



NORMA GROUP EQUITY STORY

MAINTAL, MARCH 2022



Technology & Future Markets

Focus on Joining & Fluid-handling technology with profitable & sustainable growth in existing & future markets driven by global mega trends such as climate change and resource scarcity



Business Units

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



Diversification

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



Distribution Channels

Strong global distribution network with one-stop-shopping service to specialized dealers, wholesalers and distributors as well as increased focus on e-commerce channels



Positioning

Well positioned with engineered products with premium pricing through technology and innovation leadership in mission-critical components to benefit from shift to e-mobility



Growth Prospects & Value Creation

Significant growth and value creation opportunity through synergistic acquisitions as well as focus on shareholder return and strong commitment to sustainable development goals

NORMA Group's Key Facts



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



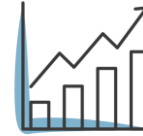
One of the global market and technology leaders in joining technology



Sales of about EUR 1,091.9 million in fiscal year 2021



Delivers to more than 10,000 customers in 100 countries



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



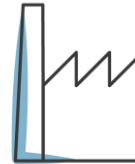
Headquarters in Maintal near Frankfurt/Main, Germany



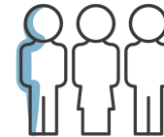
More than 40,000 innovative joining and fluid-handling solutions in three product categories: **Water, Fluid and Fasten**



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



Operates a global network of **26 manufacturing facilities**

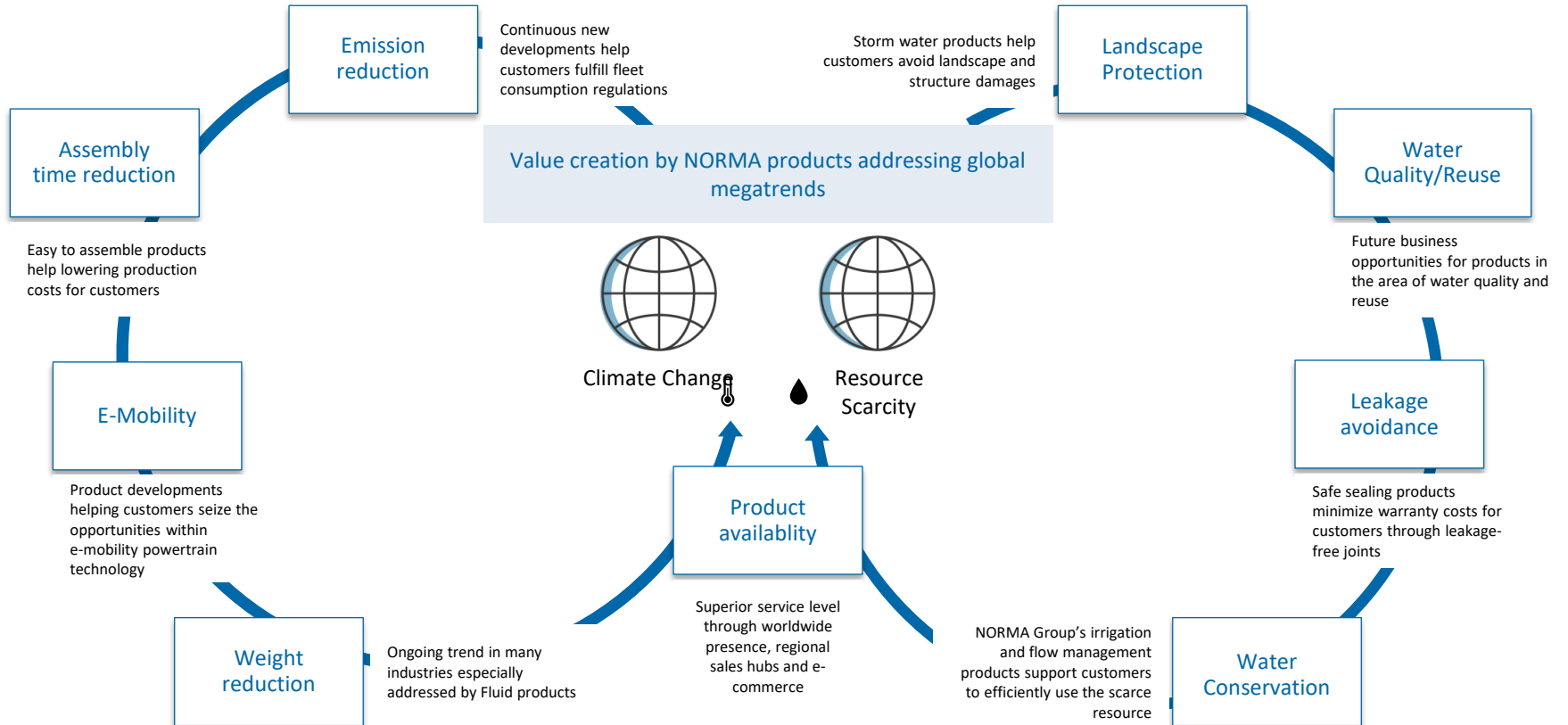


Employees > **8,200 worldwide**

BUSINESS MODEL & STRATEGY



Proven business model addresses global megatrends



Good Balance in the Two Distinct Ways to Market



Standardized Joining Technology (SJT)
ca. 43% of 2021 sales

Engineered Joining Technology (EJT)
ca. 57% of 2021 sales

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



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

Unique business model with two distinct ways-to-market

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

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



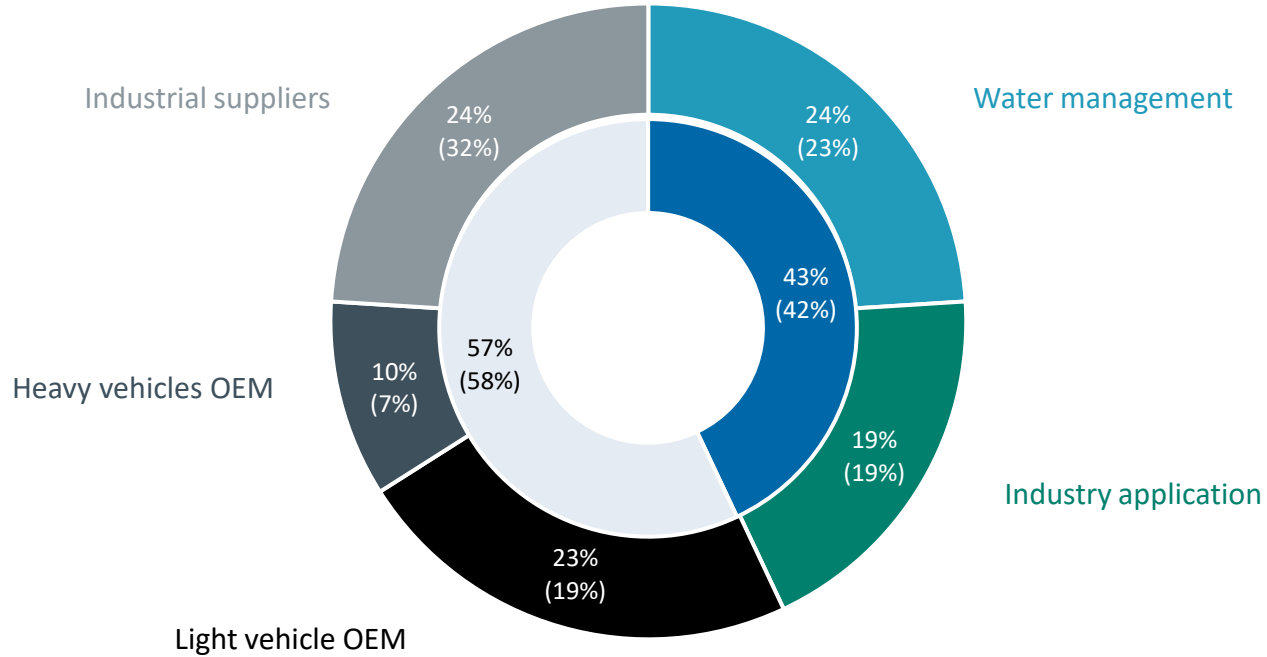
- Customized, engineered solutions
- 1,017 patents and utility models
- B2B

Balanced Sales Mix with Focus on Water Management & Industry Applications*



Engineered Joining Technology (EJT)

Standardized Joining Technology (SJT)



* FY 2021 (2020 in brackets)

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



Examples of NORMA Group's key end markets

Construction / infrastructure /
water management



Commercial vehicles



Engines



Passenger vehicles



Construction equipment



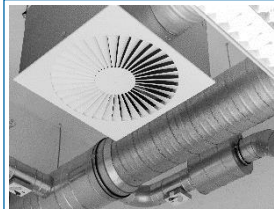
Agricultural equipment



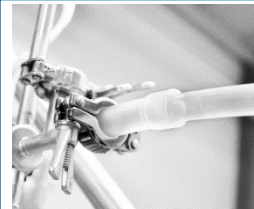
Shipbuilding



HVAC



Pharma & Biotech



Wholesalers & technical
distributors and E-Commerce



- >40,000 products, manufactured in 26 locations and sold to more than 10,000 customers in 100 countries
- Top 5 customers account only for around 14% of 2021 sales

NORMA Group's products – selected examples



Water Products



Dura Flo HD

- Dripwater irrigation product
- Saves up to 30% of water



Spee-D Channel

- Stormwater management product
- Lightweight and easy to install drainage systems



Compression Fittings

- Flowmanagement product
- High resistance to temperature and UV exposure

Fluid Products



PS3-Connector

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



eM Compact

- Smallest Quick Connector in the electric and hybrid car market
- Robust design to ensure a leak-free interface



NORMAQuick Connector

- Combines reinforced and unreinforced materials
- Enables safe connection of the connector with the plastic fuel tank

Fasten Products



Torro Clamp

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



FGR Combi Grip

- Connect plastic pipes with metal pipes without welding
- Special design of the anchoring ring the coupling can withstand even high vibration loads



VPP Compact

- Connection solution to applications exposed to high temperatures
- V PP profile clamps are reliable and time-effective connection elements



Business Focus

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



Mergers & Acquisitions

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



Digitization

Expand e-commerce channels



Transformation



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



Handling of Market Environment

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

NORMA Group Strategy including Corporate Responsibility Roadmap

-  Focus on our stakeholders ...
-  ... by being market leader in Joining & Fluid-handling technology ...
-  ... in existing & future markets, focusing on profitable & sustainable growth ...
-  ... in Water Management and Industry Applications especially in stormwater & irrigation business via e-commerce ...
-  ... in Mobility and New Energy focusing on the roll-out of global best-practices as well as selected, high profitability projects ...
-  ... with selective acquisitions, especially in Water Management, supporting NORMA Group's value creation.

✓ Exceeding customer expectations

✓ Being an employer of choice

✓ Value Creation

- Strong focus on sustainable economic activities 
- Maintain high quality standards 
- Target to reduce CO₂ emissions 
- Continuous reduction of water consumption and waste volume 
- Target for trainings hours per employee 
- Improve health and safety 

NORMA Group Strategy – Strategic focus by region



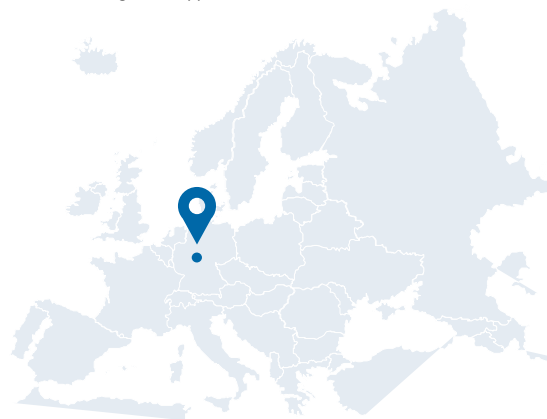
Americas

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



EMEA

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

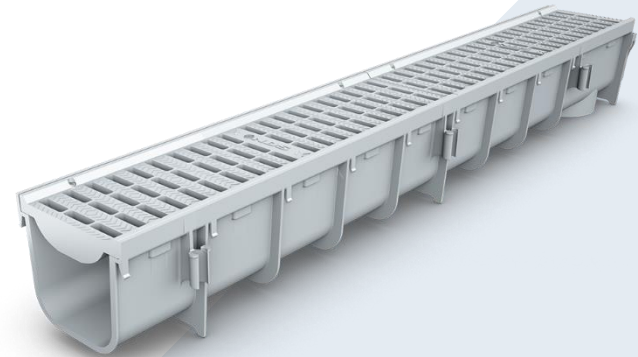


Asia-Pacific

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



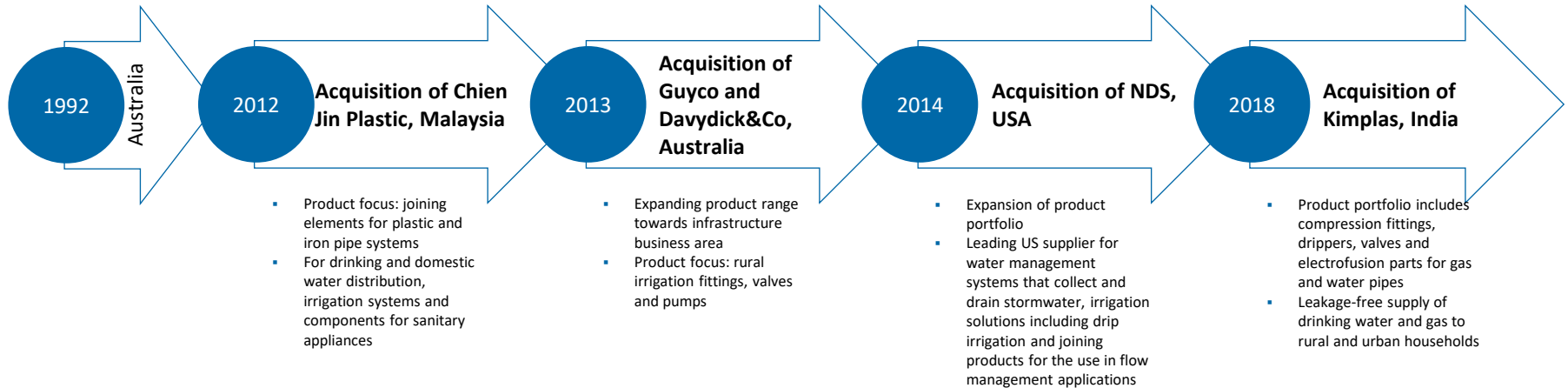
WATER MANAGEMENT



Water Management at NORMA Group



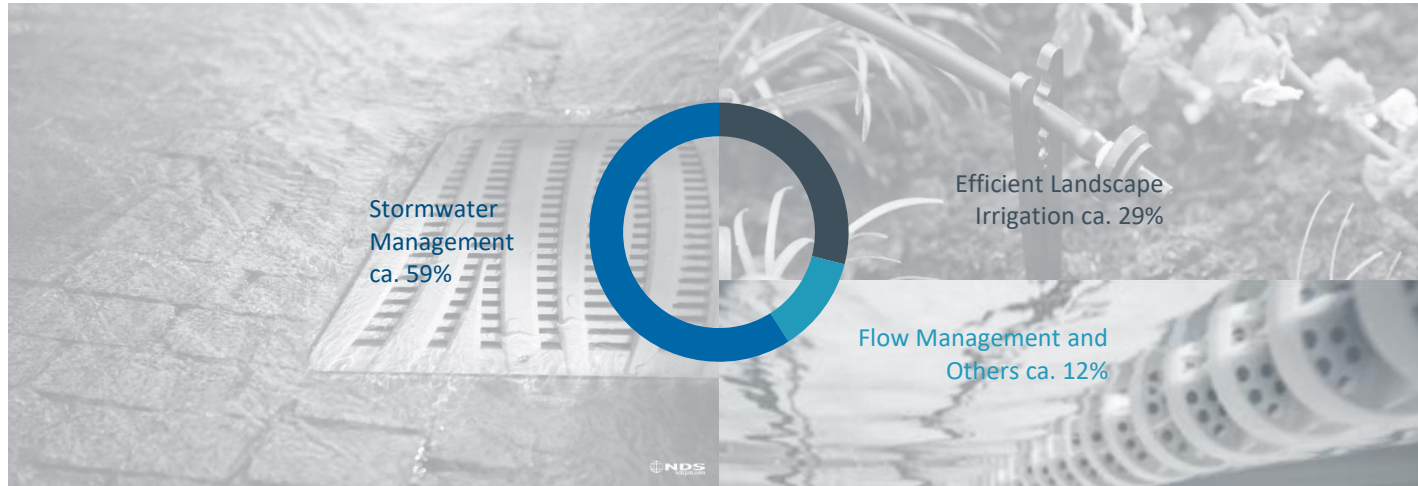
Scarce resource calling for water handling products



- 24% of sales or EUR 260.8 million in 2021
- Production and distribution sites in Australia, Malaysia, the US, Mexico and India
- Expanding Water Business organically and through M&A transactions

NDS Provides Full Breadth of Water Management Solutions

Broad diversification in terms of application areas and products



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

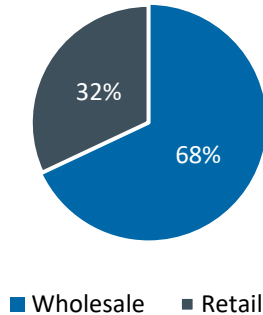
NDS has deep and longstanding Customer Relationships



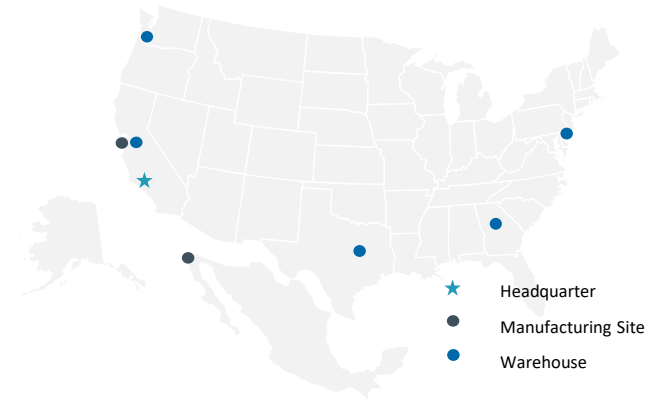
Highly differentiated distribution and service model

- More than 3,000 products
- Over 12,300 customer locations (retail and wholesale customers)
- Two production sites (CA & MX), five warehouses in the US, more than 500 employees
- Orders received by 11 am are shipped the same day for wholesale orders
- 97% order fill rate, 98% on-time shipment of orders, and 98% order accuracy

Over 12,300 customer locations

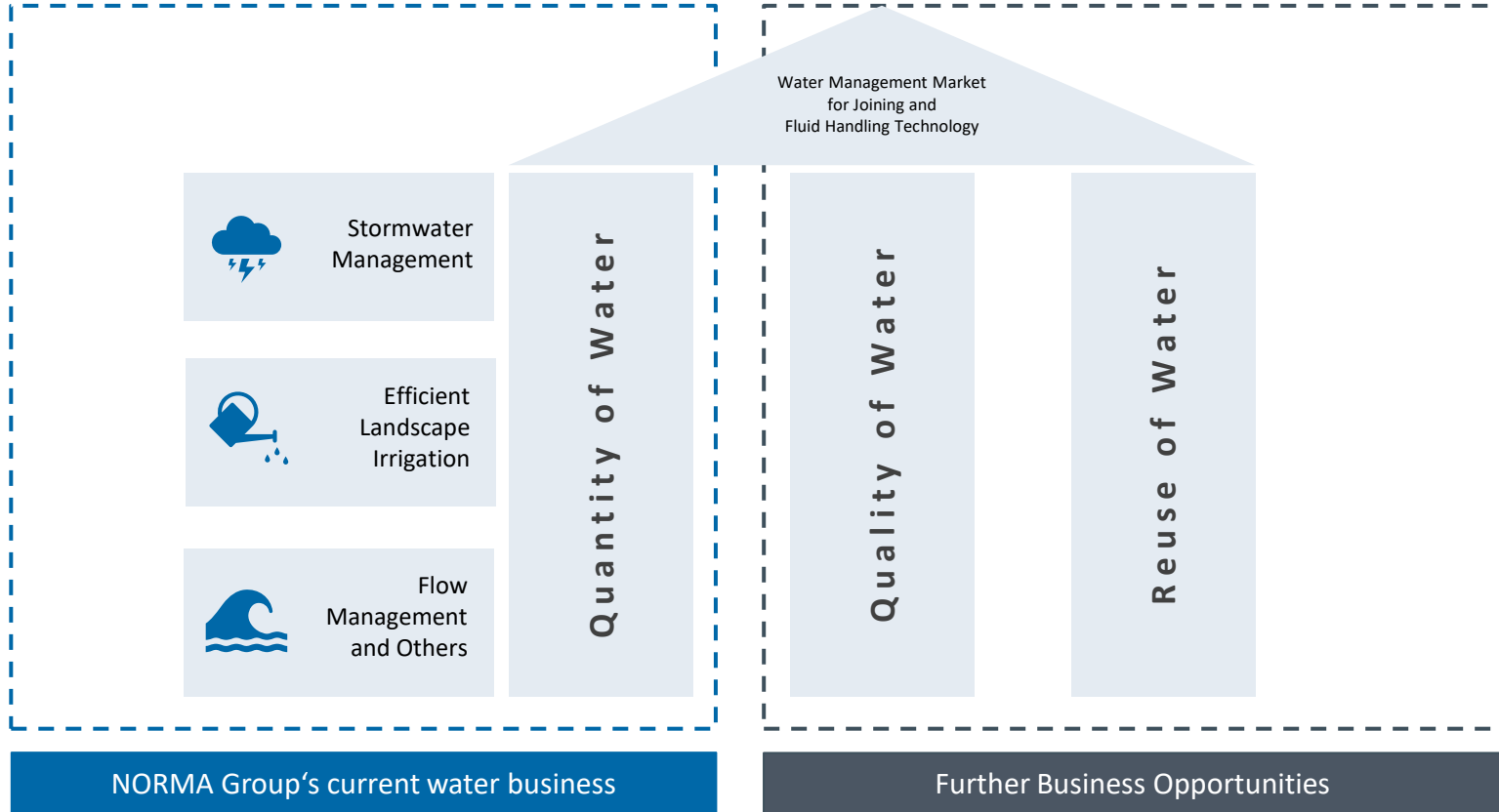


Nation-wide presence



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

Business Opportunities in Water Management



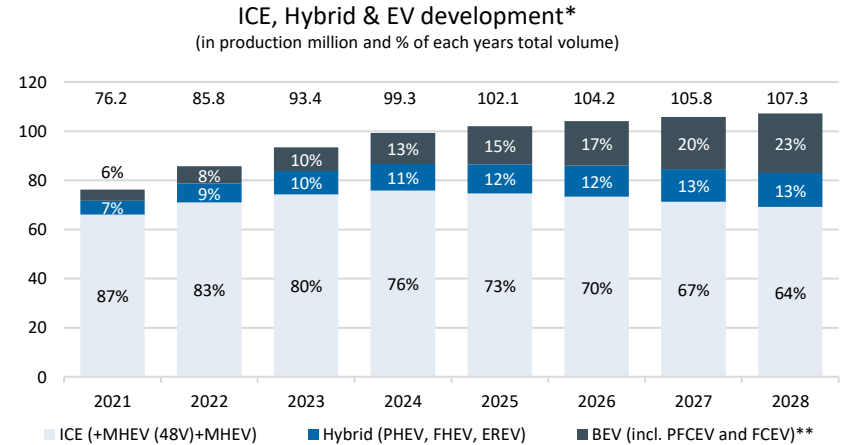
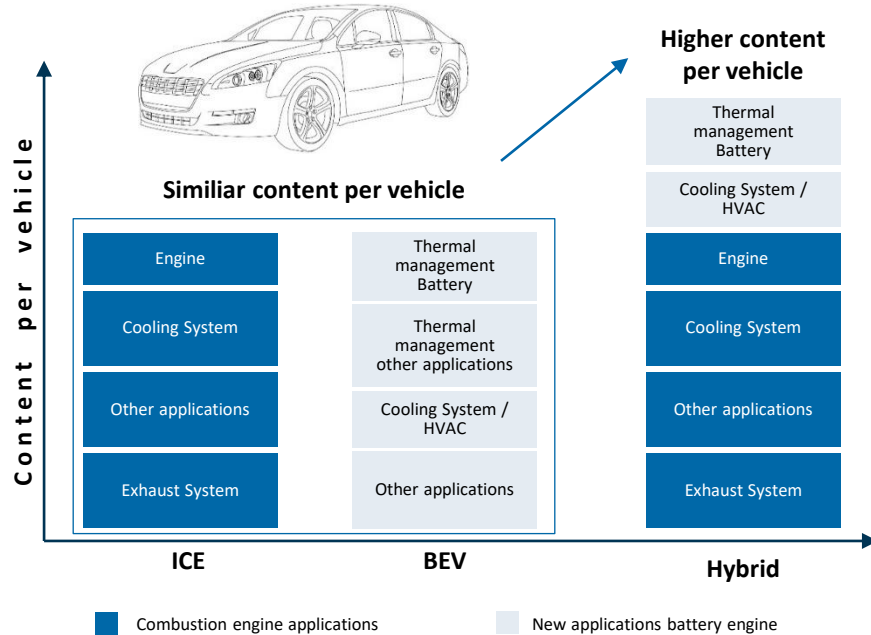
MOBILITY & NEW ENERGY



NORMA Group well on track for Mobility & New Energy



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

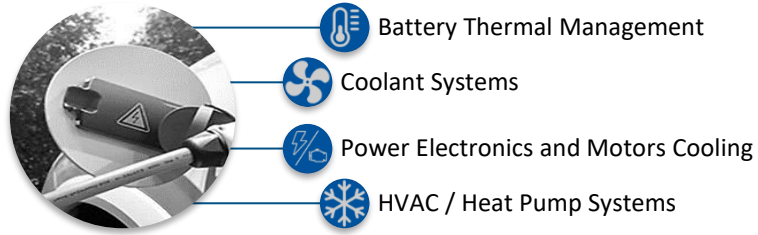


* Source: LMC / NORMA Group as of end of January 2022

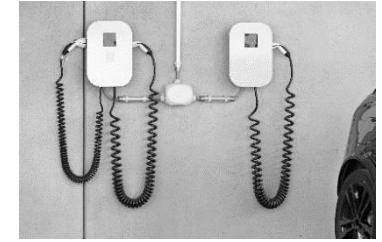
** MHEV= Mild Hybrid EV, PHEV= Plug-in hybrid EV, FHEV= Full Hybrid EV, EREV= Extended-range EV, PFCEV= Plug-in fuel cell EV, FCEV= Fuel cell EV

NORMA Group's growth opportunities for E-Mobility Developments

Growth opportunities within the car



Further growth opportunities outside the car

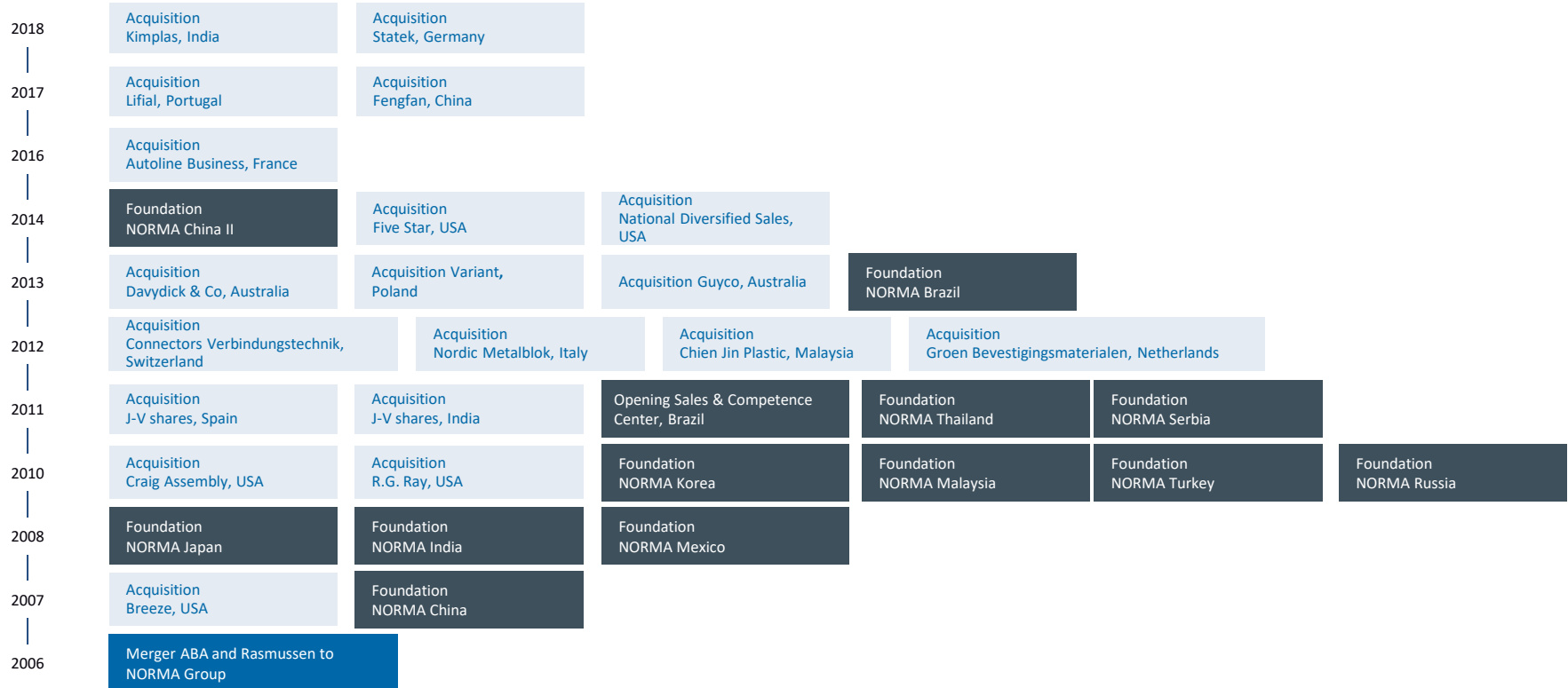


- ✓ Charging stations and wallboxes for e-mobility
- ✓ Joining technology within renewable energy sector (e.g. windmills)
- ✓ Colling systems for data centers

NORMA GROUP'S M&A HISTORY



History of Acquisitions and Foundations



CORPORATE RESPONSIBILITY



NORMA Group's Corporate Responsibility Commitment



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

Membership with UN Global Compact

- Ten principles in the areas of human rights, labor, the environment and anti-corruption

Human and Labor Rights

- *“NORMA Group categorically rejects and does not accept any form of violation of human rights.”*

Signatory of Diversity Charter

- *“We deeply respect all colleagues irrespective of gender, nationality, ethnic background, religion or worldview, disability, age, and sexual preference and identity.”*

Global Reporting Initiative (GRI)

- Transparent reporting in annual CR-Report according to GRI Standards

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

- Key contribution to UN Sustainable Development Goals

4 QUALITY EDUCATION



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



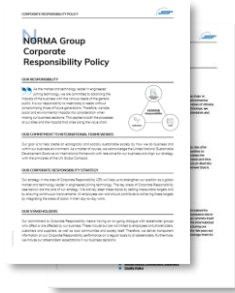
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



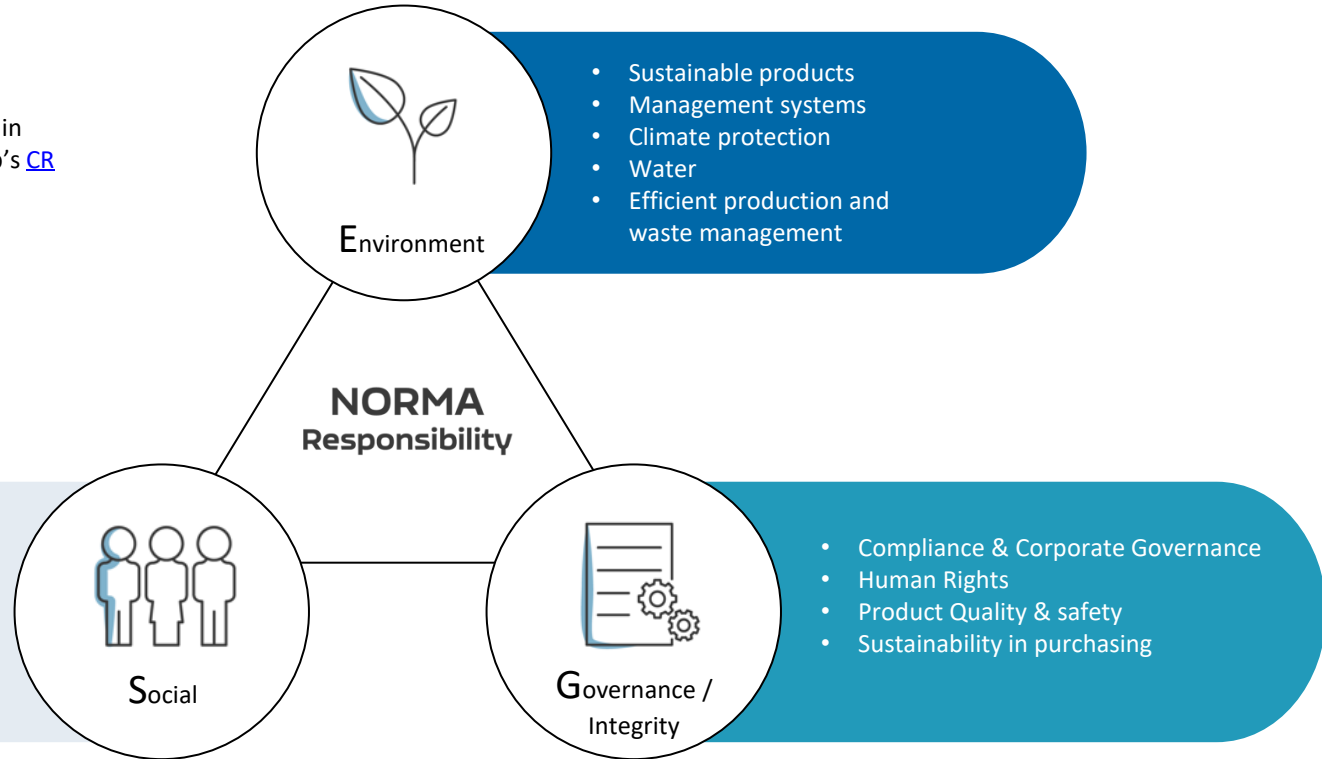
13 CLIMATE ACTION



What is Corporate Responsibility at NORMA Group?



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



NORMA Groups Corporate Responsibility Focus Areas



E	Climate	Climate (scope 1 and 2) target in line with recommendations of science-based targets initiative
	Sustainable products	Integration of environmental aspects into product design process
	Green Financing	Sustainability linked loan connects financing conditions to achievement of sustainability rating
S	Health & Safety	Decrease of reportable accidents by more than 30% since 2014
	Learning	High numbers of training hours per employee
G	Compliance	System-based Compliance management covers all regions and entities
	Purchasing	Integration of sustainability aspects into standard purchasing processes

Megatrends drive NORMA Group's business



Responsible use of resources

Resource
Scarcity



Energy efficiency

Climate
Change



Environmental protection

Environmental Impact of Products as key selling point

Climate

- eM Twist Quick Connector, designed for e-mobility
- Less weight: More than 25% lighter than before
- Reduced CO₂ emissions: Estimated 32% saved in the production process



Water

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



NORMA Groups' Social Commitment*

NORMA Clean Water

- Partner: child aid organization Plan International
- Focus: Projects with focus on water management solutions
- 2014 – 2018: NORMA Clean Water India
 - Renovation of sanitary facilities at 25 schools
- 2017 – today: NORMA Clean Water Brazil
 - Target: Access to clean water for families in rural areas



NORMA Help Day & Sponsoring

- Help Day
 - Global volunteering day
 - Seven local Help Days despite ongoing Corona pandemic
- Sponsoring and donations in FY 2021 amounting to TEUR 302



* All pictures have been taken prior to the COVID-19 pandemic



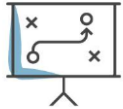
Supplier Code of Conduct

- Basic understanding of sustainability management in purchasing, signature is a condition to be graded “preferred” supplier



Supplier-Scoring

- Environmental and health and safety certificates as well as sustainability self-assessment are criteria in the annual supplier scoring



Commodity Strategies

- Contain sustainability fact sheets, which quantify impacts on climate and water and identify improvement potentials



Trainings

- Standard training of all Purchasing employees on sustainability tools in purchasing

Disclaimer



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

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

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

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