



NORMA GROUP (NON-) FINANCIALS

MAINTAL, MARCH 2022

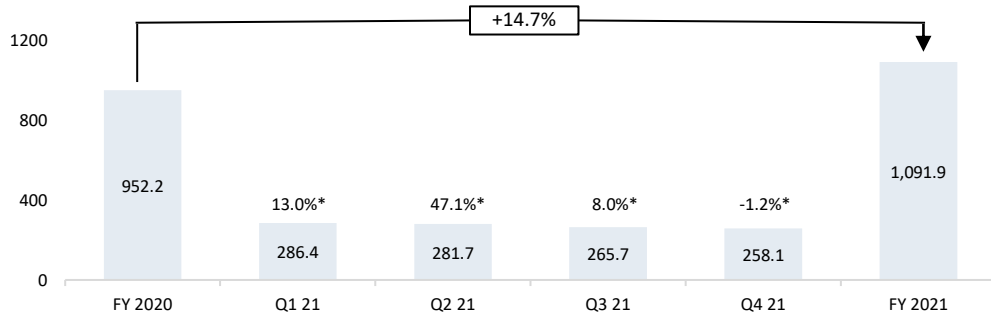
FY 2021 SEGMENT REPORTING & P&L STATEMENT



Top Line Development



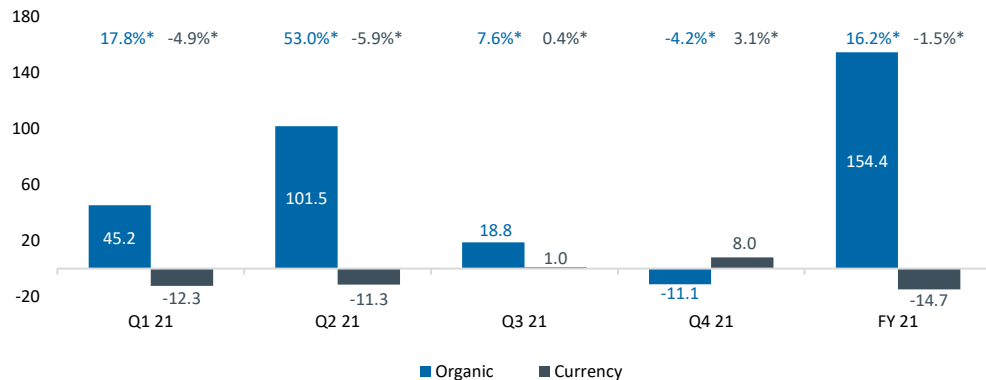
Sales Development YoY



Top Line

- Increase in Net Sales by 14.7% to EUR 1,091.9 million in FY 2021 compared to EUR 952.2 million in FY 2020, mainly due to economic recovery.

Organic Growth & Currency Effects



Organic Growth

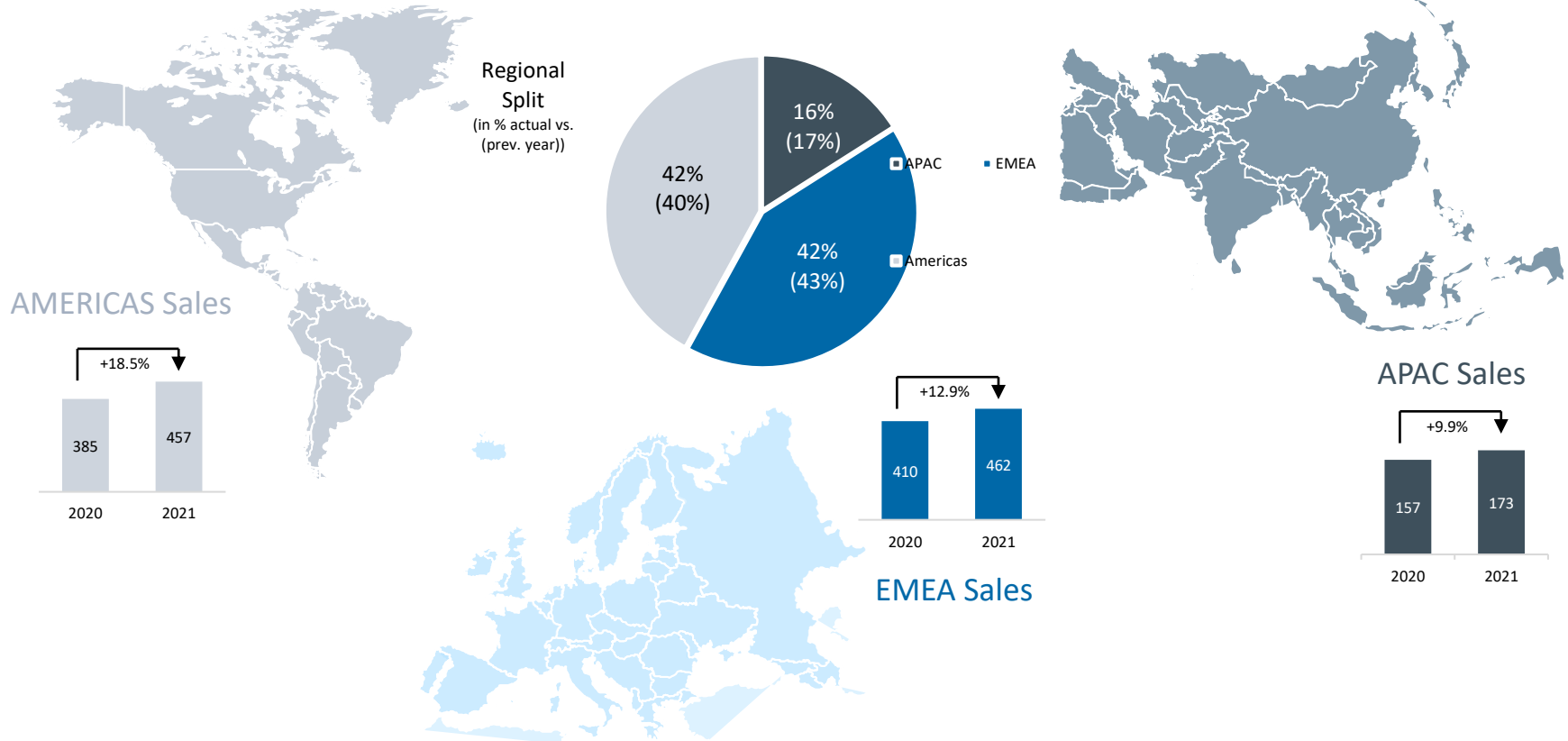
- Organic Growth of 16.2% in FY 2021 with good recovery in all regions, especially in EMEA and Americas
- EJT sales increased to EUR 620.7 million, showing an organic growth of 13.2%, mainly due to strong double-digit growth in the Americas region
- SJT showing strong organic growth of +19.9% in FY 2021, mainly due to the EMEA and Americas region

Currency Effects

- Negative translation effects of EUR 14.7 million or -1.5% in FY 2021

* In % of prior year sales

Segment Reporting – Sales Development (I/II)

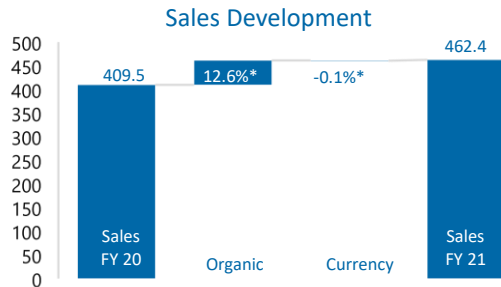


Segment Reporting – Sales Development (II/II)

EMEA



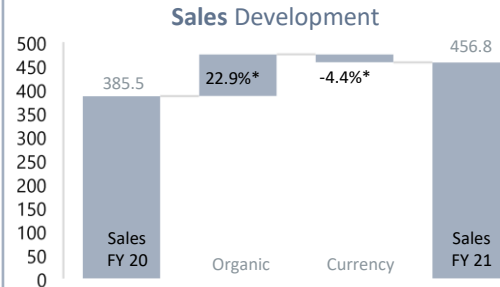
- **EJT:** Excellent recovery in H1 2021 leads to high single-digit development of 9.7% organic growth in FY 2021
- **SJT:** Strong double-digit organic growth of 20.3% in FY 2021 due to good business development and restocking



Americas



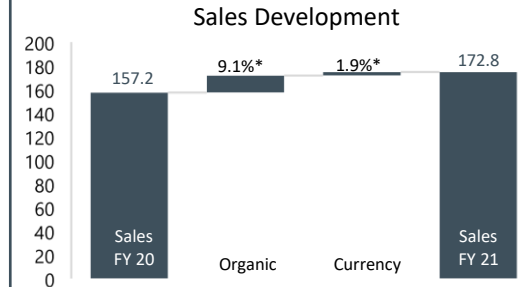
- **EJT:** Good rebound in H1 2021 leads to double-digit recovery of 22.3% in FY 2021
- **SJT:** Strong double-digit organic growth of 22.6% in FY 2021 with water management showing another record organic growth of 20.9% in FY 2021



APAC

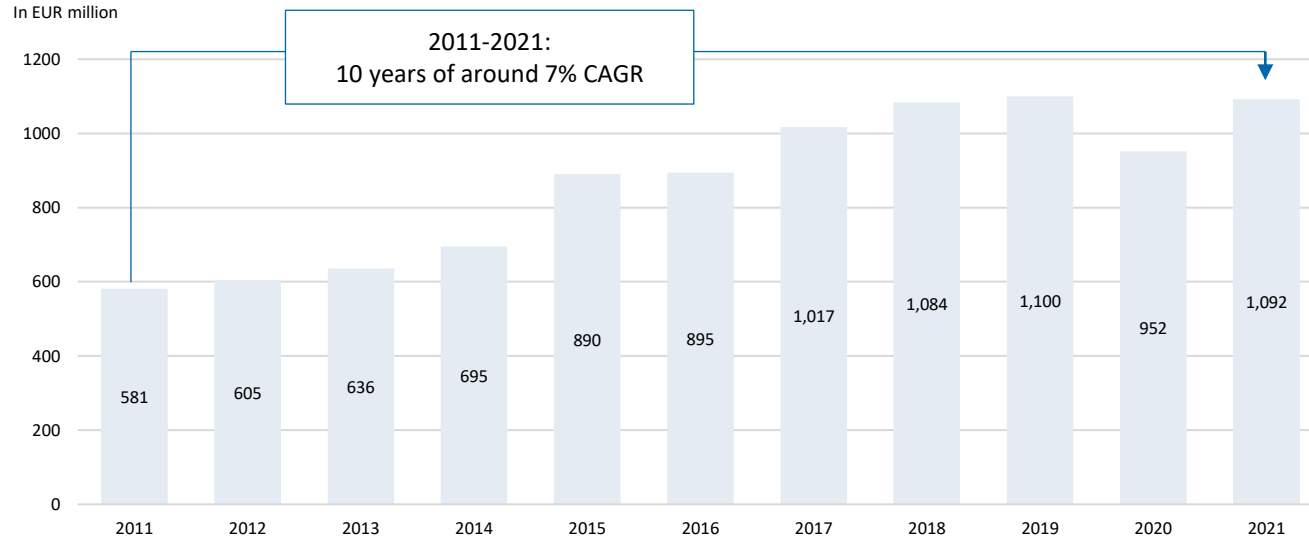


- **EJT:** Strong economic recovery in H1 2021 leads to double-digit organic growth of 10.6% in FY 2021
- **SJT:** Solid H1 2021 organic growth leads to 6.7% in FY 2021



* In % of prior year sales

Revenue Track Record

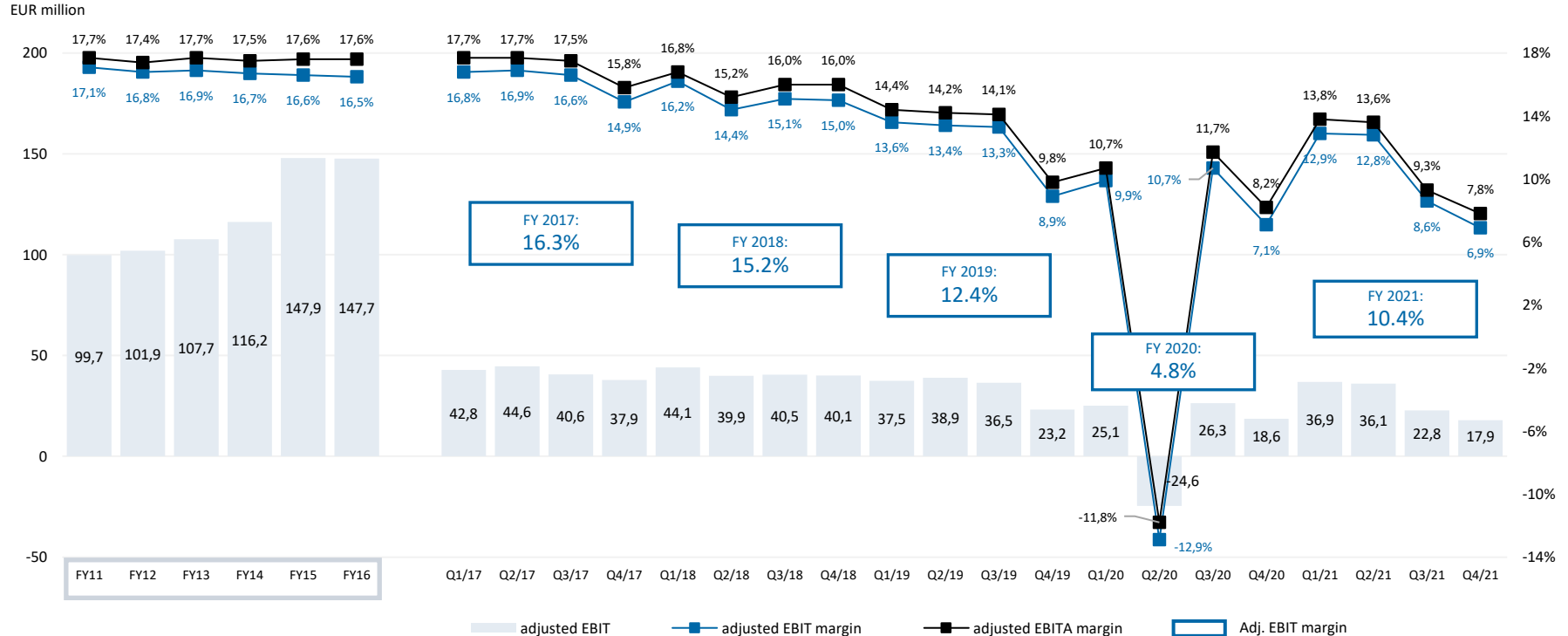


Thereof organic development (in EUR million and %)

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Ø 10 years
In EUR million	-10.8	15.1	41.3	25.9	7.6	77.0	78.6	-21.6	-133.3	154.4	
In %	-1.9	2.5	6.5	3.7	0.9	8.6	7.7	-2.0	-12.1	16.2	3.0

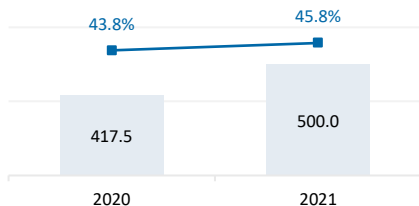
EBITA & EBIT Margin Development

- Economic recovery and strict cost control measures resulting in an increased EBIT margin of 10.4% compared to 4.8% in 2020



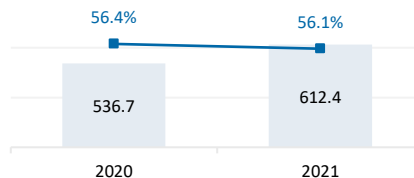
(Adjusted) Profit & Loss Development

Material Costs
(in EUR million and % of sales)

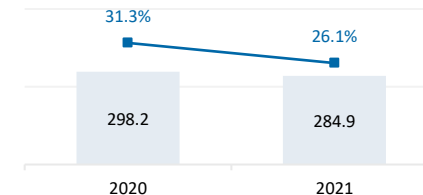


Material costs increased by 19.8% and the material cost ratio increased by 200 BPs due to higher costs mainly related to global supply shortages, while Gross Profit ratio only decreased by 30 BPs, mainly due to increase in inventory.

Gross Profit
(in EUR million and % of sales)

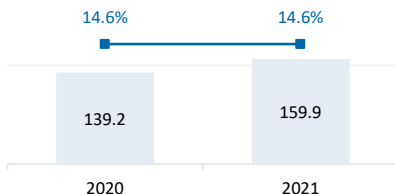


Personnel Expenses
(in EUR million and % of sales)



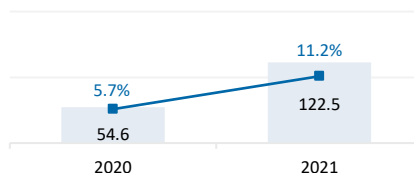
Strong improvement in personnel costs ratio to 26.1%, by that better than 2019 level of 27.5%.

Net Expenses from adj. other oper. Income and Expenses
(in EUR million and % of sales)



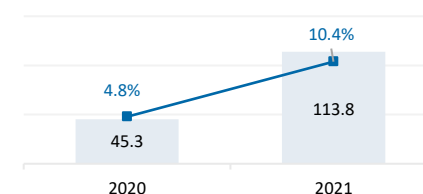
Higher OPEX in line with sales increase mainly due to increase in temp workers related to business recovery leading to a stable OPEX to sales ratio.

Adjusted EBITA
(in EUR million and % of sales)



Increased adjusted EBITA and adjusted EBIT margin of 11.2% and 10.4% mainly due to sales recovery and lower expenses (unadjusted) related to "Get on track".

Adjusted EBIT
(in EUR million and % of sales)



Operational Adjustments 2021 and Outlook 2022-2023

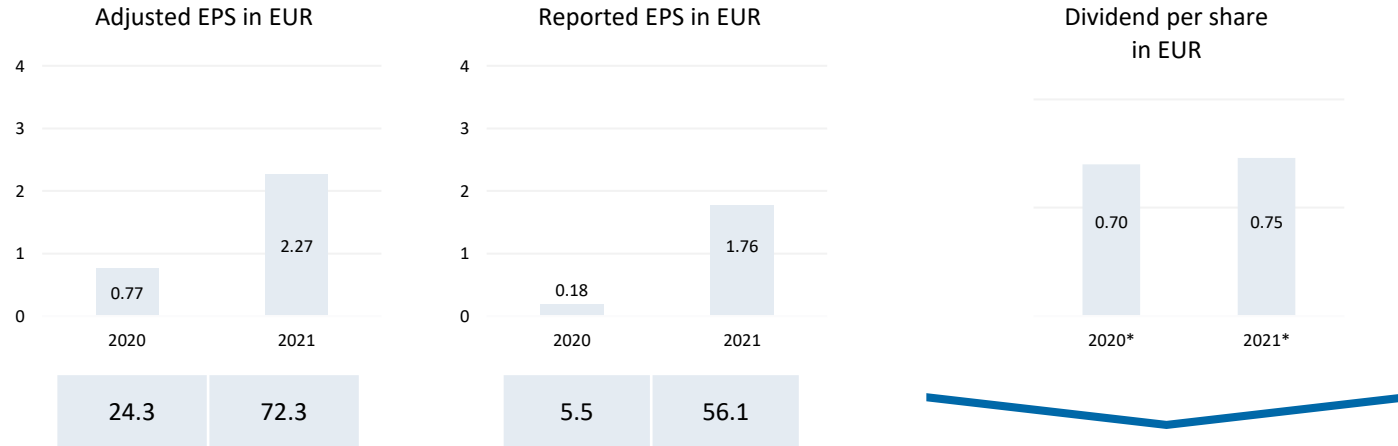


in EUR million*	Reported	Adjustments	Adjusted	FY 2022	FY 2023
Sales	1,091.9		1,091.9		
EBITDA	167.6	0	167.6	0	0
<i>EBITDA margin</i>	15.3%		15.3%		
EBITA	121.0	1.5 (depreciation PPA)	122.5	ca. 1.1 (depreciation PPA)	ca. 0.9 (depreciation PPA)
<i>EBITA margin</i>	11.1%		11.2%		
EBIT	92.1	21.7 (incl. EUR 20.2 million amortization PPA)	113.8	ca. 21.8 (incl. around EUR 20.7 million amortization PPA)	ca. 21.4 (incl. around EUR 20.5 million amortization PPA)
<i>EBIT margin</i>	8.4%		10.4%		
Net Profit	56.1	16.2 (incl. EUR -5.5 million post tax impact)	72.3	ca. 16.3	ca. 16.0
<i>Net Profit margin</i>	5.1%		6.6%		
EPS (in EUR)	1.76	0.51	2.27	ca. 0.51	ca. 0.50

- Costs related to the „Get on track“ change program are not adjusted

* Deviations may occur due to commercial rounding.

EPS and Dividend Development



Proposal for dividend of EUR 0.75 or 33% of adjusted Group net profit for the fiscal year 2021 to the AGM on Mai 17th 2022

* The date is referring to the financial year for which the dividend is being payed after the approval in the AGM

Profit and Loss Statement



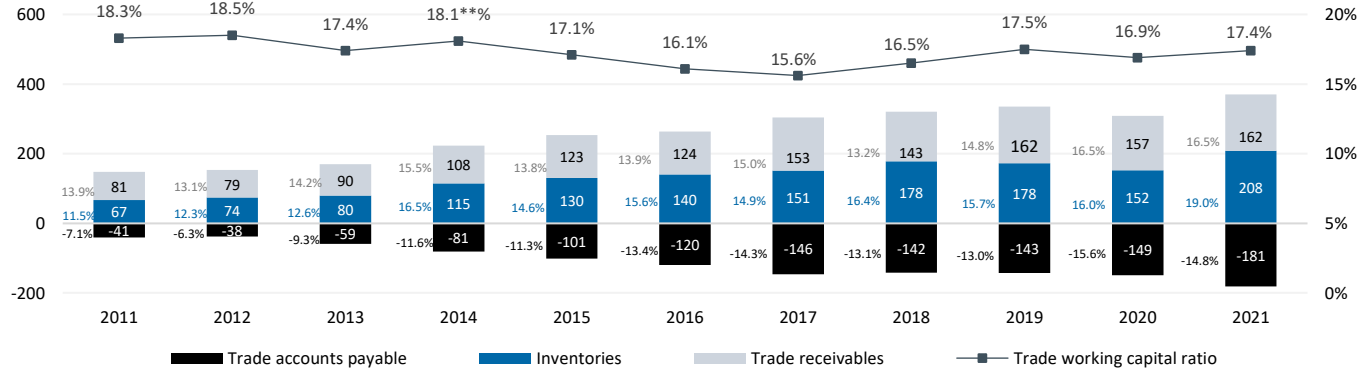
in EUR million and %	Adjusted		Reported	
	2020	2021	2020	2021
Sales	952.2	1,091.9	952.2	1,091.9
Gross Profit	536.7	612.4	536.7	612.4
EBITDA	99.3	167.6	99.3	167.6
<i>in % of sales</i>	10.4%	15.3%	10.4%	15.3%
EBITA	54.6	122.5	51.1	121.0
<i>in % of sales</i>	5.7%	11.2%	5.4%	11.1%
EBIT	45.3	113.8	20.1	92.1
<i>in % of sales</i>	4.8%	10.4%	2.1%	8.4%
Financial Result	-14.8	-12.4	-14.8	-12.4
Profit before Tax	30.5	101.4	5.4	79.7
Taxes	-6.2	-29.0	0.1	23.6
<i>in % of profit before tax</i>	20.3%	28.6%	1.8%	29.6%
Net Profit	24.3	72.3	5.5	56.1

FY 2021 BALANCE SHEET & MATURITY PROFILE



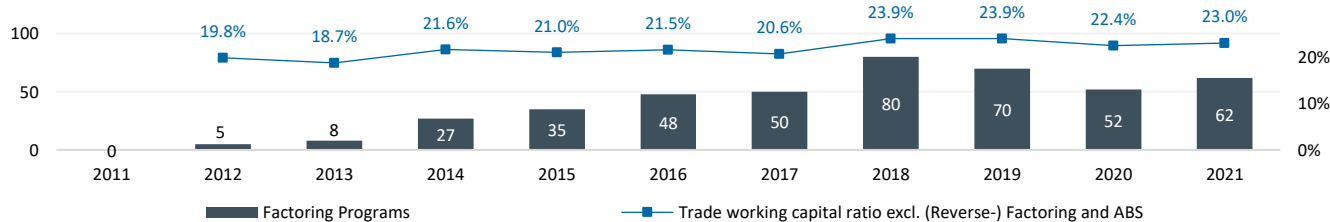
Working Capital Development

Working capital incl. (Reverse) Factoring and ABS programs
(in EUR million and % of sales)



Working Capital Ratio increased by 50 BPs due to higher inventories and only partly compensated by higher payables.

Factoring Programs* (in EUR million and % of sales)



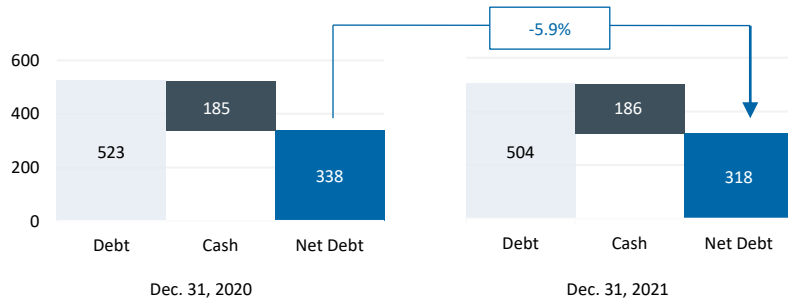
Factoring programs increased to EUR 62 million in order to optimize financial flexibility.

* (Reverse) Factoring and ABS programs

** In % of sales runrate of EUR 784 million including NDS sales on full year 2014 basis

Equity Ratio, Net Debt and Debt Ratios

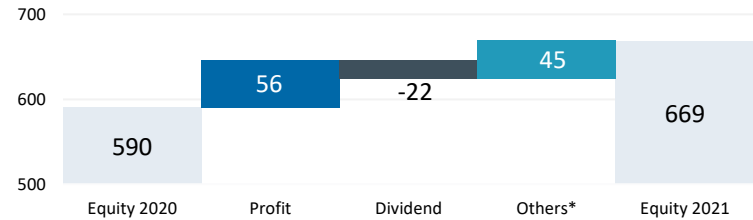
Net Debt (in EUR million)



Debt Ratios

	Dec. 31, 2020	Dec. 31, 2021
Leverage (Net debt / EBITDA)	3.4x	1.9x
Gearing (Net debt / equity)	0.6x	0.5x

in EUR million

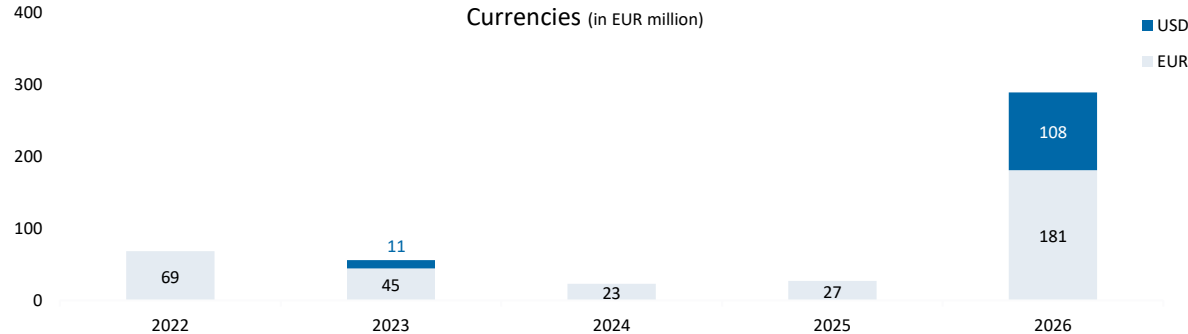
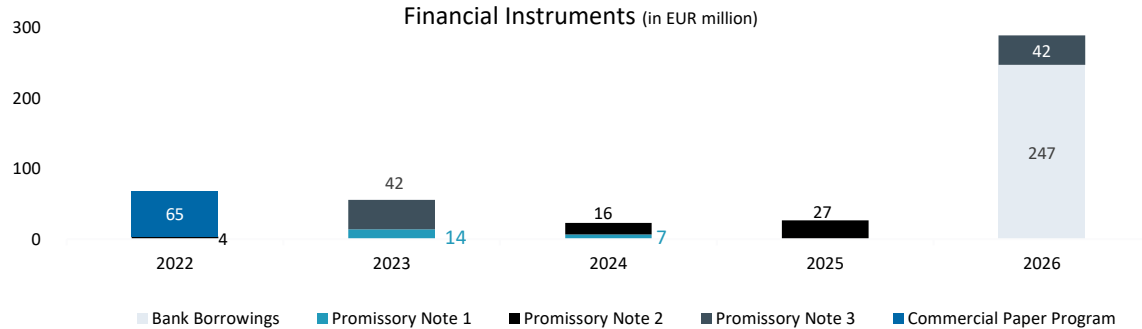


- Net Debt decreased by 5.9% due to strict cash collection and cash management
- Leverage showing strong improvement to 1.9x
- Further improved Equity Ratio of 44.6%
- Equity increased to EUR 669 million

Balance Sheet Total (in EUR million)	1,415	1,498
Equity Ratio	41.7%	44.6%

* Includes exchange differences on translation of foreign operations of EUR 42.9 million and cash flow hedges net of tax amounting to EUR 0.8 million

Solid Maturity Profile



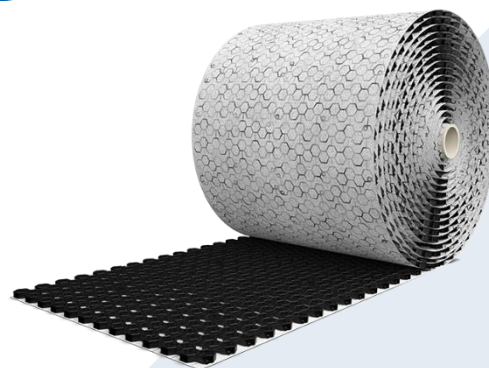
- Solid maturity profile with longterm financing strategy established
- Next larger refinancing only due in 2026

Balance Sheet



in EUR million	Dec 31, 2020	Dec 31, 2021	in EUR million	Dec 31, 2020	Dec 31, 2021
Assets			Equity and liabilities		
Non-current assets			Equity		
Goodwill / Other intangible assets / Property, plant & equipment	870.3	883.2	Total equity	589.5	668.6
Other non-financial assets / Derivative financial assets / Deferred- and income tax assets	21.5	22.4	Non-current and current liabilities		
Total non-current assets	891.7	905.6	Retirement benefit obligations / Provisions	55.2	42.9
Current assets			Borrowings and other financial liabilities	488.2	471.6
Inventories	152.2	208.0	Other non-financial liabilities	35.5	38.5
Other non-financial / other financial / derivative financial / income tax assets	28.1	30.0	Contract liabilities	1.2	0.6
Trade and other receivables	157.3	162.0	Lease liabilities	33.8	30.8
Cash and cash equivalents	185.1	185.7	Tax liabilities and derivative financial liabilities	62.6	64.6
Contract assets	0.3	0.8	Trade payables	148.7	180.5
Total current assets	523.0	592.6	Total liabilities	825.2	829.6
Total assets	1,414.7	1,498.2	Total equity and liabilities	1,414.7	1,498.2

FY 2021 CASH FLOW & NORMA VALUE ADDED



Strong Cash Flow Development 2011 - 2021



Net Operating Cash Flow

in EUR million	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Variance (2021 to 2020)
(Adjusted) EBITDA	117.0	120.8	129.3	138.4	177.5	179.4	199.7	201.4	187.2	99.3	167.6	68.8%
Δ ± Trade Working capital	-19.5	-9.8	+5.1	+10.4	-0.6	+17.0	-19.1	-13.7	-9.5	20.2	-20.4	-201.0%
Net operating cash flow before investments from operating business	97.5	111.0	134.4	148.8	176.9	196.4	180.6	187.7	177.7	119.5	147.2	23.2%
Δ ± Investments from operating business	-30.7	-30.0	-30.5	-39.6	-42.2	-47.9	-47.7	-63.3	-54.8	-41.2	-47.4	15.1%
Net Operating Cash Flow	66.8	81.0	103.9	109.2	134.7	148.5	132.9	124.4	122.9	78.3	99.8	27.5%

- Working Capital outflow of EUR 20.4 million due to higher business activities and growth
- Increased Capex due to investments in actual and future growth
- Net Operating Cash Flow of EUR 99.8 million compared to EUR 78.3 million in 2020

NORMA Value Added and ROCE



in EUR million	2020	2021
Adjusted EBIT after taxes	36.1	81.2
Capital Cost (WACC x CE per January 1st)	-82.4	-65.2
NOVA	-46.4	16.0
ROCE (adjusted EBIT / \emptyset CE)	4.6%	11.9%
ROCE (reported EBIT / \emptyset CE)	2.2%	9.6%

- The NORMA Value Added (NOVA) is NORMA Group's long term strategic target
- NORMA Group determines the annual value creation in form of the NORMA Value Added (NOVA)
- NOVA is calculated on the basis of adjusted EBIT, tax rate and the cost of capital
- The cost of capital is defined by the weighted average cost of capital (WACC) and the capital employed (equity plus net debt)

STATUS „GET ON TRACK“



"Get on track" (I/II) – Scope

EUR 50 million savings p.a.

Examples

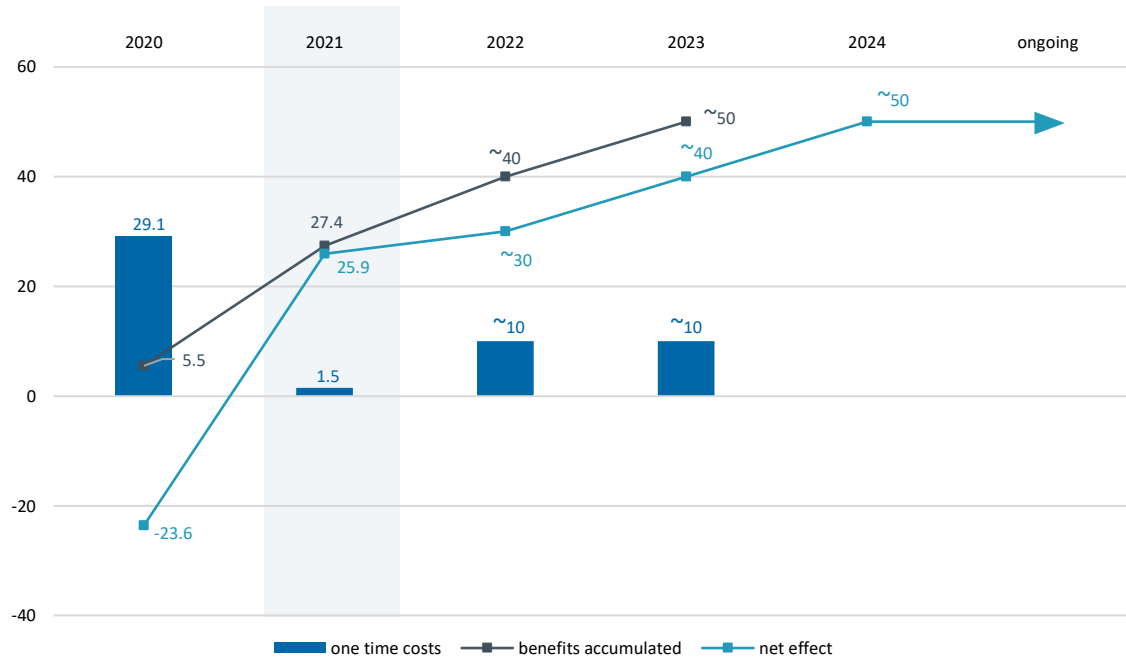
Scope	Locations	<ul style="list-style-type: none">▪ Increase share of best cost country production▪ Reduction of complexity	Savings: EUR 20 million
	Product Portfolio	<ul style="list-style-type: none">▪ Streamlining of product portfolio through active portfolio management▪ Bundle and transfer low volume products and business to wholesaler	Savings: EUR 5 million
	Structures	<ul style="list-style-type: none">▪ Strengthen commodities strategy▪ Focus on best cost country purchasing▪ Improvement of structures and processes	Savings: EUR 25 million

Implementation Costs

- Accumulated total cost volume of around EUR 50 million until 2023
- Implementation costs will be shown on an unadjusted basis

"Get on track" (II/II) – Costs & Savings* Timeline

"Get on track" program well under way with further savings in 2022



- Successful savings of EUR 27.4 million in 2020 and 2021
- Additional costs of EUR 1.5 million in 2021 (not adjusted)

* All figures are given approximately according to current planning

GUIDANCE & OUTLOOK



Comparison of Guidance and Actual Results



Actual business development compared to the forecast	Results in 2020	March 2021	August / September* 2021	Results in 2021
Group sales	EUR 952.2 million	/	/	EUR 1,091.9 million
Organic growth of Group sales	-12.1%	Low double-digit organic sales growth	n/a	16.2%
Organic sales growth EMEA	-15.5%	Strong organic sales growth in the low double-digit range	n/a	12.6%
Organic sales growth Americas	-12.4%	Strong organic sales growth in the low double-digit range	Strong organic sales growth in the low double-digit range	22.9%
Organic sales growth Asia-Pacific	-1.2%	High single-digit organic sales growth	High single-digit organic sales growth	9.1%
Organic sales growth EJT	-15.8%	Strong organic sales growth in the low double-digit range	n/a	13.2%
Organic sales growth SJT (former DS)	-6.5%	Significant organic sales growth in the high single-digit range	Strong organic sales growth in the low double-digit range	19.9%
(Adjusted) material cost ratio	43.8%	Significantly improved material costs ratio	At a comparable level to the previous year	45.8%
(Adjusted) personnel expense ratio	31.3%	Significantly improved personnel costs ratio	Significantly improved personnel costs ratio	26.1%
Adjusted EBITA margin	5.7%	More than 13%	More than 11%	11.2%
Adjusted EBIT margin	4.8%	More than 12%	More than 10%	10.4%
NOVA	EUR -46.4 million	Between EUR 10 million and EUR 25 million	n/a	EUR 16.0 million
Financial result	EUR -14.8 million	Up to EUR – 13 million	n/a	EUR -12.4 million
Adjusted tax ratio	20.3%	between 27% and 29%	n/a	28.6%
Earnings per share	EUR 0.77 (adjusted) EUR 0.18 (reported)	Strong increase in adjusted earnings per share	n/a	EUR 2.27 (adjusted) EUR 1.76 (reported)
Net operating cash flow	EUR 78.3 million	More than EUR 110 million	n/a	EUR 99.8 million

* According to AdHoc notification of September 14, 2021

Outlook 2022 – Company Guidance*



Organic Sales Growth	Medium to high single-digit Organic Group Sales Growth	Financial Result	Up to EUR – 10 million
EJT	Medium to high single-digit Organic Sales Growth	Tax Rate	Between 27% and 29%
SJT	Medium to high single-digit Organic Sales Growth	Adjusted Earnings Per Share	Significant increase in adjusted Earnings Per Share
EMEA	Medium single-digit Organic Sales Growth	NORMA Value Added (NOVA)	Between EUR 20 million and EUR 40 million
Americas	Medium to high single-digit Organic Sales Growth	Investment Rate (without acquisitions)	Investment Ratio between 5% and 6% of Group Sales
APAC	Medium to high single-digit Organic Sales Growth	Net Operating Cash Flow	Around EUR 100 million
Material Costs Ratio	Stable Material Costs Ratio	Dividend	Around 30% to 35% of adjusted Group Earnings
Personnel Costs Ratio	Stable Personnel Costs Ratio	CO₂ Emissions	Under 10,000 metric tons of CO ₂ equivalents
R&D Investment Ratio	Around 3% of Sales	Number of Invention Applications	More than 20
Adjusted EBIT Margin	Around 11%	Number of Defective Parts (parts per million / PPM)	5.5

* This forecast is made under the assumption that no significant negative effects in connection with the Corona pandemic or other influencing factors occur in the course of 2022 that could lead to a strong weakening of the global economy and to significant pressure on the business development of NORMA Group. Potential influencing factors could be, for example, the military activities as well as economic sanction measures in connection with the Russia-Ukraine crisis.

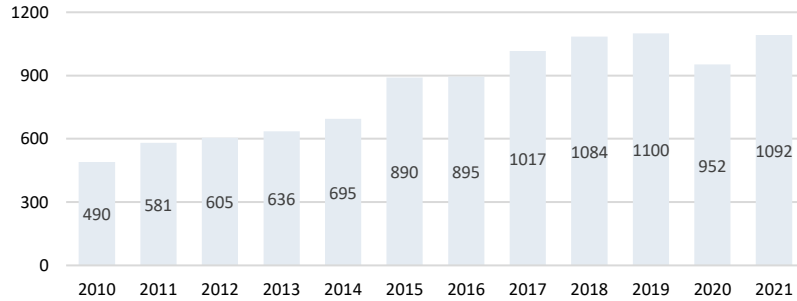
FINANCIAL TRACK RECORD



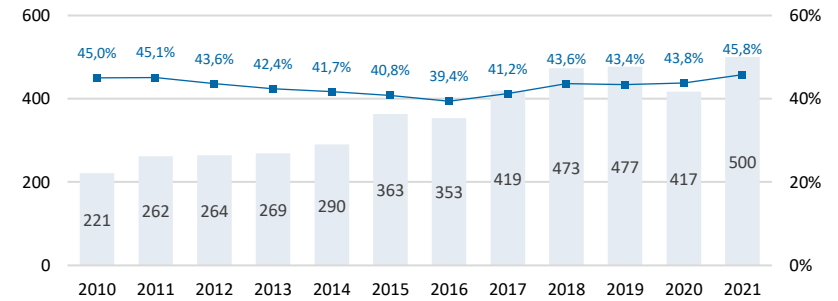
Long-term P&L Development (I/II)



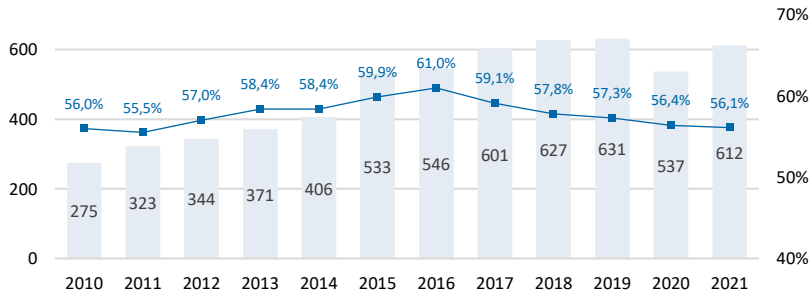
Sales (in EUR million)



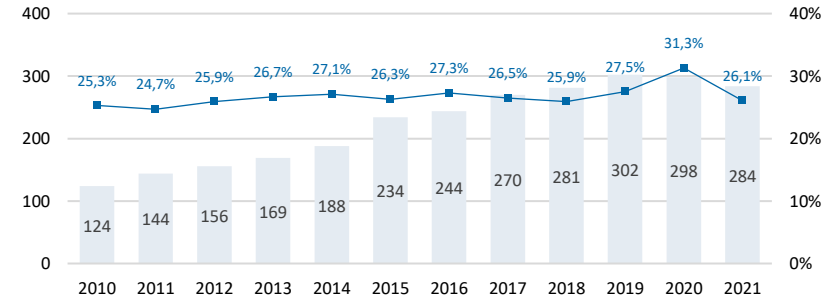
(Adjusted) Material Costs (in EUR million and % of sales)



(Adjusted) Gross Profit (in EUR million and % of sales)

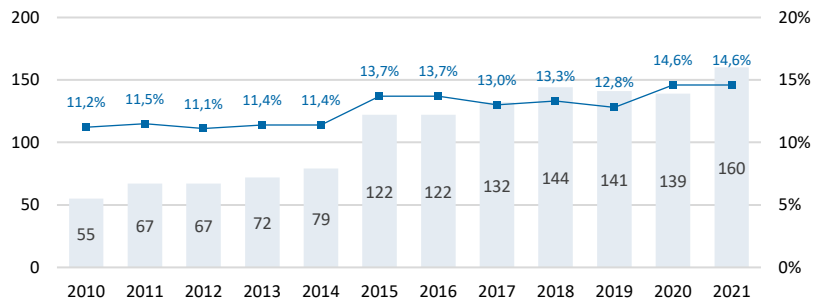


(Adjusted) Personnel Expenses
(in EUR million and % of sales)

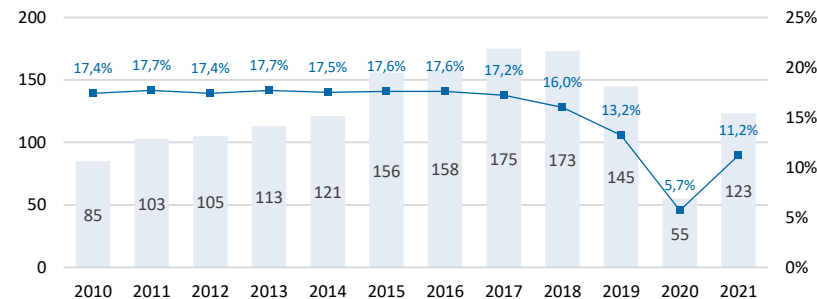


Long-term P&L Development (II/II)

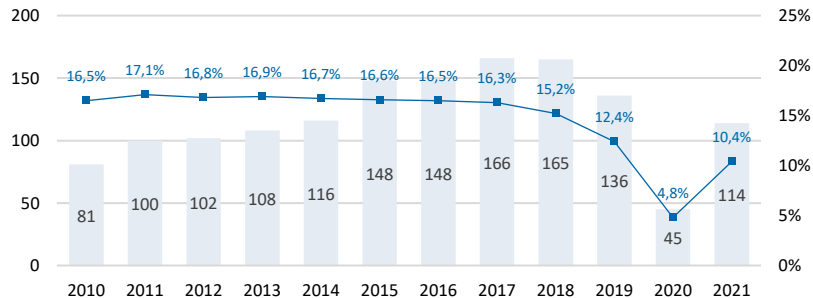
Net Expenses from adj. other oper. Income and Expenses (in EUR million and % of sales)



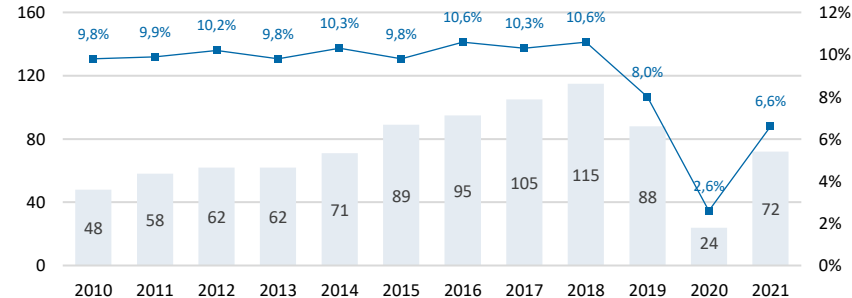
Adjusted EBITA (in EUR million and % of sales)



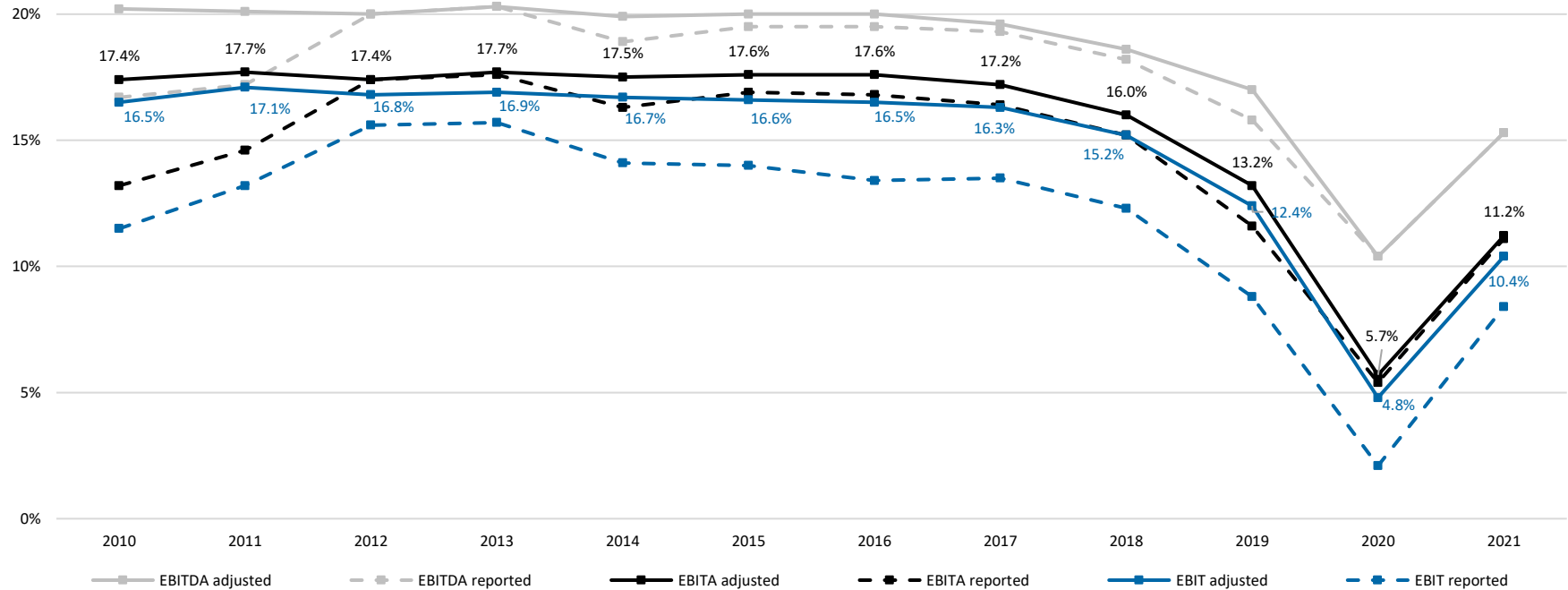
Adjusted EBIT (in EUR million and % of sales)



(Adjusted) Net Profit (in EUR million)



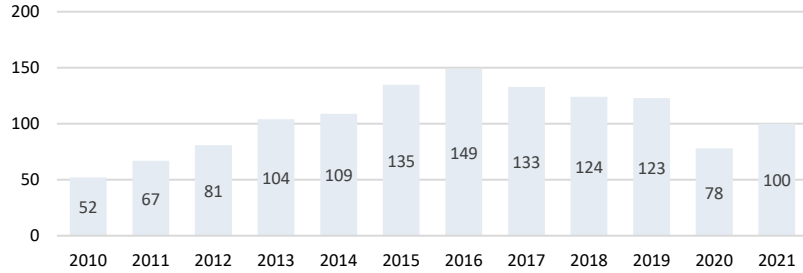
Long-term Margin Development (adjusted and reported)



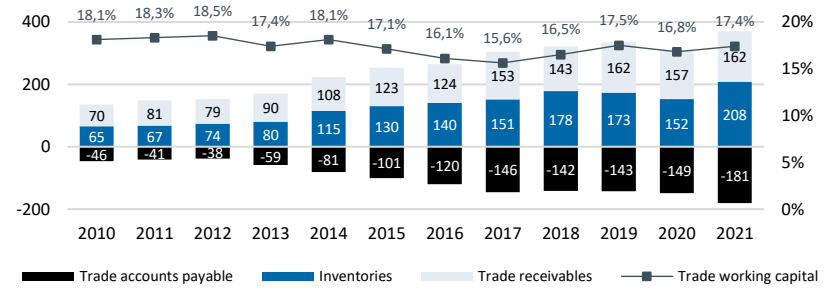
Long-term Cash, Working Capital and CAPEX Development



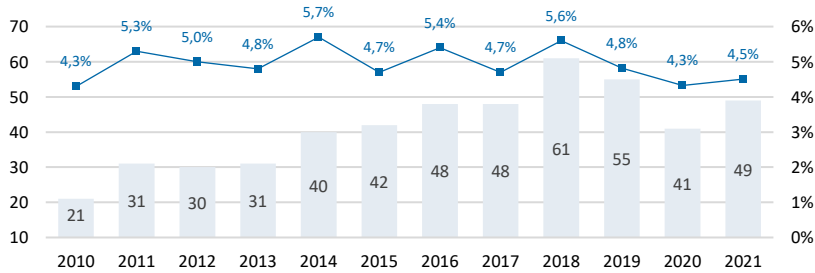
Net Operating Cash Flow (in EUR million)



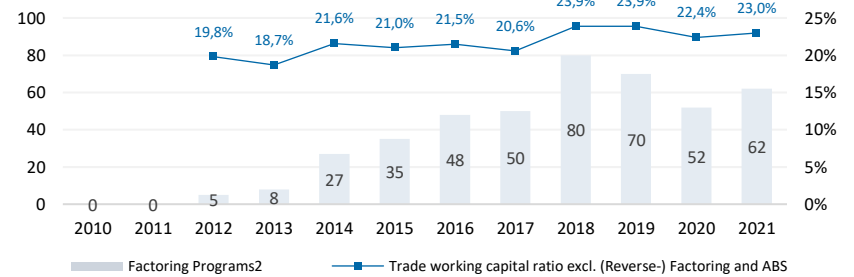
Trade Working Capital (in EUR million and % of sales)



CAPEX (in EUR million and % of sales)



Factoring Programs (in EUR million and % of sales)



Long-term Operational Adjustments on EBITA & EBIT level

in EUR million	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Reported EBITA	64.9	84.7	105.2	112.1	113.3	150.5	150.4	166.8	164.8	127.9	51.1	121.0
+ Acquisition & Rightsizing Costs*	17.5	16.8	0	0	6.9	3.6	4.8	3.5	4.4	13.4	0	0
+ PPA Depreciation	3.0	1.2	0.3	0.5	1.3	2.2	2.3	4.2	4.0	3.5	3.5	1.5
Total Adjustments	20.5	18.0	0.3	0.5	8.2	5.8	7.1	7.7	8.4	16.9	3.5	1.5
Adjusted EBITA	85.4	102.7	105.4	112.6	121.5	156.3	157.5	174.5	173.2	144.8	54.6	122.5
Reported EBIT	56.3	76.6	94.4	99.5	97.8	124.8	120.0	137.8	133.5	96.7	20.1	92.1
+ Acquisition & Rightsizing Costs*	17.5	16.8	0	0	6.9	3.6	4.8	3.5	4.4	13.4	0	0
+ PPA Depreciation	3.0	1.2	0.3	0.5	1.3	2.2	2.3	4.2	4.0	3.5	3.5	1.5
+ PPA Amortization	4.0	5.1	7.2	7.7	10.1	17.3	20.6	20.5	22.6	22.5	21.7	20.2
Total Adjustments	24.5	23.1	7.5	8.2	18.3	23.1	27.7	28.2	31.0	39.4	25.1	21.7
Adjusted EBIT	80.9	99.7	101.9	107.7	116.2	147.9	147.7	166.0	164.5	136.1	45.3	113.8

* 2010-2011: mostly IPO related costs

CORPORATE RESPONSIBILITY



Corporate Responsibility Targets for 2022



E

Environment

CO₂ emissions

10,000 tons

Indicator: Scope 1 and 2, tons

Water consumption

1% improvement

Baseline: 2021
Indicator: liter / TEUR sales

Waste

1% improvement

Baseline: 2021
Indicator: kg / TEUR sales

S

Social

Incident rate

< 4.5

Indicator: accidents / 1,000 employees

Training hours

> 30

Indicator: training hours / employee

Voluntary attrition rate

Local targets

Indicator: % of sites that achieved local target

G

Governance

Defective parts

< 5.5

Indicator: parts per million

Customer complaints

< 5.5

Indicator: average per month per entity

- First time adoption of the EU Taxonomy for the FY 2021 as required by the EU Commission
- As a preliminary step towards a comparable reporting on sustainable economic activities the EU Taxonomy reporting for FY 2021 covers the „eligibility“ reporting
- From 2022 onwards the EU Commission further requires that eligible economic activities need to fulfill technical screening criteria in order to be classified as „aligned“
- Aligned economic activities = sustainable economic activities according to the EU Taxonomy
- The EU Taxonomy reporting focuses on three performance indicators: Revenue, CapEx and OpEx

NORMA Group's eligible economic activities according to the EU Taxonomy

Water Management



Economic Activity 5.1.:
„Construction, extension and operation of water collection, treatment and supply systems“

Pure E-Mobility products



Economic Activity 3.6.:
„Manufacture of other low carbon technologies“

NORMA Group's eligible Revenue, CapEx and OpEx according to the EU Taxonomy

Revenue:

24%*



CapEx:

5%*



Opex:

7%*



* In percent of total Revenue, CapEx, Opex

Ratings confirm NORMA Group's approach to CR



Rating		Assessment 2021
MSCI ESG		<ul style="list-style-type: none"> - A (on a scale from CCC to AAA) - Top 45 % within the industrials benchmark
EcoVadis		<ul style="list-style-type: none"> - Top 1% of rating universe (>35,000 companies) - Platinum standard
ISS-ESG		<ul style="list-style-type: none"> - Score: C+ - Prime Status
CDP		<ul style="list-style-type: none"> - B- (on a scale of D- to A) - Management level
Sustainalytics		<ul style="list-style-type: none"> - Risk Score: 14.6 - Low risk (on a scale from 0 (best) to 100 (worst))

Awards

- 2021: “German Award for Sustainability Projects 2021” for NORMA Clean Water in the “Equal Opportunities” category
- 2020: FOX Finance Award (Silver) for CR report
- 2017: Awarded “Building Public Trust Award” (best non-financial report MDAX) by PwC

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.

Non audited data is based on management information systems and/or publicly available information. Both sources of data are for illustrative purposes only.

