

Dear Shareholder,

We, as members of the *Supervisory Board* of NORMA Group SE, are writing to you to ask for your support in connection with our upcoming General Meeting on Thursday, 17 May 2018. Shareholders and proxy advisors have called our attention to concerns about agenda item 6 that relate to the election of Supervisory Board members and, more specifically, the re-election of the current Chairman of the Supervisory Board, Dr. Stefan Wolf.

Therefore, we would like to explain to you again in this letter why the Supervisory Board proposes voting for the re-election of Dr. Stefan Wolf to the Supervisory Board:

Dr. Wolf has been the Chairman of the Supervisory Board of the NORMA Group for seven years now. From the outset of his work for the NORMA Group, he was at the same time Chairman of the Management Board of ElringKlinger AG. He became Chairman of the Supervisory Board of then NORMA Group AG at the time of the 2011 IPO. Following the transformation of NORMA Group AG into NORMA Group SE, he was re-elected at the 2013 general meeting with a large majority.

Since the beginning of his term of office, the NORMA Group has developed in an exceptionally positive manner and you, as a shareholder, have been able to profit from this. The stock market price of NORMA Group shares increased from EUR 21.00 at the time of the IPO to EUR 61.90 on 03. May 2018. The dividend increased from EUR 0.60 for the 2011 financial year to the now proposed amount of EUR 1.05 per share. We would like to continue this success with Dr. Wolf.

The success of our Chairman of the Supervisory Board can also be seen by looking at non-financial factors. For example, there have not been any notable compliance-related incidents or allegations against the Management Board within the NORMA Group. After long-standing Chairman of the Management Board, Werner Deggim, retired, the Chairman of the Supervisory Board ensured an orderly handover to the new Chairman of the Management Board, Bernd Kleinhens.

As members of the Supervisory Board, we would like to reiterate that we fully support the proposed election of Dr. Wolf to the Supervisory Board and, in particular, that we are also convinced that, in terms of time and responsibilities, Dr. Wolf is capable of continuing to fulfil the obligations of the Chairman of the Supervisory Board of NORMA Group SE.

Due to his position as Chairman of the Management Board of ElringKlinger AG, also a listed company, Dr. Wolf can draw on many years of experience both in the automotive industry as well as in dealing with the capital market. As former head of Investor Relations and current Chairman of the Management Board, he is very familiar with the managerial responsibilities in medium-sized companies and the requirements for listed companies. As a far-sighted manager, he has for decades been dealing intensively with important industry issues relating to the future, especially with alternative drive systems like electromobility. He therefore has extensive expertise which is essential for the business of the NORMA Group and which he would also like to continue to contribute to the company after 7 successful years as Chairman of the Supervisory Board of the NORMA Group.

We hope that this letter helps convince you to vote for the re-election of Dr. Wolf and gives you confidence that Dr. Wolf, as Chairman of the Supervisory Board of the NORMA Group, will act in the best interests of all its stakeholders.

Should you have additional questions, please feel free to contact us via the Investor Relations team.

Kind regards,

The Supervisory Board of NORMA Group SE