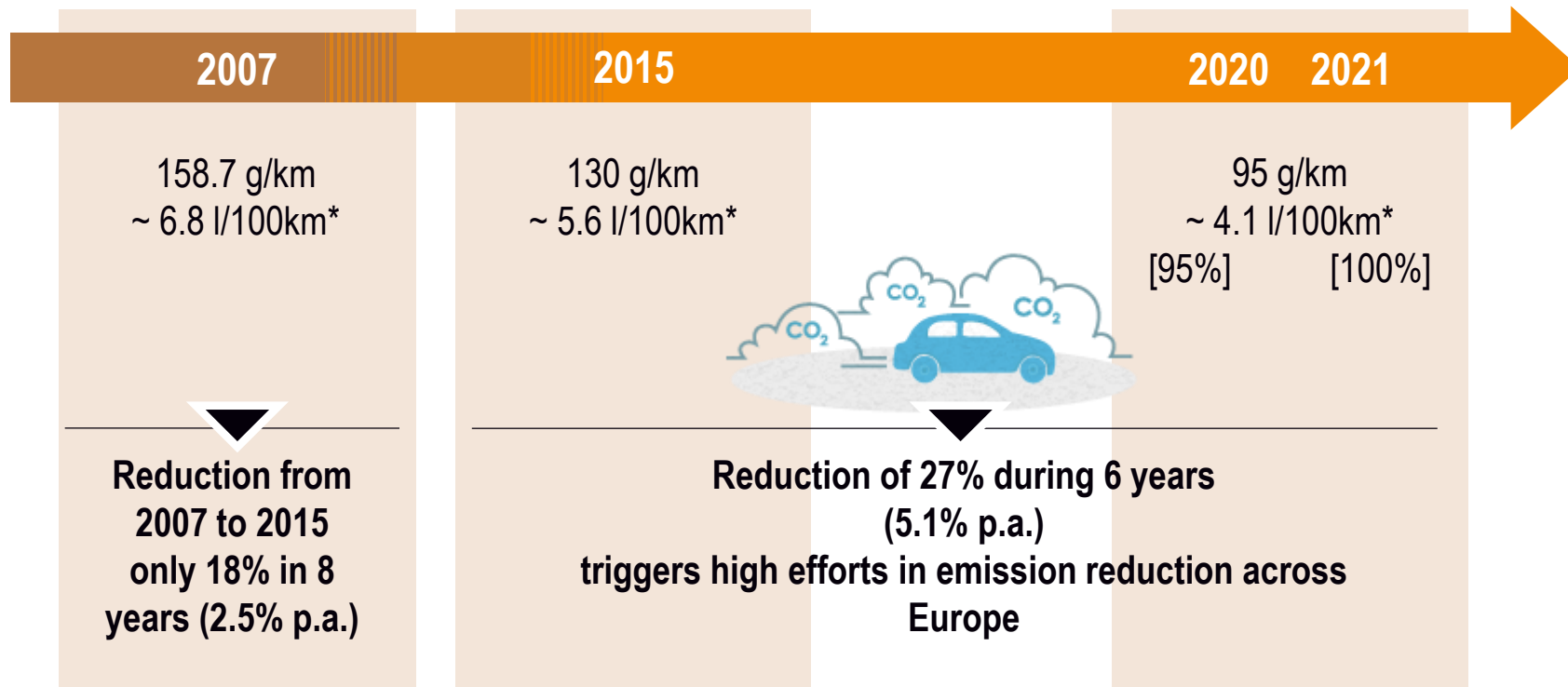
Tighter Emission Regulations Drive Increased Joining Technology Content



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

Fleet Efficiency Europe: Innovation Rate must Double

EU legislation required CO₂ fleet average limits



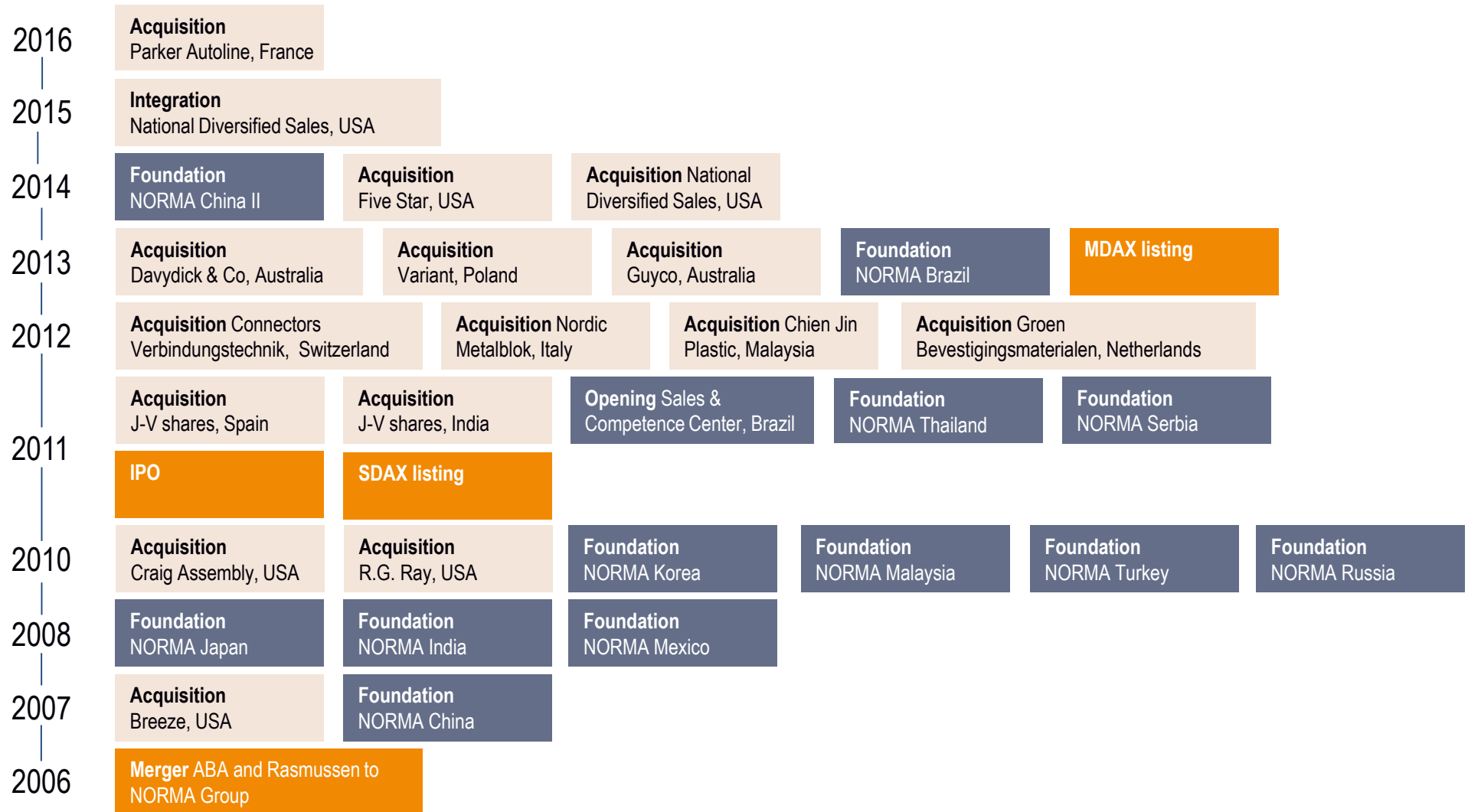
- Low emitting cars (below 50 g/km CO₂) counted as 1.5 vehicles in 2015
- During second stage from 2020 onwards low-emitting cars will be counted as 2 (1.67) in 2020 (2021)

Global Comparison of Fuel Economy									
Region	Target year 1	Target year 2	Duration in years	Fleet Goal year 1		Fleet Goal year 2		Change	CAGR
				under national laws	converted**	under national laws	converted**		
EU	2015	2021	6	130 g/km	130 g/km	95 g/km	95 g/km	-27%	-5.1%
USA	2016	2025	9	37.8 mpg	139 g/km	56.2 mpg	88 g/km	-37%	-5.0%
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	139 g/km	20.3 km/l	115 g/km	-17%	-3.7%
India	2016	2021	5	130 g/km	130 g/km	113 g/km	113 g/km	-13%	-2.8%

* 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



10 Acquisitions Successfully Integrated since the IPO in 2011

Sales consolidation effects in EUR million	Date of acquisition		Total Sales EUR million
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
Parker Autoline, France	06/16	Expanding product portfolio and strengthening market position in the area of quick connectors	~ 40.0
Total			~ 219.1

Acquisition of Parker Autoline

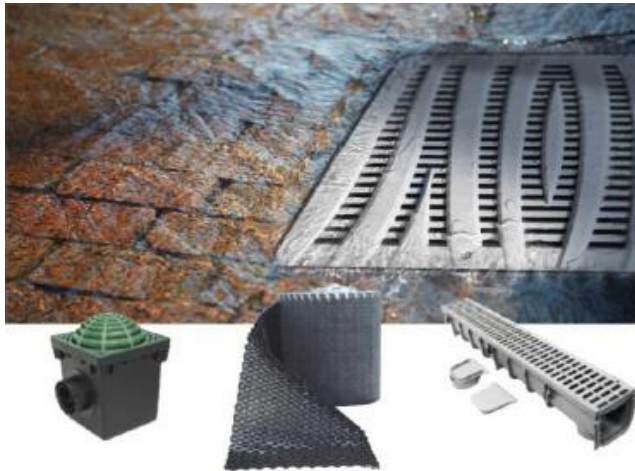
M&A	Agreement to acquire all assets of the Autoline business from Parker's Fluid System Connectors Division ('Parker Autoline') in June 2016
Business Model	Global supplier of quick connectors for all types of automotive fluid line applications Based in Guichen, France, with production sites in France, Mexico and China
History	For more than 20 years the company has been designing, manufacturing and marketing quick connectors for fuel lines, cooling lines, vapor lines, braking assistance lines and SCR (Selective Catalytic Reduction) circuit lines
Sales	Sales of around EUR 40 million in financial year 2016 (Jul 1, 2015 – Jun 30, 2016)
Consolidation	The completion of the transaction is subject to customary closing conditions, including the Works Councils' consultation processes in France, and is expected in the second half of 2016
Margin	In the range of NORMA Group's margin
Financing	Transaction will be financed with credit facilities

NDS Provides Full Breadth of Water Management Solutions



Broad diversification in terms of application areas and products

Stormwater Management



~ 50 %

Efficient Landscape Irrigation



~ 30 %

Flow Management



~ 20 %

Large target markets for all NDS application areas nationwide and international

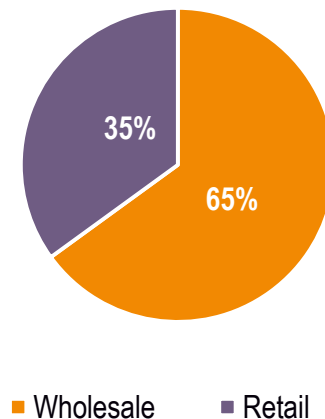
International expansion with mid-term focus

NDS Has Deep and Longstanding Customer Relationships

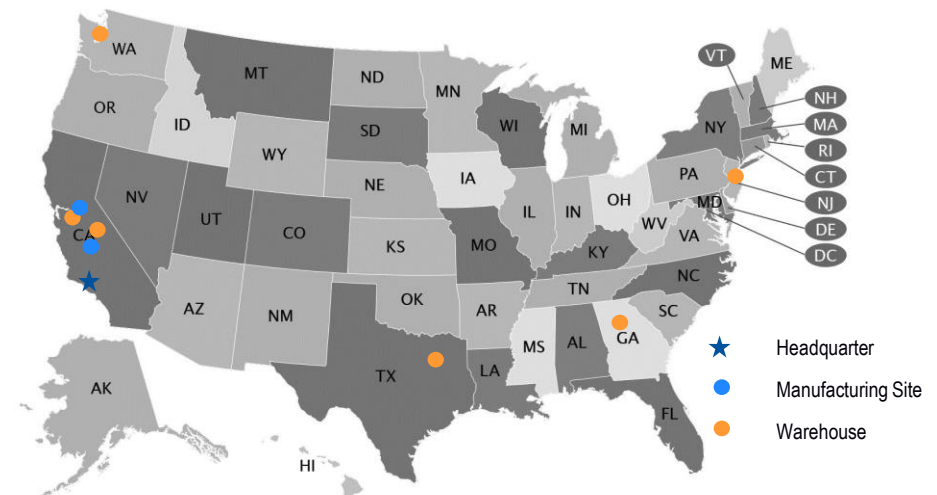
Highly differentiated distribution and service model

- More than 5,000 products
- Over 7,700 customer locations (retail and wholesale customers)
- Two production sites (CA), six warehouses in the US, more than 500 employees
- Overnight shipment for wholesale orders
- 98% on-time delivery

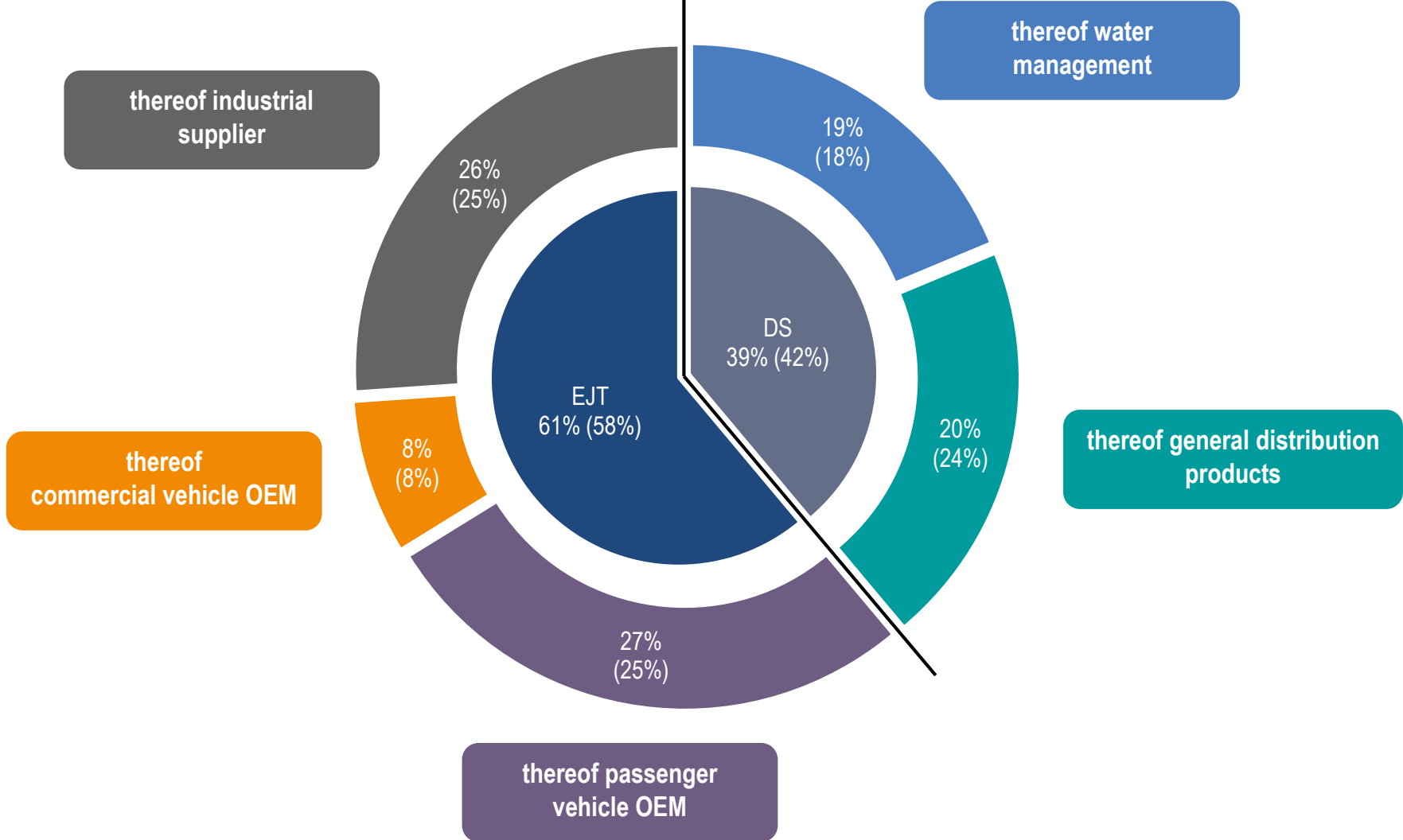
Over 7,700 customer locations



Nation-wide presence



Balanced Industry Mix with Two Strong Distribution Channels*

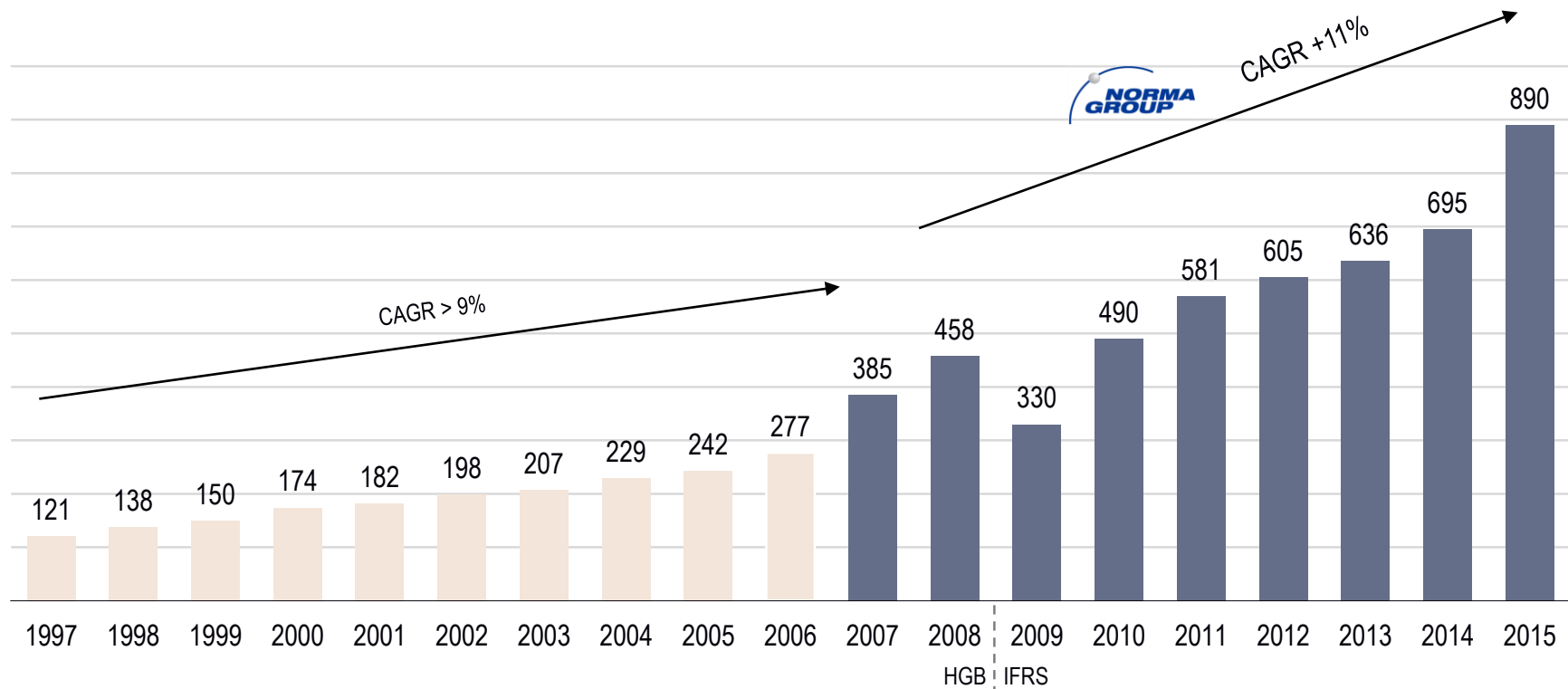


* FY 2015 (2014 in brackets)

Historic Growth Track Record



Historic revenue development in EUR million

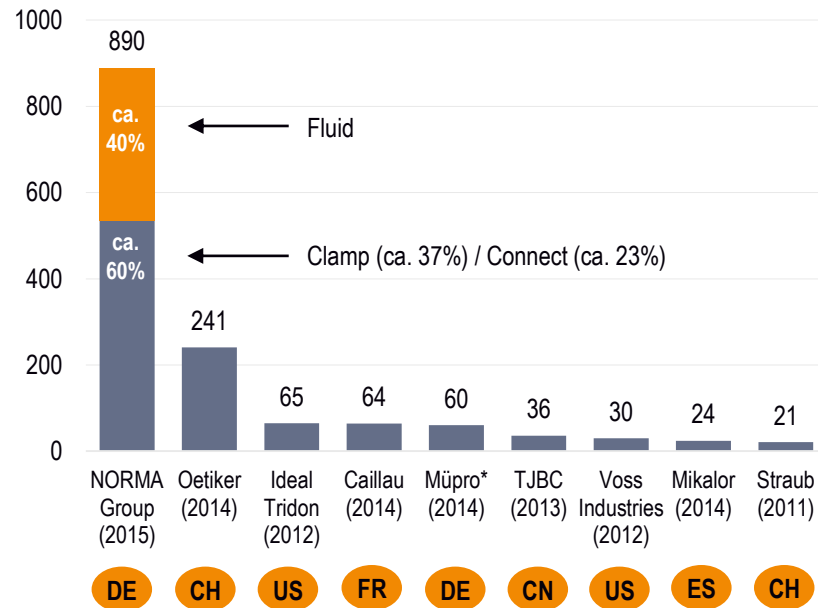


1997 to 2015: 19 years of a successful growth story

Convincing Growth Prospects

Clear global market leader in Clamp / Connect

Sales in EUR million (year)



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

* Sales based on filing from Secura Industriebeteiligungen, which owns 100% of Müpro.

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. EUR 21-26
Charged air	c. EUR 20-25
Fuel and oil system	c. EUR 49-60
Exhaust system	c. EUR 62-101
Standard clamps and connectors	c. EUR 36-44



Total
c. EUR 188-256
(**< 0.1%**)



**Price of
harvester:**
EUR 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 only for ca. 15% of 2015 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) ca. 61% of 2015 sales

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



- Customized, engineered solutions
- Patents in 179 patent families
- B2B

Distribution Services (DS) ca. 39% of 2015 sales

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



- High quality, standardized 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

EMEA

Czech Republic (P)
France (P, D)
Germany (P, D)
Italy (D)
Netherlands (D)
Poland (P, D)
Russia (P, D)
Serbia (P)
Spain (D)
Sweden (P, D)
Switzerland (D)
Turkey (D)
United Kingdom (P, D)

Americas

Brazil (P, D)
Mexico (P)
USA (P, D)

Asia-Pacific

Australia (D)
China (P, D)
India (P, D)
Indonesia (D)
Japan (D)
Malaysia (P, D)
Philippines (D)
Singapore (D)
South Korea (D)
Thailand (P)



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

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

Highlights 2015 – Strategy



EMEA	Introduction of new products supports customers in meeting fleet fuel consumption requirements per OEM until 2020/21
Americas	Successful integration of National Diversified Sales, Inc. into North America region
Americas	Start of cross selling of Distribution Service parts into sales channels of National Diversified Sales, Inc. within the US
APAC	Successful ramp up of production in second plant in China to serve domestic and regional customers
Water	Project team established to look for expansion possibilities on a global scale

Outlook 2016 – Strategy

- 1 Continue international expansion
- 2 Continue to explore business opportunities in APAC to expand regional business and further improve profitability
- 3 Further ramp up of second China plant to enable further expansion into domestic and APAC markets
- 4 Expanding water business in the US as well as exploring cross-selling opportunities within the US and globally
- 5 Possibility to ramp up plant in Brazil according to volume needs to serve local customers
- 6 Continue dialogue with potential M&A targets in various industries and regions

A large, stylized world map in the background, composed of fine, parallel lines in a light brown or tan color. The map shows the outlines of continents and is centered on the Atlantic Ocean.

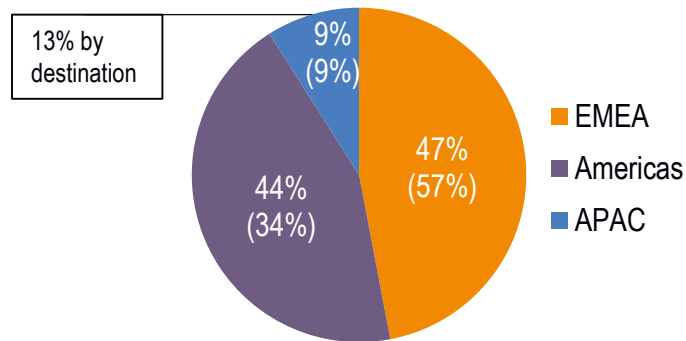
Appendix

Full Year Results 2015

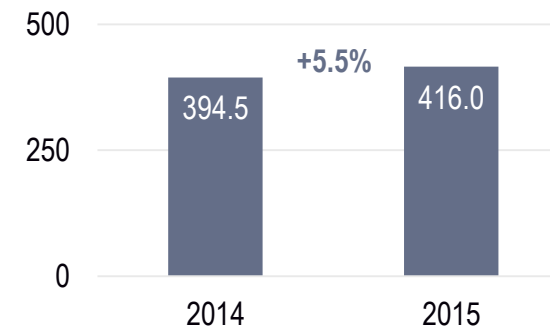
Sales by Region

- EMEA:** Solid growth in EJT includes favourable automotive business while DS sales were slightly negative in challenging economies – this leads in total to a growth of +5.5%
- Americas:** Growth of 66.3% strongly supported by NDS acquisition and favourable currency
- Asia-Pacific:** Strongly increased direct sales (+25.1%) which represents 9% of total sales in 2015 or 13% including all NORMA Group exports into the region (sales by destination)

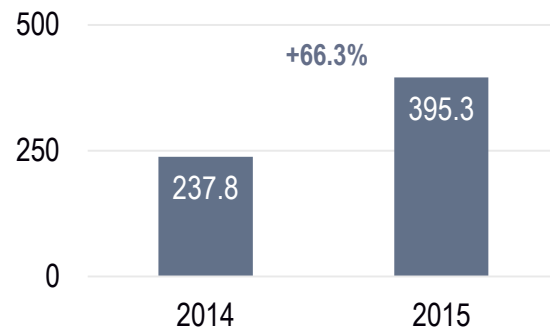
Regional Split in % actual vs. (prev. year)



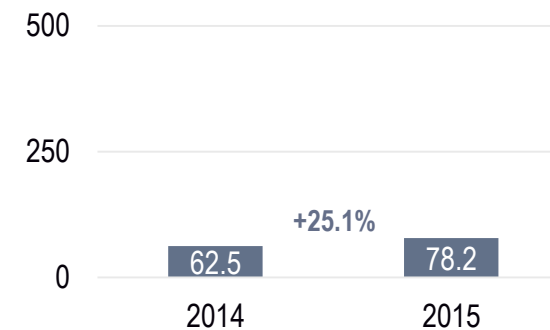
Sales EMEA in EUR million



Sales Americas in EUR million



Sales Asia-Pacific in EUR million



Sales of EUR 889.6 million with Accelerated Organic Growth in H2

- Organic growth accelerated during the year as expected due to lower previous year comparables and inclusion of NDS starting in November
- NDS contributed 16.6% of growth in 2015
- Weakening of the Euro against most major currencies leads to sales increase of 7.7%

Sales Development in EUR million

Sales	2014	2015	Change	Change in %	Thereof organic	Thereof acquisitions	Thereof currency
Q1	177.8	221.5	+43.7	+24.6%	-0.5%	+16.8%	+8.3%
Q2	175.2	232.9	+57.6	+32.9%	+0.5%	+22.7%	+9.7%
Q3	165.5	218.3	+52.8	+31.9%	+4.6%	+21.7%	+5.6%
Q4	176.2	217.0	+40.8	+23.2%	+10.4%	+5.7%	+7.1%
FY	694.7	889.6	+194.9	+28.0%	+3.7%	+16.6%	+7.7%

Operational Adjustments

- Operational adjustments after major NDS acquisition for 2014 and ending in 2015
- Only EUR 3.6 million integration costs for NDS in 2015
- No further operational adjustments planned in 2016 (except for ongoing PPA adjustments)

in EUR million	2010	2011	2012	2013	2014	2015
Reported EBITA	64.9	84.7	105.2	112.1	113.3	150.5
+ Restructuring Costs	1.3	1.8	0	0	0	0
+ Non-recurring/non-period-related items*	15.5	14.8	0	0	6.9	3.6
+ Other group and normalized items	0.7	0.2	0	0	0	0
+ PPA depreciation	3.0	1.2	0.2	0.5	1.3	2.2
Adjusted EBITA	85.4	102.7	105.4	112.6	121.5	156.3

* Mostly IPO related costs in 2010/2011 and NDS in 2014/2015.

Operational Adjustments 2015

- Operational adjustments due to acquisition of National Diversified Sales, Inc.
- EUR 0.47 adjustments on EPS level

in EUR million	Reported	Adjustments	Adjusted
Sales	889.6	0	889.6
EBITDA	173.9	3.6 (incl. EUR 1.1 million integration costs & EUR 2.5 million Inventory-Step-Ups)	177.5
EBITDA margin	19.5%		20.0%
EBITA	150.5	5.8 (incl. EUR 2.2 million depreciation PPA)	156.3
EBITA margin	16.9%		17.6%
EBIT	124.8	23.1 (incl. EUR 17.3 million amortization PPA)	147.9
EBIT margin	14.0%		16.6%
Net Profit	73.8	14.9 (Post Tax Impact)	88.7
Net Profit margin	8.3%		10.0%
EPS (in EUR)	2.31	0.47	2.78

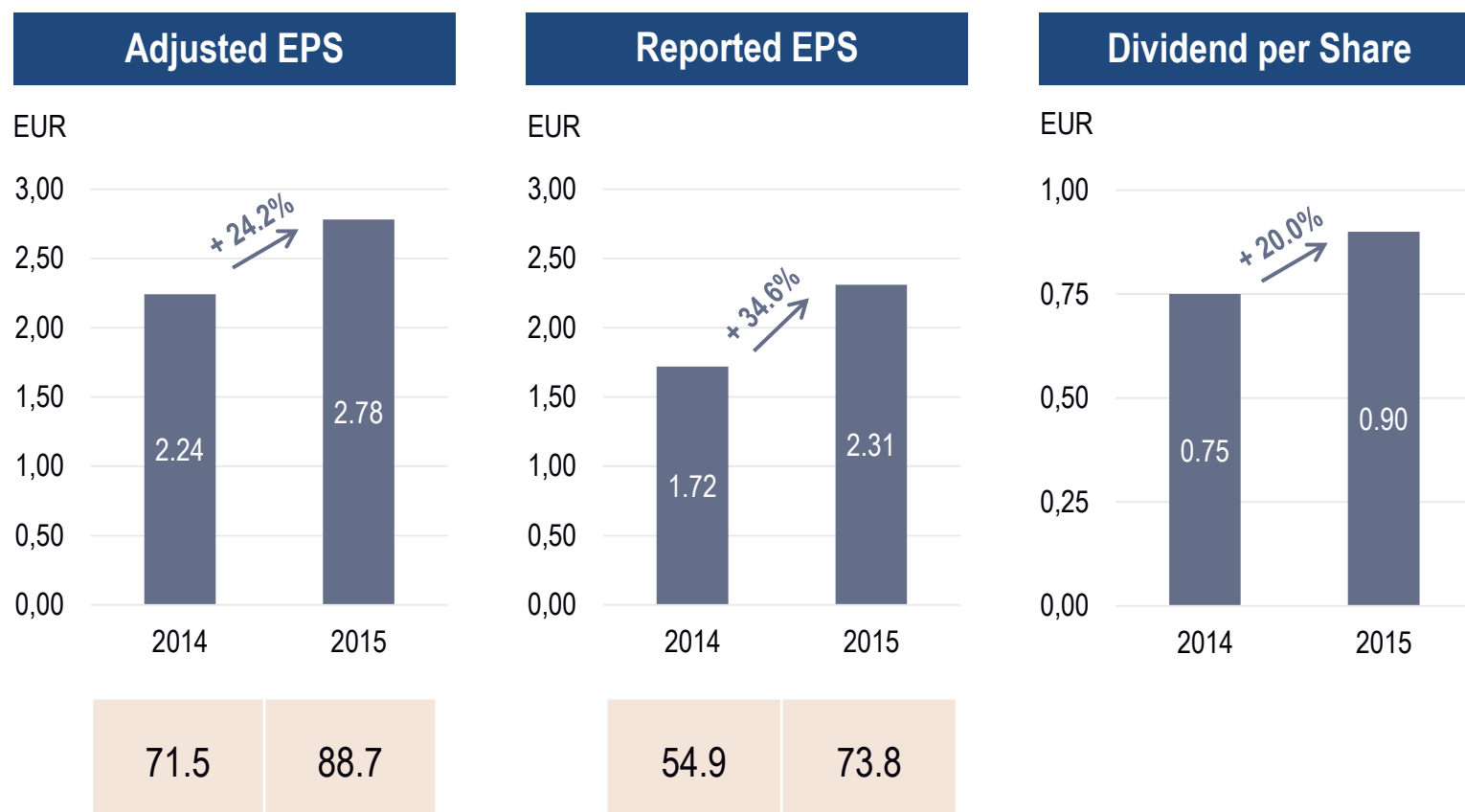
Outlook on Adjustments 2016 – 2017

in EUR million	FY 2015	FY 2016*	FY 2017*
EBITDA level	3.6		
EBITA level	5.8 (incl. EUR 2.2 mio. depreciation PPA)	ca. 2 (depreciation PPA)	ca. 2 (depreciation PPA)
EBIT level	23.1 (incl. EUR 17.3 mio. amortization PPA)	ca. 19 (incl. ca. EUR 17 mio. amortization PPA)	ca. 19 (incl. ca. EUR 17 mio. amortization PPA)
Net Profit	14.9	ca. 13	ca. 13
EPS (in EUR)	0.47	ca. 0.40	ca. 0.40

* Acquisition costs, integration costs and PPA for Parker Autoline to be defined.

EPS – Dividend Proposal of EUR 0.90 per Share

- Dividend proposal to the shareholders at the AGM on June 2, 2016: EUR 0.90 per share (2015: EUR 0.75)
- Pay-out of EUR 28.7 million for 31,862,400 shares (32.3% of adjusted net income of EUR 88.7 million)
- General policy: dividend of 30% to 35% of adjusted net income

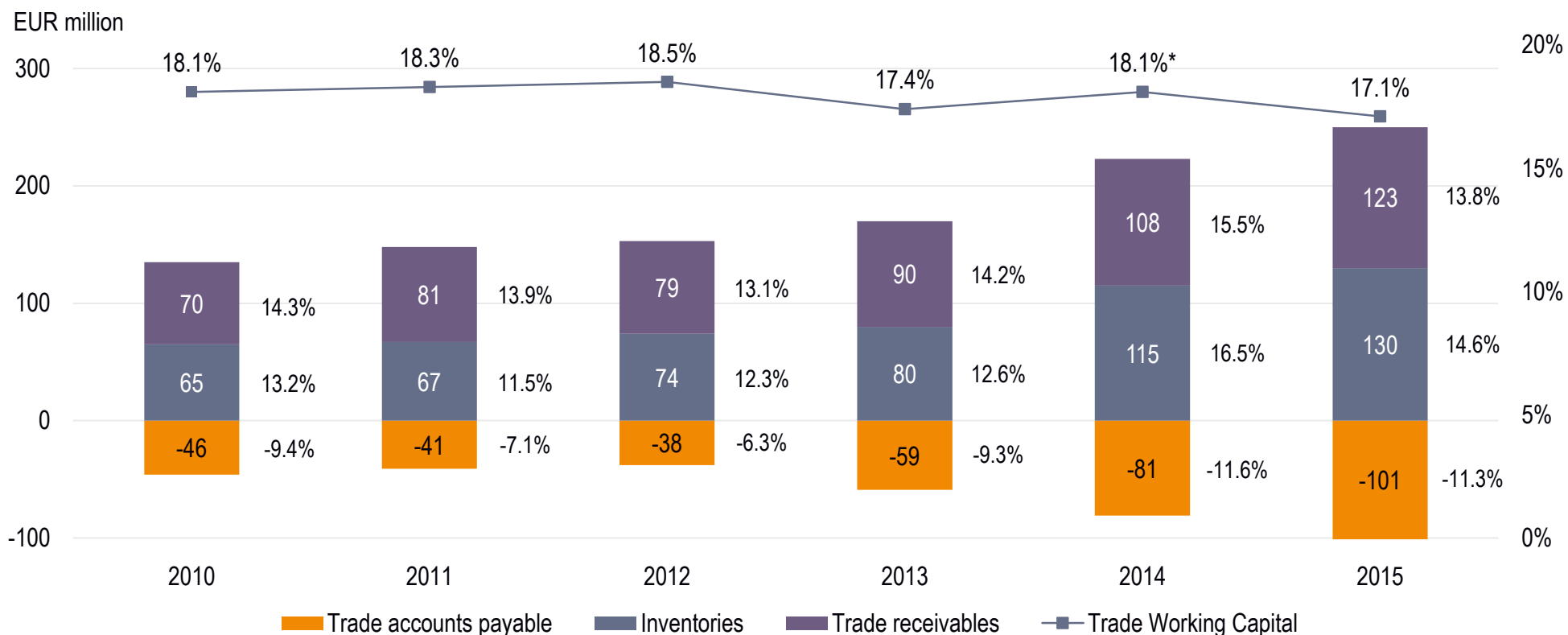


Profit & Loss (adjusted & reported)

in EUR million	adjusted		reported	
	2014	2015	2014	2015
Sales	694.7	889.6	694.7	889.6
Gross Profit	405.6	533.1	403.4	530.6
EBITDA	138.4	177.5	131.5	173.9
in %	19.9	20.0	18.9	19.5
EBITA	121.5	156.3	113.3	150.5
in %	17.5	17.6	16.3	16.9
EBIT	116.2	147.9	97.8	124.8
in %	16.7	16.6	14.1	14.0
Financial Result	-9.1	-17.2	-14.5	-17.2
Profit before Tax	107.1	130.7	83.4	107.6
Taxes	-35.7	-41.9	-28.5	-33.7
Net Profit	71.5	88.7	54.9	73.8

Working Capital Development

- Trade Working Capital Ratio further improved to 17.1% of sales
- Increased ratio in 2014 due to structurally higher inventory levels at NDS more than offset in 2015
- Inventories and trade receivables improved, trade payables showed stable ratio



* In % of sales run rate of EUR 784 million including NDS sales on full year 2014 basis.

Solid Development of Balance Sheet

in EUR million	Dec 31, 2014	Dec 31, 2015
Assets		
Non-current assets		
Goodwill / Other intangible assets / Property, plant & equipment	741.5	784.8
Other non-financial assets / Deferred- and income tax assets	12.8	8.8
Total non-current assets	754.3	793.6
Current assets		
Inventories	114.9	129.9
Other non-financial / other financial / derivative financial / income tax assets	17.2	21.6
Trade and other receivables	107.7	122.9
Cash and cash equivalents	84.3	100.0
Total current assets	324.1	374.3
Total assets	1,078.4	1,167.9

in EUR million	Dec 31, 2014	Dec 31, 2015
Equity and liabilities		
Equity		
Total equity	368.0	429.8
Non-current and current liabilities		
Retirement benefit obligations / Provisions	26.6	32.8
Borrowings and other financial liabilities	437.2	457.5
Other non-financial liabilities	27.8	30.0
Tax liabilities and derivative financial liabilities	138.0	116.9
Trade payables	80.8	100.9
Total liabilities	710.4	738.1
Total equity and liabilities	1,078.4	1,167.9

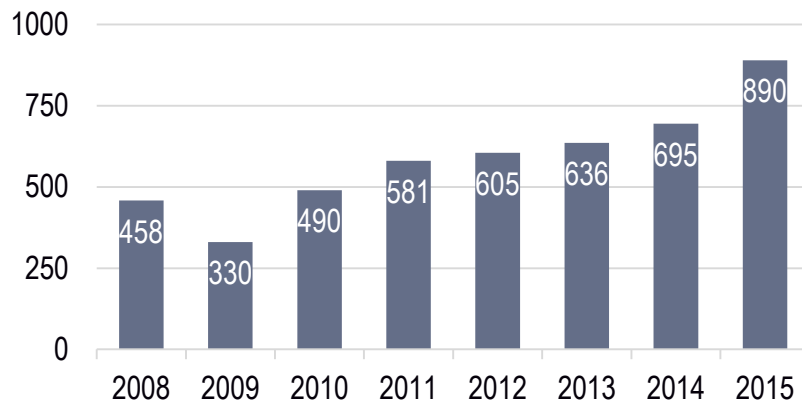
Excellent Operating Net Cash Flow in 2015

Net operating cash flow						
in EUR million	2011	2012	2013	2014	2015	Variance
Adjusted EBITDA	117.0	120.8	129.3	138.4	177.5	+28.2%
Δ ± Working capital	-19.5	-9.8	+5.1	+10.4	-0.6	-106.3%
Net operating cash flow before investments from operating business	97.5	111.0	134.4	148.8	176.9	+18.9%
Δ ± Investments from operating business	-30.7	-30.0	-30.5	-39.6	-42.2	-6.4%
Net operating cash flow	66.8	81.0	103.9	109.2	134.7	+23.4%

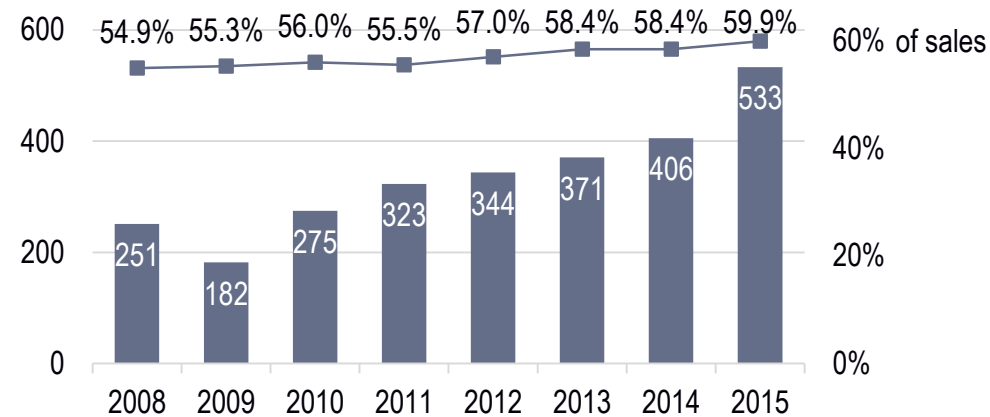
- Net operating cash flow before investments increased by EUR 28.1 million to a total of EUR 176.9 million in 2015 mainly due to higher EBITDA
- 2015 CAPEX spending at EUR 42.2 million includes expansion of new plant in China
- Excellent cash flow of EUR 134.7 million also used for dividend payment and pay-out for derivatives

Continuation of Growth Track and Sustainable Margin in 2015

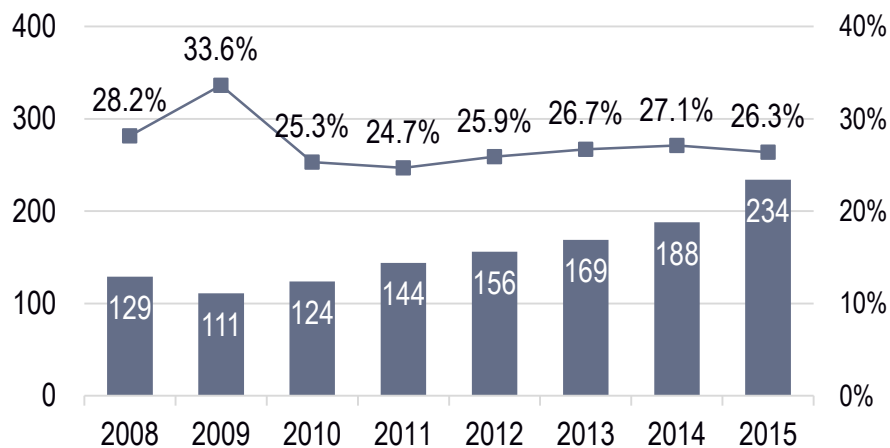
Revenue (in EUR million)



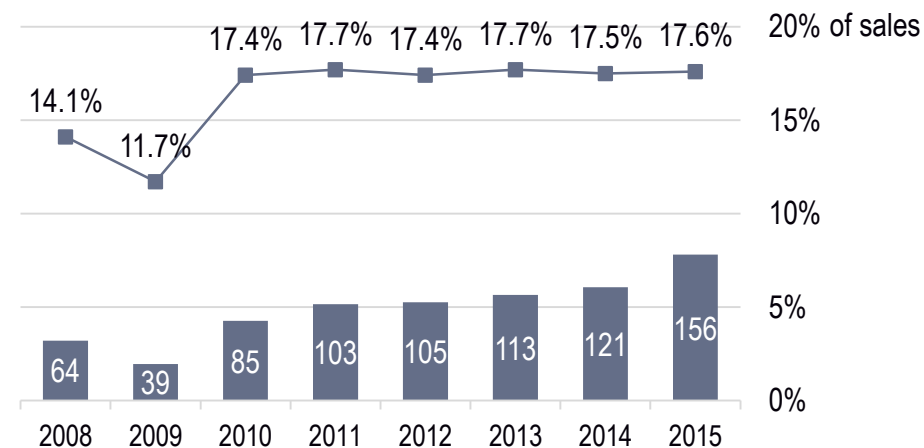
Gross profit (in EUR million)



Personnel expenses (in EUR million)

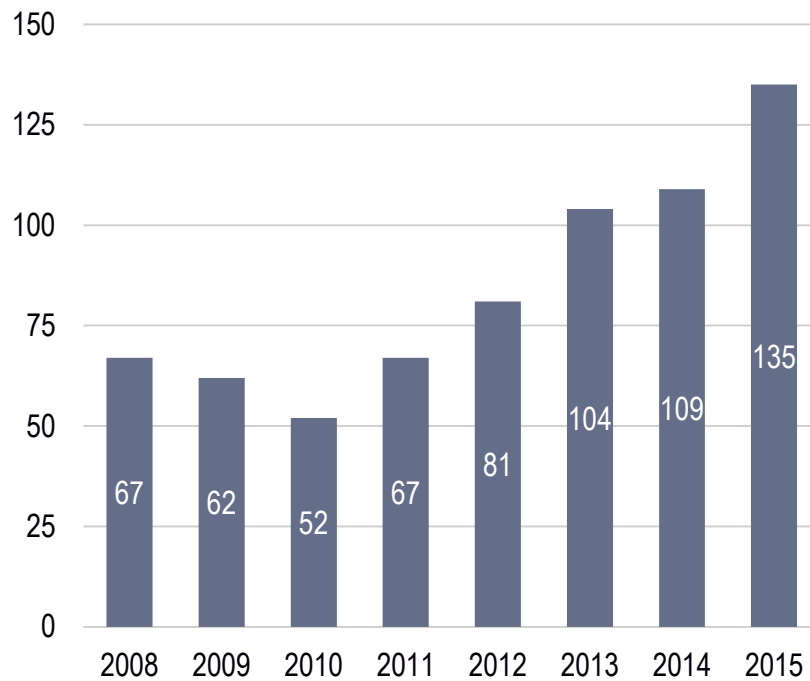


Adjusted EBITA (in EUR million)

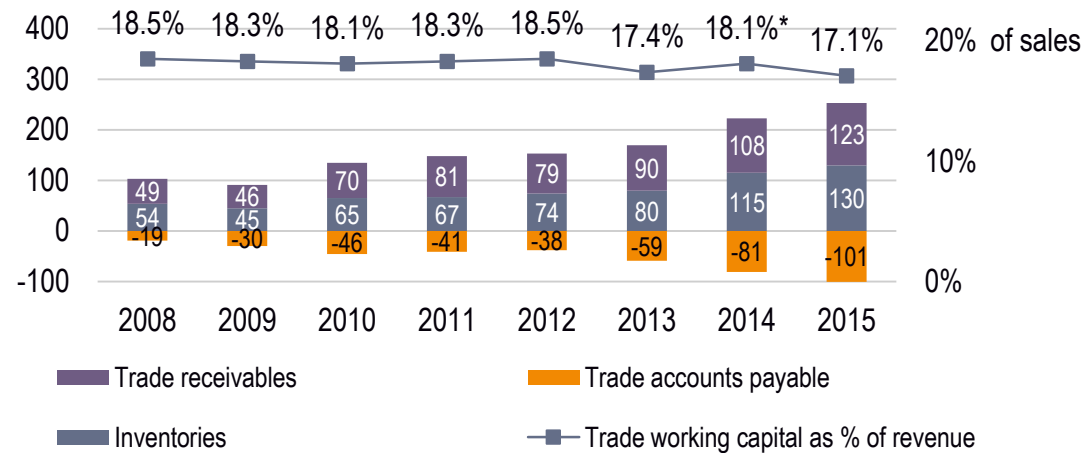


Pro-active FCF Management Continued in 2015

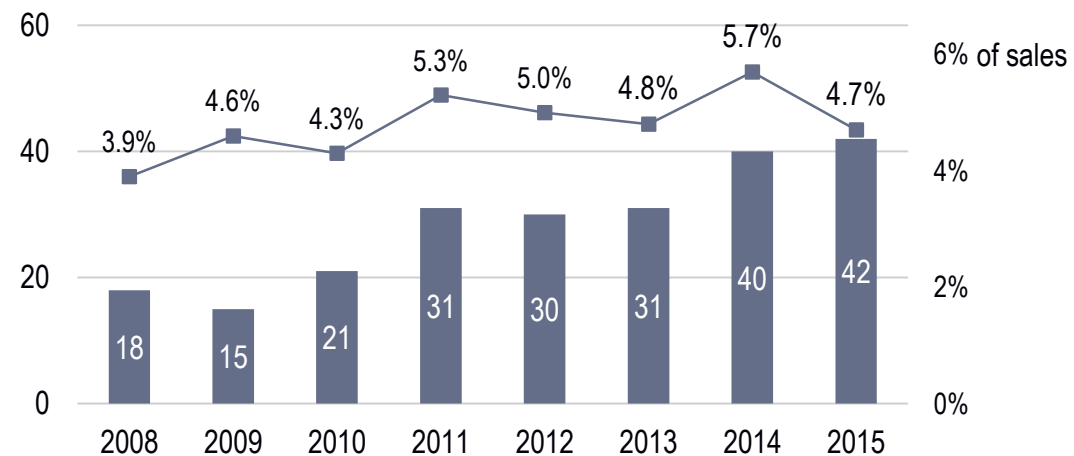
Adjusted net operating cash flow (in EUR million)



Trade working capital (in EUR million)



Capex (in EUR million)

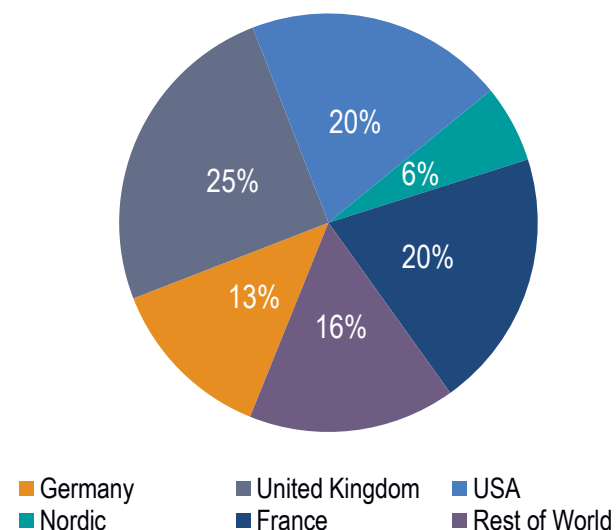


* in % of sales run rate of EUR 784 million (without NDS acquisition 15.8%)

Milestones and Current Shareholder Structure

Apr 2011	IPO with ca. 36% free float
Jun 2011	SDAX listing
Since Jan 2013	100% free float
Mar 2013	MDAX listing

Identified institutional Shareholders*



Free float per Nov 1, 2016 includes			
Ameriprise, USA	6.65%	Mondrian, UK	4.85%
Allianz Global Investors, Germany	5.02%	T. Rowe Price, USA	3.11%
AXA, France	5.02%	The Capital Group Companies, USA	3.05%
BNP Paribas Investment Partners, France	4.91%	NORMA Group Management*	2.30%

* As of September 30, 2016.

Contact & Event Calendar



Event	Date
Publication Preliminary Results 2016	February 15, 2017
Publication Full Year Results 2016	March 22, 2017
Publication Interim Results Q1 2017	May 10, 2017
Annual General Meeting in Frankfurt/Main	May 23, 2017
Publication Interim Results Q2 2017	August 9, 2017
Publication Interim Results Q3 2017	November 8, 2017

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