

NORMA Group SE

Third Quarter 2021 Results

Maintal,
November 3, 2021



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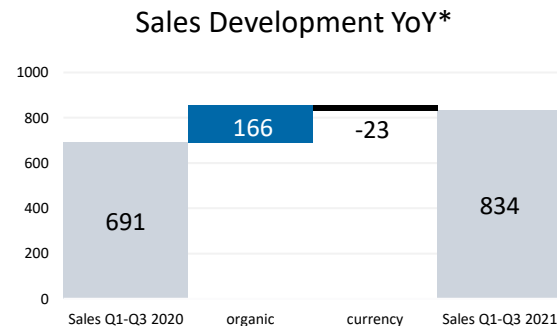
Facts & Figures Q3 2021 – Financials

Sales	Sales up by 8.0% to EUR 265.7 million compared to the previous year (Q3 2020: EUR 245.9 million)
Adjusted EBITA (margin)	Adjusted EBITA at EUR 24.7 million (Q3 2020: EUR 28.7 million); Adjusted EBITA margin of 9.3% (Q3 2020: 11.7%)
Adjusted EBIT (margin)	Adjusted EBIT at EUR 22.8 million (Q3 2020: EUR 26.3 million); Adjusted EBIT margin of 8.6% (Q3 2020: 10.7%)
Net Operating Cash Flow	Net operating cash flow of EUR 31.2 million (Q3 2020: EUR 40.6 million)
Balance Sheet	Equity ratio of 44.1% (Dec. 31, 2020: 41.7%); Net Debt as of Sept. 30, 2021, at EUR 332.5 million (Dec. 31, 2020: EUR 338.4 million)
Leverage	Leverage as of Sept. 30, 2021, at 1.9 (Dec. 31, 2020: 3.4)
Updated Guidance 2021	Adjusted EBITA margin of more than 11% (previously: „more than 13%“); Adjusted EBIT margin of more than 10% (previously: „more than 12%“)

Top Line Development

Sales Development YoY*

in EUR million	2020	2021	Change	Change in %	Thereof organic	Thereof currency
Q1	253.6	286.4	32.9	+ 13.0%	+ 17.8%	- 4.9%
Q2	191.5	281.7	90.2	+ 47.1%	+ 53.0%	- 5.9%
Q3	245.9	265.7	19.8	+ 8.0%	+ 7.6%	+ 0.4%
Q1-Q3	691.0	833.8	142.8	+ 20.7%	+ 24.0%	- 3.3%



- **Top line:**

Net sales of EUR 833.8 million in Q1-Q3 2021 compared to EUR 691.0 million in Q1-Q3 2020.

- **Organic Growth**

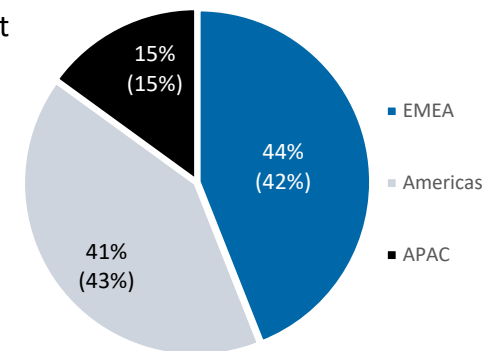
- Organic growth of 7.6% in Q3 2021, mainly due to strong growth in the Americas region and organic growth of 24.0% in Q1-Q3 2021 due to COVID-19-related recovery and low comps
- EJT sales showing an almost stable organic development of -0.1% in Q3 2021 and a very strong organic development of +26.7% in Q1-Q3 2021
- SJT showing strong organic growth of +18.1% in Q3 2021 and +19.9% in Q1-Q3 2021, mainly due to the EMEA and Americas region

- **Currency Effects**

Positive translation effects of EUR 1.0 million or +0.4% in Q3 2021 and EUR -22.7 million or -3.3% in Q1-Q3 2021

Regional Split Q1-Q3 2021

(in % actual vs.
(Q1-Q3 2020))



→ [NORMA Group's Q3 2021 Top Line Development, p. 10](#)

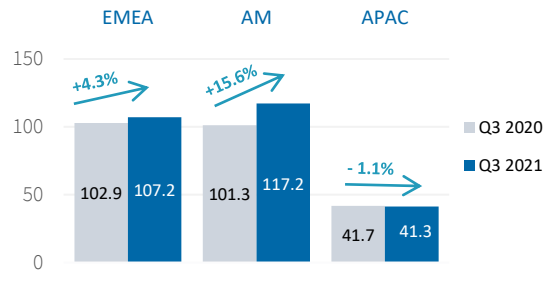
Segment Reporting in Q3 and Q1-Q3 2021

→ [NORMA Group's Q3 2021 Segment Reporting, p. 21](#)



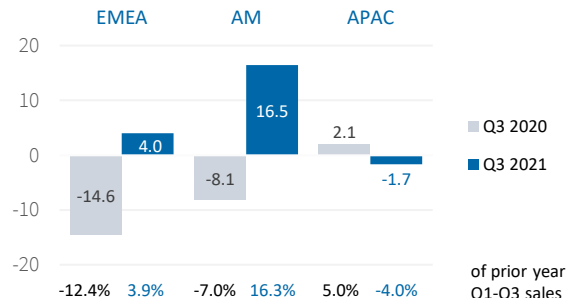
Q3 2021 Net Sales

(in EUR million)



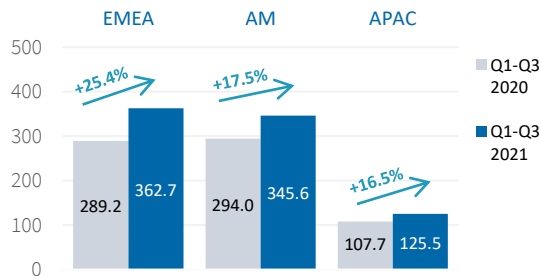
Q3 2021 Organic Growth

(in EUR million)



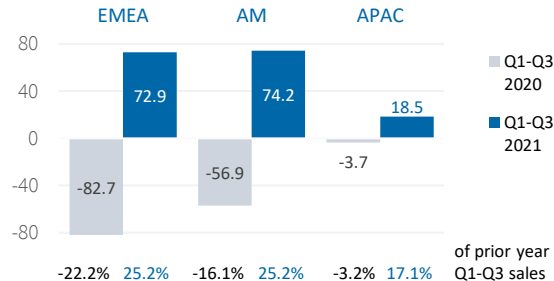
Q1-Q3 2021 Net Sales

(in EUR million)



Q1-Q3 2021 Organic Growth

(in EUR million)



EMEA

- **EJT:** Slight organic decline of 2.5% in Q3 2021, due to volatility in production related to the material shortages e.g. steel, logistics and semiconductors, but still high double-digit development of 25.9% organic growth in Q1-Q3 2021
- **SJT:** Strong double-digit organic growth of 22.8% both, in Q3 2021 and in Q1-Q3 2021 due to good business development and restocking

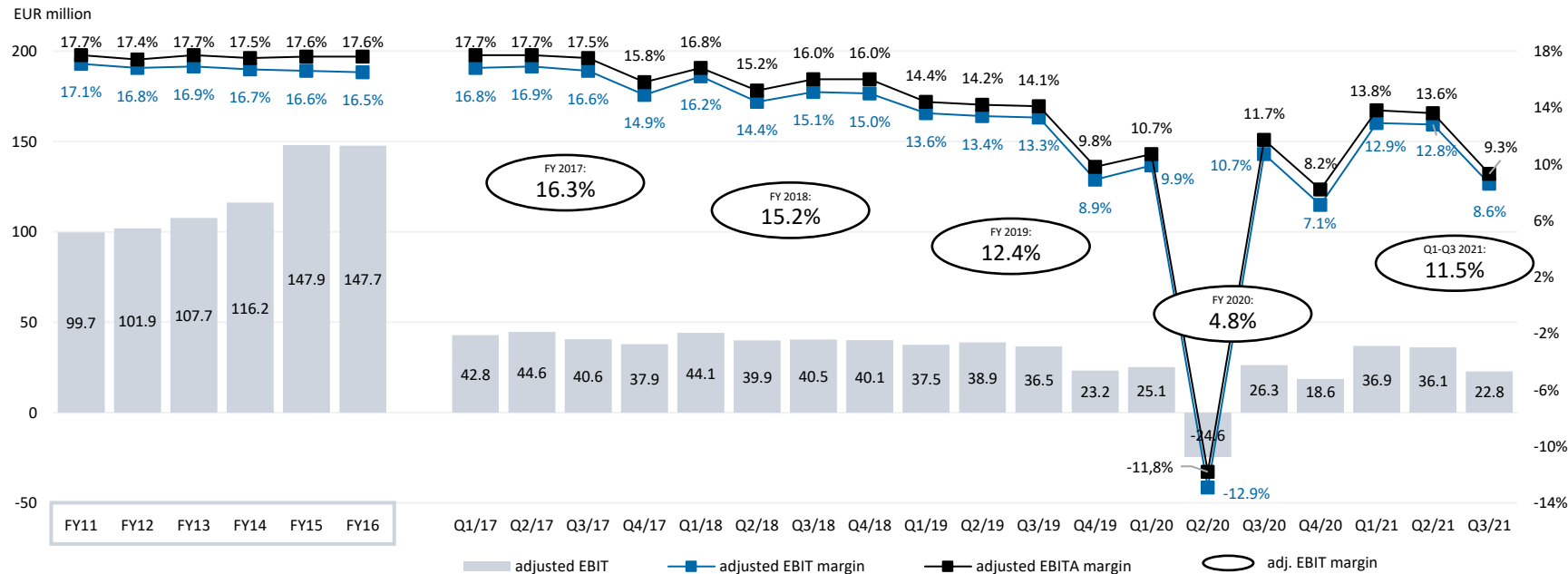
Americas

- **EJT:** Strong organic growth of 9.2% in Q3 2021 and ongoing high double-digit recovery of 31.7% in Q1-Q3 2021 compared to weak prior year 9 months periode
- **SJT:** Strong double-digit organic growth of 20.0% in Q3 2021 and of 20.8% in Q1-Q3 2021 with water management showing another double-digit organic growth of 15.4% in Q3 2021 and 19.4% in Q1-Q3 2021

APAC

- **EJT:** Organic decline of 6.7% in Q3 2021, but still high double-digit organic growth of 21.5% in Q1-Q3 2021
- **SJT:** Slight organic growth of 0.9% in Q3 2021, leading to an organic growth of 9.7% Q1-Q3 2021 after a COVID-19 related organic decline of 14.8% in Q1-Q3 2020 (Q3 2020: -6.5%)

Q3 2021 EBITA & EBIT and Margin Development



Adjusted EBITA and EBIT margin in Q3 2021 negatively impacted by significantly lower production volumes in relevant industries as well as higher material and freight costs in all regions.

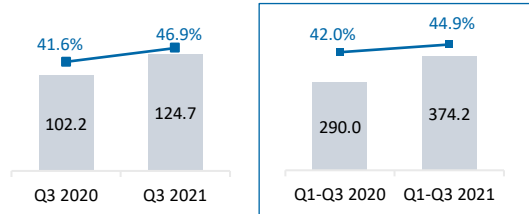
Adjusted P&L Development

→ [NORMA Group's Q3 2021 P&L Development, p. 10](#)



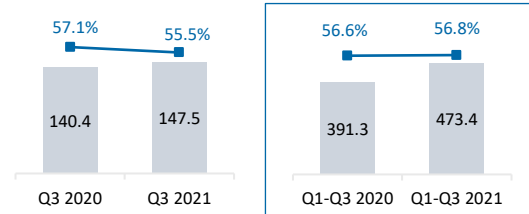
Material Costs

(in EUR million and % of sales)



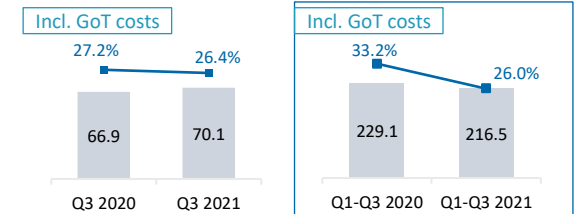
Gross Profit

(in EUR million and % of sales)



Personnel Expenses

(in EUR million and % of sales)

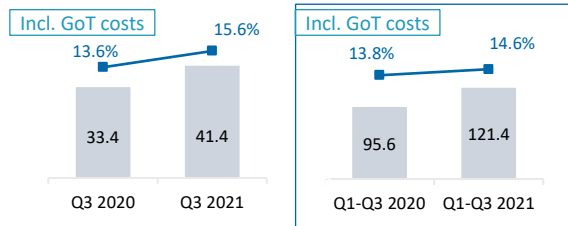


Gross Profit ratio almost stable in Q1-Q3 2021 at 56.8% vs. 56.6% in Q1-Q3 2020. Material Cost ratio impacted by built-up of inventory in Q1-Q3 2021 of EUR 11.3 million vs. decrease of inventory in Q1-Q3 2020 of EUR 12 million.

YTD Personnel Cost ratio significantly improved mainly due to last years' accruals related to the "Get on track" program.

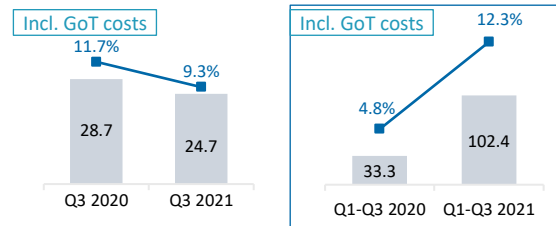
Net Expenses from adj. other oper. Income and Expenses

(in EUR million and % of sales)



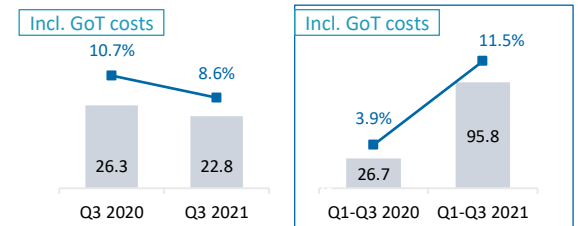
Adjusted EBITA

(in EUR million and % of sales)



Adjusted EBIT

(in EUR million and % of sales)



200 BPs higher OPEX ratio in Q3 2021 (80 BPs in Q1-Q3 2021) compared to the prior year mainly due to higher number of temp workers and higher freight costs.

Economic recovery resulting in an improved adjusted EBITA margin of 12.3% in Q1-Q3 2021 and an improved adjusted EBIT margin of 11.5% in Q1-Q3 2021 despite negative impacts of higher material and freight costs especially in Q3 2021.

Operational Adjustments Q1-Q3 2021



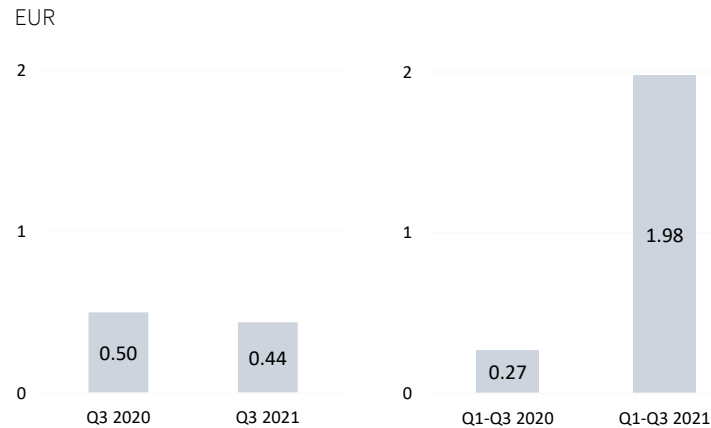
in EUR million*	Reported	Adjustments	Adjusted
Sales	833.8		833.8
EBITDA	135.5	0	135.5
EBITDA margin	16.2%		16.2%
EBITA	101.4	1.1 (depreciation PPA)	102.4
EBITA margin	12.2%		12.3%
EBIT	79.8	16.1 (incl. EUR 15.0 million amortization PPA)	95.8
EBIT margin	9.6%		11.5%
Net Profit	51.2	12.0 (incl. EUR -4.0 million post tax effect)	63.2
Net Profit margin	6.1%		7.6%
EPS (in EUR)	1.60	0.38	1.98

* Deviations may occur due to commercial rounding.

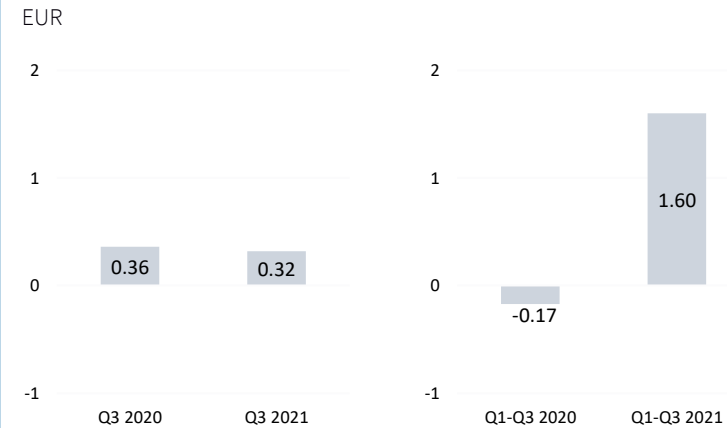
Earnings per Share

Strong improvement in adjusted and reported EPS in Q1-Q3 2021 despite more challenging Q3 2021 development.

Adjusted EPS*



Reported EPS*



Net Income
(in EUR million)

15.8

14.1

8.6

63.2

11.4

10.1

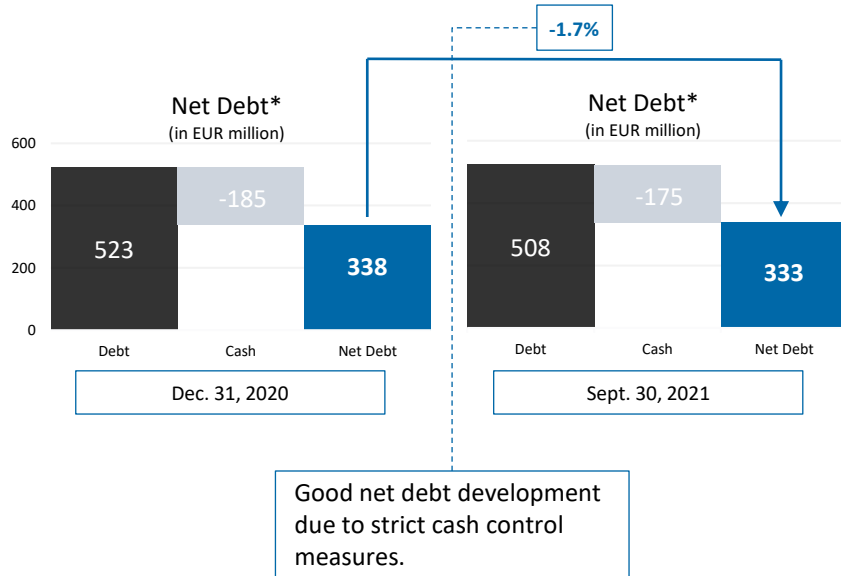
-5.5

51.2

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

Net Debt and Net Debt Ratios

→ [NORMA Group's Q3 2021 Balance Sheet Development, p. 15](#)



Equity Ratio

	Dec 31, 2020	Sep 30, 2021
Equity Ratio (Equity / balance sheet total)	41.7%	44.1%

Solid Equity Ratio at 44.1%.

Debt Ratios

	Dec 31, 2020	Sep 30, 2021
Leverage (Net debt / EBITDA)	3.4x	1.9x
Gearing (Net debt / equity)	0.6x	0.5x

Improved leverage of 1.9x due to strong recovery in the last 12 months EBITDA.

* Deviations may occur due to commercial rounding.

Cash Flow Development

→ [NORMA Group's Q3 2021 Cashflow Development, p. 19](#)



in EUR million	2017	2018	2019	2020	Q3 2020	Q3 2021	Q1-Q3 2020	Q1-Q3 2021
(Adjusted) EBITDA	199.7	201.4	187.2	99.3	40.1	36.0	66.6	135.5
Δ ± Trade Working capital	-19.1	-13.7	-9.5	20.2	7.8	5.9	4.2	-34.4*
Net operating cash flow before investments from operating business	180.6	187.7	177.7	119.5	47.9	30.1	70.8	101.1
Δ ± Investments from operating business	-47.7	-63.3	-54.8	-41.2	-7.3	-10.8	-21.6	-30.6
Net Operating Cash Flow	132.9	124.4	122.9	78.3	40.6	31.2	49.2	70.5

Lower EBITDA mainly due to higher material costs and a higher number of temp workers.

Increased investments from operating business reflecting higher business activities.

Strong TWC outflow due to strong business activities.

* Factoring programs at EUR 56.5 million on September 30, 2021 (December 31, 2020: 52.3 million)

NORMA Value Added*

in EUR million	Q3 2020	Q3 2021	Q1-Q3 2020	Q1-Q3 2021
Adjusted EBIT after taxes	18.4	16.4	19.0	70.1
Capital Cost (WACC x CE per January 1st)	-21.2	-18.4	-62.4	-54.1
NOVA	-2.8	-2.0	-43.5	16.0

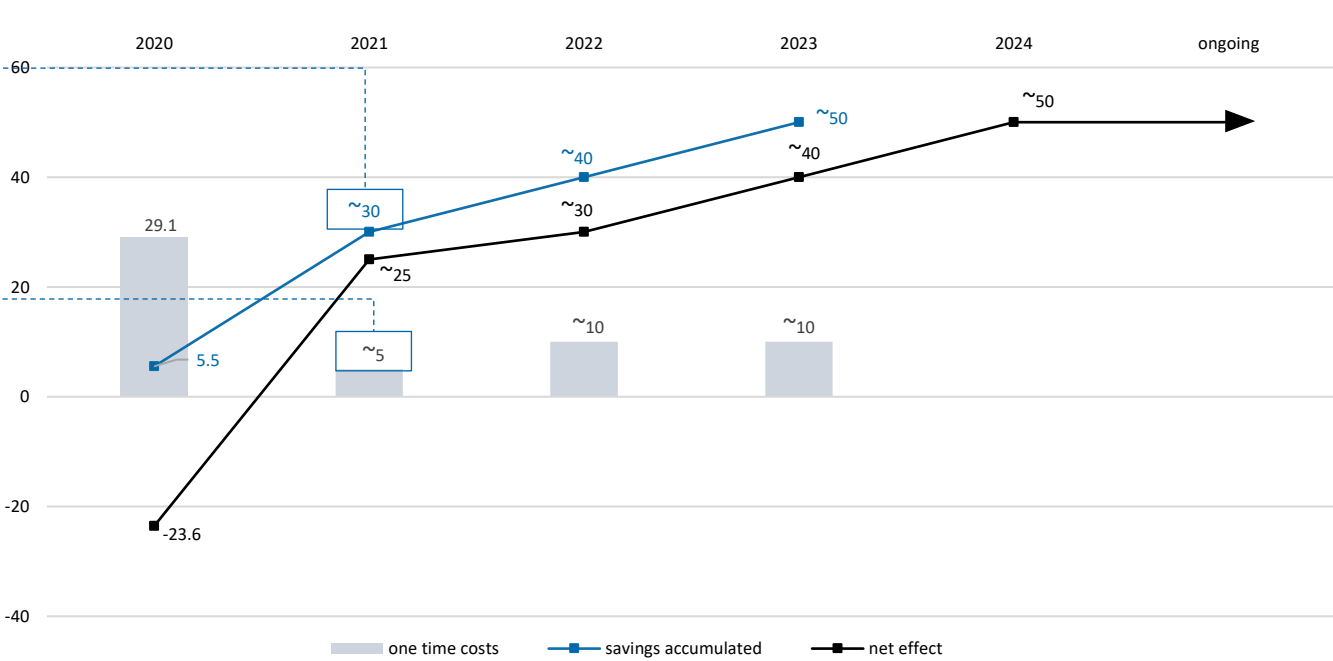
- The NORMA Value Added (NOVA) is NORMA Group´s long term strategic target
- NORMA Group determines the annual value creation in form of the NORMA Value Added (NOVA)
- NOVA is calculated on the basis of adjusted EBIT, tax rate and the cost of capital
- The cost of capital is defined by the weighted average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

“Get on track” – Costs & Savings* Timeline

“Get on track” program well under way with major savings in 2021

Savings of EUR 17.6 million achieved so far (FY 2020 and Q1-Q3 2021)

Only minor costs of EUR 1.0 million in Q1-Q3 2021



* All figures are given approximately according to current planning

Outlook 2021 – Updated Company Guidance*

→ [NORMA Group's Guidance, p. 24](#)



Organic Sales Growth	Low double-digit
Adjusted EBITA Margin	More than 11%
Adjusted EBIT Margin	More than 10%
Net Operating Cash Flow	More than EUR 110 million
NOVA	Between EUR 10 million and EUR 25 million

* According to AdHoc notification of September 14, 2021

NORMA Group SE

Full Year Results 2020



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2020 Review

A challenging year behind
All eyes on 2021 and beyond!

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Sales and margins influenced by pandemic
Strong year-end performance in Q4 2020
Strong Water & APAC EJT business

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Lower Net Debt due to strict capital management
Leverage with sequential improvement through 2020
Solid, multi-year financing strategy

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Cash Flow & NORMA Value Added

Strong Net Operating Cash Flow
Factoring programs significantly reduced
NOVA impacted by pandemic

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Implementation of the change program well on track
Major savings to be achieved in 2021

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Low double-digit organic group sales growth
Adjusted EBITA margin of >13% and
Net Operating Cash Flow of >EUR 110 million

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Strong business model with growth opportunities
“Get on track” contribute to margin improvement
Resilient business model driven by global mega trends

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Long-term P&L, Net Operating Cash Flow,
Working-Capital, CAPEX and Factoring Programs development

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Business driven by mega trends climate change and resource
scarcity
CR-roadmap until 2024 in place

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Good recovery of share price between April and December
2020
Q1 2021 results on May 5, 2021

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2020 Review

Facts and Figures FY 2020 – Financials (I/II)

Sales	Decrease of net sales of 13.4% leads to sales of EUR 952.2 million (2019: EUR 1,100.1 million) mainly driven by COVID-19 pandemic	
Organic Sales	12.1% organic sales decline for the full year 2020 (2019: -2.0%)	→ NORMA Group's FY 2020 Top Line Development
Adjusted EBITA & EBIT	Adjusted EBITA decreased to EUR 54.6 million* (2019: EUR 144.8 million) and Adjusted EBIT to EUR 45.3 million* (2019: EUR 136.1 million) due to the COVID-19 pandemic	
Margins	Adjusted EBITA margin at 5.7%* (2019: 13.2%) and adjusted EBIT margin at 4.8%* (2019: 12.4%); Pro forma EBITA and EBIT margin excluding costs related to "Get on track" at 8.8% and 7.8%	
EPS	Adjusted EPS at EUR 0.77 (2019: EUR 2.76) Reported EPS at EUR 0.18 (2019: EUR 1.83)	→ NORMA Group's FY 2020 full Profit and Loss Statement
NOVA	NORMA Value Added** at EUR -46.4 million (2019: EUR 17.3 million)	

* Including not adjusted costs for „Get on track“ of EUR 29.1 million

** NOVA = [adj. EBIT x (1-t)] – (WACC x capital employed per January 1st)

Equity	Strong balance sheet with a slightly improved equity ratio of 41.7% (2019: 41.6 %)	
Net Debt	Net debt decreased to EUR 338.4 million (2019: EUR 420.8 million) due to strict cash collection and cash management	
Leverage	Leverage at 3.4x (December 31, 2019: 2.2x); Leverage excluding costs related to "Get on track" (relevant for financing contracts and covenants) at 2.6x far better than any covenant levels	→ NORMA Group's FY 2020 Balance Sheet
Net Operating Cash Flow	Despite challenging year strong net operating cash flow of EUR 78.3 million (2019: EUR 122.9 million), even though Factoring programs down to EUR 52 million on December 31, 2020 (December 31, 2019: EUR 70 million)	
Dividend	Dividend proposal of EUR 0.70 for the fiscal year 2020 to the AGM on May 20, 2021	
Corporate Responsibility	CO ₂ emissions reduced by 8.6% in 2020 Goal for 2024: reduction of greenhouse gas emissions by around 19.5%	→ NORMA Group's CR activities (FY 2020)

- COVID-19 pandemic affected NORMA Group's business in 2020
- P&L impacted by costs due to faster implementation of "Get on track" change program
- Strong net operating cash flow and decreased net debt

Looking back (2020)



NORMA Groups actions

- Strong focus on pandemic-related health and safety measures
- Strict cash collection and cash management
- Consistent realization of "Get on track" program
- Expand water management business
- Increase e-commerce activities

→ [NORMA Group's strategy & business model](#)

Looking forward (2021)

- Strong sales growth expected incl. rebound in automotive
- Focus on Water Management and Industry Applications
- Margin improvement to result in adjusted EBITA margin of >13%
- Positive net effect of the "Get on track" program is expected at EUR 25 million

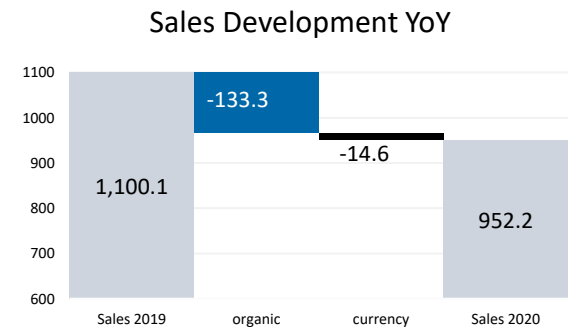
Segments and P&L Statement FY 2020

Top Line Development FY 2020

Sales Development

in EUR million	2019	2020	Change	Change in %	Thereof organic	Thereof currency
Q1	275.6	253.6	-22.0	-8.0%	-8.9%	0.9%
Q2	289.0	191.5	-97.6	-33.8%	-33.9%	0.1%
Q3	274.0	245.9	-28.0	-10.2%	-7.5%	-2.7%
Q4	261.4	261.2	-0.2	-0.1%	+3.8%	-3.9%
FY	1,100.1	952.2	-147.9	-13.4%	-12.1%	-1.3%

COVID-19 lockdown effect

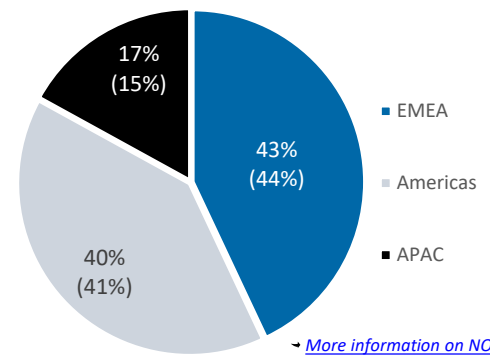


Strong year end performance of +3.8% in Q4 2020 led to an organic decline of 12.1% in 2020 (former guidance: around -16%)

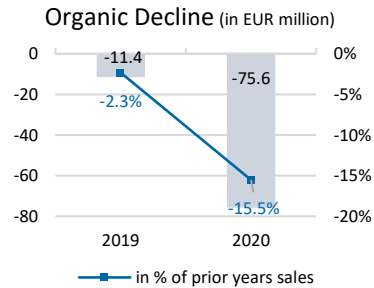
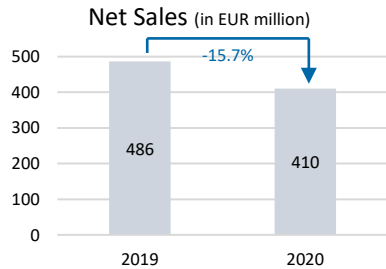
EUR 14.6 million negative currency effect in 2020

Regional Split

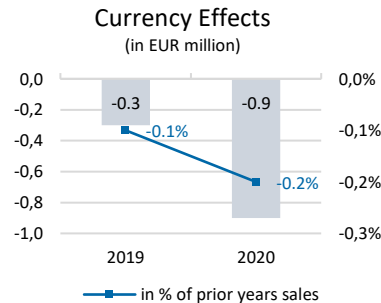
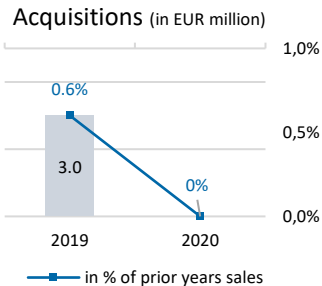
(in % actual vs. (prev. year))



→ [More information on NORMA Group's regions for FY 2020](#)



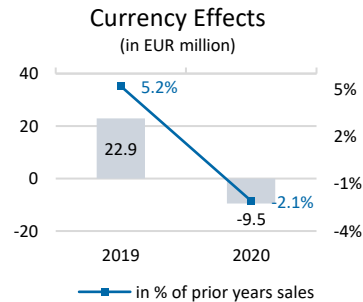
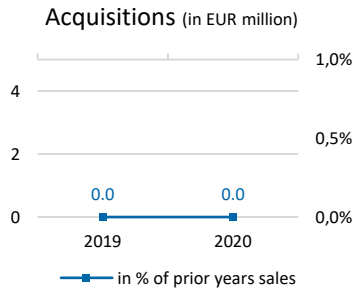
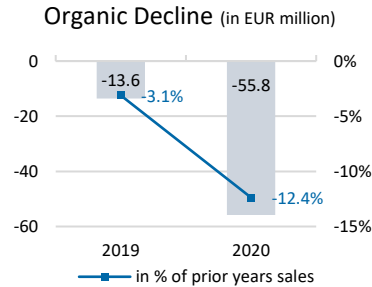
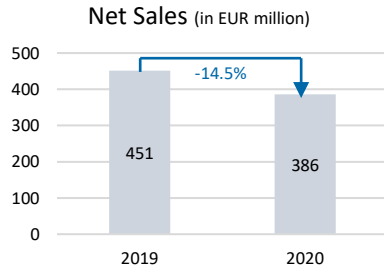
- Organic Decline
 - Sharp drop of 52.6% in Q2 2020 EJT sales due to COVID-19 pandemic-related weak European automotive sector
 - EJT sales with very good recovery of +10.9% in Q4 2020 led to -15.5% in EJT EMEA sales for the FY 2020
 - Significant drop of 15.5% in sales in the SJT segment mainly due to destocking
- Acquisitions
No M&A effects in the EMEA region in 2020
- Currency Effects
Negative translation effects of EUR 0.9 million or -0.2%



↳ [Information on NORMA Group's regional strategy](#)



Segment Reporting: Americas FY 2020

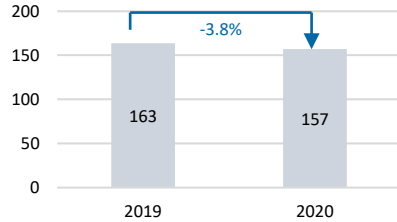


- Organic Decline
 - Significant drop in sales of 26.5% in the EJT business for the FY 2020 due to COVID-19 pandemic-related weak automotive sector
 - Sales drop of 0.5% in the overall SJT business due to
 - a significant decline in the SJT business (excluding water management) mainly due to destocking and
 - a strong water management showing organic growth of 6.7% in FY 2020
- Acquisitions
No M&A effects in the Americas region in 2020
- Currency Effects
Negative translation effects of EUR 9.5 million or -2.1%

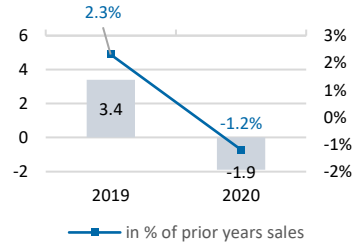
→ [Information on NORMA Group's regional strategy](#)

Segment Reporting: Asia-Pacific FY 2020

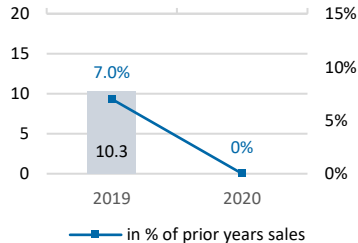
Net Sales (in EUR million)



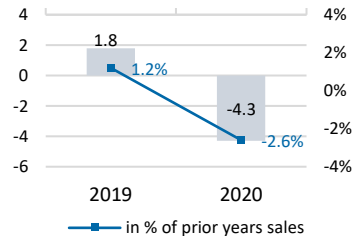
Organic Decline (in EUR million)



Acquisitions (in EUR million)



Currency Effects (in EUR million)

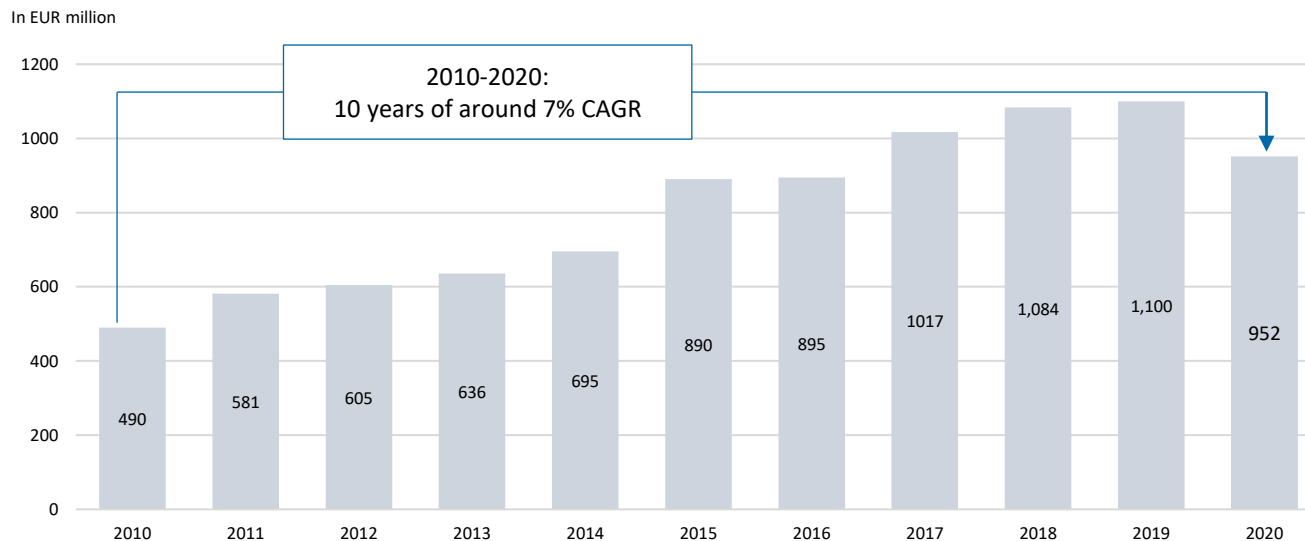


- Organic Decline
 - Very good recovery of the EJT business starting in Q2 2020 (except for Q1 2020 all quarters showed y-o-y growth) led to an organic sales growth of 5.1%
 - Significant drop of 12.2% in SJT sales mainly due to destocking and lockdowns in Malaysia and India
- Acquisitions
 - No M&A effects in the APAC region in 2020
- Currency Effects
 - Negative translation effects of EUR 4.3 million or -2.6%

→ [Information on NORMA Group's regional strategy](#)



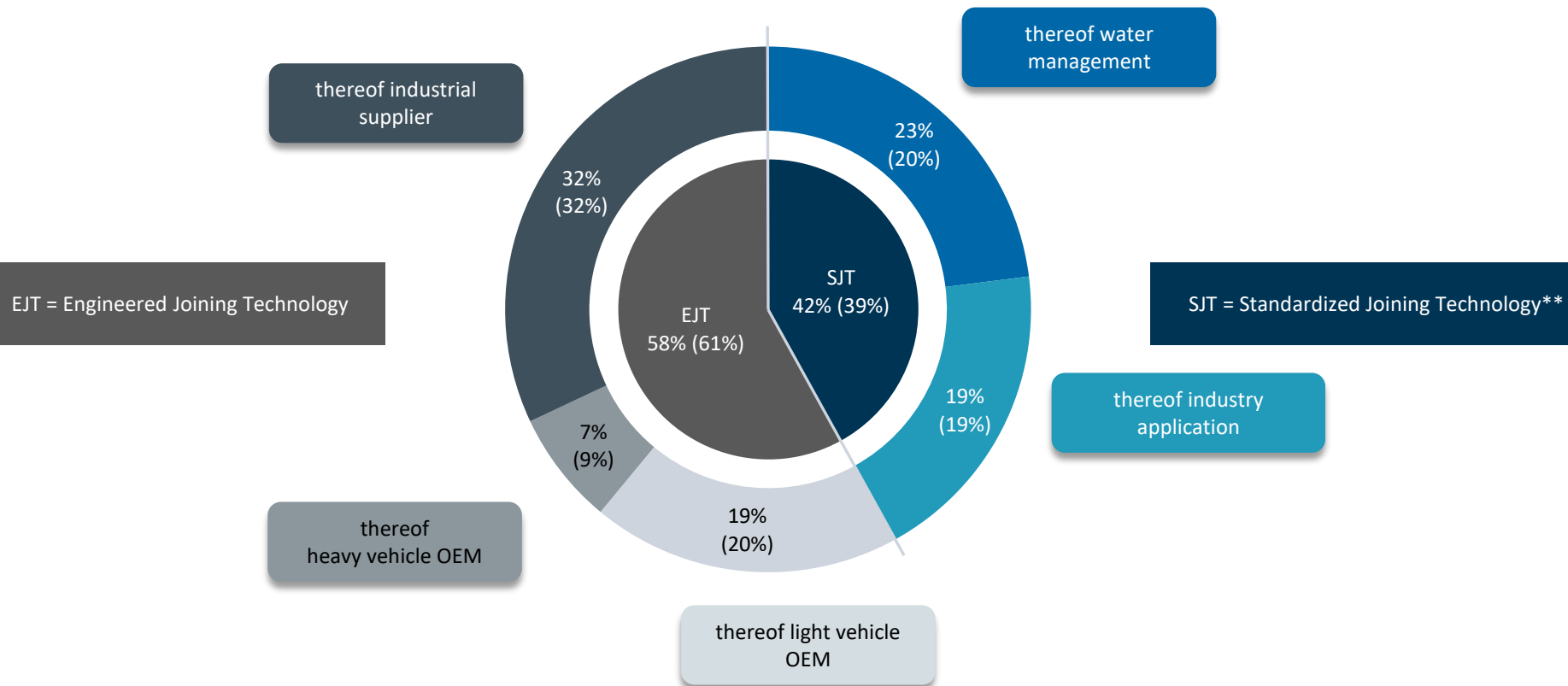
Revenue Track Record FY 2020



Thereof organic development (in EUR million and %)

Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Ø 10 years
In EUR million	65.6	-10.8	15.1	41.3	25.9	7.6	77.0	78.6	-21.6	-133.3	
In %	13.4	-1.9	2.5	6.5	3.7	0.9	8.6	7.7	-2.0	-12.1	2.7

Balanced Industry Mix with two strong Ways to the Market* FY 2020



* FY 2020 (2019 in brackets)

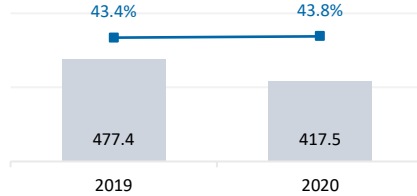
** SJT = Standardized Joining Technology is the new term for the former DS = Distribution Services

(Adjusted) Profit & Loss Development FY 2020

→ [More information on NORMA Group's FY2020 P&L development in the annual report \(p.94\)](#)

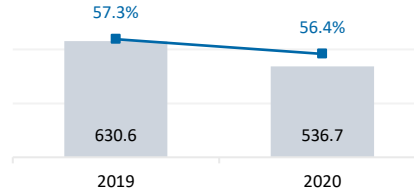


(Adjusted) Material Costs
(in EUR million and % of sales)



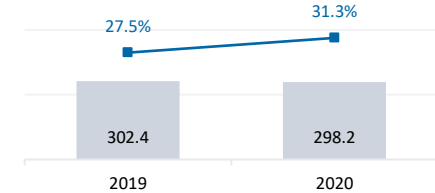
Material costs decreased by 12.6%.
Due to significant drop in sales the material cost ratio increased by 40 BPs

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



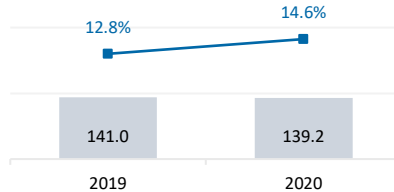
Gross Profit decreased by 14.9% including write-offs resulting in 90 BPs lower gross profit margin

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



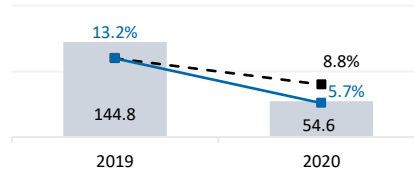
Pro forma personnel costs ratio at 28.7%
(adjusted for EUR 25.2 million costs related to the "Get on track" program)

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



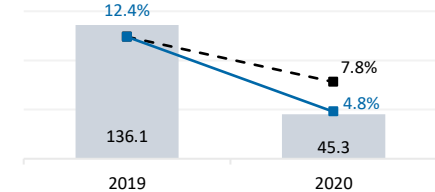
Pro forma OPEX ratio at 14.2% (adjusted for EUR 3.9 million related to the "Get on track" program)

Adjusted EBITA
(in EUR million and % of sales)



Adjusted EBITA margin excl. EUR 29.1 million costs related to the "Get on track" change program at 8.8%

Adjusted EBIT
(in EUR million and % of sales)



Adjusted EBIT margin excl. EUR 29.1 million costs related to the "Get on track" change program at 7.8%

Operational Adjustments FY 2020

→ [More information on NORMA Group's adjustments in the annual report \(p.91\)](#)



in EUR million*	Reported	Adjustments	Adjusted
Sales	952.2		952.2
EBITDA	99.3	0	99.3
EBITDA margin	10.4%		10.4%
EBITA	51.1	3.5 (depreciation PPA)	54.6
EBITA margin	5.4%		5.7%
EBIT	20.1	25.1 (incl. EUR 21.7 million amortization PPA)	45.3
EBIT margin	2.1%		4.8%
Net Profit	5.5	18.8 (incl. EUR -6.3 million post tax impact)	24.3
Net Profit margin	0.6%		2.6%
EPS (in EUR)	0.18	0.59	0.77

No adjustments on EBITDA level in 2020 due to EUR 29.1 million not adjusted costs related to the „Get on track“ change program

* Deviations may occur due to commercial rounding.

Outlook on Adjustments 2021-2022



in EUR million	FY 2020	FY 2021*	FY 2022*
EBITDA level	0	0	0
EBITA level	3.5 (depreciation PPA)	ca. 1.5 (depreciation PPA)	ca. 1.0 (depreciation PPA)
EBIT level	25.1 (incl. EUR 21.7 million amortization PPA)	ca. 21.4 (incl. around EUR 20 million amortization PPA)	ca. 20.5 (incl. around EUR 19.5 million amortization PPA)
Net Profit	18.8 (incl. EUR -6.3 million post tax impact)	ca. 16.0	ca. 15.4
EPS (in EUR)	0.59	ca. 0.50	ca. 0.48

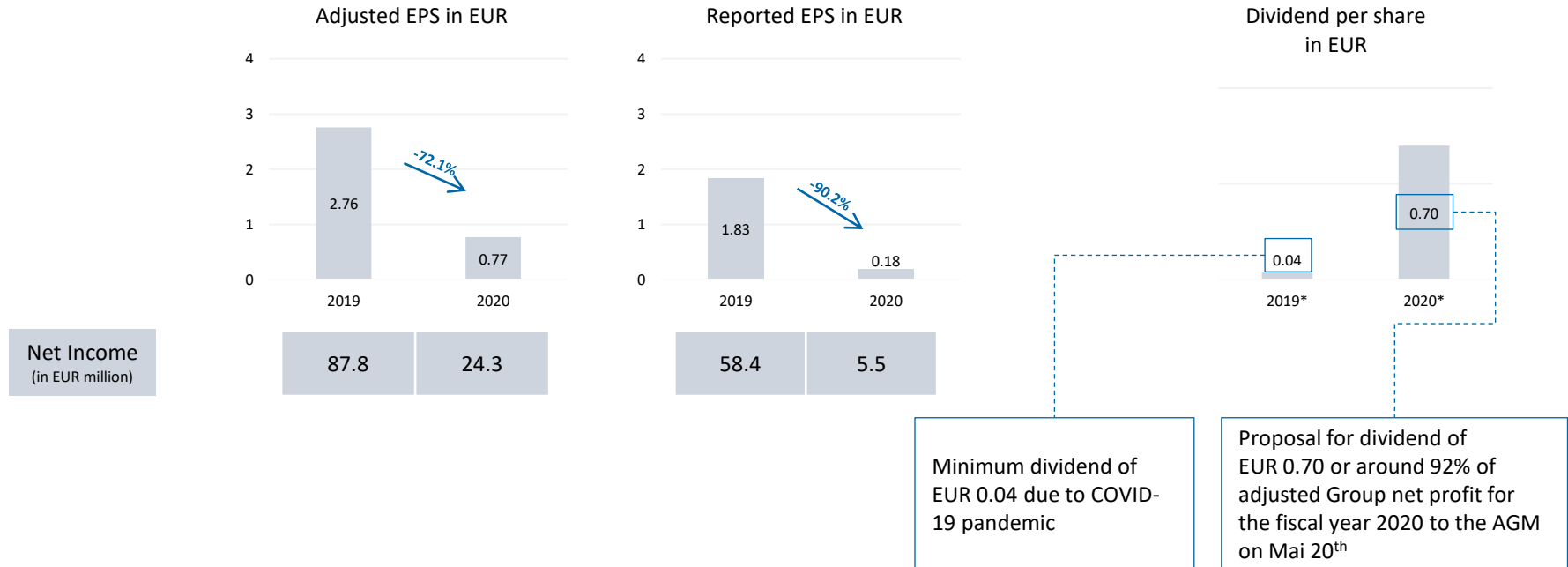
Costs related to the „Get on track“ change program are not being adjusted

Adjustments on EPS level declining in the upcoming years **

* Depending on foreign exchange rates

** excluding possible new M&A transactions

EPS and Dividend Development FY 2020



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

Profit and Loss Statement FY 2020



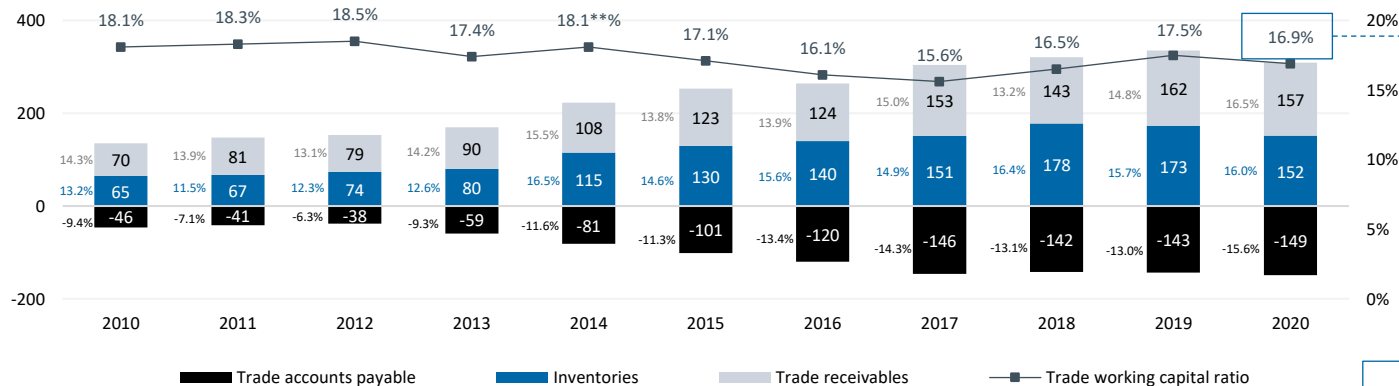
in EUR million and %	Adjusted		Reported		Pro forma*
	2019	2020	2019	2020	2020
Sales	1,100.1	952.2	1,100.1	952.2	952.2
Gross Profit	630.6	536.7	630.4	536.7	536.7
EBITDA	187.2	99.3	173.8	99.3	128.3
<i>in % of sales</i>	17.0%	10.4%	15.8%	10.4%	13.5%
EBITA	144.8	54.6	127.9	51.1	83.6
<i>in % of sales</i>	13.2%	5.7%	11.6%	5.4%	8.8%
EBIT	136.1	45.3	96.7	20.1	74.3
<i>in % of sales</i>	12.4%	4.8%	8.8%	2.1%	7.8%
Financial Result	-15.5	-14.8	-15.5	-14.8	
Profit before Tax	120.6	30.5	81.2	5.4	
Taxes	-32.7	-6.2	-22.7	0.1	
<i>in % of profit before tax</i>	27.1%	20.3%	28.0%	1.8%	
Net Profit	87.8	24.3	58.4	5.5	

*Pro forma figures showing NORMA Groups P&L adjusted for EUR 29.1 million costs related to the “Get on track” change program

Balance Sheet and Maturity Profile FY 2020

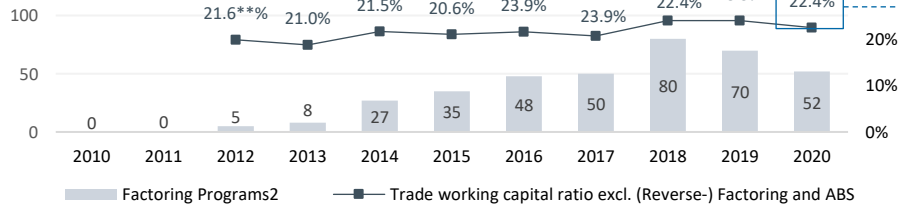
Working Capital Development FY 2020

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



60 BPs lower working capital ratio due to strict cash collection and destocking even with EUR 18 million less ABS and factoring programs

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



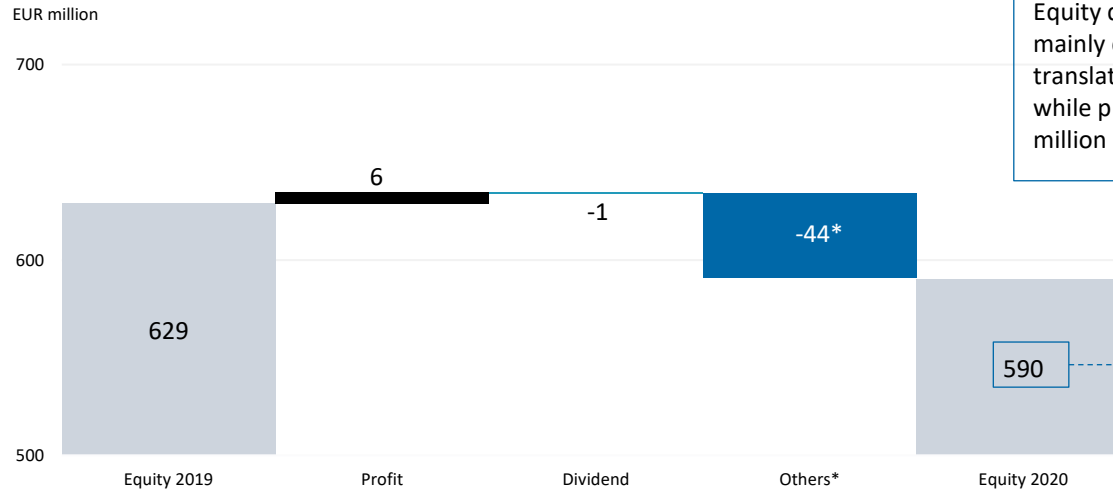
EUR 18 million less ABS and factoring programs led to 150 BPs lower „working capital excluding effects of factoring to sales ratio”

*(Reverse) Factoring and ABS programs

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

Equity Ratio on strong level of 41.7% - FY 2020

→ [More information on NORMA Group's FY2020 balance sheet in the annual report \(p.97\)](#)



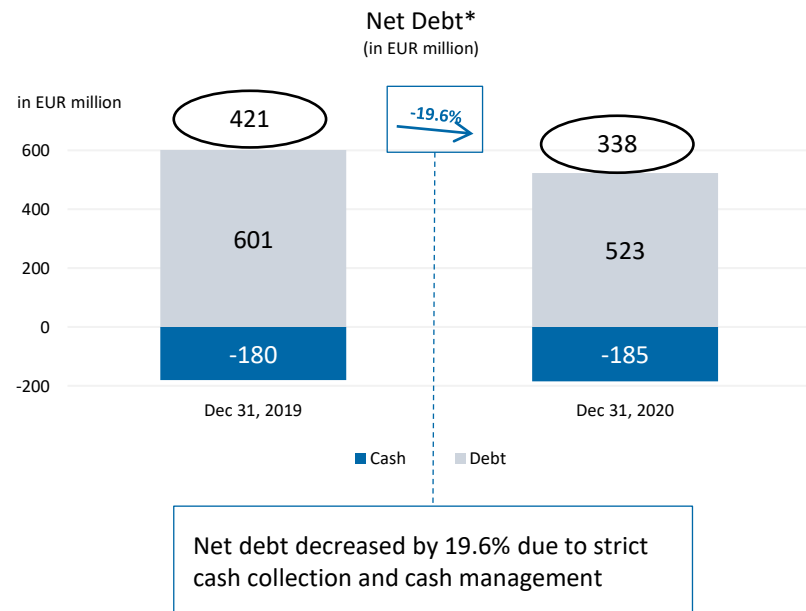
Equity decreased by EUR 39 million mainly due to exchange differences on translation of foreign operations while profit only contributed EUR 6 million due to COVID-19 pandemic

Balance Sheet Total (in EUR million)	1,514
Equity Ratio	41.6%

	1,415
	41.7%

* includes exchange differences on translation of foreign operations of EUR 43.3 million and cash flow hedges net of tax amounting to EUR 0.6 million

Net Debt and Net Debt Ratios FY 2020



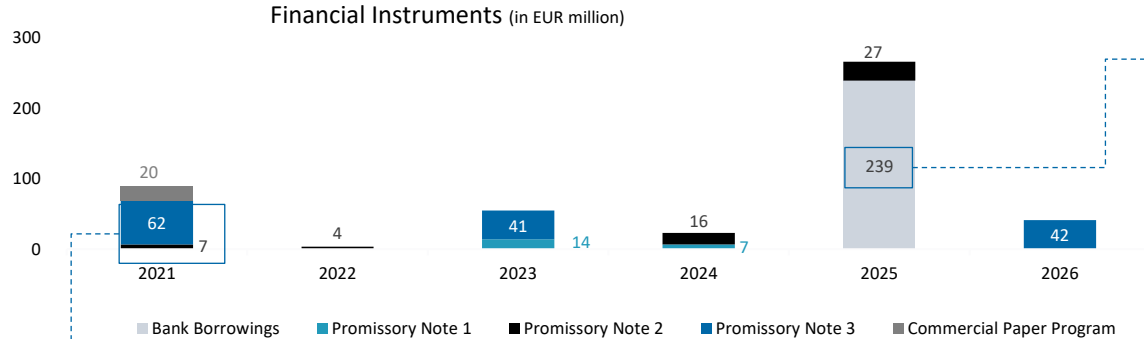
Debt Ratios

	Dec 31, 2019	Dec 31, 2020
Leverage (Net debt / adjusted EBITDA)	2.2x	3.4x
Gearing (Net debt / equity)	0.7x	0.6x

Leverage excluding costs related to "Get on track" (leverage relevant for financing contracts and covenants) at around 2.6x far better than any covenant levels

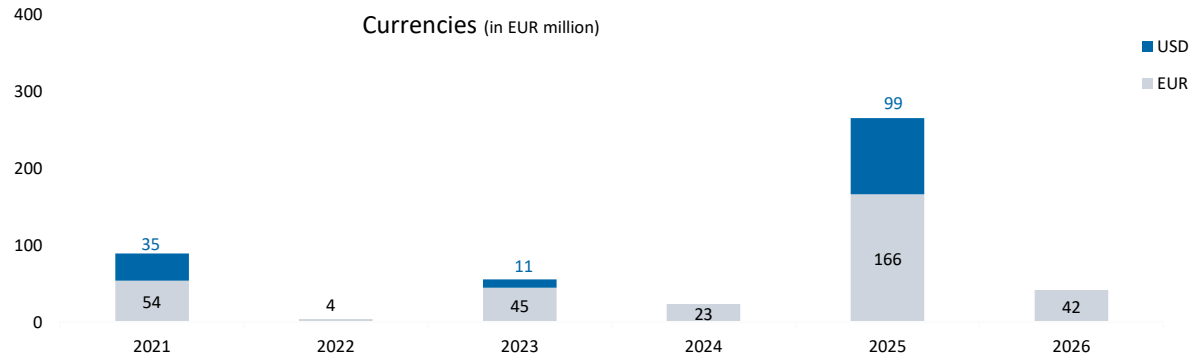
Solid Maturity Profile FY 2020

→ [More information on NORMA Group's FY2020 financial position in the annual report \(p.99\)](#)



Bank borrowing of EUR 239 million with the opportunity of prolongation until 2026

Negotiations of repayment of EUR 69 million in 2021 well under way



Balanced currency mix in EUR and USD for repayments in local currency

Balance Sheet FY 2020



in EUR million	Dec 31, 2019	Dec 31, 2020
Assets		
Non-current assets		
Goodwill / Other intangible assets / Property, plant & equipment	949.3	870.3
Other non-financial assets / Derivative financial assets / Deferred- and income tax assets	13.5	21.5
Total non-current assets	962.8	891.7
Current assets		
Inventories	173.2	152.2
Other non-financial / other financial / derivative financial / income tax assets	35.7	28.1
Trade and other receivables	162.4	157.3
Cash and cash equivalents	179.7	185.1
Contract assets	0.5	0.3
Total current assets	551.5	523.0
Total assets	1,514.3	1,414.7

in EUR million	Dec 31, 2019	Dec 31, 2020
Equity and liabilities		
Equity		
Total equity	629.4	589.5
Non-current and current liabilities		
Retirement benefit obligations / Provisions	30.4	55.2
Borrowings and other financial liabilities	561.0	488.2
Other non-financial liabilities	37.0	35.5
Contract liabilities	0.5	1.2
Lease liabilities	38.7	33.8
Tax liabilities and derivative financial liabilities	74.2	62.6
Trade payables	143.1	148.7
Total liabilities	884.9	825.2
Total equity and liabilities	1,514.3	1,414.7

FY 2020 Cash Flow & NORMA Value Added

Strong Cash Flow Development 2011 - 2020

→ [More information on NORMA Group's FY2020 cash flows in the annual report \(p.100\)](#)



Excellent Net Operating Cash Flow in a challenging year 2020

in EUR million	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Variance (2020 to 2019)
(Adjusted) EBITDA	117.0	120.8	129.3	138.4	177.5	179.4	199.7	201.4	187.2	99.3	-47.0%
Δ ± Trade Working capital	-19.5	-9.8	+5.1	+10.4	-0.6	+17.0	-19.1	-13.7	-9.5	20.2	+312.6%
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	-32.8%
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	-24.8%
Net Operating Cash Flow	66.8	81.0	103.9	109.2	134.7	148.5	132.9	124.4	122.9	78.3	-36.3%

Strong inflow of working capital led to an only 32.8% lower net operating cash flow before investments from operating business despite a 47.0% lower EBITDA

EUR 41.2 million CAPEX spending lowered by 24.8%. Investments mainly for Serbia, UK, Poland, Mexico, the US, China and Malaysia

Despite challenging year strong net operating cash flow of EUR 78.3 million, even though factoring programs reduced by EUR 18 million in 2020 and non-cash effect of not-adjusted costs related to "Get on track"

NORMA Value Added

in EUR million	2019	2020
Adjusted EBIT after taxes	98.4	36.1
Capital Cost (WACC x CE per January 1st)	-81.1	-82.4
NOVA	17.3	-46.4
ROCE (adjusted EBIT / Ø CE)	13.4%	4.6%
ROCE (reported EBIT / Ø CE)	9.6%	2.2%

- 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 on “Get on track”

"Get on track" (I/II) – Scope

EUR 50 million savings p.a.

Scope		Examples	
		Examples	Savings
Scope	Locations	<ul style="list-style-type: none"> Increase share of best cost country production Reduction of complexity 	Saving: 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 	Saving: EUR 5 million
	Structures	<ul style="list-style-type: none"> Strengthen commodities strategy Focus on best cost country purchasing Improvement of structures and processes 	Saving: EUR 25 million

Implementation Costs

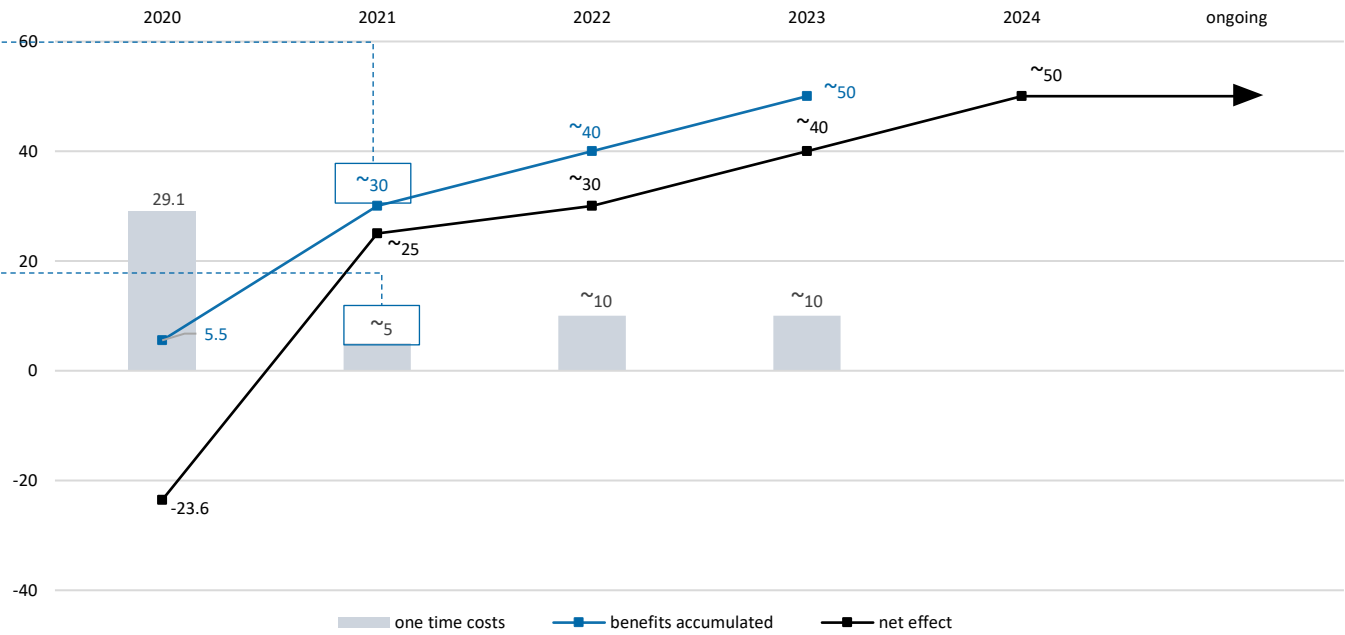
- Accumulated total cost volume of around EUR 55 million until 2023
- Implementation costs will be shown on an unadjusted basis

"Get on track" – Costs & Savings* Timeline

"Get on track" program well under way with major savings in 2021

Savings of EUR 17.6 million achieved so far (FY 2020 and Q1-Q3 2021)

Only minor costs of EUR 1.0 million in Q1-Q3 2021



* All figures are given approximately according to current planning

Guidance & Outlook

Comparison of Guidance and Actual Results FY 2020

Actual business development compared to the forecast	Results in 2019	March 2020*	Oct. 2020	Results in 2020
Group sales	EUR 1,100.1 million.	n/a	n/a	EUR 952.2 million
Organic growth of Group sales	- 2.0% organic growth additionally EUR 13.3 million from acquisitions	noticeable decline in organic sales of - 2% to - 4%	organic decline of around 16%	-12.1%
Organic sales growth EMEA	- 2.3%	stable organic sales	significant organic decline	-15.5%
Organic sales growth Americas	- 3.1%	noticeable organic decline	significant organic decline	-12.4%
Organic sales growth Asia-Pacific	2.3%	slight organic decline	noticeable organic decline	-1.2%
Sales growth EJT	- 2.8%	solid organic growth	significant decline	-15.8%
Sales growth SJT (former DS)	9.2%	noticeable organic decline	noticeable decline	-6.5%
(Adjusted) cost of materials ratio	43.4% ²	roughly at the same level as in the previous year	higher than in the previous year	43.8%
(Adjusted) personnel expense ratio	27.5% ²	roughly at the same level as in the previous year	noticeable increase compared to the previous year	31.3%
Adjusted EBITA margin	13.2%	more than 13%	more than 5%	5.7%
Adjusted EBIT margin	12.4%	more than 12%	more than 4%	4.8%
NOVA	EUR 17.3 million.	between EUR 10 million and EUR 20 million	between EUR -60 million and EUR -45 million	EUR -46.4 million
Financial result	EUR - 15.5 million	up to EUR -15 million	no adjustments	EUR -14.8 million
Adjusted tax ratio	27.1%	between 26% and 28%	tax expenses/income: EUR -12 million to EUR +3 million	20.3%
Earnings per share	EUR 2.76 (adjusted) EUR 1.83 (reported)	slight decline	strong decline compared to the previous year	EUR 0.77 (adjusted) EUR 0.18 (reported)
Net operating cash flow	EUR 122.9 million	around EUR 110 million	more than EUR 60 million	EUR 78.3 million

* The assumptions were revised before the Annual Report was published due to the unexpectedly rapid spread of the corona. At this point in time, due to the high level of uncertainty, it was not possible to make a reliable forecast for the fiscal year 2020, which is why the Management Board assumed a significantly negative deviation from the original forecast without specifying it in more detail.

Outlook 2021 – Updated Company Guidance*



Organic sales growth	Low double-digit
EJT	Strong organic sales growth in the low double-digit range
SJT	Strong organic sales growth in the low double-digit range
EMEA	Strong organic sales growth in the low double-digit range
Americas	Strong organic sales growth in the low double-digit range
APAC	High single-digit organic sales growth
Material costs ratio	At a comparable level to the previous year
Personnel costs ratio	Significantly improved personnel costs ratio
R&D investment ratio	Around 3% of sales**
Adjusted EBITA margin	More than 11%
Adjusted EBIT margin	More than 10%

Financial result	Up to EUR – 13 million
Tax rate	Between 27% and 29%
Adjusted earnings per share	Strong increase in adjusted earnings per share
NORMA Value Added (NOVA)	Between EUR 10 million and EUR 25 million
Investment rate (without acquisitions)	Investment ratio between 5% and 6% of Group sales
Net operating cash flow	More than EUR 110 million
Dividend	Around 30% to 35% of adjusted Group earnings
CO₂ emissions	Reduction in CO ₂ emissions by around 19.5% by 2024 (CAGR: 3.0 %) – reference year 2017
Number of invention applications	More than 20
Number of defective parts (parts per million / PPM)	Below 10

* According to AdHoc notification of September 14, 2021






** Due to the increasing strategic relevance of the area of water management, NORMA Group includes the R&D expenses in this area in the calculation from the reporting year 2020 onwards and uses total sales as a reference value to determine the R&D ratio (previously 5% of EJT sales)

Strategy and Business Model

Outlook 2021 – Strategy

- 1** Continue to develop Water Management and Industry Applications
- 2** Expand Mobility and New Energy
- 3** Expand e-commerce channels
- 4** Execution of “Get on track” projects as a foundation of further profitable growth
- 5** Continue dialogue with potential M&A targets in Water Management and Mobility and New Energy in all regions
- 6** Close monitoring of market dynamics regarding Coronavirus (COVID-19) and strong cyclical rebound

NORMA Group „Strategy 2025“ 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 2025“ – 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



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



Global market and technology leader in joining and fluid handling technology.



Offers more than 40,000 innovative joining solutions in three product categories: **Water, Fluid, Fasten.**



Delivers to more than **10,000 customers** in 100 countries.



Employees > **8,700 worldwide.**



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

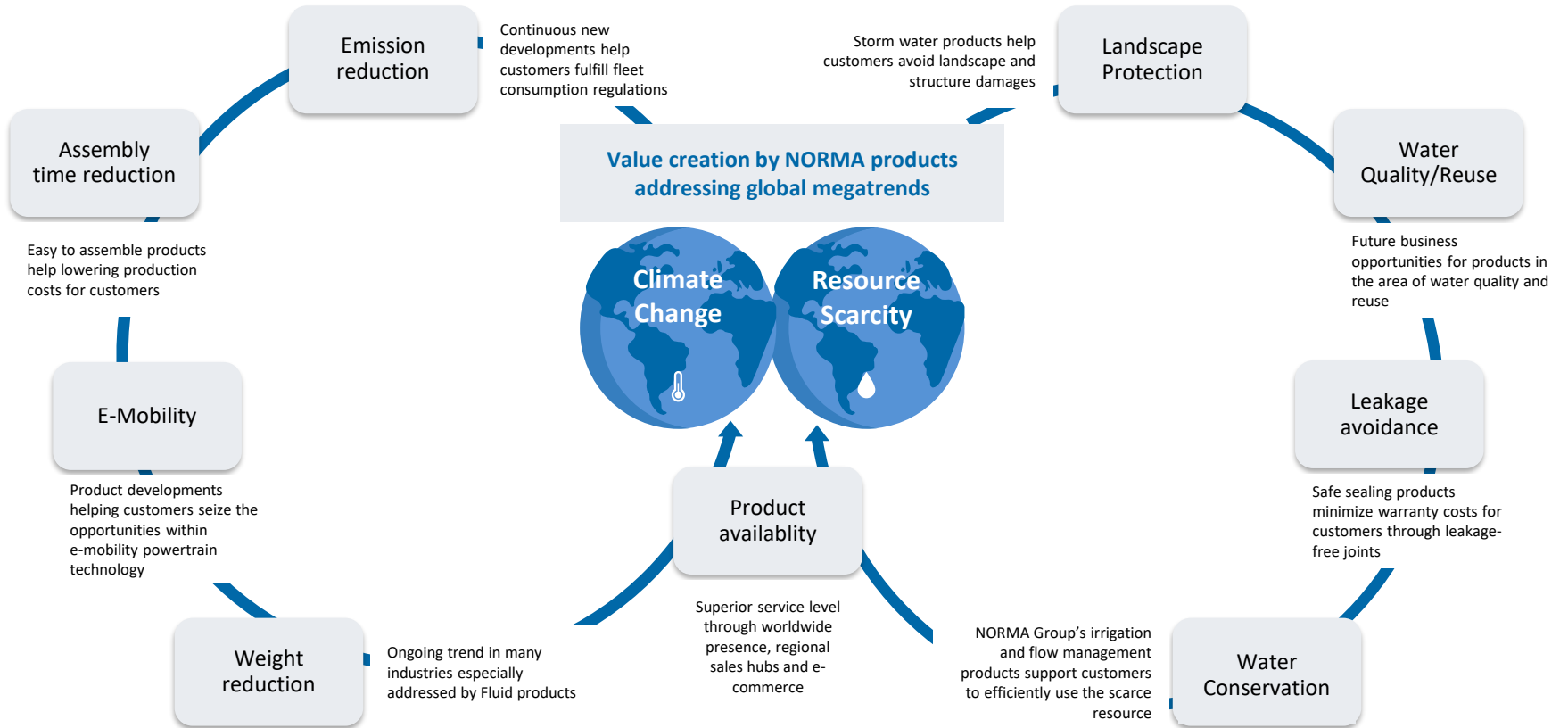


Numerous sales and distribution sites **across Europe, the Americas and Asia-Pacific.**



Sales of about **EUR 952 million in 2020.**

Proven business model addresses global megatrends



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

Good Balance in the Two Distinct Ways to Market



Standardized Joining Technology (SJT)*
ca. 42% of 2020 sales

Engineered Joining Technology (EJT)
ca. 58% of 2020 sales

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



More information on NORMA Group's brands on the website

- 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
- 985 patents and utility models
- B2B

* Standardized Joining Technology (SJT) is the new term for the former Distribution Services (DS)

Selective Competitors per Industry



Water Management

- Rain Bird (US)
- Hunter (US)
- Toro (US)
- Netafim (ISR)
- Irritec (US)
- Plasson (ISR)
- ACO (GER)
- Oldcastle Infrastructure (US)
- Philmac (AUS)

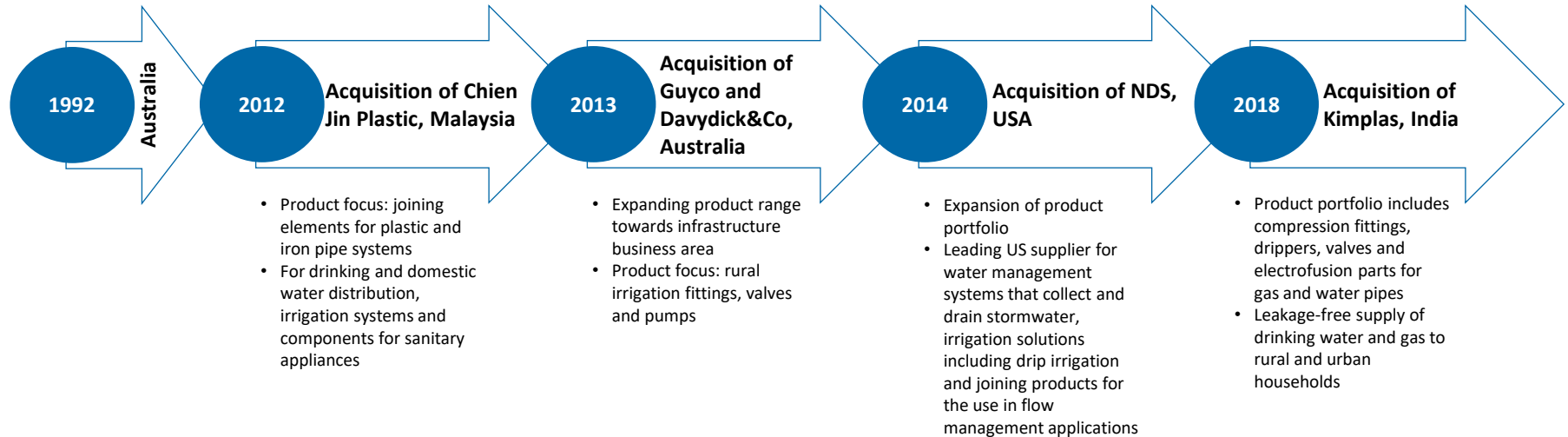
Industry Applications

- Ideal Tridon (US)
- Oetiker (CH)
- Straub Werke (CH)
- Kale (TUR)
- Mikalor (ESP)
- TeekayCouplings (UK)
- Teconnex (UK)
- Clampco (UK)
- Murray (US)
- Dong-A Metal (KOR)

Mobility & New Energy

- Oetiker (CH)
- Caillau (FRA)
- Kale (TUR)
- Continental (Fluid) (GER)
- TI Group (Fluid) (UK)
- Hutchinson (Fluid) (FRA)
- ARaymond (Fluid) (FRA)
- Chinaust (Fluid) (CHN)
- Voss (Fluid) (GER)
- Fränkische Rohrwerke (Fluid) (GER)

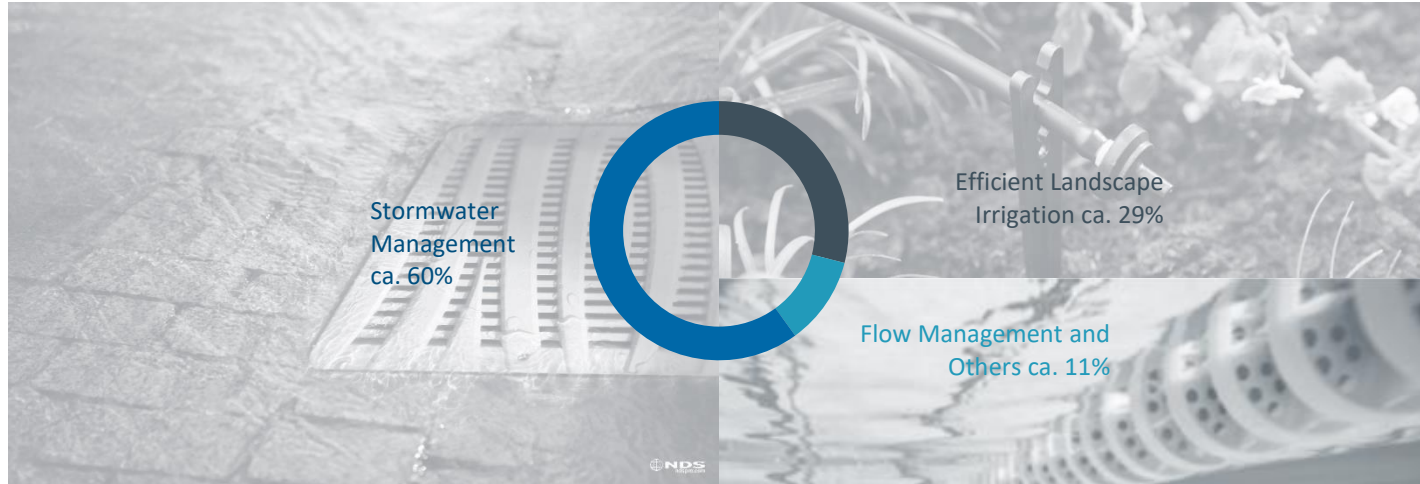
Scarce resource calling for water handling products



- 23% of sales or EUR 220.5 million in 2020
- 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

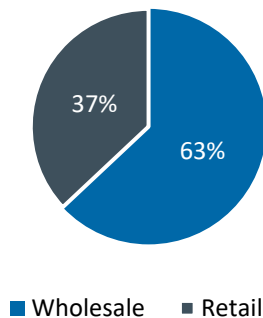
International expansion with mid-term focus

NDS has deep and longstanding Customer Relationships

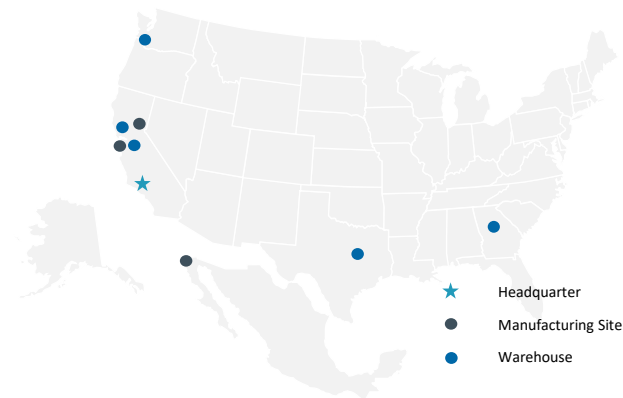
Highly differentiated distribution and service model

- More than 4,950 products
- Over 15,800 customer locations (retail and wholesale customers)
- Two production sites (CA), six 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 15,800 customer locations

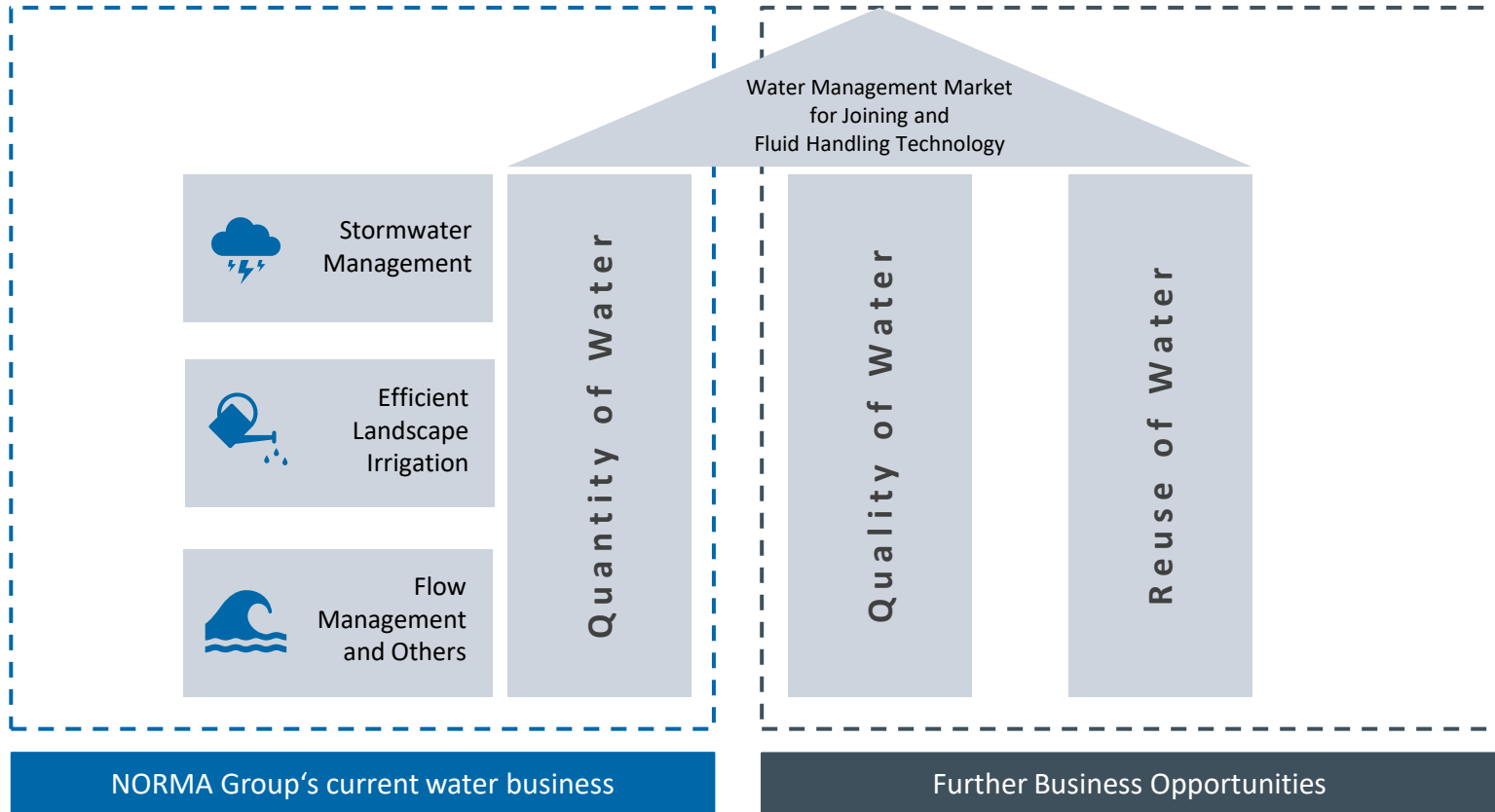


Nation-wide presence



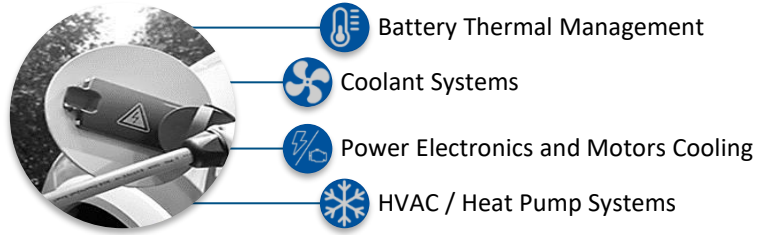
Over 25 years relationship with all of our top retail and wholesale customers

Business Opportunities in Water Management

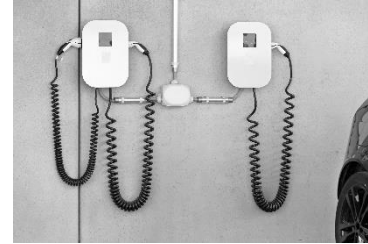


NORMA Group's growth opportunities for E-Mobility Developments

Growth opportunities within the car



Further growth opportunities outside the car

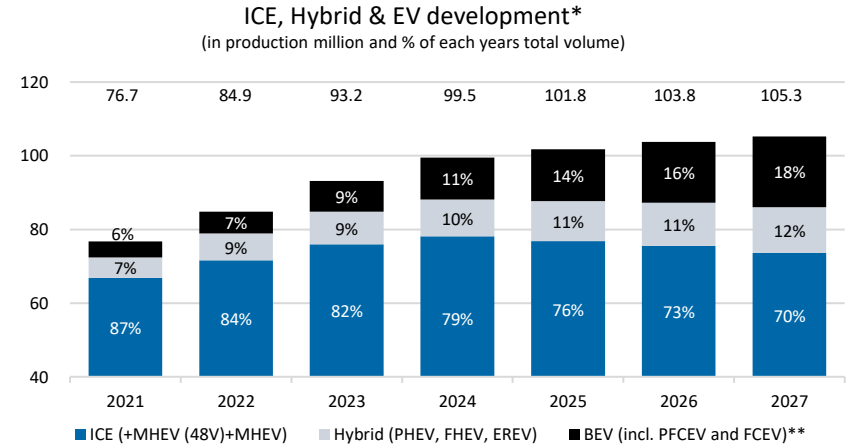
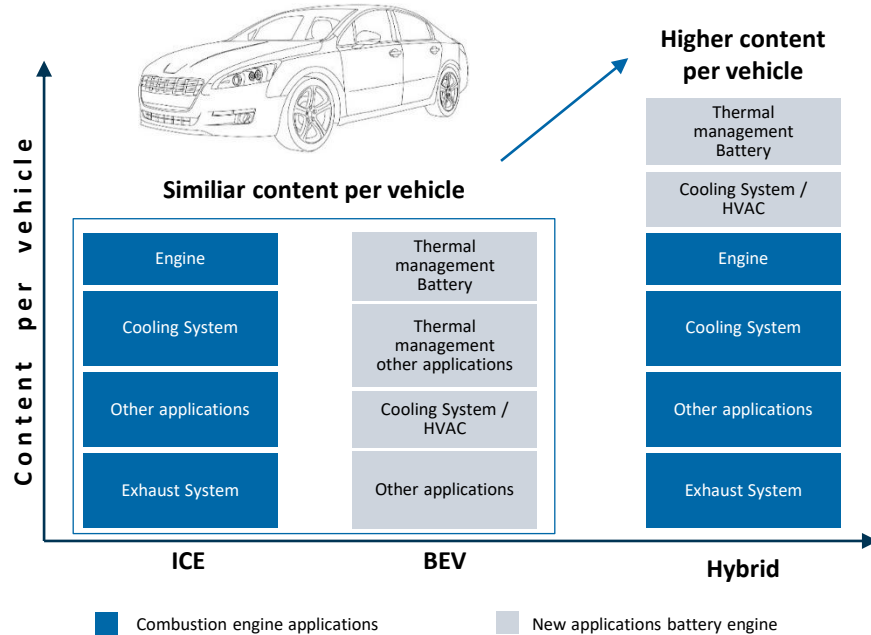


✓ Charging stations and wallboxes for e-mobility

✓ Joining technology within renewable energy sector (e.g. windmills)

~ [More information on NORMA Group's E-Mobility solutions on the website](#)

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



*Source: LMC / NORMA Group as of October 29, 2021

** 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

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



Mission-criticality: Small relative costs – high impact

Basis for premium pricing

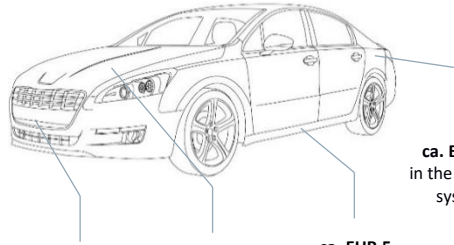
Market leadership

Technology

Quality

Innovation

Tailor-made solutions

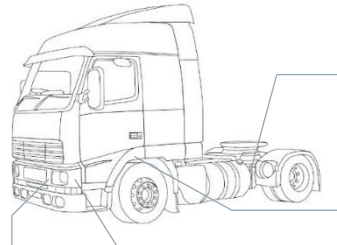


ca. EUR 50
in the engine

ca. EUR 25
in the cooling
system

ca. EUR 5
in other
application
areas

ca. EUR 10
in the exhaust
system

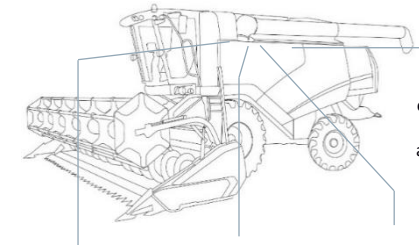


ca. EUR 80
in the engine

ca. EUR 50
in the cooling
system

ca. EUR 40
in the exhaust
system

ca. EUR 10
in other
application areas



ca. EUR 23
in the engine

ca. EUR 24
in the cooling
system

ca. EUR 82
in the exhaust
system

ca. EUR 95
in other
application
areas

ca. EUR 90
Content per
vehicle*
in total

ca. 0.1%
Content per
vehicle*

ca. EUR 120,000
costs an average
passenger vehicle*

ca. EUR 180
Content per
vehicle
in total

ca. 0.1%
Content per
vehicle

ca. EUR 100,000
costs an average
commercial vehicle

ca. EUR 224
Content per
vehicle
in total

< 0.1%
Content per
vehicle

ca. EUR 350,000
costs an average
harvester

High switching costs for customers

* Example: Premium gasoline combustion engine passenger vehicle

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



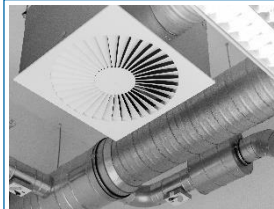
Agricultural equipment



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 15% of 2020 sales**

NORMA Group Provides Mission-Critical Products and Solutions with Clear Added-Value



A World without NORMA Group

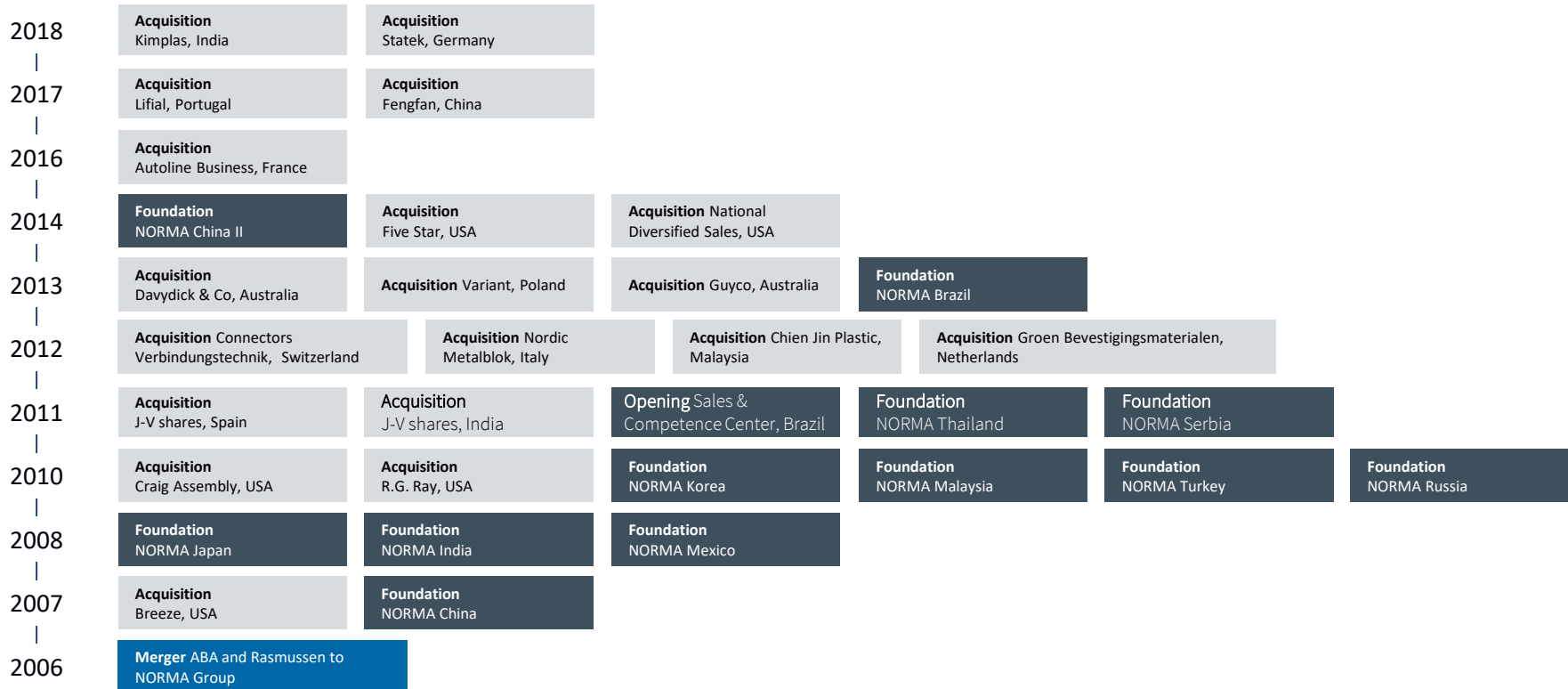


Customer Impact

- Reputation loss
- Image loss
- Warranty costs
- Non-compliance with legal requirements/regulations

Loss of End Customers

History of Acquisitions and Foundations



14 Acquisitions since IPO in 2011 representing 46% of Sales in 2011

Sales Consolidation Effects (in EUR million)	Date of Acquisition		Total Sales
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
Autoline, France	12/16	Expanding product portfolio and strengthening market position in the area of quick connectors	46.2
Lifial - Indústria Metalúrgica de Águeda, Lda., Portugal	01/17	Strengthening product portfolio of DS business and market consolidation	7.4
Fengfan Fastener (Shaoxing) Co., Ltd., China	05/17	Expanding product portfolio and market position	11.5
Kimplas Piping Systems Ltd., India	07/18	Expanding water management product portfolio	20.4
Statek Stanzertechnik GmbH, Germany	08/18	Expanding value chain for stamping and forming technology	5.1
Total			269.8

EMEA

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

→ [More information on NORMA Group's locations on the website](#)

Americas

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

Asia-Pacific

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



- 26 Production sites
- 22 Countries with Distribution, Sales & Competence Centers
- Sales into more than 100 countries

NORMA Group – Key Investment Highlights

- 1** 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
- 2** Active in Water Management, Industry Applications and Mobility & New Energy
- 3** Enhanced stability through broad diversification across products, end markets and regions
- 4** Strong global distribution network with one-stop-shopping service to specialized dealers, wholesalers and distributors as well as increased focus on e-commerce channels
- 5** Well positioned with engineered products with premium pricing through technology and innovation leadership in mission-critical components to benefit from shift to e-mobility
- 6** Significant growth and value creation opportunity through synergistic acquisitions
- 7** Focus on value creation & shareholder return and strong commitment to sustainable development goals

Dr. Michael Schneider

**Chairman of the Management Board,
CEO of NORMA Group SE
since November 14, 2019**



Responsibilities:

Group Development, Group Communications, Sales, Marketing, Regional Organization, Corporate Responsibility and ESG, Personnel, Legal and M&A, Risk Management, Compliance & Internal Audit

Professional background

- Since 2019: CEO, NORMA Group
- 2015 – 2019: CFO, NORMA Group
- 2010 - 2015 Managing Director / CFO, FTE automotive Group
- 2006 - 2009 Member of the Management Board, Veritas AG
- 2003 - 2006 Director of Finance and IT, Aesculap AG (B. Braun Melsungen Group)
- Previous Various international management positions, thereof 3 years in Brazil

Studies / professional education

- Studies of business economics at the Justus-Liebig-University of Gießen
- PhD in Economics at the Justus-Liebig-University of Gießen

Dr. Friedrich Klein

**Member of the Management Board,
COO of NORMA Group SE
since October 1, 2018**



Responsibilities:

Production, Purchasing, Supply Chain Management, Operational Global Excellence, ICT, Quality, Environment, Health and Safety (EHS), Product Development, R&D, Divisional Organization

Professional background

- Since 2018: COO, NORMA Group
- 2008 - 2018 Various leading positions at Schaeffler Technologies AG & Co KG, Herzogenaurach
- 2005 - 2007 Director of Operations at Mubea Inc, Florence, USA
- 1996 - 2004 Various leading positions at Muhr und Bender KG, Attendorn
- 1989 - 1996 Various leading positions at WZL der RWTH Aachen, Aachen

Studies / professional education

- Master's degree in Mechanical Engineering from RWTH Aachen
- Doctorate in Engineering from RWTH Aachen

Annette Stieve

**Member of the Management Board,
CFO of NORMA Group SE
since October 1, 2020**



Responsibilities:

Finance & Reporting, Controlling, Treasury & Insurances, Investor Relations

Professional background

- Since 2020: CFO, NORMA Group
- 2018 – 2020 Management Board, CFO Finance, Indirect Purchasing & General Services at Hoffmann SE, Munich
- 1996 – 2017 Various leading positions (most recently as Managing Director and CFO of the Northern and Eastern Europe region) at Faurecia Group, Stadthagen
- 1991 – 1996 Arthur Andersen & Co GmbH, Audit and Tax Advisory Firm, Hannover

Studies / professional education

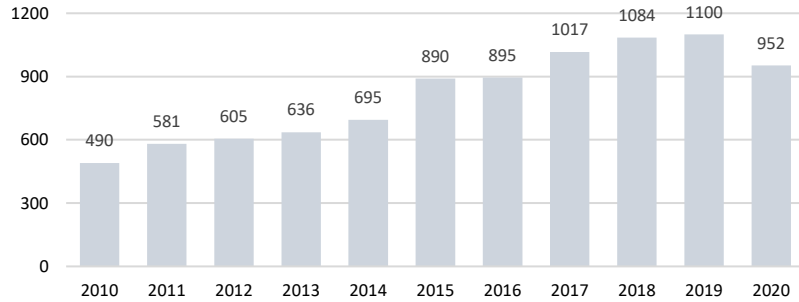
- Global Senior Management Program (Faurecia Programs), INSEAD, Fontainebleau Cedex, France
- Studies of economics at University of Paderborn
- Studies of law at the University of Bielefeld

Financial Track Record

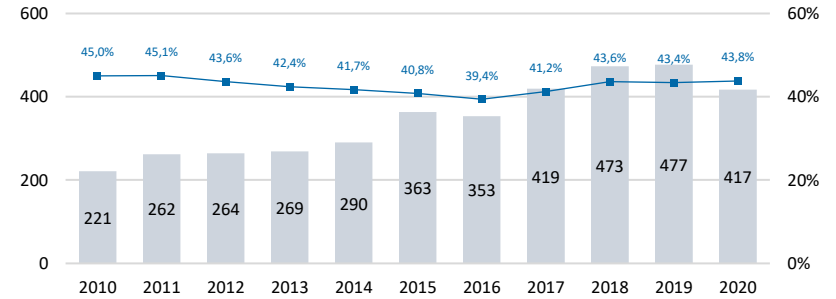
Long-term P&L Development (I/II)



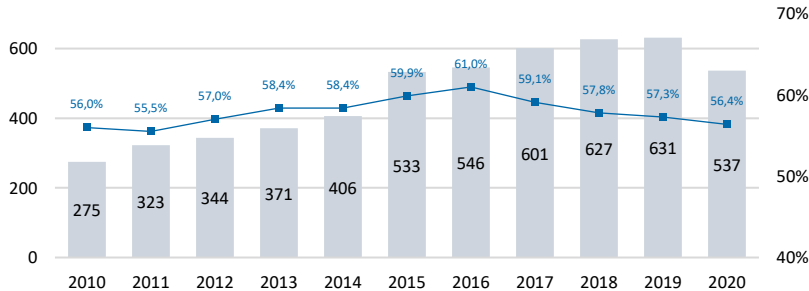
Sales (in EUR million)



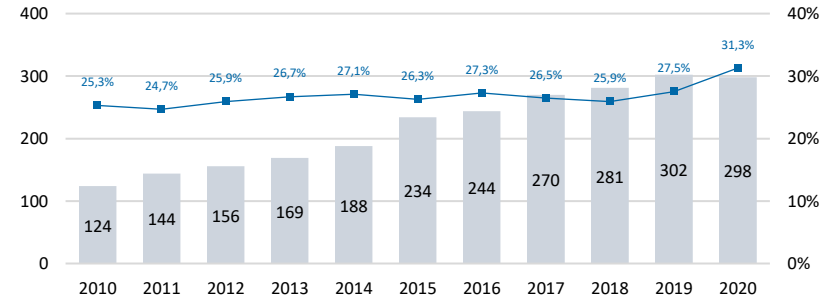
(Adjusted) Material Costs (in EUR million and % of sales)



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



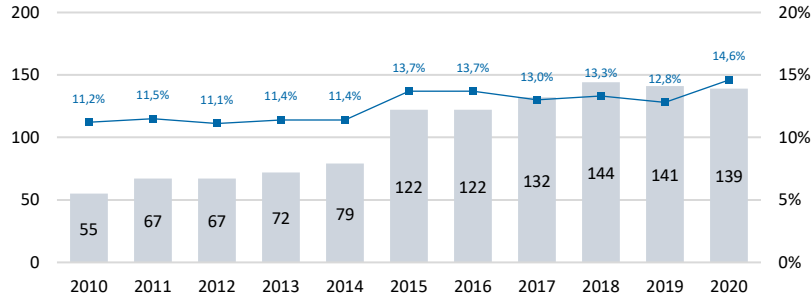
(Adjusted) Personnel Expenses (in EUR million and % of sales)



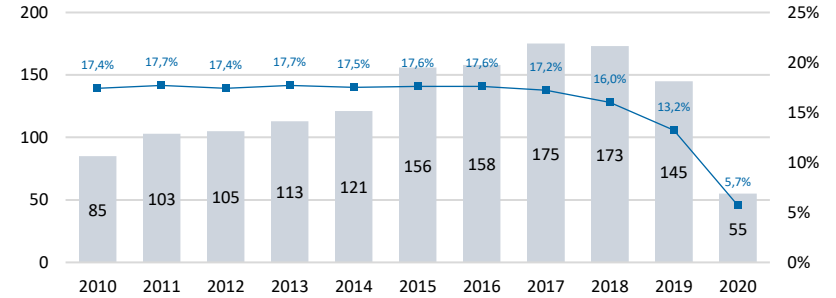
Long-term P&L Development (II/II)



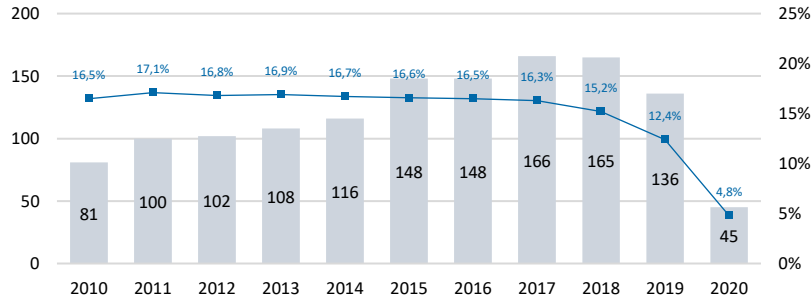
Net Expenses from adj. other oper. Income and Expenses (in EUR million and % of sales)



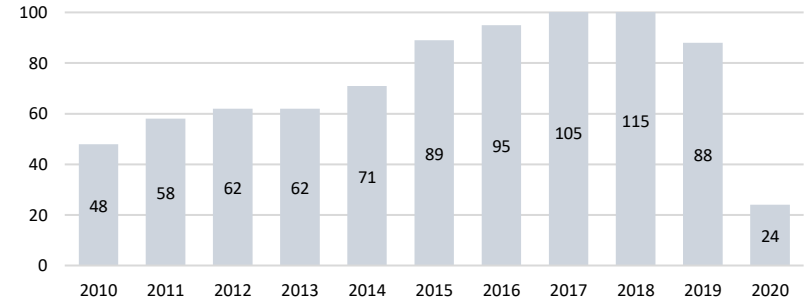
Adjusted EBITA (in EUR million and % of sales)



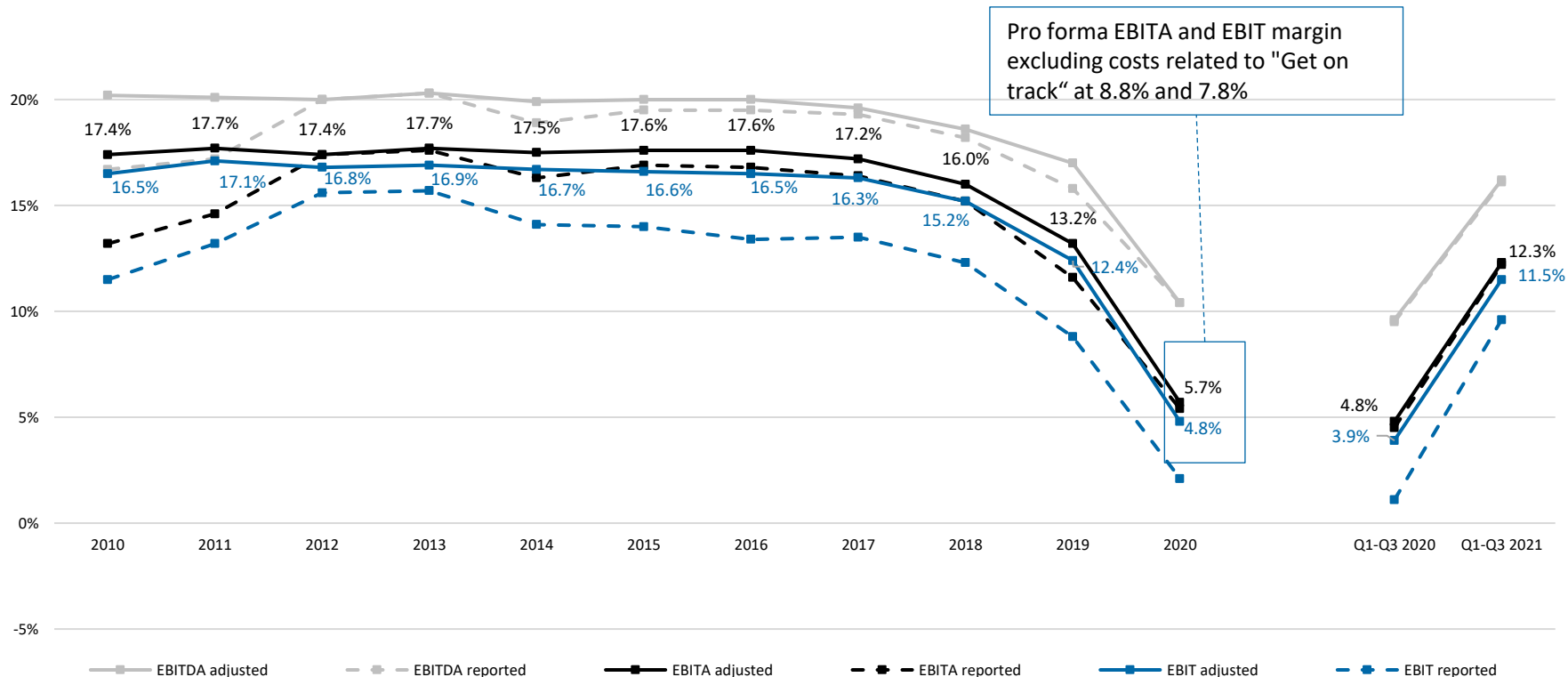
Adjusted EBIT (in EUR million and % of sales)



(Adjusted) Net Profit (in EUR million)



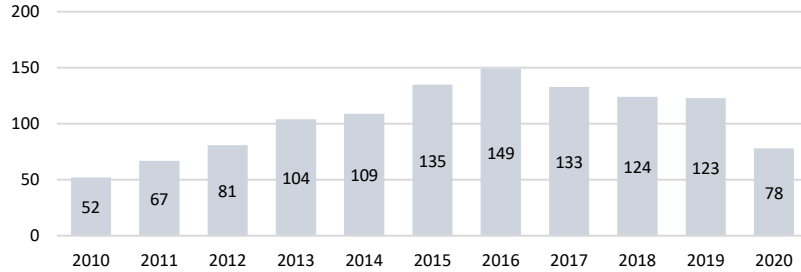
Long-term Margin Development (adjusted and reported)



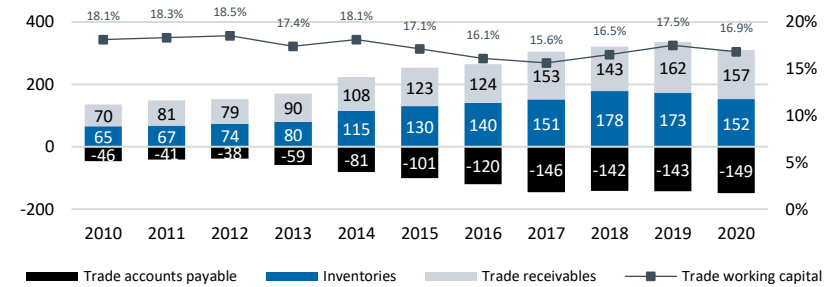
Long-term Cash, Working Capital and CAPEX Development



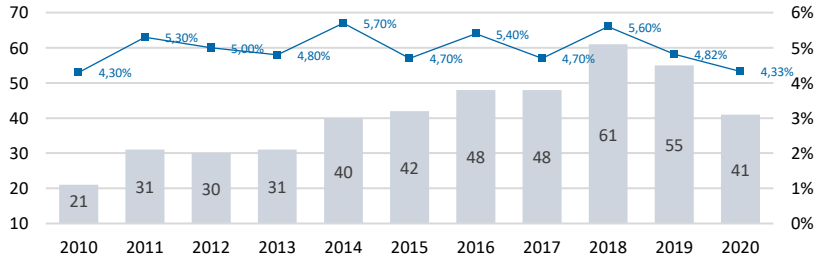
Net Operating Cash Flow (in EUR million)



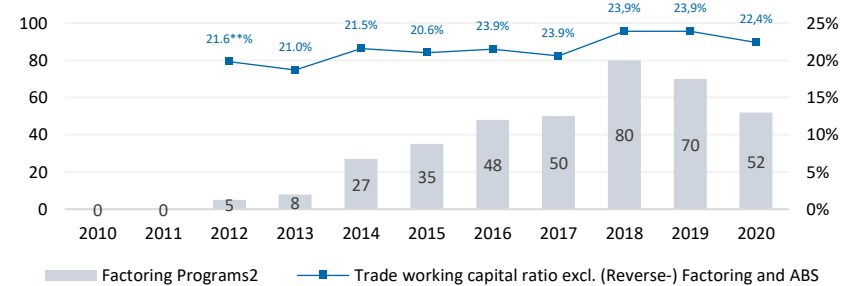
Trade Working Capital (in EUR million and % of sales)



CAPEX (in EUR million and % of sales)



Factoring Programs (in EUR million and % of sales)



Long-term Operational Adjustments on EBITA and EBIT level

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

In 2020 EUR 29 million costs related to the „Get on track“ change program are not shown on an adjusted basis

Corporate Responsibility

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



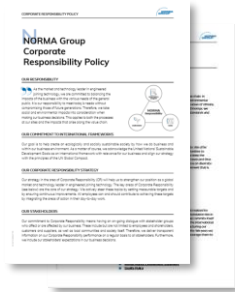
12 RESPONSIBLE CONSUMPTION AND PRODUCTION



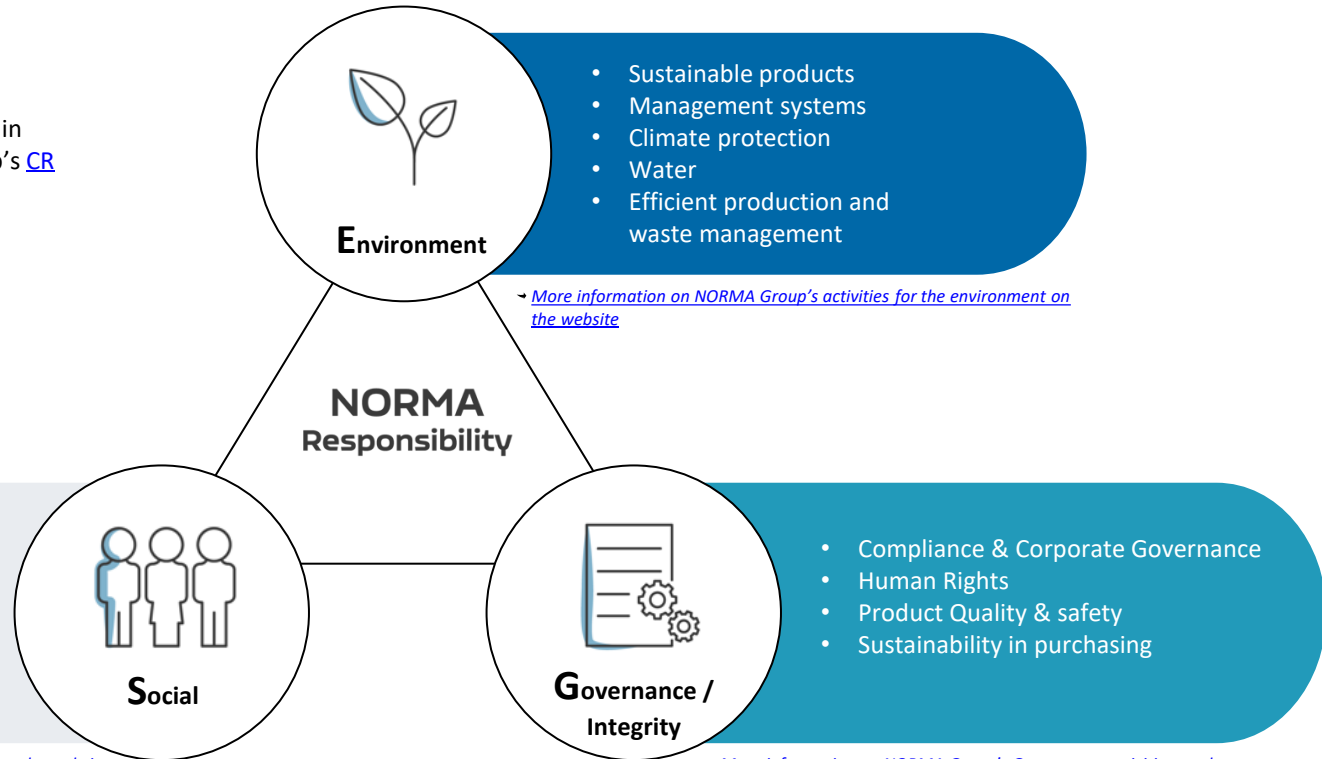
13 CLIMATE ACTION



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 50% 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

Environment

CO₂ emissions

50,470 tons

Indicator: Scope 1 and 2, tons

Water consumption

2% improvement

Baseline: 2019
Indicator: m³ / TEUR sales

Waste

1% improvement

Baseline: 2019
Indicator: kg / TEUR sales

Social

Incident rate

< 4.6

Indicator: accidents / 1,000 employees

Training hours

> 30

Indicator: training hours / employee

Voluntary attrition rate

Local targets

Indicator: % of sites that achieved local target

Governance

Defective parts

< 10






Indicator: parts per million

Customer complaints

< 5.6

Indicator: average per month per entity

Ratings confirm NORMA Group's approach to CR

Rating		Assessment 2020
MSCI ESG		<ul style="list-style-type: none"> – AA (on a scale from CCC to AAA) – Top 25 % 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"> – Top 10% of rating universe (6,300 companies) – Qualification as social and environmental investment
CDP		<ul style="list-style-type: none"> – C (on a scale of D- to A) – Awareness level
Sustainalytics		<ul style="list-style-type: none"> – Risk Score: 16.7 - low risk (on a scale from 0 (best) to 100 (worst)) – Top 1% in Industrie-Benchmark

Awards

- 2017: Awarded “Building Public Trust Award” (best non-financial report MDAX) by PwC
- 2020: FOX Finance Award (Silver) for CR report
- 2021: 1st Place in the “German Award for Sustainability Projects 2021” in the category “Equal Opportunities”



Responsible use of resources

Resource
Scarcity



Energy efficiency

Climate
Change



Environmental protection

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

→ [More information on NORMA Group's partnership with Plan International in the CR report \(p. 59\)](#)



NORMA Help Day

- Global volunteering day
- 2019 (pre-pandemic):
 - Participation of ~700 employees at 29 sites
 - Support to ca. 30 non-governmental organizations

→ [More information on NORMA Group's Help Day in the CR report \(p. 60\)](#)





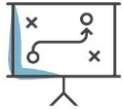
Supplier Code of Conduct

- 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



ANNUAL REPORT



Structure

- In 2020 NORMA Group publishes a combined report of the Annual Report and the CR Report for the first time
- From now on the CR Report is part of the annual report
- Information on NORMA Group's CR strategy, management approaches and KPI
- Structure of the report follows three CR areas of action and CR Scorecard

Audit & Awards

- CR Report fulfills legal obligation to publish "non-financial report"
- Audit of non-financial information ("limited assurance")
- Awarded "Building Public Trust Award" (best non-financial report MDAX) & Fox Finance Award (Silver)

→ [Please click here for NORMA Group's CR report](#)

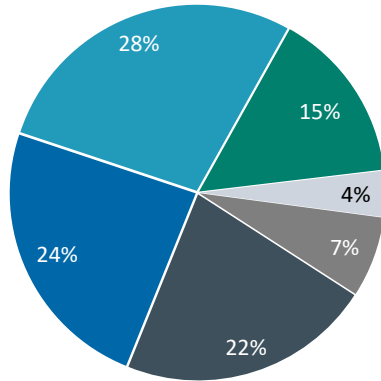
Share Information and others

Current Shareholder Structure

→ [More information on the NORMA Group stock on the website](#)



Identified Institutional Shareholders¹



■ Germany
 ■ United Kingdom
 ■ USA
■ Nordic
 ■ France
 ■ Rest of World

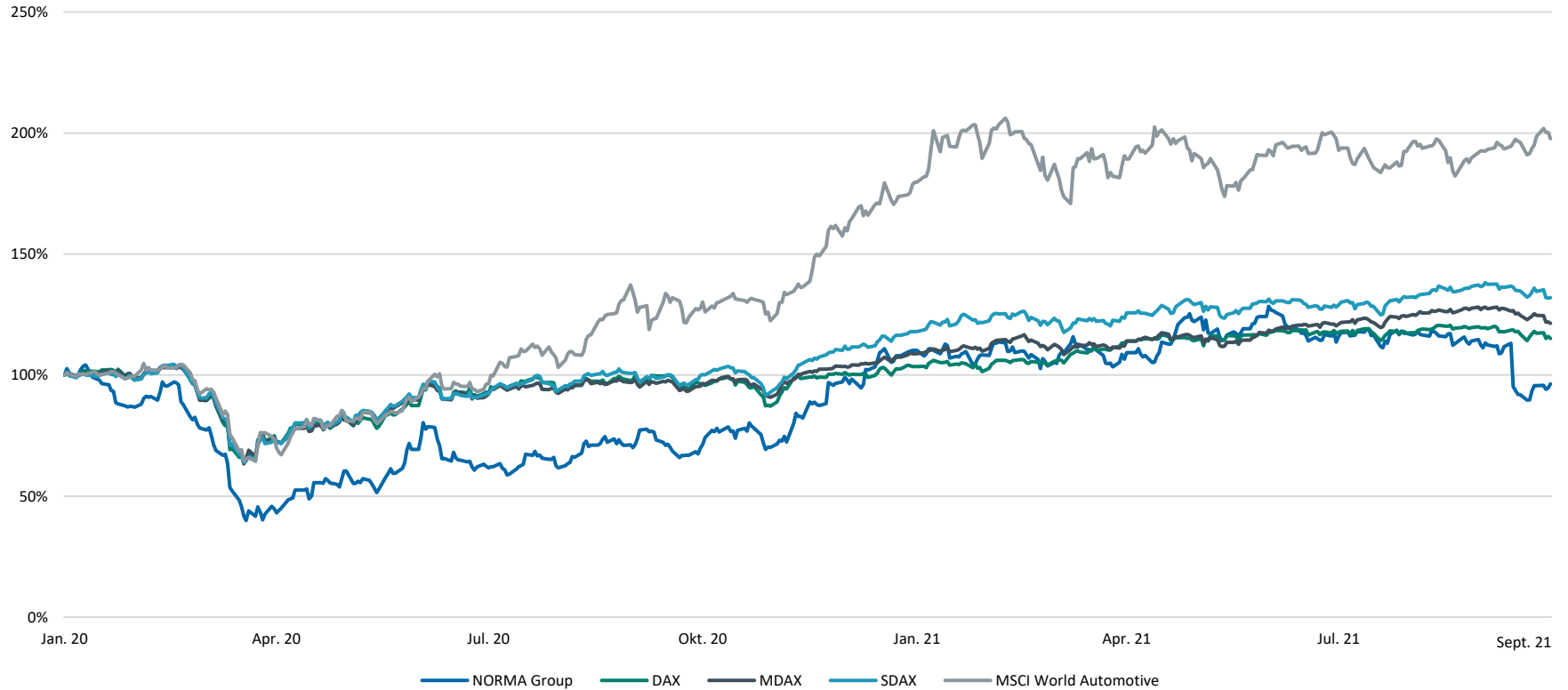
Free Float as of October 29th, 2021 includes²

Allianz Global Investors GmbH, Frankfurt am Main, Germany	15.06%
Ameriprise Financial Inc., Wilmington, Delaware, USA	4.13%
Mondrian Investment Partners Ltd., London, UK	3.29%
Impax Asset Management Group plc, London, UK	3.05%
Aberdeen Standard Investments Ltd., Edinburgh, UK	3.02%
KBI Global Investors Ltd., Dublin, Ireland	3.003%

¹ As of September 30, 2021.

² According to voting rights notifications. All voting rights notifications are published on the Company's Website (<https://www.normagroup.com/corp/en/investors/publications-events/financial-releases/>).

Index-based Share Price Performance compared with SDAX, MDAX, DAX and MSCI World Automobile



Contact & Event Calendar

→ [Please click here for NORMA Group's financial calendar](#)



Event	Date
Publication Preliminary Results FY 2021	February 16, 2022
Publication FY 2021 Results	March 23, 2022
Publication Interim Results Q1 2022	May 4, 2022
Annual General Meeting	May 17, 2022
Publication Interim Results Q2 2022	August 10, 2022
Publication Interim Results Q3 2022	November 2, 2022

Contact

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Vice President Investor Relations, Communications & Corporate Responsibility

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Fax: +49 6181 6102-7641

E-mail: Andreas.Troesch@normagroup.com

Internet: <https://investors.normagroup.com/>

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.