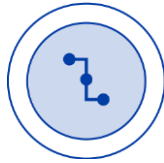




**NORMA GROUP  
EQUITY STORY**

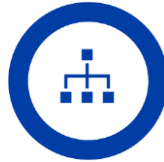
MAINTAL, MARCH 2024

## Why invest in NORMA?



### Technology & Future Markets

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



### Business Units & Diversification

Active in Water Management, Industry Applications and Mobility & New Energy. Enhanced stability through broad diversification across products, end markets and regions.



### Mission Critical Products

Delivering mission critical and high-quality parts at a reasonable price to a wide variety of applications in different industries enable superior margins



### Distribution Channels

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



### Growth Prospects & Value Creation

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

# NORMA Group's Key Facts



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



One of the global market and technology leaders in joining technology



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



Headquarters in Maintal near Frankfurt/Main, Germany



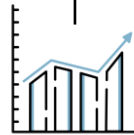
Numerous sales and distribution sites across Europe, the Americas and Asia-Pacific



Employees > **8,000** worldwide



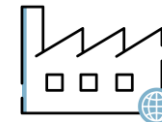
Sales of about **EUR 1,223 million** in fiscal year 2023



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



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



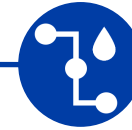
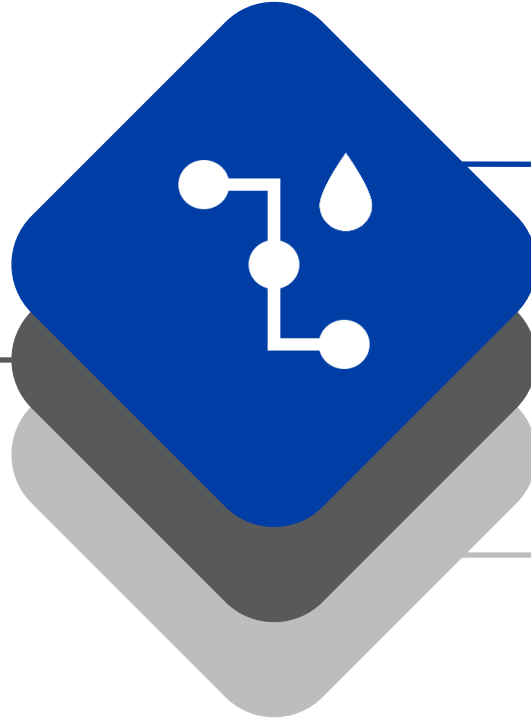
Operates a global network of **25 manufacturing facilities**

# STRATEGY & BUSINESS MODEL

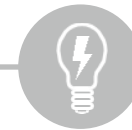


## Focused production:

- Injection molding
- Plastic extrusion
- Metal forming



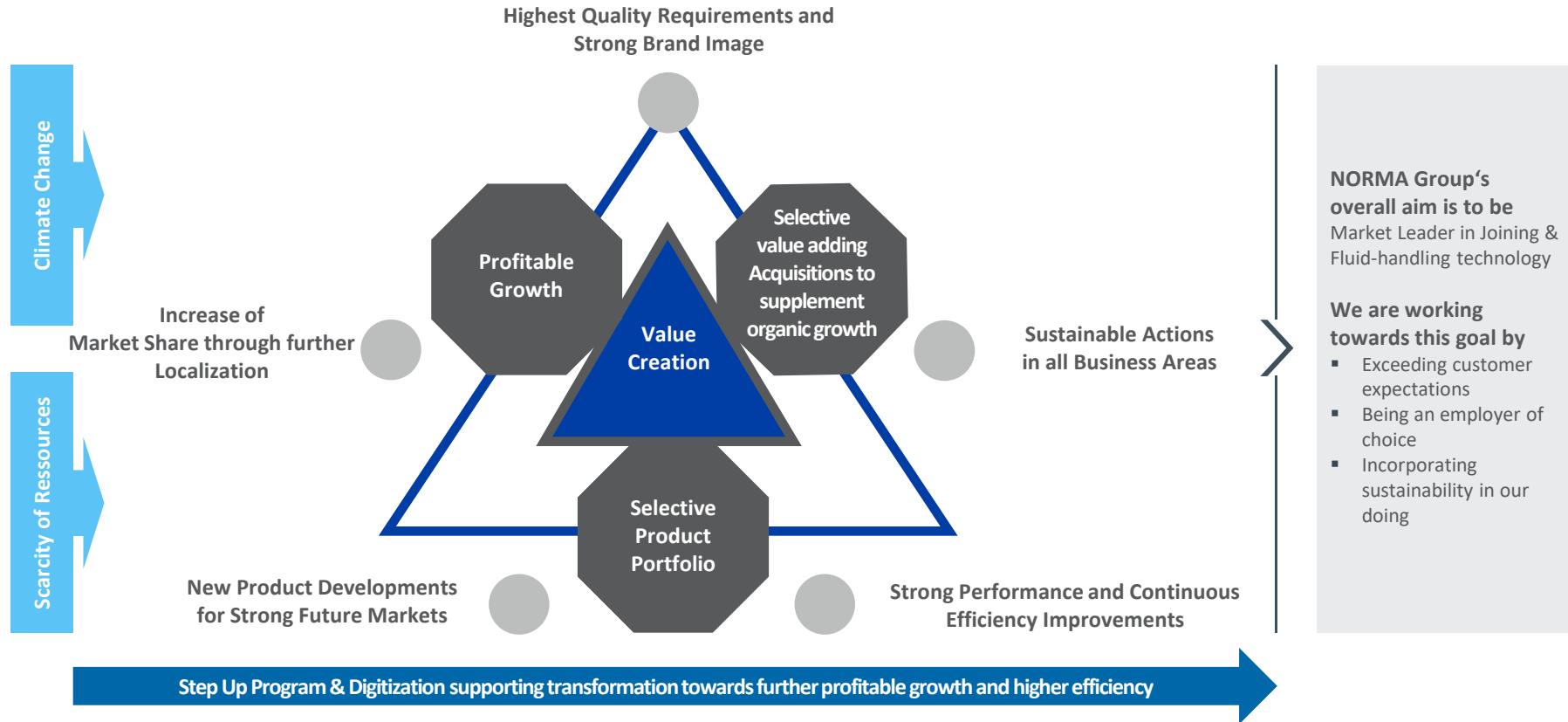
Bringing Liquids and gases from “a” to “b” at the most efficient way



Mission critical and high-quality parts at a reasonable price

Core competences are enabling a wide variety of applications in different industries with superior margins

# NORMA Group's Strategy



# NORMA Group Worldwide – Strategic focus by region



## Americas

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

## EMEA

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

## Asia-Pacific

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

### 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

- **25 Production sites**
- **24 Countries with Distribution, Sales & Competence Centers**
- **Sales into more than 100 countries**

# Proven business model addresses global megatrends



## Value creation by NORMA products addressing global megatrends

### Climate Change

#### Emission reduction

Continuous new developments help customers fulfill fleet consumption regulations

#### Assembly time reduction

Easy to assemble products help lowering production costs for customers

#### E-Mobility

Product developments helping customers seize the opportunities within e-mobility powertrain technology

#### Weight reduction

Ongoing trend in many industries especially addressed by Fluid products



### Resource Scarcity

#### Landscape Protection

Storm water products help customers avoid landscape and structure damages

#### Water Quality/Reuse

Future business opportunities for products in the area of water quality and reuse

#### Leakage avoidance

Safe sealing products minimize warranty costs for customers through leakage-free joints

#### Water Conservation

NORMA Group's irrigation and flow management products support customers to efficiently use the scarce resource



### Product availability

Superior service level through worldwide presence, regional sales hubs and e-commerce



# NORMA Group's products – selected examples

## Water Products



### Dura Flo HD

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



### Spee-D Channel

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



### Compression Fittings

- Flowmanagement product
- High resistance to temperature and UV exposure

## Fluid Products



### PS3-Connector

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



### eM Compact

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



### NORMAQuick Connector

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

## Fasten Products



### Torro Clamp

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



### FGR Combi Grip

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



### VPP Compact

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

# 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**

# Good Balance in the Two Distinct Ways to Market



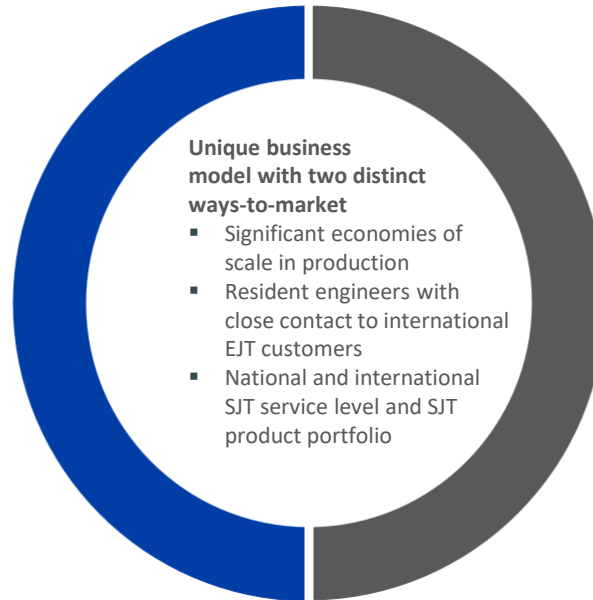
**Standardized Joining Technology (SJT)**  
ca. 42% of 2023 sales

**Engineered Joining Technology (EJT)**  
ca. 58% of 2023 sales

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



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



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



- Customized, engineered solutions
- 729 patents and utility models
- B2B

# Balanced Sales Mix

Engineered Joining Technology (EJT)

Standardized Joining Technology (SJT)

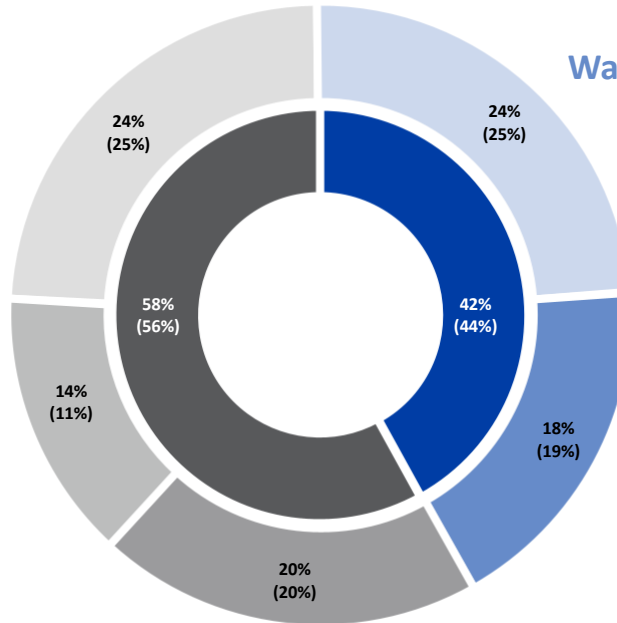


Mobility & New Energy

Industrial Suppliers

Heavy Vehicles OEM

Light Vehicles OEM



Industry Applications



# Selective Competitors per SBU



- Rain Bird (US)
- Hunter (US)
- Spears (US)
- Netafim (ISR)
- ADS (US)
- Plasson (ISR)
- ACO (GER)
- Oldcastle Infrastructure (US)
- Philmac (AUS)
- Reln (AUS)



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



- Oetiker (CH)
- Akwel (FRA)
- Caillau (FRA)
- Teconnex (UK)
- Ideal-Tridon (US)
- Teklas (TUR)
- Kale (TUR)
- Continental (Fluid) (GER)
- TI Group (Fluid) (UK)
- Hutchinson (Fluid) (FRA)
- ARaymond (Fluid) (FRA)
- Chinaust (Fluid) (CHN)
- Voss (Fluid) (GER)
- Cooper (US)
- Fränkische Rohrwerke (Fluid) (GER)

# WATER MANAGEMENT



## Scarce resource calling for water handling products

### Europe

- **2024: Acquisition of Teco (Italy)**
- landscape and agricultural irrigation specialist
- Expanding water business in the European market



### Asia

- **2012: Acquisition of Chien Jin Plastic (Malaysia)**
- joining elements for plastic and iron pipe systems
- For drinking and domestic water distribution, irrigation systems; components for sanitary appl.
- **2018: Acquisition of Kimplas (India)**
- compression fittings, drippers, valves and electrofusion parts for gas and water pipes
- Leakage-free supply to rural and urban households
- **2022: Sales cooperation with Kanok Products Co. (Thailand)**

### North America

- **2014: Acquisition of NDS (USA)**
- Expansion of product portfolio
- Leading US supplier for water management systems that collect and drain stormwater, irrigation solutions including drip irrigation and joining products for the use in flow management applications



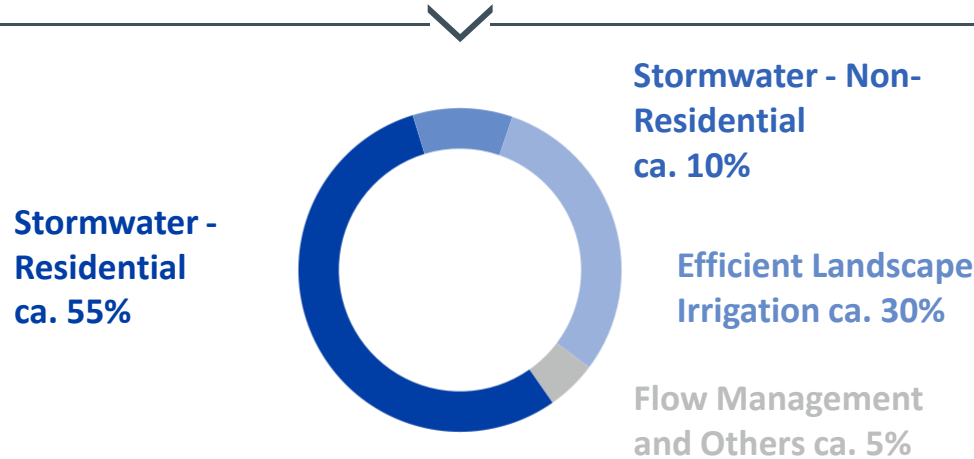
- **23.6% of global sales or EUR 288.8 million in 2023**
- **Production and distribution sites in Australia, Malaysia, the US, Mexico, Italy and India**
- **Expanding Water Business organically and by M&A transactions**



### Australia

- **1992: Organic start of water business**
- **2013: Acquisition of Guyco and Davydick&Co**
- Expanding product range towards infrastructure business area
- Product focus: rural irrigation fittings, valves and pumps

Broad diversification in Water Management applications and solutions  
Innovator and leader in residential stormwater – emerging positions in irrigation  
and non-residential stormwater



- Large addressable markets for all solutions domestically and internationally
- Benefiting from strong water macro trends
- International expansion with mid-term focus on EMEA and AMERICAS



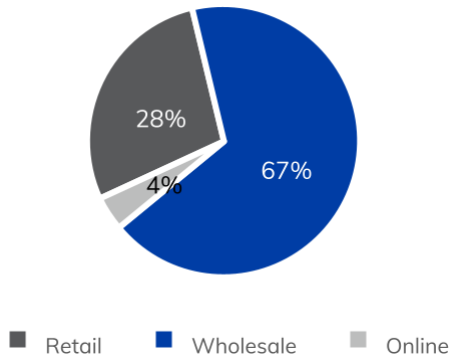
# NORMA Group WM Customer Relations in the Americas



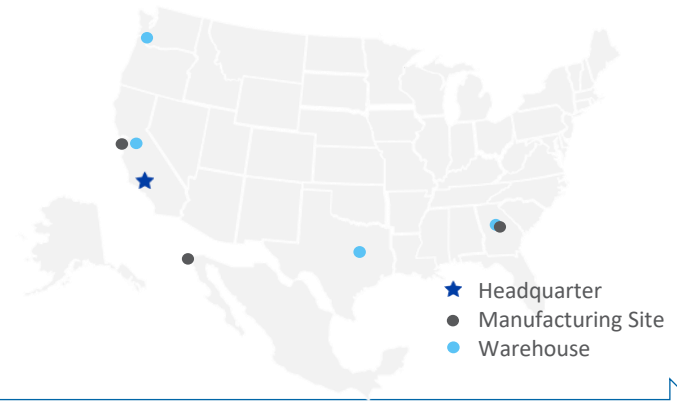
**Known for its product quality as well as highly differentiated distribution, service, and customer partnership model and solution expertise**

- More than 3,000 products
- Over 12,300 customer locations (retail, wholesale and online customers)
- Three production sites (CA, GA & MX), four warehouses in the US, more than 600 employees
- Orders are shipped within 24 hours of order receipt; 98% On Time in Full and 98% accuracy
- Customers rely on NDS for its product quality, end user marketing, and water management solution expertise and support

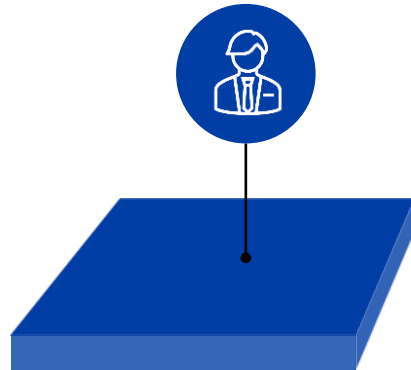
## Over 12,300 customer locations



## Nation-wide presence



Over 30 years relationship with all of our top retail and wholesale customers



2023: Appointed EMEA lead of Water Management  
(previously 5 years with NDS)



2024: Acquisition and integration of Teco (Italy) as nucleus for EMEA Water Management business



2024 ff.: Execution of EMEA Water Management Strategy:

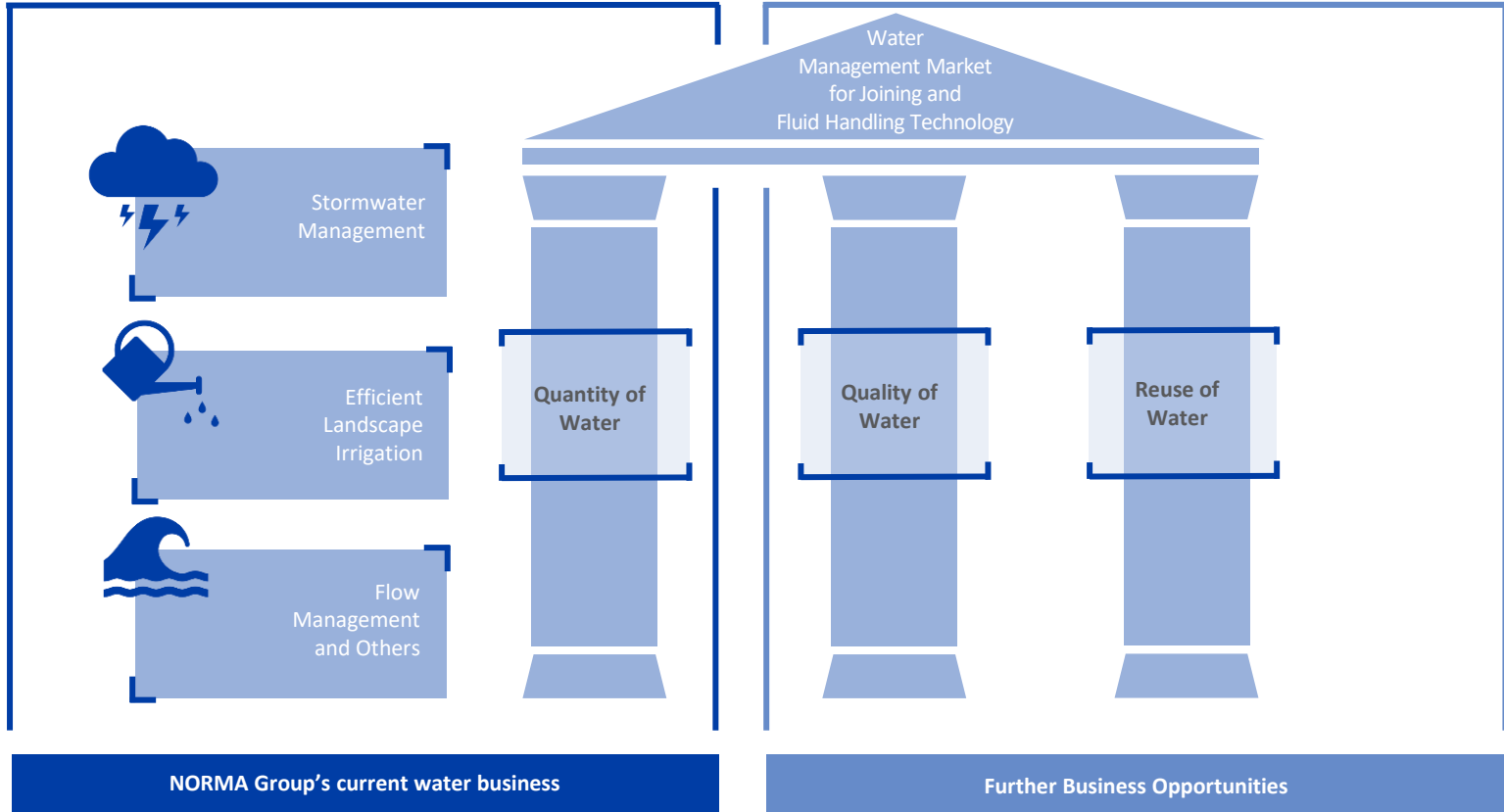
- Build EMEA Water Organization & Culture
- NDS as leading brand
- Launch of local manufacturing in EMEA (e.g. in Serbia)
- Stormwater market entry
- Further acquisitions intended



By 2027:

- **Target:** Multiply EMEA Water management Sales from 3 million Euros in 2023 to a significant EMEA revenue contribution in 2027

# Business Opportunities in Water Management



# MOBILITY & NEW ENERGY



# NORMA Group's growth opportunities for E-Mobility Developments

## Growth opportunities within the car



Battery Thermal Management



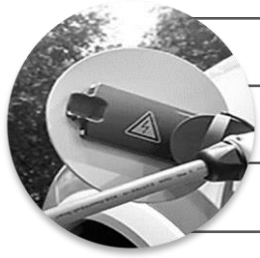
Coolant Systems



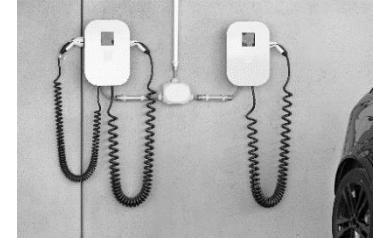
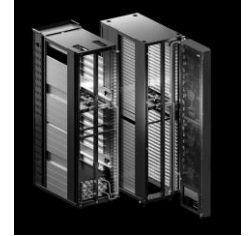
Power Electronics and Motors Cooling



HVAC / Heat Pump Systems



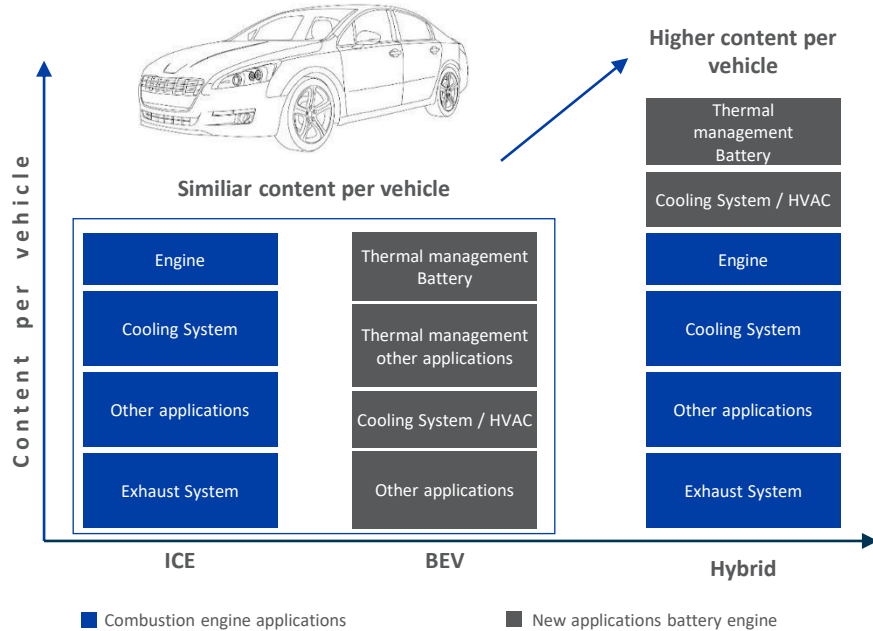
## Further growth opportunities outside the car



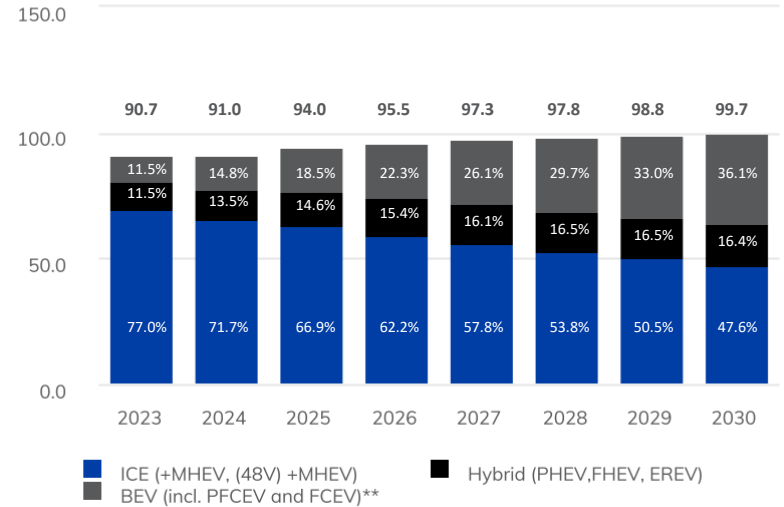
- Charging stations and wallboxes for e-mobility
- Joining technology within renewable energy sector (e.g. windmills)
- Colling systems for data centers

# NORMA Group well on track for Mobility & New Energy

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



ICE, Hybrid & EV development\*  
(in production million and % of each years total volume)



\* Source: LMC / NORMA Group as of end of February, 2024.

\*\* 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

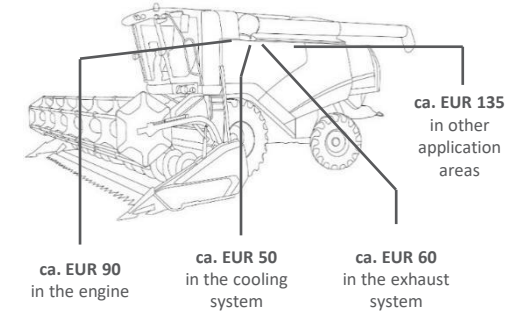
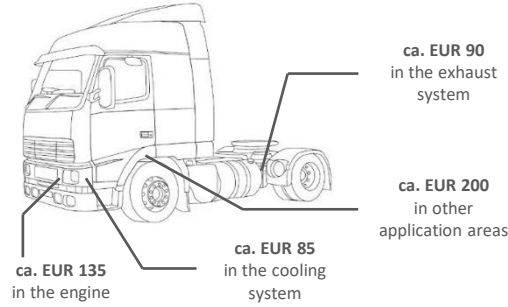
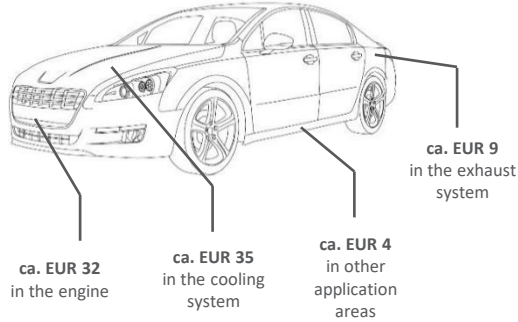
### Market leadership

### Technology

### Quality

### Innovation

### Tailor-made solutions



ca. EUR 80  
Content per  
vehicle\*  
in total

ca. 0.1%  
Content per  
vehicle\*

ca. EUR 80,000  
costs an average  
passenger vehicle\*

ca. EUR 510  
Content per  
vehicle  
in total

ca. 0.3%  
Content per  
vehicle

ca. EUR 150,000  
costs an average  
commercial vehicle

ca. EUR 335  
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

# INDUSTRY APPLICATIONS





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

## Examples of NORMA Group's key end markets

Construction /  
infrastructure



Aviation



Engines



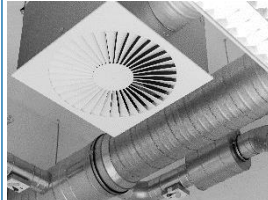
Shipbuilding



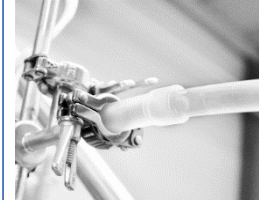
Heat pumps



HVAC



Pharma & Biotech



Wholesalers & technical  
distributors and E-  
Commerce

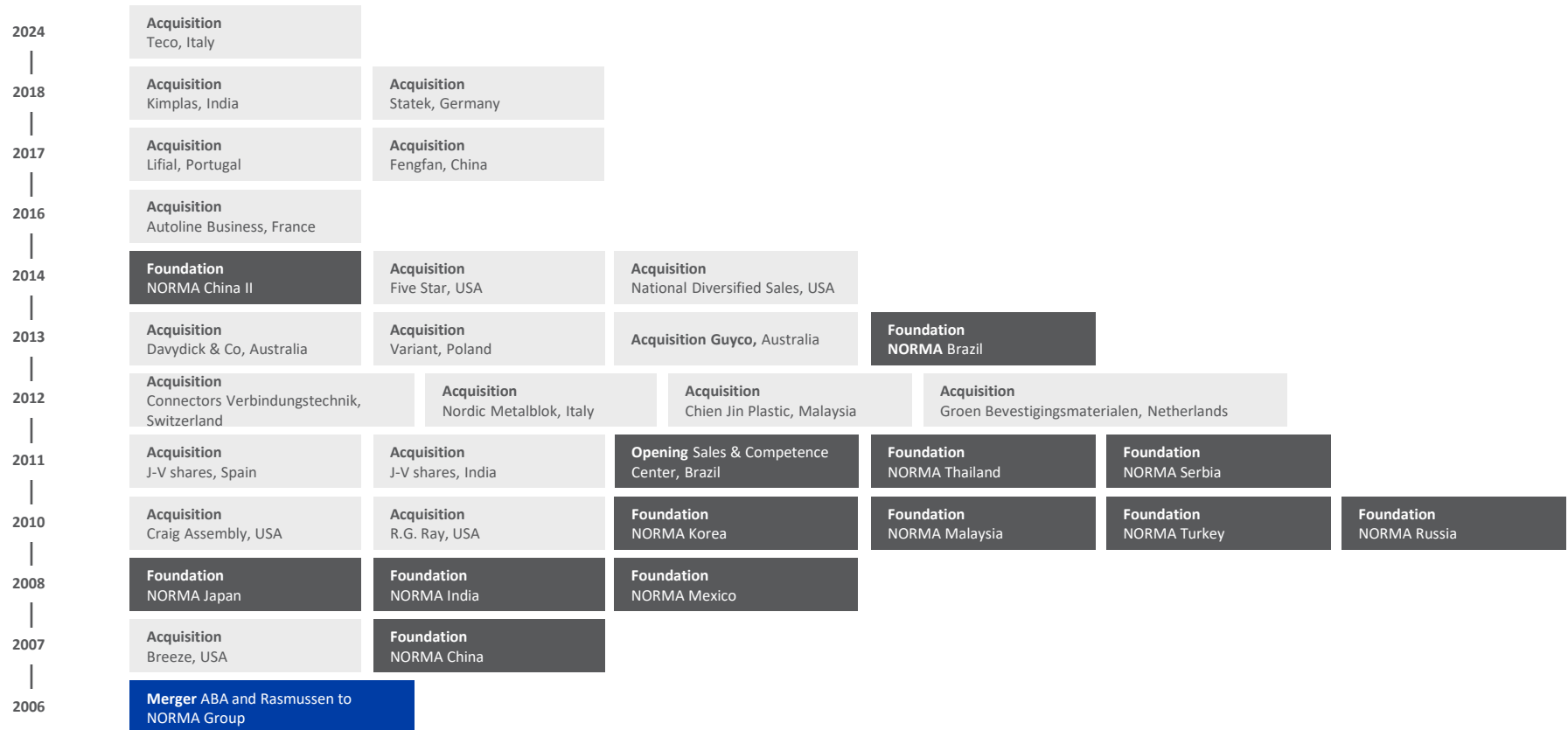


- >40,000 products, manufactured in 25 locations and sold to more than 10,000 customers in 100 countries
- Top 5 customers account only for around 16% of 2023 sales

# NORMA GROUP'S M&A HISTORY



# History of Acquisitions and Foundations

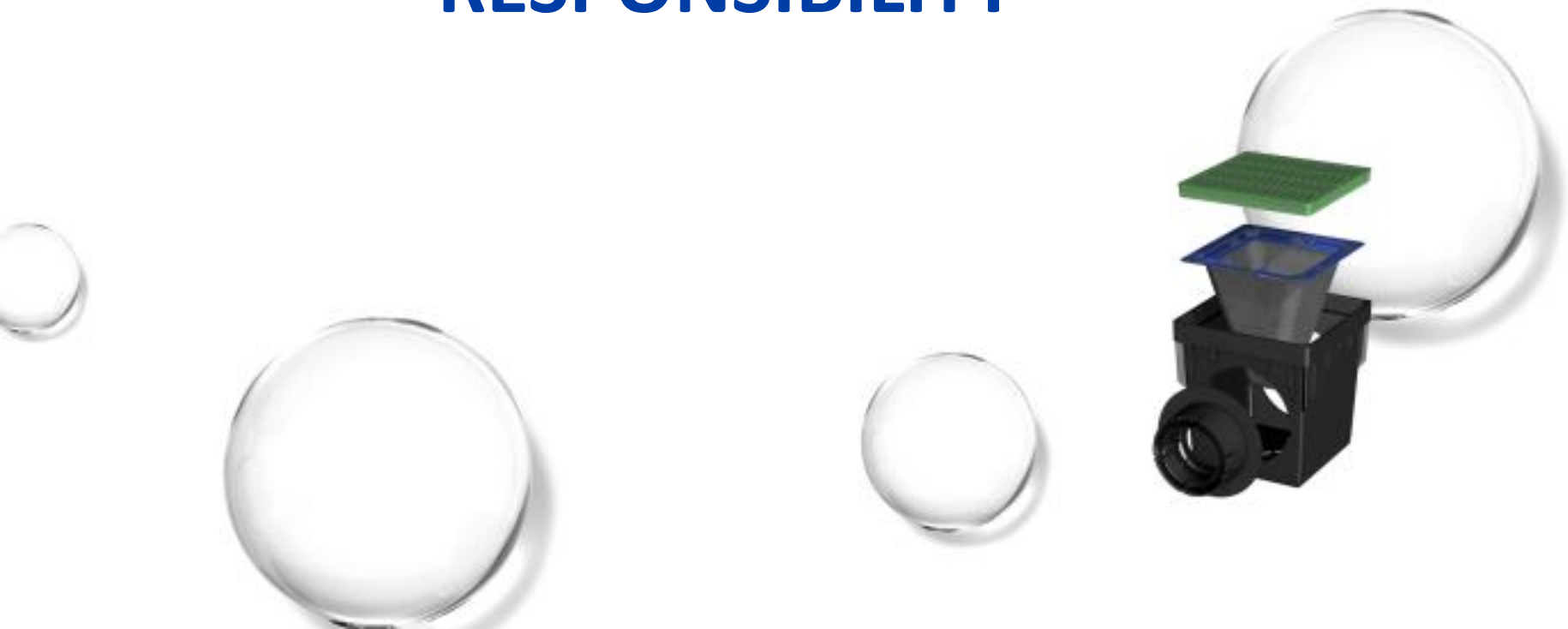


# 15 Acquisitions since IPO representing 47% of sales in 2011

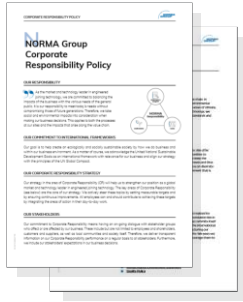


| Sales Consolidation Effects (in EUR million)             | Date of Acquisition |   | Total Sales  |
|--|---------------------|---|--------------|
| CONNECTORS Verbindungstechnik AG, Switzerland            | 04/12               | Market entry in connecting technology in Pharma & Biotech                     | 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            |
| National Diversified Sales, Inc., USA                    | 10/14               | Expanding water management product portfolio                                  | 129.3        |
| Autoline, France   | 12/16               | Expanding product portfolio & 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 Stanzereitechnik GmbH, Germany                    | 08/18               | Expanding value chain for stamping and forming technology                     | 5.1          |
| Teco, Italy  | 02/24               | Expanding Water Management in EMEA  | 4.8          |
| <b>Total</b>   |                     |   | <b>274.5</b> |

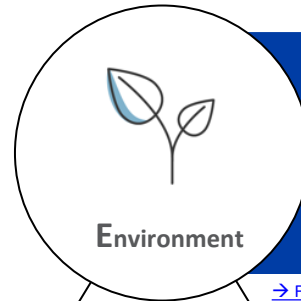
# **CORPORATE RESPONSIBILITY**



# What is Corporate Responsibility at NORMA Group?



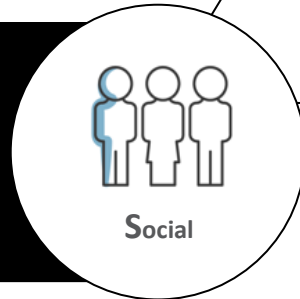
Find all details in  
NORMA Group's  
[CR Policy](#)



- Sustainable Products
- Management Systems
- Climate Protection
- Water Consumption
- Efficient Production & Waste Management

[→ Find out more about NORMA Group's environmental performance](#)

**NORMA  
Responsibility**



- Employee Satisfaction
- Occupational Safety & Health
- Learning & Development
- Diversity & Equal Opportunities
- Social Commitment

[→ Find out more about NORMA Group's social performance](#)



- Corporate Governance
- Compliance Management System
- Human Rights
- Product Quality & Safety
- Sustainability in Purchasing

[→ Find out more about NORMA Group's governance performance](#)

# NORMA Group's Corporate Responsibility Commitment



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

Membership with UN Global Compact

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

Human and Labor Rights

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

Signatory of Diversity Charter

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

Global Reporting Initiative (GRI)

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

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

- Key contribution to UN Sustainable Development Goals

**4** QUALITY EDUCATION



**6** CLEAN WATER AND SANITATION



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION





## ESG Reporting at NORMA

- In previous years NORMA fell under the Non-financial Reporting Directive (NFRD).
- Our CO2 emissions are part of the management board remuneration – therefore, the CO2 emissions are audited with a reasonable assurance.
- All other ESG KPIs are audited with a limited assurance.



## Corporate Sustainability Reporting Directive (CSRD)

- From FY 2024, NORMA Group falls under the CSRD.
- We are currently preparing all internal processes for data collection and reporting.
- With the European Sustainability Reporting Standards (ESRS) there will be higher transparency at the market which gives a better comparison between companies.
- Based on our newly conducted double materiality assessment we are required to report on more data points than previous years.



# NORMA Groups' Social Commitment

## NORMA Clean Water

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



## NORMA Help Day

- **Help Day:** Global volunteering day



# Sustainability in Purchasing



## 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



## Risk Management

- Continuous supplier risk monitoring, incl. sustainability factors, like human rights and labor practices



## Conflict Materials

- CMRT reporting & sanction list screening to ensure responsible and sustainable sourcing of materials and minerals

# Disclaimer

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This presentation contains forward-looking statements on the business development of NORMA Group SE that are based on management's current assumptions and judgments regarding future events and results. All statements in this presentation other than statements of historical fact could be forward-looking statements. Forward-looking statements generally are identified by words such as 'anticipates,' 'believes,' 'estimates,' 'assume,' 'expects,' 'forecasts,' 'intends,' 'may,' 'could' or 'should,' 'will,' 'continue,' 'future,' 'opportunity,' 'plan,' and similar expressions.

Forward-looking statements are based on assumptions relating to the development of the economic, political and legal environment in individual countries, economic regions and markets, and in particular for the machine industry, which we have made on the basis of the information available to us and which we consider to be realistic at the time of publication.

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