



SUSTAINABILITY
REPORT



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On our sustainability journey,
we act **responsibly**, take steps that
support **transformation**, and focus on
creating **lasting impact**.



ABOUT THE REPORT

The 2024 Norm Holding Sustainability Report outlines Norm Holding A.Ş. (Norm Holding) and its affiliated companies' sustainability strategy, performance, and approach to key sustainability issues, based on environmental, social, and governance (ESG) principles. Norm Holding and its affiliates present their sustainability activities to stakeholders through annual sustainability reports.

This report, the 5th sustainability report of Norm Holding and its affiliated companies, covers activities carried out between January 1, 2024, and December 31, 2024. The report has been prepared in accordance with the standards of the Global Reporting Initiative (GRI). A detailed list of the affiliated companies whose information is included in the reporting is provided in the “Norm Holding” section.

Standards and Frameworks

In the preparation of Norm Holding's 2024 Sustainability Report, references were taken from the GRI Standards as well as internationally recognized sustainability initiatives.

UN Global Compact



UN Sustainability Development Goals



UN Women Empowerment Principles (UN WEPs)

In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

The 2024 Sustainability Report has been published in both Turkish and English and has not been subject to independent audit.

All data in the report is based on the performance of Norm Holding and its affiliated companies in 2024, unless otherwise stated.

You can submit any questions and feedback regarding on the Report and sustainability efforts of the Holding through sustainability@normholding.com

Dear Stakeholders and Colleagues,

The year 2024 was a period marked by heightened economic and political uncertainty at both global and local levels, as well as a reshaping of market dynamics. It was also a period in which the effects of climate change became increasingly visible. As Norm Holding, we managed this challenging period by accurately assessing risks, making strategic decisions in a timely manner, and maintaining a balance between cost and efficiency. In this environment of shifting market dynamics, Norm Holding continued to take decisive steps in the area of sustainability while maintaining our financial resilience.

We are proud to share with you our fifth Sustainability Report, which was prepared using 2024 data. The report covers our goals, commitments, and action plans, which were defined through our Sustainability Strategy and Policies. We view this report as a comprehensive roadmap reflecting our sustainability performance and long-term value creation strategy. It addresses the economic, environmental, and social dimensions with a holistic approach.

The basis of our sustainability strategy is our goal of contributing to our country's sustainable development, by creating long-term value for all our stakeholders and employees. In this context, we have aligned our sustainability goals with the United Nations Sustainable Development Goals (SDGs). In line with the UN SDGs and the Paris Agreement's goal of limiting global warming to 1.5°C, we are increasing our efforts toward a green transition and reaching net zero. We support these steps with financial discipline, strong liquidity management, and selective investment strategies.

Guided by our experiences, we are committed to building a sustainable future for the people and planet. We continue to take responsibility for the future of Norm Holding as well as our world. In line with our "Future Matters" approach, we are steadfastly pursuing our twin transformation journey by combining digitalization, green transformation, and people-centered strategies. We assess the environmental and social impact of every investment we make, as well as our contribution to sustainable development. Our goal is to establish a value chain that adheres to business ethics and corporate governance principles while continuously improving quality and safety standards. To this end, we prioritize climate-friendly technologies and circular production approaches while working with our business partners to achieve our sustainability goals.

Throughout 2024, we expanded our customer base by capitalizing on the vitality of the American market in response to the slowdown in Europe. We deepened our presence in the American market by accelerating our logistics processes. For 2025, we have added the Middle East to our target markets and aim to strengthen our presence in America, in line with our focus on sustainable growth.

Our ability to quickly adapt to innovation and new technologies is the foundation of our sustainable growth and contribution to the national economy. Thanks to our business model based on continuous innovation and our high-quality new products, we are strengthening our competitive position and increasing our global market share. In 2024, we allocated about 20% of our investments to digitalization, automation, and efficiency-focused initiatives. These investments were made to increase operational efficiency and achieve sustainable cost advantages. In line with this approach, we allocated €5.31 million to research and development (R&D), innovation, and digitalization initiatives in 2024.

In line with our environmental policies, we aim to minimize our environmental impact throughout our entire value chain while maintaining production. To this end, we have invested significantly in various projects focused on renewable energy use, water and energy efficiency, and waste management. Alongside our environmental goals, we have also made substantial progress in social development and inclusivity. We have worked diligently to develop an institutional culture that respects human rights, supports gender equality, and embraces diversity. We have continued to enhance employee well-being and prepare the workforce of the future through training programs that develop digital and technical skills.

At the core of everything we do is our commitment to creating value together. We build our success on the strength we draw from our customers, employees, suppliers, business partners, and all our stakeholders. With their contributions and trust, we continue to transform our environmental and social impact, integrating sustainability into our business strategy. In the upcoming period, all of our operations will be based on the principle of "creating more value with fewer resources." Our goals are to increase labor productivity through expanded use of automation technologies, streamline production processes, and prioritize sustainability-focused improvements. In our commercial activities, we will selectively restructure appropriate business areas and develop strategic partnerships and

collaborations that support access to new markets and strengthen our product and service portfolio. We will continue to advance our responsible production and management approaches, aligning them with sustainability principles.

Through this report, I am pleased to share with you our sustainability performance throughout 2024 and our roadmap for the future. In line with our goal of creating Future Matters, we will continue on our path in 2025 with the same determination, responsibility, and collaborative spirit. I would like to express my sincere gratitude to all our stakeholders, especially our employees, for supporting us on our sustainability journey.

Mehmet Fatih UYSAL

Chairperson



Dear Esteemed Stakeholders and Colleagues,

We have left behind a year in which resilience and transformation took center stage in the business world. Organizations were prompted to strategically reposition themselves due to increasing resource constraints on a global scale, new regulations shaping access to green finance, supply chain risks, and technology-driven competition. Thanks to our agile structure and robust policies, we successfully navigated this period.

In the 2024 assessment conducted by JCR Eurasia Rating, the long-term national credit ratings of Norm Fasteners were determined to be A for Norm Fasteners Bolts, A- for Norm Fasteners Bolts Salihli, and A- for Norm Fasteners Nuts. As our companies operate in different sectors, we have continued to shape our sustainable growth target in line with environmental, social, and governance (ESG) principles, building a resilient structure against risks. We achieved consolidated net sales of €450 million. Our consolidated investments totaled €74 million. Our performance in 2024 demonstrated Norm Holding's ongoing dedication to creating value in environmental, social, and economic areas.

Throughout 2024, we made progress in all areas of our operations, focusing on stability, value creation, and sustainability. Our presence in complementary fields, including fasteners, tool production, surface coating, logistics, automation, and software, demonstrated the resilience of our business model and the flexibility of our integrated structure.

Within the framework of our Future Matters approach, we have taken our long-term value creation goal further this year by not only focusing on financial results but also environmental and social impacts. Our business strategies continue to be built on the pillars of combating climate change, strengthening human capital, and corporate governance.

In line with our sustainability strategy, we have developed Norm Holding's Decarbonisation Strategy and Action Plan. This strategy covers four of our affiliated companies and seven production facilities. We have identified projects aimed at reducing our Scope 1, 2, and 3 greenhouse gas emissions. We have conducted a detailed analysis of the new technologies and application areas that will support these projects. Using the obtained data, we created future scenarios and clarified our roadmap.

In 2024, we made significant progress by scaling up the projects we launched in 2023 to reduce our environmental impact. Our goal was to increase our installed capacity from renewable energy sources by at least 50% compared to 2021. We exceeded this target, increasing our installed renewable energy capacity from 2.1 MW in 2021 to 8.2 MW in 2024.

We aim to reach an installed capacity of 43.8 MW by 2025, which will meet 58% of the Holding's total electricity needs.

We increased our renewable energy capacity through our solar energy plants (SPPs) investments and expanded our investments in electrification in our production processes. We reduced emissions through the energy efficiency projects we implemented during this period. At the same time, we mitigated environmental and operational risks by focusing on resource efficiency, waste management, and reducing water consumption.

In line with our circular economy approach, we focused on reducing and reusing materials and waste during the design of our products and processes. Solutions were developed at our R&D centers. In this regard, we developed projects for which eight patent applications were filed.

As part of our twin transformation strategy in the field of digitalization, we have shifted our processes to a more holistic, data-driven structure. We have achieved time and resource efficiency in operational processes by expanding the areas of application for our Normie software robot. While improving our digital maturity level compared to last year, we have enhanced climate and resource efficiency management through data analytics and automation projects.

With our human-centered approach, we prioritized helping our employees adapt to the evolving business environment. We continued our training efforts aimed at enhancing our employees' personal and professional capabilities without interruption.

In 2024, we expanded the scope of our young talent programs and increased employment of recent engineering and technical graduates. Quality education, diversity, equity, and inclusion are among our top priorities. As Norm Holding, we steadfastly support gender equality and continue to develop an inclusive work environment that promotes diversity throughout our value chain. In line with our goal of increasing the proportion of female employees, we have launched new programs.

Our commitment to corporate governance strengthened further this year. Through assessments conducted by independent organizations, we advanced our governance structure, which is based on transparency, adherence to ethical principles, and accountability. Our Corporate Governance Rating increased from 9.04 in 2022 to 9.19 in the next assessment and to 9.26 in 2024. These improvements allow us to establish transparent, trust-based, and continuously improving communication with our stakeholders.

In 2024, we conducted our first Corporate Reputation Survey with an independent research company and interviewed a total of 1,686 people across 11 different target groups. As a result of the study, we achieved a score of 92 among suppliers, 89 among local opinion leaders, and 88 among existing customers. We achieved a score of 80 among semi-potential customers, 78 in Izmir and 76 in Salihli within the region; 81 among vocational high school students and 76 among university students; and 76 among national opinion leaders. On the employee side, we clearly demonstrated our position with a score of 74 in the office and 70 in the field.

These results have reinforced Norm Holding's strong position in terms of trust, reputation, and value creation across the entire stakeholder chain — from suppliers and customers to employees and local communities. This reputation is a concrete reflection of our sustainability-focused management approach. In 2024, we strengthened our organizational structure by integrating sustainability into all sectors of our business. This structure manages environmental impacts, invests in people, and incorporates technology.

We ensure environmental and social sustainability throughout our supply chain by working in harmony with every link in our value chain. We prioritize maintaining the highest level of customer satisfaction and delivering a seamless experience by carefully evaluating customer feedback. At the same time, we implement initiatives to raise our suppliers' awareness of sustainability.

The projects we carried out and the successes we achieved in 2024 demonstrate that Norm Holding's sustainable growth strategy is supported not only in theory, but also in practice.

We sincerely thank all of our colleagues, business partners, and stakeholders who contributed their valuable work to this transformation journey. At Norm Holding, we are committed to working diligently for sustainable development, with the goal of leaving a livable world for future generations.

Mahmut ÖZTÜRK
CEO



Dear Stakeholders,

The year 2024 has been marked by a significant increase in environmental and social challenges worldwide. Adverse effects of climate change, such as increasing natural disasters, loss of biodiversity, water scarcity, and social inequalities, have once again underscored the urgent need to achieve sustainable development goals. Ongoing geopolitical tensions and economic uncertainties around the world, including in our region, are forcing businesses to transition to a more resilient, environmentally conscious, and inclusive future. The climate change-related events that occurred in Türkiye in 2024, including floods, fires, and storms, have once again emphasized the importance of social solidarity and climate adaptation.

Norm Holding continues to develop a sustainable business model by integrating a focus on people, the planet, technology, and work within the framework of its “Future Matters” approach.

In 2024, we developed a new, comprehensive sustainability strategy for the 2024–2028 period. This strategy is based on a prioritization matrix that was updated with the help of stakeholders. Our approach consists of seven main themes: Transition to a Low-Carbon Economy, Resource Management, Occupational Health and Safety, Employee Well-Being, Diversity, Equity, and Inclusion, Circular Product–Process Design and Innovation, and Twin Transition and Sustainable Supply Chain. We base our work on this framework, closely monitor our progress, and build on our achievements daily.

In line with the targets of the Paris Climate Agreement, we have expanded our decarbonization projects and are committed to reducing our Scope 1 and 2 emissions by 50% by 2030. This aligns with SDG 13: Climate Action and our country's goal of achieving net-zero emissions by 2050.

As of 2024, Norm Holding has prepared its Decarbonisation Roadmap and begun implementing the defined strategy and actions within the holding company. Our strategy covers four affiliated companies and seven production facilities within Norm Fasteners and Norm Coating. We identified the emission profile of each facility, reviewed current practices, and determined which projects and technologies can be implemented to focus on Scope 1, 2, and 3 emissions. Our priorities in the decarbonization strategy and action plan are based on technology readiness level, cost, and the potential of emission reduction. The roadmap identifies applications focused on energy efficiency, renewable energy use, process electrification, and low-carbon technologies. These focus areas align with our goals of rapid deployment, financial feasibility, and measurable emission reductions.

In 2024, we made significant progress in aligning our production processes with the low-carbon economy by investing 17.3 million euros in environmental initiatives. In line with SDG 7 (Affordable and Clean Energy), we invested 15.5 million euros in solar energy projects on our land. Our goal was to significantly reduce our natural gas consumption through our electrification projects.

As part of our twin transformation projects supporting our green transformation through digitalization, we expanded our Paperless Factory and Office applications. In 2024, we transferred 139 new processes to Normie, a metal-collar employee, digitizing a total of 347 processes and saving 19,170 hours of labor per month. This supports SDG 9: Industry, Innovation, and Infrastructure. We increased our decision-making speed and reduced our error rates by using artificial intelligence and data analytics in our planning, inventory management, quality control, and maintenance processes.

The well-being, development, and equal opportunities of our employees are indispensable elements of our sustainability strategy. In line with our people-centered approach, we strengthened our diversity, inclusion, and fair working conditions policies in the workplace in 2024. We are working towards SDG 5: Gender Equality, striving for diversity, equity, and inclusion across our entire value chain. By 2030, we are committed to increasing the proportion of women working in our Holding and affiliated companies to 50% in STEM positions, 30% in senior management, 35% in middle management, and 33% in all management positions. To support these goals, we offer mentoring programs, leadership training, and opportunities for women to take on more responsibility and advance in their careers. In 2024, 11% of our employees were women, and 33% of our STEM employees were women. We achieved the following female representation in management: 21.7% in senior management, 21.3% in middle management, and 21.5% in other management positions. Throughout the year, we continued to run programs to increase female representation. We regularly monitor indicators within the scope of our goals and implement new actions where needed.

In 2021, Norm Holding signed the United Nations Global Compact (UNGC). The following year, in 2022, we joined the UNGC Climate Target Acceleration Program. In 2024, we represented Türkiye at the UNGC Leaders Summit with a project submitted by our teams for the UNGC's SDG Innovation Program for Young Professionals. We also joined the UNGC's Goal Gender Equality program in 2024. Our work within this program supports our goal of becoming a signatory to the Women's Empowerment Principles (WEPs) in 2025.

We have raised our occupational health and safety standards and expanded our talent management programs to create an environment where all employees can reach their full potential. Through leadership

development training, mentoring initiatives, and inclusive hiring policies, we are integrating diverse perspectives and competencies into our corporate culture. In 2024, we increased the total number of training hours provided to our employees by 18%, raising the average number of training hours per employee to 21.6.

Our strongest supporters in achieving our sustainability goals are our strategic partnerships and collaborations. In line with this, we further diversified our collaborations with business partners and international organizations in 2024. We made creating fair, safe, and decent working conditions throughout our value chain while minimizing our environmental impact one of our top priorities. In 2024, we expanded the Supplier Sustainability Program that we launched in 2023 by auditing companies in our supply chain against ESG criteria. Based on the results of these audits, we aim to strengthen the sustainability of our supply chain by creating customized development plans for suppliers that need to improve their performance, and by offering them technical support, training, and capacity-building initiatives. In line with SDG 12, Responsible Production and Consumption, we plan to extend our ESG assessment process to all of our suppliers. To increase sustainability awareness, we will organize special training and awareness programs for high-risk suppliers. We will also focus on developing our monitoring mechanisms in areas such as conflict management, prohibited substances, business ethics, and human rights. Our goal is to create a more transparent and sustainable supply chain by ensuring all these processes are traceable through digital systems.

In 2024, we ranked in the top 16% of companies in the EcoVadis assessment. This is our second consecutive year earning a bronze medal, and we came within just 1% of earning a silver medal. This award demonstrates that our efforts in environmental, social, and governance areas have been recognized internationally.

In line with our sustainability goals, Norm Holding will continue to reduce its environmental impact and renew its business practices through digitalization. We believe that our efforts to create a better world for future generations are strengthened by the contributions and support of our stakeholders.

I would like to thank our colleagues, customers, suppliers, business partners, and stakeholders for placing their trust in us, collaborating with us, and standing by us throughout this journey.

Mustafa Sabri DOĞRUSOY

Member of the Board of Directors & Chairperson of the Sustainability Committee



With our experience and strategic vision, we
create value on a **global scale**.



ABOUT NORM HOLDING

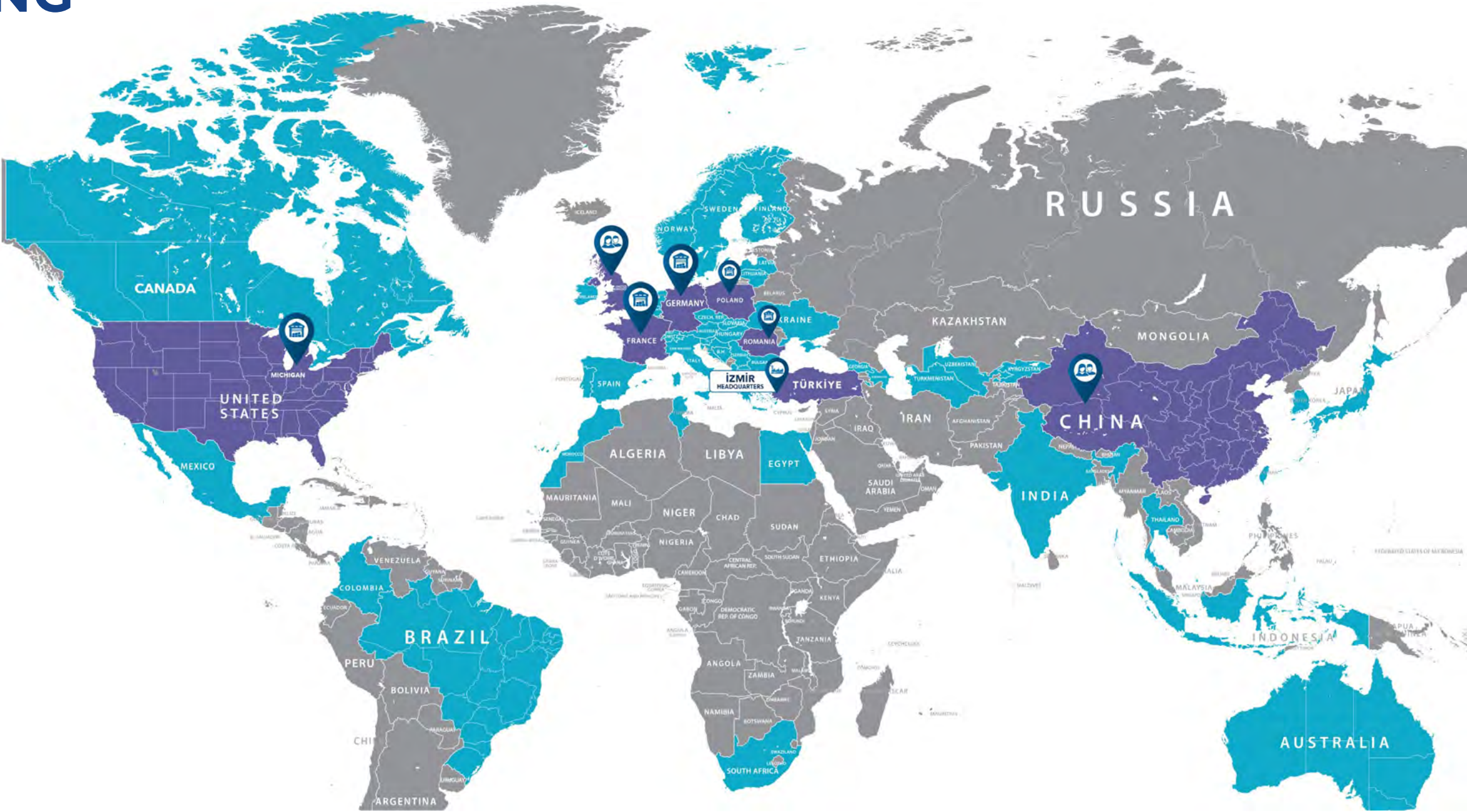
Norm Holding has been a strong player competing in the global market since its inception in 1973, thanks to its uncompromising commitment to quality and its innovation and technology-based vision.

With 3,800 employees and 23 companies operating across 10 sectors, 22 production facilities, and three R&D and design centers, Norm Holding has a global presence in the United States, Germany, the United Kingdom, France, Poland, Romania, and China, as well as Türkiye.

With over 50 years of experience in the fastener industry, Norm Holding continues to grow and develop through its activities in commerce, hot forging, chemistry, tooling and machining, stamping, additive manufacturing, technology, machinery and automation, agriculture, and food.

With a combined investment of 74 million euros in 2024, Norm Holding ranks among the "TİM 1000: Türkiye's Top 1000 Exporters" with its two companies.

The Holding is recognized as one of Türkiye's leading organizations thanks to its production capacity, quality, and safety-focused approach, technological investments, commitment to sustainability, and innovative human resources vision.



22

PRODUCTION FACILITIES



15

SALES AND LOGISTICS CENTERS



2

SALES OFFICE



50

EXPORT TO 50 COUNTRIES

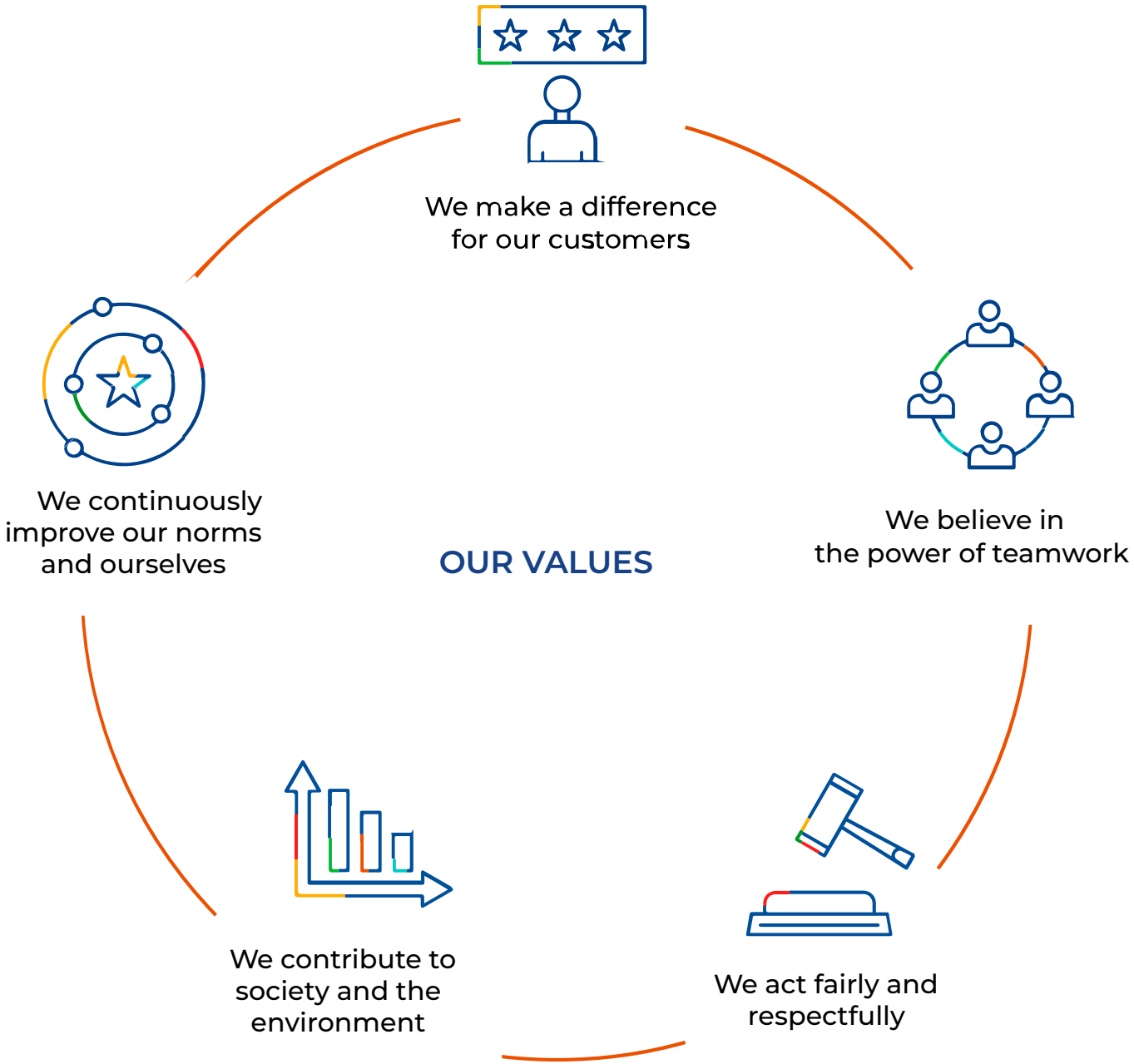


OUR MISSION

To be a trusted and preferred global solutions partner that creates value for its stakeholders.

OUR VISION

To be a global company that strives for excellence with its employees.



2024 IN FIGURES



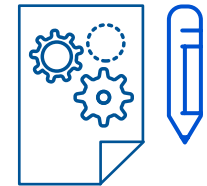
Founded in
1973



3,800
employees



3
R&D and design
centers



A total of **8**
utility model applications,
9
industrial design applications

Exports to over



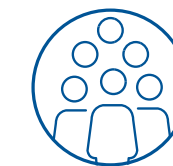
85
exporters and
a total of
1,871
customers in
the
Trade Group;

223
exporters and
a total of
354
customers in
the
Fasteners
Group;

17
exporters and
a total of
98
customers in
the
New Business
Group



8
patent
applications



347 processes transferred to
Normie and an additional
19,170 hours
of labor gained per month



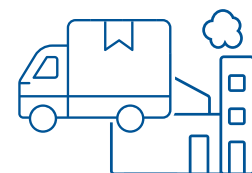
74 million
Euro combined
investment,
450 million
Euro consolidated
net sales



23
companies



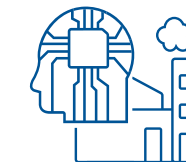
22
production
facilities



15
sales and logistics centers



Over
17 million
Euro in
environmental
investment



5.3 million
Euro in
R&D and
digitalization
investment

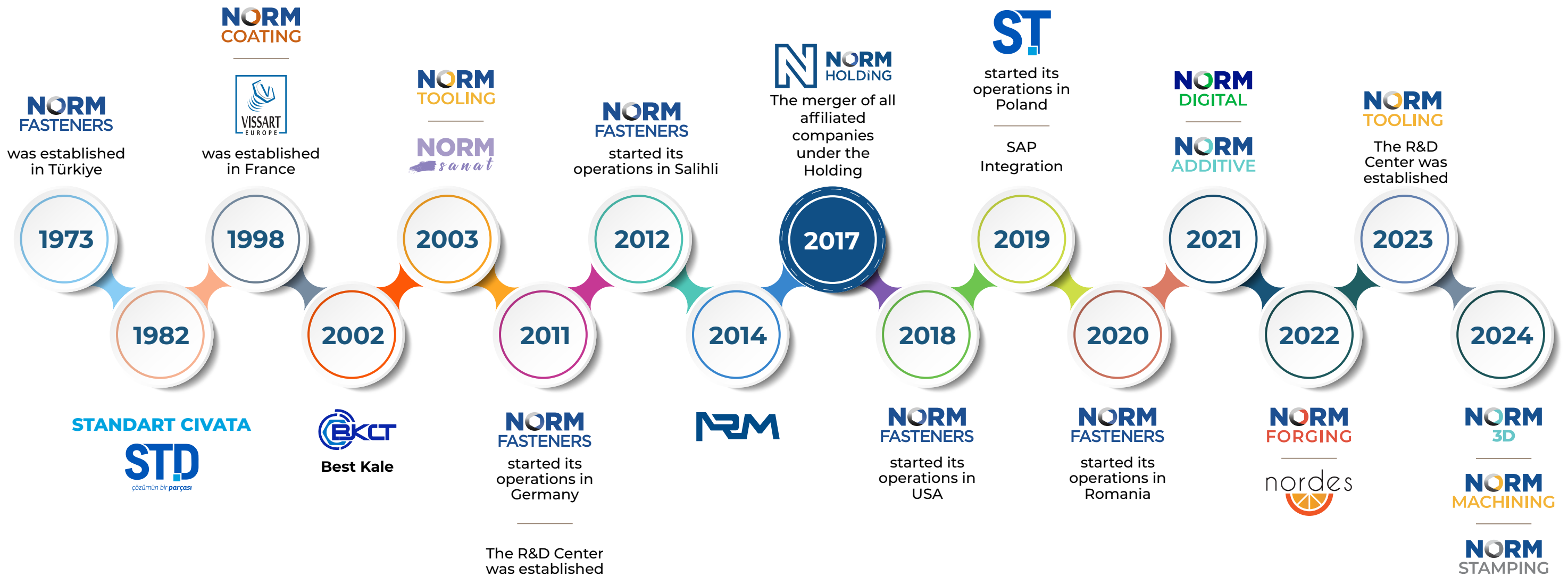


14
awards



80,886
hours of
training

MILESTONES



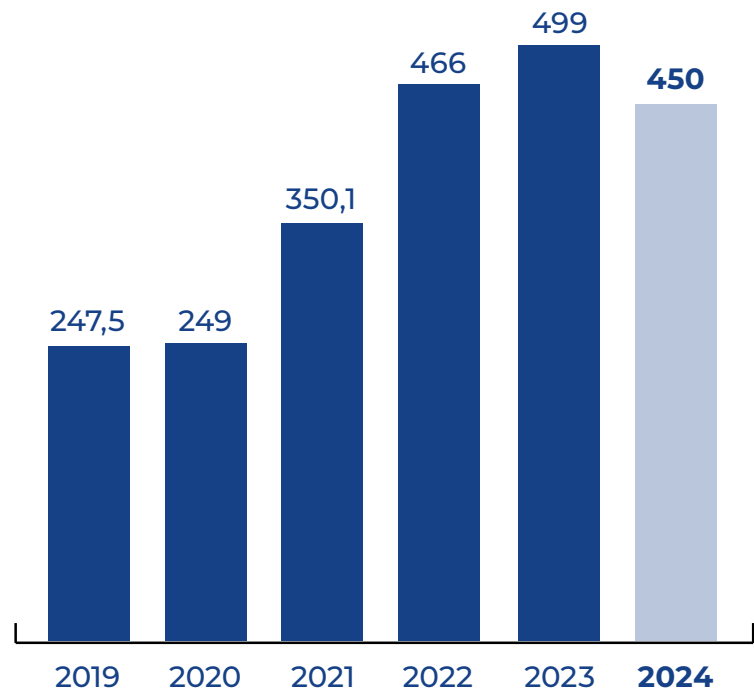
2014	In 2014, the İzmir Atatürk Organized Industrial Zone Management established the İAOSB Nedim Uysal Vocational and Technical Anatolian High School.
2017	The Norm Fasteners Nuts Design Center was established.
2021	The Norm Sustainability Committee was established. Norm Holding became a signatory of the United Nations Global Compact (UNGC).
2022	The Holding published its first sustainability report. The corporate carbon footprint began to be calculated in accordance with ISO 14064. Norm Holding received the North Star Sustainability Award as part of the 5th North Star Sustainability Programme for Family Businesses organized by the Family Businesses Association (TAİDER).

2023	Norm Holding's Corporate Governance Rating was raised to 9.19. Norm Holding was granted the "Best Managed Companies" award by Deloitte.
2024	Norm Holding prepared its Decarbonization Strategy and Action Plan. The Corporate Governance Rating was raised to 9.26. Norm Holding was included in the "TİM 1000, Türkiye's Top 1000 Exporters" list with two of its companies.

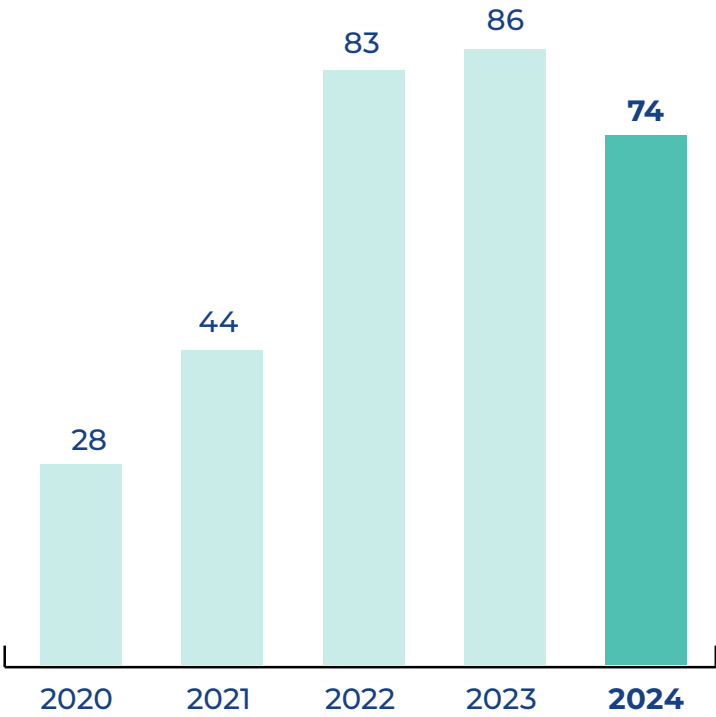
* Vissart Europe, Norm Tarım (Sardeon) as well as Norm 3D, Norm Machining and Norm Stamping which have been founded in 2024 and Metridata which have been founded in 2025, are not included in the 2024 Sustainability Report. Norm Stamping is only included in the 2024 carbon emissions report.

2024 ECONOMIC PERFORMANCE AT A GLANCE

CONSOLIDATED NET SALES* / Million Euros



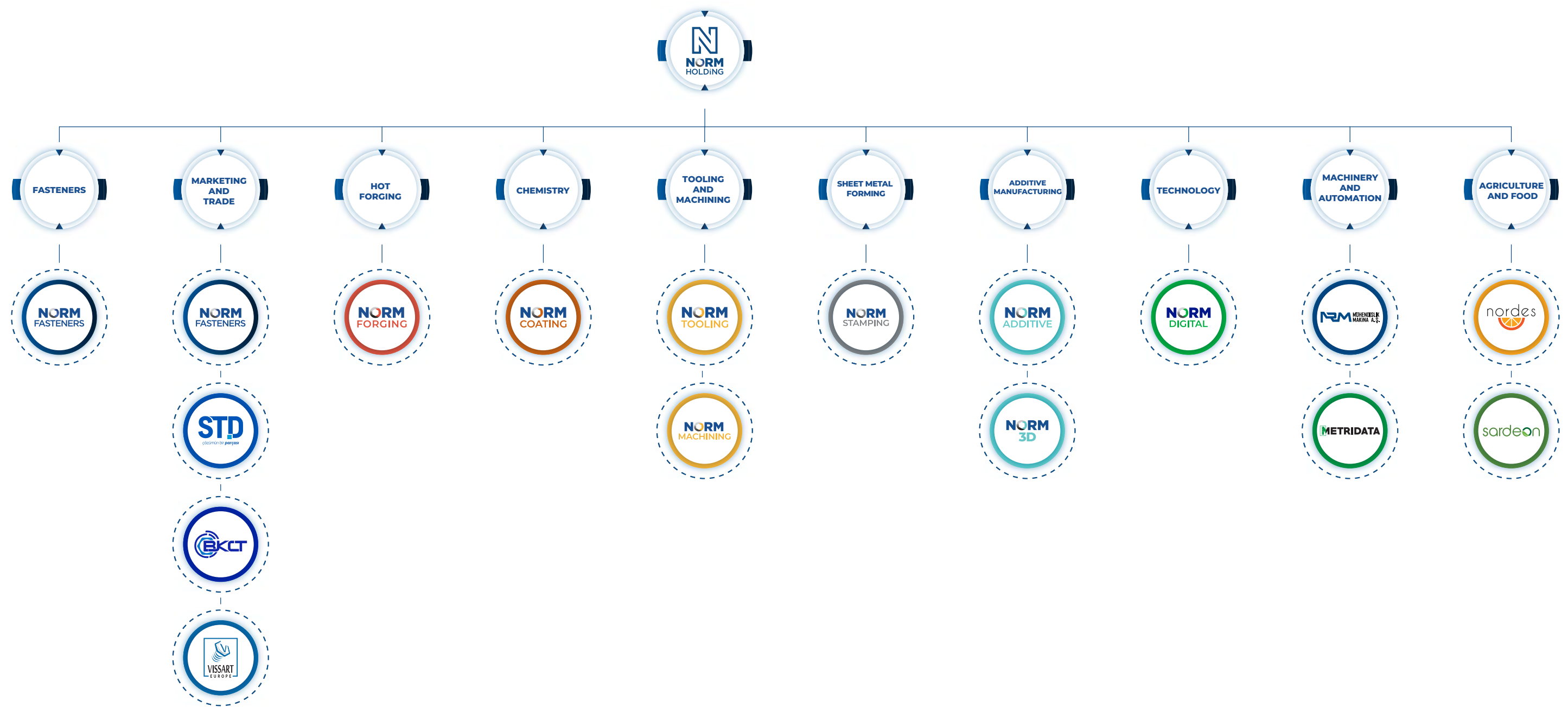
CONSOLIDATED INVESTMENTS / Million Euros



*Norm Holding net sales excluding its oversea subsidiaries.



NORM HOLDING AND AFFILIATED COMPANIES



** Vissart Europe, Norm Tarım (Sardeon) as well as Norm 3D, Norm Machining and Norm Stamping which have been founded in 2024 and Metridata which have been founded in 2025, are not included in the 2024 Sustainability Report. Norm Stamping is only included in the 2024 carbon emissions report.*



Fasteners

Norm Fasteners Bolts-Screws

Norm Fasteners Bolts-Screws, which has the highest production capacity within Norm Holding, operates with two bolts and one screws production facilities in İzmir and Salihli. The company, producing standard and special fasteners for the main and sub automotive industry, has expanded its production capacity by increasing its machinery investments.

In 2024, it exceeded its targets in terms of production and sales tonnage and continued its growth. In 2024, it increased its production capacity with machinery investments. New automation systems and process improvement projects were put into operation in the production facilities, thereby costs were optimized. Sales based on tonnage realized as 56% domestic, 44% export.

In terms of turnover, 51% export and 49% domestic sales level was reached.

Norm Fasteners Bolts-Screws aims to consolidate its leadership in the sector in 2025 and beyond with the projects it carries out in the fields of digitalization, automation, efficiency, sustainability, and operational excellence.

NORM
FASTENERS

Norm Fasteners Nuts

Norm Fasteners Nuts carries out production at two locations, namely the production facilities in İzmir and Salihli.

In its production facilities, it mainly produces standard and special fasteners for the main and sub automotive industry.

Thanks to its investments and production planning, Norm Fasteners Nuts has effectively utilized its capacity and further strengthened its production infrastructure with the flexibility to respond quickly to the demands of the sector.

Within the scope of investments, infrastructure and machinery investments for the 2nd phase production facility in Salihli Nuts were completed, and thread cutting and deburring lines were established. In İzmir Nuts, a polymer blasting facility was commissioned. In both facilities, production lines were renewed with automation-supported machines, and arrangements were made in workshop and warehouse areas. In this way, an increase in efficiency and operational excellence in production processes was achieved.

At the Salihli Nuts 2nd phase production facility, a rooftop SPP (Solar Power Plant) system was installed, and the energy monitoring infrastructure was completed. At the İzmir Nuts production facility, an environmentally friendly blasting facility was commissioned instead of a chemical-based surface cleaning process.

In 2024, the company exhibited strong performance by managing its investments focused on digitalization, sustainability, operational excellence, and technology with an integrated approach. In 2025, with the projects it will implement, it aims to carry this success further and to decisively continue its corporate development in line with its goals of creating sustainable value.

Marketing and Trade

Standard Civata (STD)

Founded in 1982 within Norm Holding, STD provides services to many sectors such as construction, agriculture, automotive, white goods, energy, furniture, PVC, solar, telecommunications, mining, maritime, and machinery. With a total storage area of 45,000 pallet capacity located in İzmir, Manisa, Kocaeli, and Ankara, and approximately 150,000 tons of ready stock, STD operates actively in 67 cities in the country. In addition, it exports to more than 50 countries.

In addition to the fasteners produced by Norm Holding, STD also includes in its product portfolio washers, dowels, stainless parts, special fasteners, and various hardware products. Throughout 2024, thanks to digitalization investments, supply chain flexibility, and an expanding product portfolio, it maintains its strong market position and continues to create long-term value through process improvements focused on customer satisfaction and sustainability projects.

In line with the goal of increasing product diversity, welding machines, generators, transport carts, magnetic mold separators, and "S" feet for the agricultural sector have been added to the product portfolio. With the separation of the marketing and sales departments in 2024, each unit is focusing on its own area of expertise, thereby implementing process improvements that will increase customer satisfaction. Market share is being expanded through campaigns, and workflows are being optimized for operational efficiency.

The year 2025 is planned as a year of growth centered on sustainability and efficiency for **STD**. In this context, sustainable growth in digitalization and organizational processes, reduction of environmental impacts, and increasing customer satisfaction are being prioritized, while achieving competitive advantage in supply chain management through innovative practices is targeted.

In addition, it is planned to double exports through entry into new sectors, expansion of the product range, geographical expansion of field teams, and collaborations to be established with global brands. Artificial intelligence integration into the B2B system and the addition of user-friendly interfaces will be implemented, and process integrations will be strengthened with systems such as Inflow, Power BI, and C4C. With the Kanban service model, customers' stock burden will be reduced, and especially in the areas of furniture, construction, and occupational safety, the product portfolio will be completed to offer customers one-stop supply solutions.

In line with these strategic steps, STD aims to consolidate its sector leadership and reach a stronger position in the global market.

STD
çözümün bir parçası

Best Kale

Founded in 2002 in Istanbul, Best Kale provides sales and logistics services with warehouses of 5,000 pallet capacity. With a customer portfolio of over 600, it continues its activities and has a wide service network in the sector. Thanks to its polymer-based production method, Best Kale has achieved a first in Türkiye in the fine diameter segment without creating environmental waste.

With the cold wire drawing facility commissioned in Kırklareli in 2022, it has also started to provide supply services to fastener manufacturers. The company, with more than 70 employees and new hardware varieties added to its product range, operates in domestic and international markets with the principle of 100% customer satisfaction.

Within the scope of its growth strategy, Best Kale is turning to new markets and product segments and aims to further expand its presence in the market with products added to its portfolio such as anchors, gloves, shoes, pallet trucks, locks, eye bolts, and tapes.



Overseas Operations

Through its sales and logistics centers in the United States, Germany, Poland, Romania, and France, Norm Fasteners aims to develop quick solutions to the needs of its customers and to increase customer satisfaction.

United States of America

Norm Fasteners America started its operations in 2018 in the state of Michigan, providing services in the supply, storage, engineering services, and after-sales support of fasteners, primarily for the main and sub-industries of the automotive and agricultural tools sectors. In 2024, despite various planning changes experienced in the sector, the company achieved a 12% increase in turnover compared to the previous year. Norm Fasteners America adopts customer satisfaction as its primary goal and continues to gain a strong position in the market with its sustainable growth strategy.

In line with the increasing operational needs and expanding customer portfolio, the 2,673 m² warehouse with a capacity of 2,616 pallets, which had been used since 2019, was relocated as of December 1, 2024, to a new facility of 6,564 m² with a capacity of 6,141 pallets. Thanks to the new warehouse layout plan, it has become possible to increase the capacity up to 11,397 pallets, thereby enabling fast, high-quality, and efficient responses to changing sector demands.

In 2024, significant achievements were obtained in collaborations with automotive OEMs, particularly electric vehicle manufacturers, and an additional business volume commitment of 2,500 M tons for 2025 was secured. The verification processes of the relevant parts are being closely monitored, and high-standard services continue to be provided to customers.

Norm Fasteners was selected among the pre-approved suppliers for the Arrow 2.0 project, the zero-emission electric vehicle developed by the Automotive Parts Manufacturer Association (APMA) of Canada.

Norm Fasteners America is strengthening its regional power by expanding its logistics infrastructure and developing strategic collaborations. Acting with the goal of offering fast and flexible solutions to increasing customer needs, the company aims to continue its growth in 2025 and beyond and to increase its effectiveness in the North American market.

Germany

Located close to Europe's largest automotive production centers, Norm Fasteners GmbH was established in 2012 in the center of Spaichingen, in the state of Baden-Württemberg, Germany, under the name Norm Schraubenhandel Export und Import GmbH, and on January 1, 2016, it was relocated to its current headquarters in Krefeld.

Since 2019, its main activity has been the supply, storage, and distribution of fasteners for the main and sub-industries of the automotive sector. The company has a logistics center with an area of approximately 3,910 m² and a pallet capacity of 5,517, with Germany and the European region being its largest sales market.

In 2024, the company once again successfully passed the IATF 16949 on-site audit and also holds the TISAX (Trusted Information Security Assessment Exchange) certificate, created for information security assessments in the automotive industry.

Although the automotive and sub-industry sector included some challenges in 2024, Norm Fasteners GmbH maintained its successful performance.

In 2024, as in previous years, it received an "A Performance Score" from all of its customers served. Completing its SAP transition in 2022, the company continued its digitalization process in 2024. In addition to the SAP integration of its customers, new RPA projects were commissioned. EDI and ASN integration, portal integration, EDI order analyses, automatic transfer of orders projects, and warehouse optimization projects are ongoing.

For the 2025/2026 period, the project process for a handling automation machine, which carries importance not only in terms of occupational health and safety but also in terms of efficiency and operational excellence, is ongoing. It provides direct services to many industries, primarily the automotive sector, with high service quality, flexible logistics solutions, and a wide product portfolio.



Romania

Norm Fasteners Romania was established in 2019 in the city of Ilfov, Romania, and continues its sales and marketing activities within Norm Holding. With 2,450 m² of indoor area and a capacity of 3,500 pallets, it carries out the sales of fasteners primarily to the automotive sector, as well as to the agriculture, construction, furniture, and PVC sectors. Since the day it was founded, the company has regularly increased its turnover and, in 2024, raised its turnover by 44% in euro terms. Norm Fasteners Romania, in 2024, is also expanding into different sectors and aims to further strengthen its position in the market.

Poland

With approximately 2,500 m² of indoor area and a warehouse capacity of 4,150 pallets, it provides services primarily to the agriculture, automotive, construction, furniture, and PVC sectors. Thanks to the local operations team, high performance is exhibited in technical support, fast delivery, and after-sales processes.

France

With its warehouse located in the Lognes region of France and its wide product range, it provides services primarily to the automotive, steel construction, and industrial production sectors. Products are offered in different coating types and in size options ranging from 4 mm to 56 mm; with ISO 9001 and ISO 14001 certificates, high standards are maintained in quality and environmental management. The structure, which has more than 20 years of sectoral experience, has also been serving international markets since 2014. With a delivery capacity of 24 to 48 hours, it provides quick and effective solutions to customer demands in the region.

Through 15 sales and logistics centers in 8 countries, Norm Fasteners delivers products to more than 50 countries across 4 continents; it not only provides sales and distribution services but also actively carries out engineering support, technical consultancy, and customer relationship management. This approach supports the company's flexibility in global markets and its sustainable growth goals.

With its integrated structure extending from production to distribution, its proximity to local markets, and its ability to respond quickly, Norm Fasteners continues to position itself as a reliable solution partner on an international scale in the fasteners sector.



Hot Forging

Norm Forging

Founded in 2021 in order to increase Norm Holding's expertise and production capacity in the field of hot forging, Norm Forging continues its activities with innovative investments and strategies focused on digital transformation. The company carries out production in its facilities with 4,500 m² of indoor area located in the Manisa Salihli Organized Industrial Zone. It provides services to various sectors such as machinery, energy, agriculture, heavy machinery, and mining, primarily the automotive sector.

Norm Forging strengthened its production capacity with hot forging press lines of 800, 1000, 1600, and 2,500 tons commissioned in 2021 and 2022. In 2023, press lines of 200 and 500 tons and a Heat Treatment Plant with a capacity of 1,500 kg were put into operation. Production is carried out with a wide product range from special forging prototypes according to customer demands to machining processes.

Taking an important step in the digital transformation process, Norm Forging has been managing all its operations through the SAP system as of 2023. In 2025, it is planned to commission a production monitoring system that will provide real-time data flow on production lines, and investments will be made in robotic automation and automatic transfer systems. Prioritizing sustainable production, Norm Forging collects burr scraps generated from production processes in separate containers and recycles them. For 2024, the use of recyclable packaging was increased, the consumption of wastepaper and cardboard was reduced, the use of hazardous waste and oil was decreased, and additionally, low-emission and efficient inverter motors were commissioned in the press lines.

Norm Forging has created its production capacity increase plan for 2025, which includes four new line investments, and with these investments, it aims to reach a total production capacity of 20,000 tons within the next five years.



Chemistry

Norm Coating

Established in 1998, Norm Coating operates with a total of 6 production facilities in İzmir, Salihli, and Sakarya. Providing coating services to the fasteners sector, the company produces for the main and sub automotive industries in particular, as well as for the spare parts, white goods, electronics, furniture, construction, and machinery sectors. The solutions offered by Norm Coating create critical value in meeting the quality and durability expectations of manufacturers in different sectors.

The Cathodic Dip Coating and Powder Coating Plant in Sakarya, commissioned in December 2024, started production in January 2025 and increased its capacity in March by switching to a double-shift system. The facility serves a wide customer base with advanced automation systems and degreasing baths suitable for different materials. Thanks to box-type ovens, efficient production is achieved without the need for conveyor adjustment, and the carbon footprint is reduced by using alternative energy sources instead of natural gas. With its capacity to coat 40 m² every 10 minutes, the facility meets the demand in the sector.

The Salihli WMV PULZ Coating Plant, which started production in July 2024, has an annual lamellar coating capacity of 7,000 tons. With its continuous process structure, the pretreatment, topcoat, and curing steps are carried out together.

In 2025, Norm Coating aims to strengthen its innovation-oriented culture, act in line with the overall vision of Norm Holding, and increase its managerial and technical competencies. It is planned to align all processes with sustainability principles and support them with situation analyses and improvement projects. Projects aimed at decarbonization will be commissioned, and new automation and digital technologies will be integrated into production. Old software will be updated, paperless factory practices will be expanded, digital reporting and control dashboards will be used in all processes, and digital literacy will be increased.



Tooling and Machining

Norm Tooling

Norm Tooling was established in 2003 and in 2006 started mold and machining special part production for fasteners. With more than 20 years of production experience, it operates in the fasteners sector. It provides products to many sectors such as agriculture, white goods, energy, electricity, machinery, and defense industry, primarily automotive. In 2024, it aims to increase its market share and enhance its global competitiveness.

With its wide product portfolio and expert staff, Norm Tooling continues to meet customer demands both domestically and abroad. Thanks to strategic investments implemented in 2024, growth in the market has gained momentum, and sales volume has increased significantly in markets such as Germany, America, France, Switzerland, Italy, and Argentina. In the machining division, with sliding lathe investments, production quantities increased by approximately 300%, and the secondary processing volume also rose significantly. Thanks to automation projects integrated

into production, the automation rate reached the level of 90%, and with the commissioning of MES systems (Manufacturing Execution System), OEE performance (Overall Equipment Effectiveness) has become instantly trackable. Thus, human resources are utilized more efficiently in the production area, and labor productivity has increased by 20%.

Established in 2023 and certified by the Republic of Türkiye Ministry of Industry and Technology, the R&D Center has undertaken the mission of developing innovative and high-quality products by focusing on pioneering technological trends in machining, cold forming die-making, and progressive sheet die fields. As a result of the studies carried out throughout 2024, competitiveness in the sector has been increased, and products of high-quality standards have been developed. The company, by supporting an innovation culture, continues its growth in both national and international markets and takes important steps on the path of technology leadership.

As of 2025, the Operational Excellence Unit established will bring lean production, cost improvement, method development, and continuous improvement activities under one roof. Norm Tooling aims to transition to a 100% automation-supported production system in 2025. In the machining factory, it is planned to increase the efficiency of production areas through machine grouping, operator occupancy planning, visual factory practices, and 5S standards. In addition, it is aimed to obtain the AS9100 certificate and focus on aerospace and defense industry projects. The export target for 2025 has been set as 3.5 million euros, and the long-term target as 15 million euros.

Norm Tooling carries out all these activities by shaping its sustainability vision with the understanding of "Future Matters." The company prioritizes the development of sustainable technologies by supporting projects aimed at minimizing environmental impacts. In this context, it increases its eco-friendly technology capacity through local collaborations, implements innovative solutions on a global scale through international partnerships, and develops projects that support economic sustainability in the long term.

Sheet Metal Forming

Norm Stamping

The Stamping Department, which started its activities as a division within Norm Tooling, continued its operations as Norm Stamping by becoming a company in 2024. Since the day it was established, Norm Stamping has aimed to increase its production capacity and provide fast, flexible, and high-quality solutions to customer demands. Initially limited only to washer production, its production structure has today reached a wide product range that also includes sheet metal part production for the automotive, white goods, and furniture sectors. As of 2024, the number of product codes has increased from 25 to 250, and production quantities have increased by 150% compared to 2022.

This growth has been achieved through die optimizations applied in production processes, scrap reduction efforts, and high-technology investments. As of 2024, the production infrastructure consists of 20 press machines, 8 sorting machines, and 3 deburring lines. With this infrastructure, high-precision production is carried out, errors are minimized with smart production systems, and sustainable production processes are maintained through efficient material management and die designs.

As of 2025, Norm Stamping has started work towards establishing an Operational Excellence Department, through which it aims to bring lean production, method development, cost improvement, and continuous improvement activities under a single roof.

In line with its growth and modernization goals, Norm Stamping is taking strategic steps. In 2025, it will move to a new factory and modernize its production processes with automation-supported systems. By increasing the number of codes and product diversity, more comprehensive solutions will be offered to customers. As of 2026, investments will be made in advanced production technologies such as laser cutting, press brake bending, and welded manufacturing, and thus value-added production will be carried out in the automotive and white goods sectors. Norm Stamping aims to continue its activities with determination to consolidate its leadership in the sector by continuing its investments in line with the principles of quality, innovation, and sustainable growth.



Additive Manufacturing

Norm Additive

Founded in 2021, Norm Additive provides production and engineering services with additive manufacturing technologies in both metal and plastic parts to companies operating in the automotive, aerospace, white goods, machinery, medical, and defense industries. With its high-technology production infrastructure, it has quickly become an important engineering and production center. The year 2024 was a period in which the company increased both its production capacity and its sectoral impact.

The polymer and metal additive manufacturing systems commissioned in previous years reached maturity as of 2024 and were integrated into mass production processes. Within the scope of the cooperation with the German manufacturer EOS GmbH, three new systems were added to the machine park. Thus, a wide production portfolio was created in metal and plastic production processes, and demands from different industries began to be met.

With the quality control department established in 2024, all produced parts are inspected with CMM (Coordinate Measuring Machine) and 3D scanning devices and delivered to customers together with measurement reports. In the same year, reverse engineering services also began to be offered. Approximately 62,000 parts were produced in 2024, and the company took an active role in projects from many sectors. Through training programs held in İzmir and other cities, additive manufacturing technologies were transferred to the engineering teams of customers, and within this scope, a total of 360 company visits were carried out.

The low level of waste in polymer production is one of the important advantages of additive manufacturing. In 2024, 90% of the polymer raw materials used were recycled, bringing the amount of waste nearly to zero. In addition, special suction and collection equipment were commissioned in all systems, bringing dust emissions under control.

In 2025, Norm Additive aims to focus on large-scale projects in both metal and plastic, and to provide strong solutions in areas such as moldmaking, induction systems, machinery manufacturing, and aerospace. With increased R&D investments and further digitalized production processes, it aims to continue growing at high standards of quality and sustainability.



Norm 3D

Founded in 2024, Norm 3D operates with the aim of leading the widespread adoption of additive manufacturing technologies in Türkiye. As a result of its strategic cooperation with EOS GmbH, the company is the sole authorized distributor of the brand in Türkiye. The company not only sells printers but also aims to provide sustainable, integrated, and value-added solutions.

Through projects carried out in various sectors such as civil aviation, defense industry, automotive, machinery, and medical, Norm 3D has built a broad customer portfolio. Technical consultancy and hands-on training services are provided to customer teams, and these trainings are conducted across different regions of Türkiye together with partner companies.

Throughout 2024, efforts have been carried out for the recycling of additive manufacturing materials, supporting sustainable production practices that contribute to reducing environmental impacts. In this way, the efficient use of resources and the minimization of waste are targeted.

In 2025, Norm 3D aims to undertake larger-scale projects and become one of the leading technology providers in the industry. Special solutions will be developed for areas such as moldmaking, machinery manufacturing, induction systems, and aviation, while training and consultancy services will be expanded to a wider scope. By strengthening its service infrastructure and providing advanced technology machines, the company will deliver more effective solutions to meet the needs of users in Türkiye. In addition, through R&D and strategic investments, Norm 3D aims to further strengthen its position in the international market.



Technology

Norm Digital

Founded in 2021 at İzmir Dokuz Eylül University Technopark (DEPARK), Norm Digital operates as Norm Holding's subsidiary in the field of technology. In 2024, the company achieved strong growth momentum, consolidating its brand position and reaching a wide customer base on a national scale. By the end of 2024, the number of employees rose to 150, the number of external customers to 110, and the number of sectors served to 30. With projects carried out in various cities such as İstanbul, Ankara, Bursa, Kayseri, and Gaziantep, nationwide coverage has been achieved.

Having become an SAP Silver Partner in 2022, Norm Digital reached the SAP Gold Partner level in 2024, certifying its expertise in the sector. During the same period, more than 15 new projects were launched with business partners, further strengthening its leading position in digital transformation, artificial intelligence, and corporate software solutions. The company provides services in smart automation technologies, software and AI development, SAP/ERP consultancy, system and network services, and project management. Its flagship products include the dynamic software robot Normie and the production management system Ocea'N.

In 2025, Norm Digital aims to advance its data-, technology-, and innovation-focused structure even further, with the goal of leading the digital future. Through new projects, increased R&D investments, and expanding collaborations, the company is progressing toward becoming a strong technology brand in both national and international markets. With this strategic approach, it continues to create sustainable value for its customers and to be a reliable partner in their digital transformation processes.



Machinery and Automation

NRM Engineering

Founded in 2014, NRM Engineering develops quality control machines that provide 100% product inspection in the fasteners sector and designs custom machinery. The company produces robotic automation systems for the fasteners industry and operates in the fields of robotic applications, machine vision testing and measurement equipment, product inspection systems, lubrication robots, delta robots, robotic welding systems, assembly fixtures, and machine applications. In addition, there is a dedicated division for sheet metal dies, where progressive dies are designed and produced for cutting, bending, and forming operations.

In 2024, NRM Engineering achieved steady growth and began to implement its targets. The diversity and quality of delivered projects strengthen the company's position in the sector.

Its customer-focused approach, supported by the contributions of all employees, forms the basis of forward-looking steps. Sales and after-sales services have been strengthened through its business partner in Germany. W03, I03, and C03 optical quality control machines have been customized according to customer needs, while automatic and semi-automatic packaging machines have been developed and standardized.

In 2024, a machine for the healthcare sector was sold, with installation planned for 2025. The company supports all its operations, from production to design and assembly, with digital projects. Through automated data collection, ERP, and CAD system integrations initiated in 2023, traceability and efficiency of processes have increased. Real-time data sharing reduces the margin of error and ensures continuous information flow.

In 2025, NRM Engineering aims to develop assembly and quality control machines for the pharmaceutical sector, increase the share of European sales to 20% of total revenue, and establish strong sales channels in both Türkiye and Europe. To achieve these goals, the company focuses on innovation and R&D activities, aiming to strengthen its competitiveness with a customer-oriented product development approach. The company targets to rank among the top five firms in Europe in optical camera and quality control systems within the next five years. In line with this vision, R&D investments, market strategies, and product development processes are managed holistically. With its approach of digital transformation, innovation, and operational excellence, NRM Engineering has identified sustainable growth as its top priority.



Metridata

Founded in 2024, Metridata provides high-precision solutions to production processes with Industry 4.0 and artificial intelligence-based technologies. Through industrial cameras, optical lighting, and image processing software, quality control processes are digitalized. Thanks to artificial intelligence-supported applications, data collection and analysis processes are accelerated, and errors are minimized. With the partnership structure it has established with NRM Engineering Inc., a Norm Holding subsidiary, the company possesses a strong and sustainable organizational infrastructure.

With Industry 4.0 and artificial intelligence-based solutions, Metridata continues its work with the goal of becoming a technology company that leads the digitalization of industry and shapes the future with sustainable and smart production models.



Agriculture and Food

Nordes

Nordes Food began its operations in 2023. In August 2024, its partnership with Sardes Food came to an end, and Nordes Food started to continue its activities entirely as a subsidiary of Norm Holding. The company is strengthening its position in the sector and continuing its growth.

With the establishment of the export department in 2024, an expansion into international markets was initiated. As a result of customer meetings and trial productions, a total of 88 containers of fruit preserves (mandarin, strawberry, apricot, cherry, plum, and grape) were exported to many European countries, primarily Germany and the United Kingdom. In addition, optimization efforts carried out in logistics processes have increased operational efficiency.

With these achievements in 2024, Nordes Food is preparing for 2025 with a fourfold growth target. In this context, production and sales of 350 containers are planned, product diversity will be increased, and entry into different markets will be realized. The export department will be strengthened, new customer portfolios will be created, and optimization projects in logistics and supply chain management will be expanded in order to increase efficiency. In line with Norm Holding's sustainable growth vision, Nordes Food aims to enhance its export capacity, achieve a stronger position in the global market, and make a difference in the sector with its quality-oriented production approach.



CORPORATE MEMBERSHIPS AND COLLABORATIONS

The list of corporate memberships of Norm Holding and its affiliated companies is provided in the Appendices section on **page 146**.

Organizations Signed

United Nations (UN) Global Compact (UNGC)



AWARDS AND ACHIEVEMENTS

Increase in Corporate Governance Rating Score

The Corporate Governance Rating Score of Norm Holding, evaluated for the third time by Saha Corporate Governance and Credit Rating Services Inc., one of Türkiye's leading corporate rating companies, was determined as 9.04 in 2022, then increased to 9.19, and **most recently rose to 9.26 in 2024.**

Best CIOs of the Year Award

At the Future of CIO & Awards event organized by Future of Consultancy and CXO Media, Norm Holding, with its CIO Erkan Yeniçare, received an award in the category of "Best CIOs of the Year."



EcoVadis Bronze Medal Award

In the 2023 results, where EcoVadis analyzed and rated the sustainability performance of more than 50,000 companies based on certified evidence, Norm Fasteners Cıvata increased its score and succeeded in ranking within the top 35% of the evaluated companies. Thanks to the efforts carried out in parallel with the changes made in the EcoVadis evaluation system, Norm Fasteners Cıvata qualified for the Bronze Medal Award. The company continues to advance its sustainability activities and improvement efforts day by day, moving steadily towards the EcoVadis Gold Award target.



UN Global Compact Leaders Summit – Norm Holding

Norm Holding achieved significant success by representing Türkiye at the Leaders Summit, organized by the UN Global Compact and recognized as one of the world's most comprehensive sustainability platforms. In September 2024, the event was held in New York with the participation of innovative young professionals from 19 different countries. Representing Norm Holding, a team consisting of the sustainability director, senior sustainability specialist, method engineer, and strategy and business development specialist attended the event. This team successfully represented both the company and Türkiye at the international level by presenting the project they developed during six months of online training and innovation camps.



TIM Top 1000 Exporters List

In the Top 1000 Exporters List announced by the Turkish Exporters Assembly (TIM) in 2024, Norm Fasteners rose 6 places in the steel sector ranking, taking 19th place. In the overall ranking, the company rose 97 places to 157th.

EBSO Top 100 Industrial Enterprises

In the 2024 results of the Aegean Region Chamber of Industry (EBSO) Top 100 Industrial Enterprises list, Norm Holding was included with two companies.

EBSO Environment Awards

In the Environment Awards organized by the Aegean Region Chamber of Industry (EBSO) to encourage industrial facilities with the most positive and successful environmental practices, Norm Coating was awarded Third Prize with its "Water and Energy Conservation Projects." At the ceremony held in 2024 at the Izmir Chamber of Commerce, which has been organized for 12 years, awards were presented to company representatives of industrial facilities that stood out with their environmental protection and green transformation efforts in 2023. The projects developed by the Norm Coating production team were awarded following the evaluation of a jury of experts.

Salihli Economy Awards

At the 2024 Salihli Economy Awards organized by the Salihli Chamber of Commerce and Industry, members that paid the highest corporate and income taxes, achieved the highest exports, and provided the most employment in 2022 and 2023 were recognized. At this ceremony, Norm Fasteners, Norm Coating, and Nordes received a total of 12 awards in the fields of export and employment.



Anatolia 500 Research

In the "Anatolia 500" research conducted annually by Ekonomist magazine, which evaluates companies headquartered in provinces outside Ankara, Istanbul, and Izmir, Norm Fasteners Cıvata Salihli ranked 217th.

Strategic Success from Norm Additive

Norm Additive, with its strong engineering infrastructure and production capacity in the field of additive manufacturing, has strengthened its position in 3D metal and polymer production by merging with one of Türkiye's most established companies, 3DDT. In addition, Norm Additive's new subsidiary, Norm 3D, has signed an important international collaboration by establishing a sales partnership in Türkiye with global giant EOS GmbH. With these strategic steps, Norm Additive aims to bring together the strength of industry leaders, reach a broader customer base in the Turkish market, and make innovative 3D printing technologies accessible to more users.

Deloitte Technology Fast 50 Türkiye

In the 19th edition of the Deloitte Technology Fast 50™ Türkiye program organized by Deloitte Türkiye in 2024, the 50 fastest-growing technology companies in Türkiye were announced. Norm Digital entered the list in the top 10, ranking 9th, and was deemed worthy of an award.

Türkiye En-Verim 100 Research

The results of the Türkiye En-Verim 100 Research, conducted in cooperation with Turkishtime magazine and the Energy Efficiency and Management Association (EYODER), which identifies the industrial and exporting companies in Türkiye that spend the most on energy efficiency and management, have been announced. In this research, Norm Fasteners Cıvata Salihli ranked 22nd, Somun 34th, and Cıvata İzmir 46th.

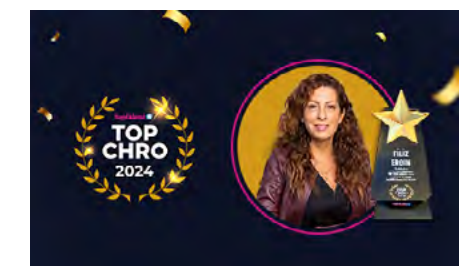
Future of AI & Cloud Summit Awards

In the Future of AI & Cloud Summit Awards program organized by CXO Media and Future of Consultancy, the Demand Forecasting Project developed by Norm Digital, one of Norm Holding's affiliated companies, for STD was deemed worthy of an award in the Best Data & Advanced Analytics category. With this project, in which Norm Holding achieved a major transformation by using artificial intelligence and machine learning technologies, a 54.24% improvement was achieved in AI-based forecasts compared to traditional methods.



Top CHRO Awards

In the Top CHRO Awards 2024 program organized by the young talent platform Toptalent, the results identifying Türkiye's best human resources leaders were announced. Filiz Ergin, Norm Holding's Human Resources Director, was included in the "Best HR Leaders of Türkiye" list within the scope of this program.



We adopt a corporate governance approach **based on ethics, transparency, accountability, and strategic foresight for adaptation to change and corporate resilience.**



CORPORATE MANAGEMENT

Norm Holding closely follows global best practices and continuously develops its corporate governance structure in line with a transparent, accountable, traceable, ethical, and fair management approach. Demonstrating commitment to high corporate governance standards, the Holding aims to build a sustainable and reliable governance structure, prioritizing transparency, participation, and ethical principles in all decision-making processes.

The effective oversight of the Board of Directors and its commitment to corporate governance principles support Norm Holding's long-term success and its goal of creating value for all stakeholders. The Holding goes beyond mere legal obligations, integrating the culture of good governance into all business processes.

Norm Holding demonstrates its commitment to compliance with corporate governance principles through tangible indicators and voluntarily participates in independent evaluation processes.

As a result of the independent evaluation carried out in 2024, Norm Holding's Corporate Governance Rating Score increased to

9.26 out of 10.

In order to ensure the accuracy, reliability, and transparency of financial data, independent audit processes are carried out meticulously. The audits are conducted by authorized independent auditing firms in accordance with national and international standards. Based on the results obtained, the necessary evaluations are made and corporate governance practices are strengthened.

Although not a publicly traded company, Norm Holding continues its efforts with determination to comply with high corporate governance standards. It complies with both the principles set forth by national regulatory authorities and the OECD Corporate Governance Principles; in this regard, its managerial, technical, and legal infrastructures are continuously improved.

As of 2024, within the scope of the comprehensive simplification and revision process that was initiated, efforts were carried out to ensure that policies and strategies are better understood and adopted by all

stakeholders. This process was completed in 2025, and the Human Rights Policy, the Remuneration Policy for Board Members and Senior Executives, the Integrated Management Systems Policy, and the Quality Policy were updated and restructured. In addition, the Diversity, Equity, and Inclusion Policy, the Supplier Code of Conduct, the Sustainable Purchasing Policy, the Digital Communication Policy, and the Announcement Procedure Policy Preparation Policy were created and published. Norm Holding's Corporate Policies can be accessed on the **corporate website of Norm Holding**.

Detailed information regarding Norm Holding's corporate governance structure, division of duties, and committee meetings is published in the **Compliance with Corporate Governance Principles Report**, which is integrated into Norm Holding's Annual Report.



BOARD OF DIRECTORS AND COMMITTEES

The highest governing body of Norm Holding is the Board of Directors. The Board of Directors is responsible for determining the strategic objectives that will support the sustainable growth of the Holding and its affiliated companies, and for establishing corporate governance.

The monitoring of sustainability, risk management, and compliance performance, as well as their disclosure within the framework of the principles of transparency, traceability, and accountability, are also carried out under the supervision of the Board of Directors. Norm Holding aims to continuously develop its corporate governance approach and to establish a sustainable and transparent governance structure. The effective oversight of the Board of Directors and its commitment to corporate governance principles support the long-term success of the Holding and its affiliated companies, and ensure the creation of value for all stakeholders. As of 2024, on behalf of the Holding, under the monitoring and knowledge of the Legal Counsel, there are no lawsuits filed against the members of the Board of Directors due to violations of legislation, nor any finalized administrative or judicial sanctions.

The Board of Directors consists of seven members, including the Chairman of the Board, the Chief Executive Officer, and one advisor. The roles of Chairman of the Board and Chief Executive Officer are carried out by different individuals.

As of 2024, the number of non-shareholding members on the Board of Directors is four. The Board supports gender equality, diversity, and inclusiveness. Importance is attached to ensuring that the Board is composed of members with diverse experiences and skills. The proportion of women on the Board of Directors is 14%, while the proportion of women on the Executive Committee is 28.5%. In addition, in order to strengthen stakeholder representation, members of the Board of Directors are elected by the General Assembly and their term of office is set at a maximum of three years. When necessary, members of the Board of Directors may also serve on the boards of directors of affiliated companies.

At the beginning of 2024, the Board of Directors established its strategic objectives, and performance evaluations related to these objectives have been completed. Throughout 2024, a total of eleven meetings were held, with 100% attendance by the members.

The Board of Directors convenes at least once a month, and special-purpose meetings may be held upon the call of the Chairman when deemed necessary. Meetings are also expanded to include three senior executives in addition to Board members. The process of preparing the meeting agenda and sharing it with participants in advance, as well as distributing meeting resolutions and follow-up notes to all Board members, is carried out by the Board of Directors Secretariat Office.

Performance evaluation of the Board of Directors members is conducted on a regular annual basis. In addition, the competencies of the members are monitored and their development tracked through the annually prepared Board Competency Matrix. Norm Holding provides Directors and Officers Liability Insurance to protect members of the Board of Directors and senior executives against personal liability risks arising from their duties. The remuneration system for members of the Board of Directors and senior executives was prepared in line with the studies initiated in 2024. This system is implemented based on the **Remuneration Policy for Board Members and Senior Executives**.

Within the scope of the Policy, fixed fees for Board members are determined with the approval of the General Assembly. Additional payments may be made depending on duties and responsibilities. For senior executives, remuneration is determined by taking into account market data, company objectives, and individual performance.

Detailed information on the duties, responsibilities, and working principles of the Board of Directors can be accessed through the **Board of Directors Duties and Working Principles** document published on Norm Holding's corporate website. Information regarding the Board of Directors' activities in 2024 can be accessed through **Norm Holding's 2024 Annual Report**.

Board of Directors



	Name, Surname / Position	Term of Office	Executive / Shareholder Status	Committees Served	Other Duties
1	Mehmet Fatih UYSAL Chairman	April 15, 2024 – April 15, 2027	Non-Executive, Shareholder	–	Chairmanship and Membership of Boards of Directors in Group and Non-Group Companies
2	Nedim UYSAL Vice Chairman of the Board and CEO	April 15, 2024 – April 15, 2027*	Executive, Shareholder	• Investment Committee	Chairmanship and Membership of Boards of Directors in Group and Non-Group Companies
3	Duygu UYSAL SİMROOĞLU Board Member	April 15, 2024 – April 15, 2027	Non-Executive, Shareholder	• Sustainability Committee	–
4	Muhittin BİLGET Board Member	April 15, 2024 – April 15, 2027	Non-Executive, Non-Shareholder	• Audit Committee • Corporate Governance Committee • Early Detection of Risk Committee • Investment Committee	Membership of Boards of Directors in Group and Non-Group Companies
5	Ceyhun ARAZ Board Member	April 15, 2024 – April 15, 2027	Non-Executive, Non-Shareholder	• Corporate Governance Committee • Audit Committee • Sustainability Committee	Membership of Boards of Directors in Group and Non-Group Companies
6	Mustafa Sabri DOĞRUSOY Board Member	April 15, 2024 – April 15, 2027	Non-Executive, Non-Shareholder	• Corporate Governance Committee • Audit Committee • Early Detection of Risk Committee • Sustainability Committee	Membership of Boards of Directors in Group and Non-Group Companies
7	Erkut ULUDAĞ Board Consultant	–	Consultant	• Early Detection of Risk Committee • Investment Committee	–

(*) The position of CEO was handed over to Mahmut ÖZTÜRK as of January 1, 2025.

The detailed curriculum vitae (CV) of the Board Members can be accessed in the Annexes section on **page 144**.

Board Committees

At Norm Holding, the Board of Directors, which is the highest governance body in the integration of the sustainability approach into business processes, undertakes an important role. In this context, in order for the Board of Directors to fulfill its duties more effectively, a structure consisting of six different committees was established in 2021. Although the Holding is not a publicly traded company, it attaches importance to complying with corporate governance principles in line with its vision of institutionalization. The principles of both regulatory institutions in Türkiye and OECD standards are regularly followed.

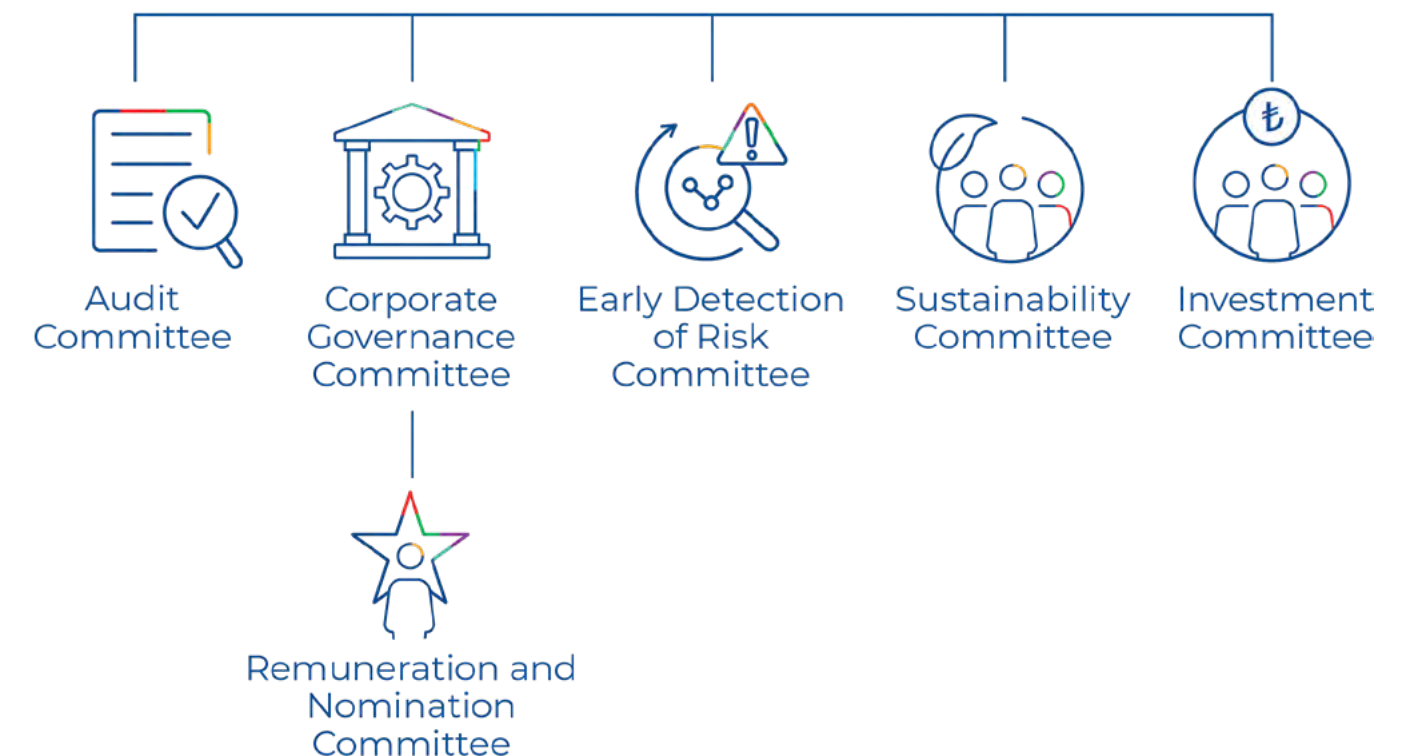
Six committees operate affiliated with the Board of Directors. These committees are the Audit Committee, the Corporate Governance Committee, the Early Detection of Risk Committee, the Sustainability Committee, the Remuneration and Nomination Committee, and the Investment Committee. In all committees except for the Nomination Committee, there is at least one Board member. When necessary, persons from different areas of expertise may also contribute to the committee works.

The duties and working principles of the committees have been put into writing. The committees hold regular meetings in line with their respective areas of work, and meeting agendas are determined by the Committee Chairs. The findings of the meetings are recorded and reported to the Board of Directors. At the end of each year, the committees prepare reports that include their activities. The reviewed documents are submitted to the Board of Directors for approval in cases where updates are required.

The committees may obtain expert opinions from external sources when necessary. The required resources for professional consultancy services are covered within the company budget. All types of support needed by the committees are provided by the Board of Directors.

The committees contribute to the decision-making processes of the Board of Directors and develop recommendations within their authority. Norm Holding regularly reviews the committee structure. The document on the duties and working principles of the committees can be accessed through **Norm Holding's corporate website**.

The Board Of Directors Committee



Audit Committee

Name, Surname	Committee Role	Norm Holding Role
Muhittin BİLGET	Chairperson	Member of the Board of Directors
Ceyhun ARAZ	Member	Member of the Board of Directors
Mustafa Sabri DOĞRUSOY	Member	Member of the Board of Directors

The Audit Committee oversees the functioning and adequacy of the accounting, financial reporting, and internal control systems of Norm Holding and its affiliated companies.

The Committee acts in line with the principles of transparency, reliability, and compliance with regulations by evaluating the effectiveness of internal and external audit processes.

The selection of independent audit firms, preparation of contracts, and coordination of all stages of the audit process fall under the Committee's responsibility. Findings obtained from independent audits are first evaluated by the Committee and subsequently reported to the Board of Directors.

The Committee monitors the accuracy of financial statements and financial information and ensures their compliance with international accounting standards, while regularly reviewing reports submitted by the internal audit unit. Findings identified are tracked according to their risk levels.

In addition, Corporate Risk Management practices, which were initiated in certain affiliated companies in 2023, were expanded across all Norm Holding affiliated companies as of 2024 and are monitored by the Committee.

In 2024, a total of seven meetings were held, and the Board of Directors was informed quarterly about the activities of the Audit Committee. The report on the Committee's 2024 activities was submitted to the Board of Directors on February 25, 2025, and was adopted and resolved.

Beyond overseeing compliance with standards, the Audit Committee also plays a constructive role in financial matters that may arise between shareholders and the company.

The duties and working principles of the Committee can be accessed through **Norm Holding's corporate website**.

Corporate Governance Committee

Name, Surname	Committee Role	Norm Holding Role
Mustafa Sabri DOĞRUSOY	Chairperson	Member of the Board of Directors
Muhittin BİLGET	Member	Member of the Board of Directors
Ceyhun ARAZ	Member	Member of the Board of Directors
Filiz ERGİN	Member	Executive Committee Member / Human Resources Director
N. Belgin TUNÇEL EVCİMEN	Member	Brand and Corporate Communications Director

The Corporate Governance Committee monitors the compliance of Norm Holding and its affiliated companies with the Turkish Commercial Code, the Capital Markets Board's Corporate Governance Principles, the OECD Corporate Governance Principles, and other relevant regulations. It conducts regular assessments regarding the functioning of the Board of Directors' structure, the principles of independence, and general assembly processes, and develops corrective recommendations when necessary. The Corporate Governance Committee supports the more effective functioning of managerial structures within Norm Holding and its affiliated companies. In this context, it contributes to ensuring that internal systems are understandable and adoptable by employees and provides recommendations for the improvement of the governance infrastructure. In addition, it makes recommendations to the Board of Directors on the establishment of new committees and coordinates the implementation of committees whose establishment has been decided. The duties and working **Norm Holding Corporate Governance Committee Operating Principles** can be accessed via Norm Holding's corporate website.

The Committee conducts regular measurements regarding the structure, effectiveness, and performance of the Board of Directors and the Executive Committee. In 2024, Norm Holding's Board of Directors' Targets document was prepared, the Board of Directors' Performance Evaluation criteria were established, and the results were evaluated and submitted to the Board of Directors. At the same time, Performance Evaluation criteria for the Executive Committee were also developed and implemented throughout the year. These efforts contribute to increasing corporate efficiency and to more effective monitoring of strategic goals.

The Corporate Governance Committee contributed to the preparation of Norm Holding's Annual Report in 2024 and worked in coordination with the Sustainability Committee and the Executive Committee in the preparation of the sustainability report. The Committee also monitors the Corporate Governance Rating process, and as a result of the work carried out in this context, Norm Holding's score was raised to 9.26 out of 10. The Committee held five meetings in 2024. Meetings are planned according to the intensity of the agenda, and the Board of Directors is regularly informed through reports. The Committee presented its annual activity report on February 25, 2025, to the Board of Directors, and the report was approved by the Board.

Early Detection of Risk Committee

Name, Surname	Committee Role	Norm Holding Role
Erkut ULUDAĞ	Chairperson	Advisor to the Board of Directors
Muhittin BİLGET	Member	Member of the Board of Directors
Mustafa Sabri DOĞRUSOY	Member	Member of the Board of Directors
Tevfik Gani ERPULAT	Member	Member of the Board of Directors of Affiliated Companies
Mahmut ÖZTÜRK	Member	CEO*

(*) As of 01.01.2025

The Early Detection of Risk Committee is responsible for the establishment, implementation, and effective operation of the Corporate Risk Management system within Norm Holding and its affiliated companies. The Committee monitors financial, strategic, operational, and external environment risks, as well as sustainability and climate change-related risks.

Sustainability and climate change-related risks that are prioritized and deemed strategically significant by the Sustainability Committee are, when necessary, also evaluated by the Early Detection of Risk Committee and integrated into the Corporate Risk Management processes. In this regard, the early identification of risks, the analysis of their impacts, and the establishment of control mechanisms are ensured.

The Committee convenes at least once every three months, and depending on the effectiveness of the work and the intensity of the agenda, the frequency of meetings may be increased. All activities are documented in writing, and meeting results are reported to the Board of Directors. In 2024, three committee meetings were held, and the Board of Directors was informed about the committee's work each quarter. The Committee submitted its annual activity report regarding its work throughout the year to the Board of Directors on February 25, 2025, and the report was approved. The duties and working principles of the Committee can be accessed via **Norm Holding's corporate website**.



Sustainability Committee

Name, Surname	Committee Role	Norm Holding Role
Mustafa Sabri DOĞRUSOY	Chairperson	Member of the Board of Directors
Ceyhun ARAZ	Member	Member of the Board of Directors
Duygu Uysal SİMROOĞLU	Member	Member of the Board of Directors
Muhsin DOĞAN	Member	Director of Sustainability and Management Systems
N. Belgin TUNÇEL EVCİMEN	Member	Director of Brand and Corporate Communications

At Norm Holding, the highest level of responsibility for sustainability management lies with the Board of Directors. The Board is responsible for determining sustainability strategies, integrating these strategies into business processes, and ensuring that the sustainability approach is implemented across the Holding in alignment with the corporate structure. While fulfilling these responsibilities, the Board benefits from the guidance and evaluations of the Sustainability Committee, and regularly monitors sustainability performance.

The Sustainability Committee, established in 2021, operates with the aim of enhancing the sustainability performance of Norm Holding and its affiliated companies in alignment with the United Nations Sustainable Development Goals (SDGs) and supporting sustainable growth. The Committee works on developing sustainability and climate change-related strategies and policies, ensuring their integration into business processes, and overseeing their effective implementation. It is also responsible for defining sustainability targets for Norm Holding and its affiliated companies, identifying performance indicators, and monitoring and evaluating progress.

To support the achievement of the Holding's sustainability goals, working groups comprised of individuals with relevant expertise have been established under the coordination of the Committee. As of 2024, four main working groups carry out sustainability efforts under the themes of Environment, R&D and Innovation, People and Society, and Sustainable Supply Chain. These groups develop action plans in line with defined targets, monitor implementation, and update actions when necessary. Their work contributes to the dissemination of Norm Holding's sustainability policy across the entire organization.

The Committee also monitors risks related to sustainability and climate change. It is responsible for identifying, assessing, and reporting these risks, and in cases deemed significant, such risks are also evaluated by the Early Detection of Risk Committee and reported to the Board of Directors.

The Committee oversees Norm Holding's collaborations with local and international sustainability platforms and actively participates in the activities of various non-governmental organizations, particularly UN Global Compact Türkiye. The preparation process of Norm Holding's Sustainability Report is also carried out under the coordination of the Committee.

The Committee meets at least once a month and held 12 meetings throughout 2024. The Board of Directors has been informed quarterly about the Committee's activities. The Sustainability Committee presented its 2024 annual activity report to the Board of Directors on February 25, 2025, and the report was approved by the Board.

The duties and working principles of the Committee are available on **Norm Holding's corporate website**.



Remuneration and Nomination Committee

Name, Surname	Committee Role	Norm Holding Role
Mahmut ÖZTÜRK	Chairperson	CEO (*)
Kumru TINAZ	Member	Executive Committee Member / Finance and Accounting Director
Filiz ERGİN	Member	Executive Committee Member / Human Resources Director

(*) 01.01.2025 itibarıyla

The Remuneration and Nomination Committee operates as a sub-committee of the Corporate Governance Committee. The Committee plays an active role in the processes of identifying senior and managerial positions at the level of manager and above within Norm Holding and its affiliated companies, developing appointment proposals for these positions, and establishing remuneration policies.

In line with the company's remuneration policy, the Committee identifies managers at the level of manager and above, and, prior to their appointment, submits proposals to the Board of Directors for consideration. To ensure that remuneration processes are carried out in a fair, transparent, and strategy-aligned manner, the Committee convenes at least twice a year, typically in October and December; extraordinary meetings may also be held when deemed necessary.

The meeting agenda is determined by the Human Resources Director, and invitations and agendas are communicated to the relevant stakeholders through the General Secretariat Office. The duties and working principles of the Committee can be accessed via **Norm Holding's corporate website**.

Investment Committee

Name, Surname	Committee Role	Norm Holding Role
Nedim UYSAL	Chairperson	Vice Chairperson of the Board of Directors
Muhittin BİLGET	Member	Member of the Board of Directors
Erkut ULUDAĞ	Member	Advisor to the Board of Directors
Mahmut ÖZTÜRK	Member	CEO (*)
Kumru TINAZ	Member	Executive Committee Member / Finance and Accounting Director

(*) As of 01.01.2025

The Investment Committee is responsible for evaluating the investment decisions of Norm Holding and its affiliated companies. It ensures that investments are aligned with strategic objectives, financially sustainable, and compliant with legal regulations.

The investment requests of Norm Holding and its affiliated companies are subject to the assessment of the Investment Committee. The Committee evaluates investment requests both in terms of regulations and financial aspects. It also analyzes the impact of investments on current operations and their compliance with legal requirements. In addition, the Committee oversees the exploration of financing models, including incentives and grants. All evaluations are submitted to the Board of Directors.

Among the Committee's responsibilities are defining strategies to enhance the competitiveness of the Holding, establishing investment programs, and creating systems for monitoring the performance of investments against defined criteria. The Committee also monitors the management of strategies and projects approved by the Board of Directors.

The Committee convenes on a quarterly basis and, when deemed necessary, meets more frequently.

The duties and working principles of the Investment Committee can be accessed via **Norm Holding's corporate website**.

EXECUTIVE BOARD AND EXECUTIVE BOARD COMMITTEES

Executive Board



Name, Surname	Committee Role	Norm Holding Role
Nedim UYSAL	Chairperson	Vice Chairperson of the Board of Directors
Muhittin BİLGET	Member	Member of the Board of Directors
Erkut ULUDAĞ	Member	Advisor to the Board of Directors
Mahmut ÖZTÜRK	Member	CEO (*)
Kumru TINAZ	Member	Executive Committee Member / Finance and Accounting Director

(*) Effective as of January 1, 2025

The duties and responsibilities of the Holding Executive Committee are defined in the Executive Committee Working Principles document. The objectives of the Executive Committee are determined at the beginning of each year with the approval of the Board of Directors. At the end of each year, an Executive Committee efficiency report is prepared and submitted to the Board of Directors and shareholders.

Executive Board Committees

Executive Board Committees

Procurement Committee

Business Development and Investment Committee

Innovation Committee

Occupational Health and Safety Committee

There are four committees reporting to the Executive Committee: the Business Development and Investment Committee, the Innovation Committee, and the Occupational Health and Safety Committee. The committees operate within their own authorities and responsibilities, and provide recommendations to the decision-making mechanisms on matters deemed necessary. The ultimate decision-making authority and responsibility always rest with the Executive Committee of Norm Holding.

Committee assignments are made by taking into account the knowledge and experience of potential members. The duties and working principles of all committees have been documented in writing.

The regular meeting periods of the committees are determined at the beginning of the year. The frequency of meetings may be increased by committee decision depending on the intensity of the agenda. Meeting agendas are set by the Committee Chairperson. Committee members may submit issues they wish to be included in the meeting agenda to the Committee Chairperson. The agenda is distributed to members by the Office of the General Secretariat of the Board of Directors.

Committee activities are documented and recorded. Reports containing the results of meetings are submitted to the Executive Committee, and those deemed appropriate are escalated to the Board of

Directors. Committees prepare an annual activity report at the end of each year. They review the committee duties and working principles document and submit the points requiring updates to the approval of Norm Holding's Board of Directors.

If deemed necessary, Holding and subsidiary employees or external experts may be invited to committee meetings. By committee decision, Norm Holding executives who are not members of the Board of Directors or external experts may temporarily serve on committees.

Procurement Committee

The Procurement Committee oversees all procurement processes and transaction tracking of Norm Holding and its affiliated companies, working to optimize costs, improve quality, and enhance the efficiency of supply processes.

Business Development and Investment Committee

The Business Development Committee investigates business development opportunities in line with the strategies of Norm Holding and its affiliated companies, and submits its analyses and evaluations to the Executive Committee in writing.

Innovation Committee

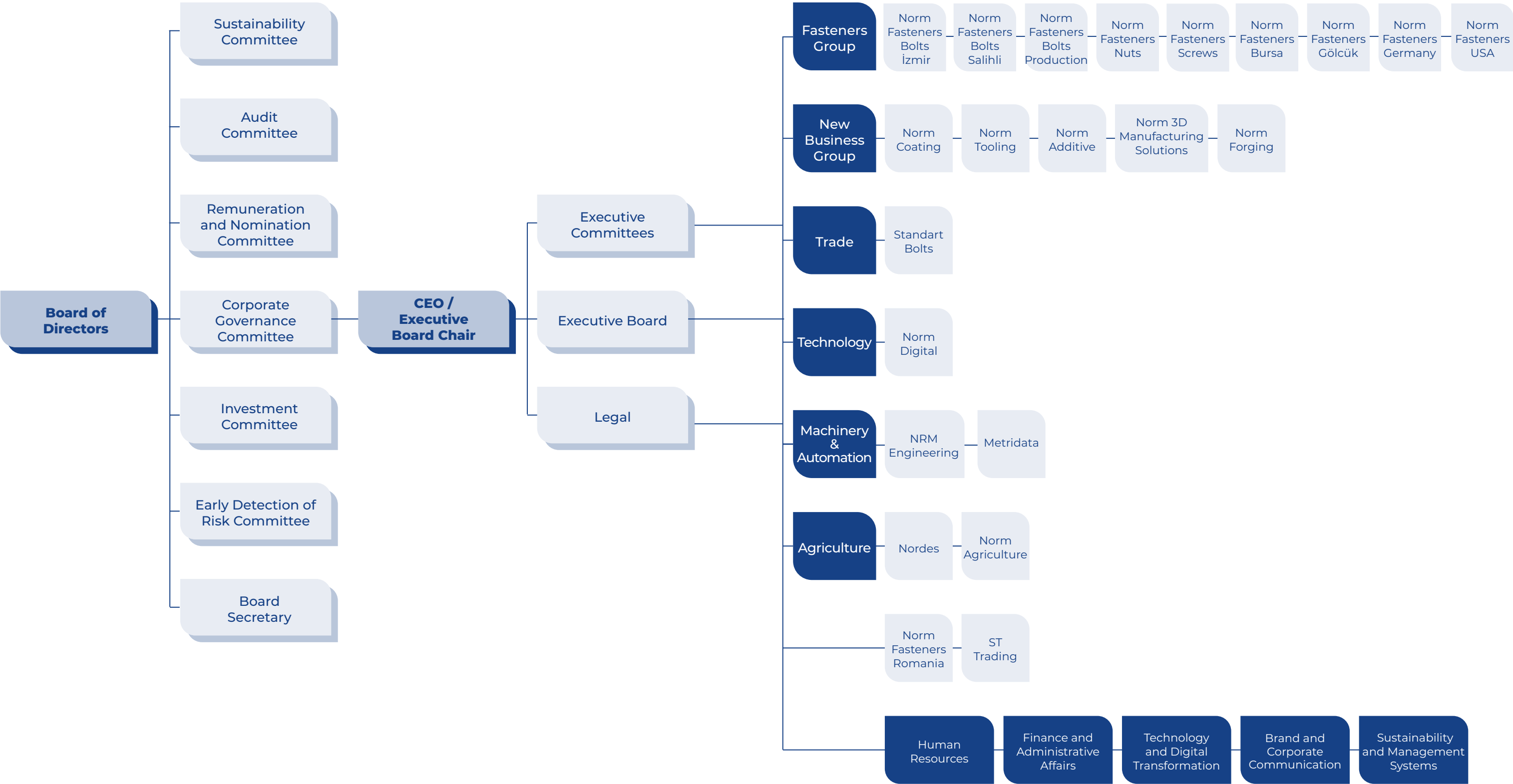
The Innovation Committee supports initiatives related to technology, product, and process innovations in order to ensure the sustainability of Norm Holding and its affiliated companies' competitive advantage. The Committee promotes innovation-oriented business models and contributes to the systematic execution of research, development, and improvement activities. The analyses and evaluations carried out are submitted in writing to the Executive Committee.

Occupational Health and Safety Committee

The Occupational Health and Safety Committee operates on a "preventive approach" basis with the aim of creating a safe and healthy working environment within Norm Holding and its affiliated companies. The Committee implements practices grounded in the principles of zero work accidents, zero occupational diseases, and zero fires, emphasizing cooperation between management and employees. The outcomes of the activities carried out are regularly reported in writing to the Executive Committee.



ORGANIZATIONAL CHART



CORPORATE RISK MANAGEMENT

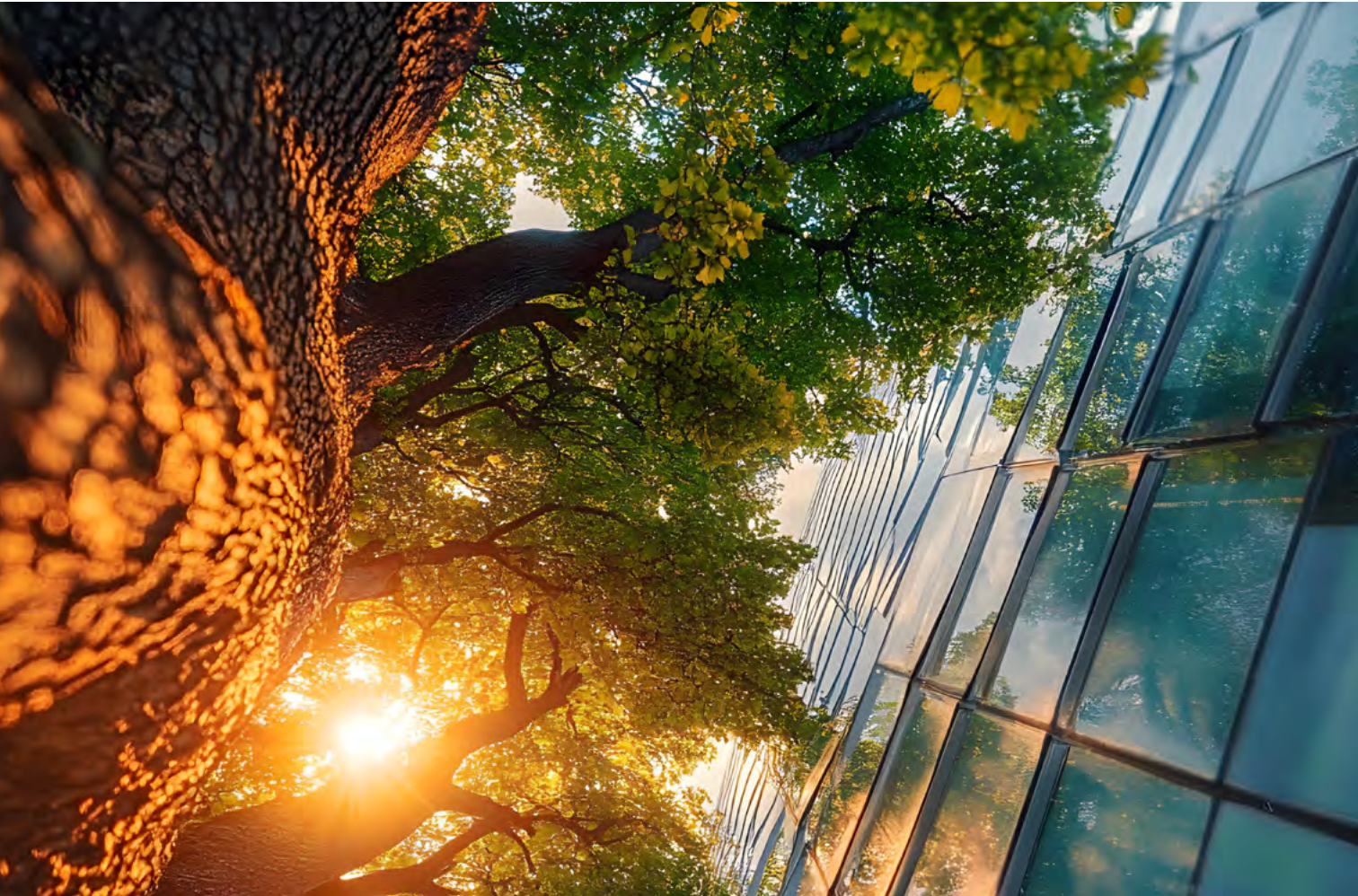
At Norm Holding, the highest governing body is the Board of Directors. To support the effective fulfillment of its duties and responsibilities, the Early Detection of Risk Committee operates under the Board. The Committee carries out activities for the early identification, assessment, and management of risks that may endanger the company's existence, growth, and continuity.

The Committee is responsible for the establishment, effective operation, and continuous improvement of the Corporate Risk Management system across Norm Holding and its affiliated companies. In addition to financial, strategic, operational, and external environmental risks, risks related to sustainability and climate change are also monitored by the Committee. Sustainability and climate change-related risks identified as priorities by the Sustainability Committee are also evaluated by the Early Detection of Risk Committee and integrated into the Corporate Risk Management processes.

The Committee classifies identified risks through probability-impact analyses and determines the appropriate type of action for each risk. Action types include risk mitigation, risk monitoring, risk acceptance, and risk sharing/transfer. For each action type, the responsible units are assigned, the implementation of action plans is monitored, and developments are regularly reported to the Committee.

Risks are monitored on a risk map and are continuously reviewed by risk teams. Within the scope of the Corporate Risk Management system, the Committee works to disseminate internal control processes, regulatory compliance, and risk awareness across the organization, and decides on the establishment of sub-working groups when necessary.

Norm Holding's Internal Audit Department acts under the authority of the Audit Committee, auditing all processes of the Holding and its affiliated companies with a risk-based perspective, and sharing the relevant findings with the Early Detection of Risk Committee. Audit activities are conducted in areas such as the adequacy of internal control systems, legal compliance, effectiveness, and efficiency, with recommendations and corrective actions reported systematically. Each year, the Committee updates the risk assessment by taking into account global and local risk trends, particularly the World Economic Forum (WEF) Risk Report, as well as various sources and feedback from business units. In the study conducted in 2024, 31 potential risks were identified, of which 22 were classified as "critical," and action plans were prepared for these risks. In addition, 9 risks classified as "significant" were identified, for which monitoring-based approaches were adopted. Developments were reviewed at Committee meetings held quarterly.



The Committee convenes at least once every three months, with meeting frequency increased depending on the effectiveness of its work and the intensity of the agenda. Meeting results are recorded and regularly reported to the Board of Directors. In 2024, three Committee meetings were held, and the Board of Directors was informed each quarter. The Committee presented its annual activity report regarding its work throughout the year to the Board of Directors on February 25, 2025, and the report was approved.

The Committee's current mandate and working principles are available on **Norm Holding's corporate website**.

At Norm Holding and its affiliated companies, risk and opportunity management in the areas of environment, energy, and occupational health and safety is carried out within the scope of the Integrated Management System (ISO 14001, ISO 45001, ISO 50001). The process is implemented with an integrated approach aimed at

achieving targeted performance outcomes, preventing or reducing adverse impacts, and ensuring continuous improvement. A common methodology is applied throughout the organization, taking into account management system standards, legal requirements, customer expectations, organizational needs, and the views of relevant stakeholders.

The risk and opportunity management process begins with the appointment of the Risk and Opportunity Assessment Team. This team consists of experts in the fields of environment, occupational safety, and energy. Upon completion of the necessary training, the team gains competence regarding standards, regulations, and internal procedures. The team's primary responsibility is to identify issues, relevant stakeholder expectations, compliance obligations, and operational environmental risks.

The management of risks and opportunities is carried out by the Risk and Opportunity Assessment

Team, which has been equipped with the necessary competencies. This team identifies issues related to the organization's activities, products, and services, along with the expectations of relevant stakeholders and compliance obligations, while taking into account the dimensions of environment, energy, and occupational health and safety. For this purpose, SWOT and PESTLE-D analyses are used to create the Organization's Common Issues Table. Additionally, with the participation of employees and stakeholders, the Needs and Expectations of Stakeholders Table is prepared. Legal requirements and expectations of public authorities are monitored through regulatory follow-up lists, and action plans are developed where necessary.

Environmental impacts are identified using the Environmental Aspect-Impact Assessment Table and are included in the Threats and Opportunities Analysis process. Within this scope, extreme weather events—whose frequency and intensity are increasing due to climate change, urbanization, and environmental factors (such as droughts, floods, storms, forest fires, flash floods, and heatwaves)—are systematically evaluated. Furthermore, activities that may increase greenhouse gas emissions and pollutant releases, thereby disrupting ecosystem balance, are analyzed under the heading "negative impact on the ecosystem." Work is carried out in these areas to mitigate risks and to capture opportunities.

The identified risks and opportunities are evaluated using the L-type 5x5 matrix method based on impact (severity) and likelihood values. Topics with an importance score of 15 or above, obtained by multiplying impact and likelihood, are considered "significant" and prioritized actions are planned in these areas. As a result of prioritization, appropriate response methods are determined, necessary actions are defined, and implementation takes place. Planned actions are recorded in the QDMS system, responsibilities are assigned, and progress is tracked regularly. The approval process is managed by factory or management system managers, while internal and external audits verify the effectiveness of the process. Corrective actions are implemented where necessary.

Risk and opportunity assessments are updated not only in planned intervals but also following extraordinary circumstances or significant changes. All evaluation results, actions taken, and monitoring data are recorded, shared with relevant departments, and retained in accordance with the records management procedure. The process is carried out in alignment with sustainability objectives and is continuously improved.

Detailed information regarding risk and opportunity analyses carried out within the scope of the Integrated Management System (IMS) can be found under the section "**Monitoring Environmental Impacts**" of the report.

RISK AND OPPORTUNITY MANAGEMENT

Norm Holding has an effective risk and opportunity management approach that supports its corporate governance structure. This system aims to secure sustainable growth, adapt to changing environmental and economic conditions, and provide guidance in achieving strategic objectives. The Corporate Risk Management approach implemented within the Holding is structured with different levels of responsibility within the governance framework.

The highest oversight body of risk management is the Board of Directors. The Early Detection of Risk Committee, operating under the Board of Directors, is responsible for ensuring the effectiveness of the corporate risk management system. Supporting the Committee, the Sustainability Committee and the Directorate of Sustainability and Management Systems carry out the processes of identifying, assessing, prioritizing, and monitoring risks and opportunities related to sustainability and climate change.

These bodies conduct technical analyses, consider stakeholder opinions, and monitor sectoral developments in order to mitigate the impacts of relevant risks and to capitalize on opportunities. The Sustainability Committee meets at least once a month; updated risks and opportunities are presented annually to the Board of Directors and the Early Detection of Risk Committee. When necessary during the year, these matters are addressed on the Board of Directors' agenda, and the required updates are provided.

Risks prioritized and deemed of strategic importance by the Sustainability Committee are also addressed, when necessary, by the Early Detection of Risk Committee and integrated into the Corporate Risk Management processes. In this way, the early detection of risks, the analysis of their impacts, and the establishment of the necessary control mechanisms are ensured.

Norm Holding considers sustainability-oriented risk and opportunity management as an integral part of its corporate strategy. In this context, in 2023, a comprehensive assessment process was carried out to identify and manage priority risks in the environmental, social, and governance (ESG) areas.

In the 2023 risk assessment, the most critical topic was identified as acute and chronic weather events caused by climate change. It was assessed that these changes could lead to fluctuations in commodity prices, global inflationary pressures, and disruptions in supply chains. To mitigate the impact of these risks, supply sources were diversified geographically and geopolitically, and alternative logistics scenarios were developed. In addition, against transition risks such as the EU Carbon Border Adjustment Mechanism (CBAM), energy efficiency practices were enhanced, and R&D investments aimed at developing renewable energy and low-carbon products were prioritized.

In the same year, regarding social risks, the assessment of risks related to human rights and ethical violations in the value chain was initiated. Participation in the UNGC Business & Human Rights Accelerator Program was ensured, and the Ethics and Human Rights Risk Assessment process was launched. This process is carried out in collaboration with the Sustainability, Human Resources, Internal Audit departments, and the Ethics Board. Root causes of risks, impact-probability analyses, and affected stakeholder groups were identified, and action plans were developed.

To strengthen its sustainability approach and manage sustainability and climate change-related risks more effectively, Norm Holding launched a comprehensive Risk and Opportunity Inventory study in 2024. This study not only focused on the identification of existing risks but also on analyzing the potential impacts these risks may create under different scenarios. Conducted as a proactive practice in line with TSRS compliance, this initiative aims to address sustainability and climate change-related risks and opportunities through a systematic approach.

Within this scope, the scenario analysis method has been adopted, using the IEA STEPS (Stated Policies Scenario), IEA APS (Announced Pledges Scenario), and IEA NZE (Net Zero Emissions by 2050 Scenario) published by the International Energy Agency (IEA), as well as the RCP 2.6 and RCP 8.5 scenarios developed by the Intergovernmental Panel on Climate Change (IPCC). In line with these scenarios, the physical and transition risks that climate change may cause, as well as the corresponding opportunities, are evaluated in a multi-dimensional manner.

Within the scope of the study, sustainability and climate change-related risks and opportunities are addressed comprehensively. In the analysis prepared using the 5x5 matrix method, risks are prioritized based on their

impact and likelihood. During the evaluation process, a risk's effects on operations, finance, market, technology, compliance, and reputation are taken into account, along with its position within the value chain (direct operations, upstream, downstream) and time horizon (short, medium, long term). Physical risks (e.g., drought, floods, heat waves) and transition risks (e.g., carbon pricing, changes in product demand, environmental regulations) are analyzed under separate categories.

The technical studies for identifying and assessing these risks are being carried out by the Sustainability and Management Systems Directorate throughout 2024. Upon completion of the analyses related to risks and opportunities, the outcomes are first submitted for the approval of the Sustainability Committee and subsequently the Early Detection of Risk Committee, after which the corresponding action plans are expected to be established.



ETHICS AND COMPLIANCE

Norm Holding bases all its activities on high ethical standards and full compliance with applicable laws and regulations. Business practices are shaped in line with the principles of transparency, integrity, and accountability. Within this framework, the established ethics management system forms the foundation of trust-based relationships with employees, business partners, and all stakeholders.

Code of Conduct

Norm Holding is committed to conducting all its activities in a fair, transparent, and lawful manner. The Code of Conduct, prepared in line with this approach, applies to all employees, managers, and business partners. The rules aim to ensure the continuation of trust-based relationships with all stakeholders.

The rules to be followed in order to establish decent, respectful, honest, and responsible business relationships and to create a safe and harmonious working environment are defined in the Code of Ethical Conduct document. These rules cover fundamental principles such as combating discrimination, zero tolerance for harassment and bullying, commitment to occupational health and safety, responsibility toward the environment, and the protection of information and assets.

Within the scope of the Code, employees are expected at all times to act with honesty, comply with laws and internal company regulations, maintain confidentiality, and avoid situations that may create conflicts of interest. A zero-tolerance policy is applied to all forms of unethical behavior such as discrimination, harassment, bullying, and exploitation in the workplace.

The Code of Conduct also provides guiding principles on protecting company assets, ensuring information security, preventing conflicts of interest, defining boundaries in gift and hospitality practices, fulfilling transparent reporting obligations, and combating corruption. In relations with third parties, fair, respectful, and lawful conduct is expected.

Norm Holding's **Code of Conduct document** is accessible through Norm Holding's corporate website.

Human Rights Approach

Respect for human rights is one of the fundamental components of Norm Holding's ethical management approach. Following a comprehensive review process initiated in 2024, the **Human Rights Policy** was updated in 2025 and is accessible through Norm Holding's corporate website. The updated policy aims to embed respect for human rights more firmly into the corporate culture and to articulate the company's commitments in this area more explicitly. Key priority areas include the promotion of social dialogue, employee development, pay equity, and occupational health and safety.

The company is committed to providing all employees with training on diversity, equity, inclusion, and anti-discrimination, while also expanding the scope of social benefits. Necessary measures are taken to prevent human rights violations, and sanctions are applied in line with relevant legislation in case of adverse situations. Violation reports can be submitted confidentially through the independent body "Ethics Line."

The policy is based on international standards such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO Core Conventions, and the UN Global Compact, and it is updated as necessary.

Supplier Code of Conduct

Norm Holding extends its respectful approach to human rights across the entire value chain and sets forth its ethical expectations for suppliers through the **Supplier Code of Conduct**. The policy development process, initiated in 2024, was completed in 2025, and the guide has been published on the Holding's corporate website. The policy adopts a zero-tolerance principle against child labor, forced labor, and discrimination. It prioritizes practices based on human rights such as freedom of association, fair remuneration, safe working conditions, and diversity. Core principles also include the reduction of environmental impacts, the advancement of occupational health and safety standards, the prevention of conflict mineral use, and anti-corruption measures. Suppliers are required to accept these rules as a contractual obligation and to pass them on to their sub-suppliers. In cases of violations, corrective action plans are requested, and in the event of non-compliance, sanctions may extend to termination of the contract. This approach is an integral part of Norm Holding's corporate responsibility framework and its sustainable supply chain management practices. Further details on the guide can be found in the **"Sustainable Supply Chain Management"** section of this report.

Ethics Line and Reporting Channels

Norm Holding attaches importance to ensuring that all employees and business partners have access to a safe, accessible, and confidential mechanism for reporting unethical conduct. In this context, and in line with the **Code of Ethics Operations Policy**, the Ethics Line has been established.

The Ethics Line is managed by an independent service provider. Reports may be submitted via e-mail (normholding@etikhat.com.tr) or telephone (444 3845), either by disclosing one's identity or anonymously.

All reports are handled in strict confidentiality and are forwarded to the Ethics Board by the Ethics Board Secretary.



Reports are evaluated based on their content. Reports involving misconduct are directed to the Internal Audit Department, while reports regarding unethical behavior are forwarded to the senior management of the relevant company within no later than one week, with feedback on resolution expected. If no feedback is received, the matter is placed on the agenda of the Ethics Board and an action plan is developed. If a report concerns a member of the Ethics Board, it is addressed in a meeting where the respective member is not present, and the process is reported to and overseen by the CEO. If the report is made directly about the CEO, the matter is forwarded directly to the Chairperson of the Board of Directors. All evaluation results are reported to the Board of Directors. The Ethics Board issues a recommendation decision

In 2024, a total of 61 reports were received through the ethics communication channels.

2024 Norm Holding and Affiliated Companies	Total Number of Reports (Units)
Fasteners	26
New Business	27
Holding	5
Trade	3
Total	61

In order to internalize Norm Holding's ethical approach and rules, **Ethics Training** was provided to

1,157 employees

across the Holding and its affiliated companies in 2024.

regarding the report within no later than one month and conveys it to the relevant company officials for action. At the end of the process, the reporting person is also informed about the outcome of the matter. The Ethics Board Secretary is responsible for ensuring that all reports are concluded in a timely and appropriate manner.

The Ethics Board Secretary also ensures the orderly conduct of committee operations, coordinates the preparation of meeting agendas, the sharing of necessary documents with committee members prior to meetings, and the recording and archiving of decisions in accordance with confidentiality principles.

Reports that can be made to the Ethics Line include issues such as discrimination, mobbing, bribery, sexual harassment, conflict of interest, unlawful instructions, information security violations, and misuse of company resources. In addition, failure to report a violation or submitting a misleading report is also considered an ethical violation. The Ethics Board Secretary is responsible for managing the reporting process and ensuring that records are handled with confidentiality.

Code of Ethics Operations Policy

The **Code of Ethics Operations Policy**, which ensures the implementation of a governance structure based on ethical principles at the corporate level and was published on Norm Holding’s website in 2022, can be accessed through Norm Holding’s website. The policy is supported by the Conflict of Interest Policy, Gift and Hospitality Policy, Code of Conduct, and the Anti-Bribery and Anti-Corruption Policy.

Within the scope of the policy, the implementation of ethical rules and the management of operational processes related to these rules are defined, and all employees are expected to comply with these rules.

Norm Holding Ethics Board

Name, Surname	Board Role	Norm Holding Role
Mustafa Sabri DOĞRUSOY	Chairperson	Member of the Board of Directors
Duygu Uysal SİMROOĞLU	Vice Chairperson	Member of the Board of Directors
Mahmut ÖZTÜRK	Member	CEO (*)
Kumru TINAZ	Member	Executive Committee Member / Finance and Accounting Director
Filiz ERGİN	Member	Executive Committee Member / Human Resources Director
Fatih Özgür ÇAYIR	Committee Secretary	Internal Audit Manager

(*) As of 01.01.2025



The Ethics Board operates in accordance with the principle of confidentiality and applies different evaluation processes depending on the type of notification.

Policy updates are carried out by the Human Resources Department and evaluated by the Executive Committee in line with the opinions of the Ethics Board and the Internal Audit Department. Final approval is granted by the Board of Directors.

Approach to Conflicts of Interest

Norm Holding aims to prevent employees’ personal interests, relationships, or external activities from influencing business decisions while fulfilling their duties and responsibilities. Under the **Conflict of Interest Policy**, all employees within the Holding and its affiliated companies are expected to avoid conflicts of interest that may compromise their impartiality in the performance of their duties. The use of company resources, identity, and authority for personal gain, as well as any situations that may damage the reputation of the organization, are among the fundamental principles. The policy is accessible via Norm Holding’s corporate website.

The policy defines potential conflict of interest situations that employees may encounter during the course of their duties or in their private lives stemming from business relationships and sets forth the principles to be applied in such cases. It is essential that potential conflicts of interest be disclosed in advance, management approval be obtained when necessary, and all processes be carried out with transparency.

The policy stipulates that employees must not engage in business relationships with third parties that provide mutual or unilateral benefits, must not obtain commercial gain through the use of insider information, must use company resources solely for corporate purposes, and must comply with ethical principles in supplier and customer relations.

The policy is observed by managers and employees in daily operations to ensure the proper management of conflicts of interest and is revised as necessary. All revisions are submitted for evaluation by the Executive Committee in line with the opinions of the Ethics Board and the Internal Audit Department and published upon approval by the Board of Directors.

Norm Holding employees and third parties in business relationships with the company may report any unethical situation, including conflicts of interest, through the Ethics Line. This reporting mechanism operates on the principle of confidentiality, and each notification is assessed objectively, with necessary actions taken. Awareness-raising practices regarding the prevention of conflicts of interest are ongoing, and employees are regularly informed. During the 2024 reporting period, no cases of conflicts of interest were reported.

INTERNAL AUDIT

The Internal Audit Department of Norm Holding evaluates the effectiveness of the operations of the Holding and its affiliated companies, the reliability of financial reporting, and compliance with regulations through audit activities carried out under the mandate of the Audit Committee. Positioned as an independent and impartial assurance mechanism, the Internal Audit Department also contributes to Norm Holding’s achievement of its strategic objectives through its advisory role. Audit activities are planned based on risk analyses, and Norm Holding’s management, control, and internal processes are systematically reviewed within this scope.

In the audits conducted, the findings are rated by considering their impact and likelihood, action plans are created in agreement with process owners, and target dates are set for each finding. These actions are monitored via the QDMS system, and the current status is reported regularly to the Audit Committee. When necessary, process owners are invited to committee meetings to provide information on the measures taken. This structure ensures continuous improvement in systems and processes, effective risk management, and regular evaluation of the effectiveness of the internal control system.

Internal audit activities are not limited to assessing the current situation but also aim to contribute to Norm Holding’s institutionalization, growth, and long-term sustainability. Risk management and internal control systems operate in an integrated manner, and compliance of activities with national and international regulations, internal procedures, and strategic objectives is continuously monitored. With Corporate Risk Management practices, the goal is to increase risk awareness, create a shared risk perception, and effectively manage potential risks.

ANTI-BRIBERY AND ANTI-CORRUPTION APPROACH

Norm Holding regards the fight against bribery and corruption as an integral part of its corporate culture in carrying out its activities. The Holding's approach in this regard is supported by Norm Holding's Code of Ethics and the **Anti-Bribery and Anti-Corruption Policy**. Within the scope of the Policy, the principle of "Zero Tolerance" is adopted in the fight against bribery and corruption, and full compliance is expected from employees and business partners.

Under the Anti-Bribery and Anti-Corruption Policy, published in 2022, the Holding and its affiliated companies commit to full compliance with anti-bribery laws and relevant regulations, and establish a framework for the identification and prevention of potential bribery and corruption activities in order to protect their reputation and integrity. When deemed necessary, revisions to the Policy are carried out by the Human Resources Department, following the opinions of the Ethics Board and the Internal Audit Department, with evaluation by the Executive Committee and approval by the Board of Directors.

According to the Policy, employees of Norm Holding and its affiliated companies may not provide gifts, meals, travel, or hospitality in order to gain an advantage in business relations or to improperly influence the decisions of the other party. Except for exceptional circumstances defined in the Gift and Hospitality Policy, it is prohibited to give gifts to public officials or to accept gifts from third parties. Similarly, making donations or contributions to improperly influence public officials or to obtain benefits is strictly prohibited.

Norm Holding and its affiliated companies require that contracts concluded with third parties acting on their behalf be prepared in compliance with all applicable anti-bribery and anti-corruption regulations. Employees are prohibited from engaging in personal debt or credit relationships with third parties, and in cases where such situations are identified, disciplinary procedures are applied.

To mitigate bribery and corruption risks, risk-based due diligence is conducted prior to planned partnerships, acquisitions, and strategic investments, and the same method is applied both before and during business relationships in supplier selection.

Transparency in financial reporting and compliance with global accounting standards are ensured, and all statements are prepared in accordance with financial and tax regulations. If any misrepresentation is detected, the matter is reported to the Internal Audit Department and the Ethics Board. Under Norm Holding's Disciplinary Regulation, abuse of employer trust, theft, and similar acts are among the justified reasons for termination of employment; in such cases, disciplinary and legal proceedings are initiated.

As with all ethical violations, in cases of suspected bribery and corruption, reports may be made via Norm Holding's Ethics Line.

The Policy is accessible through Norm Holding's corporate website.

As of the reporting period, there are no public lawsuits related to bribery or corruption.

COMBATING ANTI-COMPETITIVE BEHAVIOR

Norm Holding is committed to complying with the principles of fair competition and adhering to legal regulations in all its activities. Practices of unfair competition such as monopolization, collusion, and price-fixing are strictly prohibited. Employees and business partners are expected to act in compliance with competition law in the countries where they operate. In 2024, no cases of violation of competition restrictions occurred.

In addition, in order to protect intellectual products developed by employees, the Intellectual and Industrial Property Rights Policy is implemented. This policy defines the principles regarding ownership of ideas, rights, and obligations. Evaluation processes are based on fair, performance-based, and measurable criteria. The Holding is committed to providing a transparent and equal competitive environment for all employees.

INFORMATION SECURITY

Norm Holding regards information security as a fundamental element of its corporate responsibility and structures all processes in this area in compliance with the ISO 27001 standard. The Holding's information security approach is defined by the Information Security Policy and the Information Security Roles and Responsibilities Procedure. Within the scope of this policy and procedure, commitments are made to protect the confidentiality, integrity, and availability of personal and commercial data belonging to employees, customers, suppliers, and business partners.

Program and folder access is restricted to authorized personnel only, and risks related to business processes are systematically managed under the information security management system. Specific security controls are defined for the automotive supply chain, and basic information security measures are implemented in line with customer requirements. At the same time, improvement and action plans are developed to ensure the continuity of operations with minimal disruption. To enhance information security awareness, regular training sessions are provided on both technical and behavioral competencies. In the event of any breach, relevant disciplinary and legal procedures are implemented. Norm Holding aims to set an example in the sector with its information security practices.

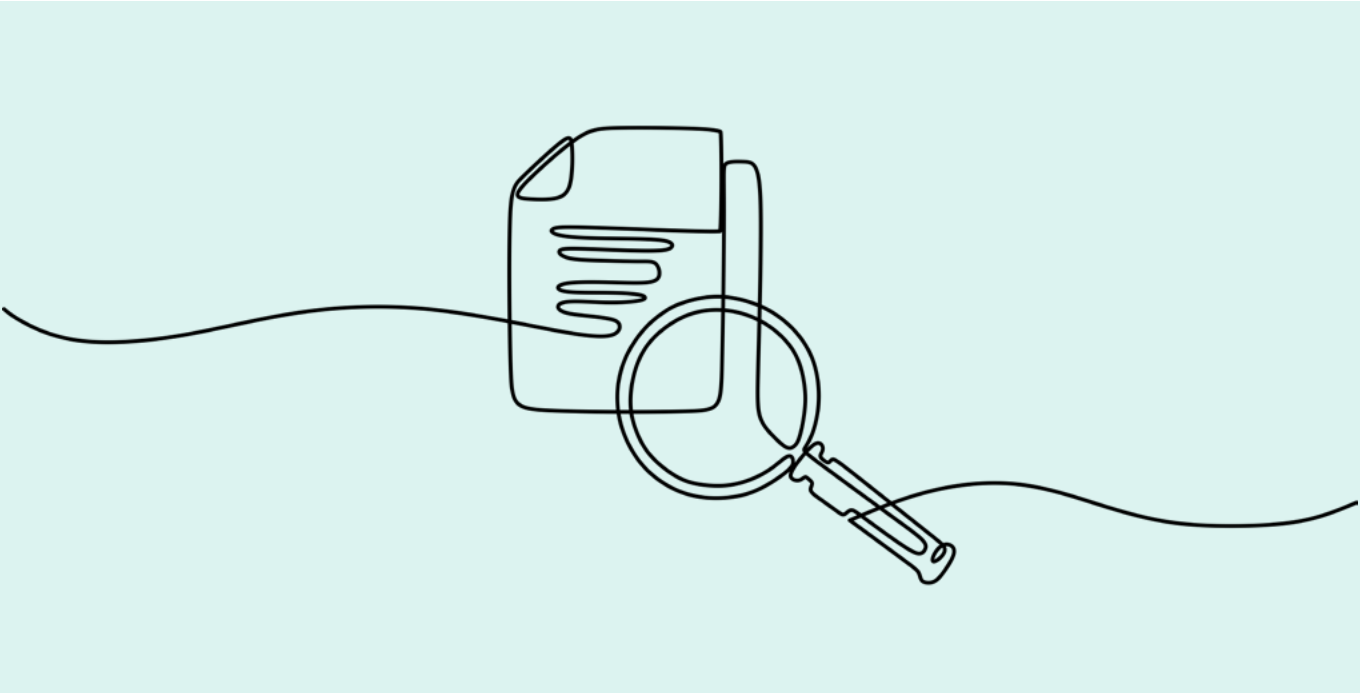
Norm Holding's **Information Security Policy** can be accessed via Norm Holding's corporate website.

TAX MANAGEMENT

Norm Holding fulfills all of its tax obligations fully and on time in line with the principles of accountability and transparency. Full compliance is ensured with local regulations, and effective communication and cooperation are maintained with public authorities. All financial activities of the Holding are regularly audited by sworn financial advisors and independent auditors. These audit processes ensure the accuracy and reliability of financial statements while also strengthening transparency in financial reporting.

The Investment Committee evaluates the financial position of Norm Holding and its affiliated companies. The Committee analyzes the effects of incentive practices and supports strategic decision-making processes. Tax strategy and practices are carried out by the Financial Affairs and Finance Directorate. This unit closely monitors changes in tax legislation and implements the necessary actions in a timely manner.

Norm Holding's profit distribution practices are carried out in accordance with the provisions of the Turkish Commercial Code, the Shareholders' Agreement, the Tax Legislation, and the Articles of Association. The principles to be followed regarding profit distribution and the allocation of legal reserves are determined by the Dividend Distribution Policy. The dividend distribution proposal prepared by the Board of Directors is submitted to the approval of the General Assembly, and the form and timing of the distribution are determined in line with the General Assembly's decision. A balanced approach is adopted between the interests of shareholders and the company's interests, and all processes are conducted in compliance with regulations. **The Dividend Distribution Policy** is publicly available on Norm Holding's corporate website.



We approach sustainability with a **holistic perspective** and, together **with our stakeholders**, we strengthen our impact in line with our goals, with a focus on **Future Matters**.



FUTURE MATTERS

STAKEHOLDER ENGAGEMENT AND MATERIALITY MATRIX

Stakeholder Engagement

For Norm Holding and its affiliated companies, it is a priority that the sustainability strategy is inclusive of all stakeholders and structured in a balanced and fair manner. In this context, the Stakeholder Capitalism Metrics developed by the World Economic Forum (WEF) are taken as a reference across the Holding. In line with these indicators, the priorities, needs, and expectations of stakeholders are taken into consideration; and within the framework of the principles of transparency and accountability, a balanced structure aligned with the Holding's objectives is ensured.

While strategies are being developed, the opinions of employees, customers, suppliers, investors, and other stakeholder groups are taken into consideration, and these opinions are collected through regular, mutual, and transparent communication processes. By using different communication channels and feedback mechanisms, it is aimed to establish a two-way dialogue. As a result of stakeholder analyses carried out for each group company, company-specific communication methods and strategies are determined; these strategies are then integrated at the Holding level to create a common stakeholder communication map covering the entire group.

Stakeholders	Frequency	Communication Platforms
Employees	Weekdays (every day)	Mailing
		Intranet (mobile and web)
	Once every 3 months	N'Haber magazine
	Every day	Screens
	Once every 2 years (EES)	Employee engagement research and surveys
	Monthly	Surveys on different topics
	Once every 3 months	Focus groups
	Every month	Reward system (seniority awards)
Media	4 times a year	Performance Management System (PMS)
	Once a year	Annual report and sustainability report
	Twice a month	Press releases
	Once a month	Interviews and conversations
	Once every 2 months	Meetings and discussions

Stakeholders	Frequency	Communication Platforms
Vocational Schools, Universities, and Academia	As needed	Special situation disclosures
	Continuous	Training and technical support
		Sponsorships
	Once a year	Annual report and sustainability report
	Continuous	Academic congresses and seminars
		Meetings and discussions
		Joint projects
		Articles and publications
Norm Holding Companies	Continuous	Joint research
	Once a year	Annual report and sustainability report
	Continuous	Working groups
Public Institutions	Continuous	Project partnerships
	Once a year	Annual report and sustainability report, audits
	As needed	Meetings and discussions
		Trainings
Suppliers and Subcontractors	At least once a year	Joint projects (TÜBİTAK – Istanbul Metropolitan Municipality)
	Once a year	Annual report and sustainability report
	As needed	Norm Holding Working Principles
		One-on-one meetings
	Once every 2 months	OHS (Occupational Health & Safety) committees
	Continuous	Award ceremony
Non-Governmental Organizations (NGOs)	Once a year	Trainings
	Continuous	Annual report and sustainability report working groups, committee and board memberships
		Memberships
		Joint projects and initiatives

Material Topics

Norm Holding's sustainability strategies, targets, implementation plans, and reporting processes are shaped by analyses based on feedback received from stakeholders. In this context, the stakeholder engagement process and prioritization matrix carried out in 2021 were reassessed and updated in 2024 in line with changing conditions and current needs.

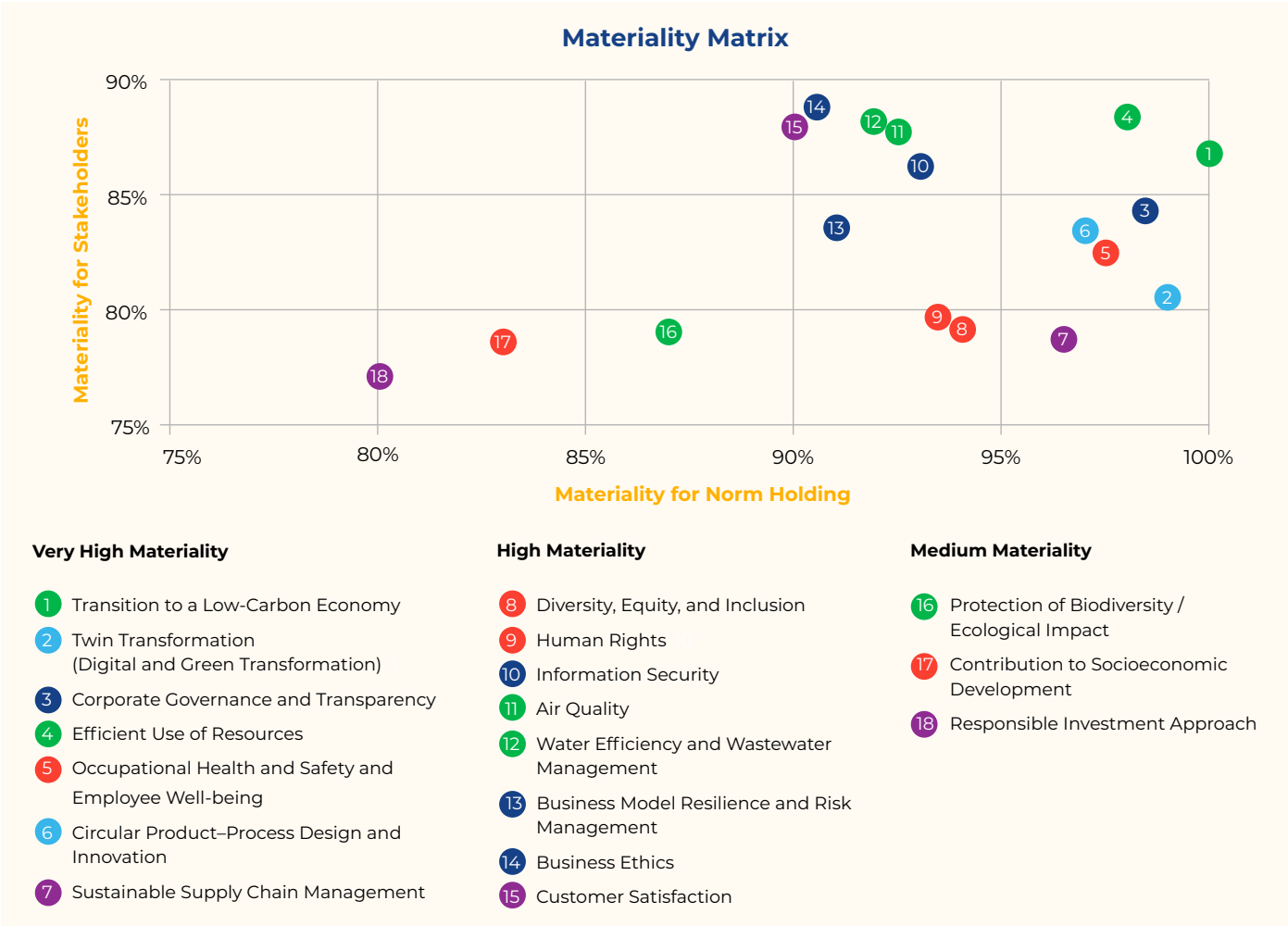
It is planned that the prioritization matrix will be regularly updated every three years; thus, ensuring that Norm Holding's sustainability approach remains current, inclusive, and aligned with stakeholder expectations. As of 2024, as a result of the work conducted, 18 main priority topics have been identified for the stakeholder engagement process.

Within the scope of the prioritization process, stakeholders were identified through a systematic mapping study, and their opinions were collected via digital surveys. The process included white-collar employees within the company, customers from different segments, strategic business partners, suppliers of various scales, academic institutions, investors, and financial institutions. A total of

246 stakeholders, 18 of whom were international institutions, participated in the study. The prioritization matrix was created by evaluating the 18 ESG topics identified according to the criteria of "Importance for Stakeholders" and "Importance for Norm Holding."

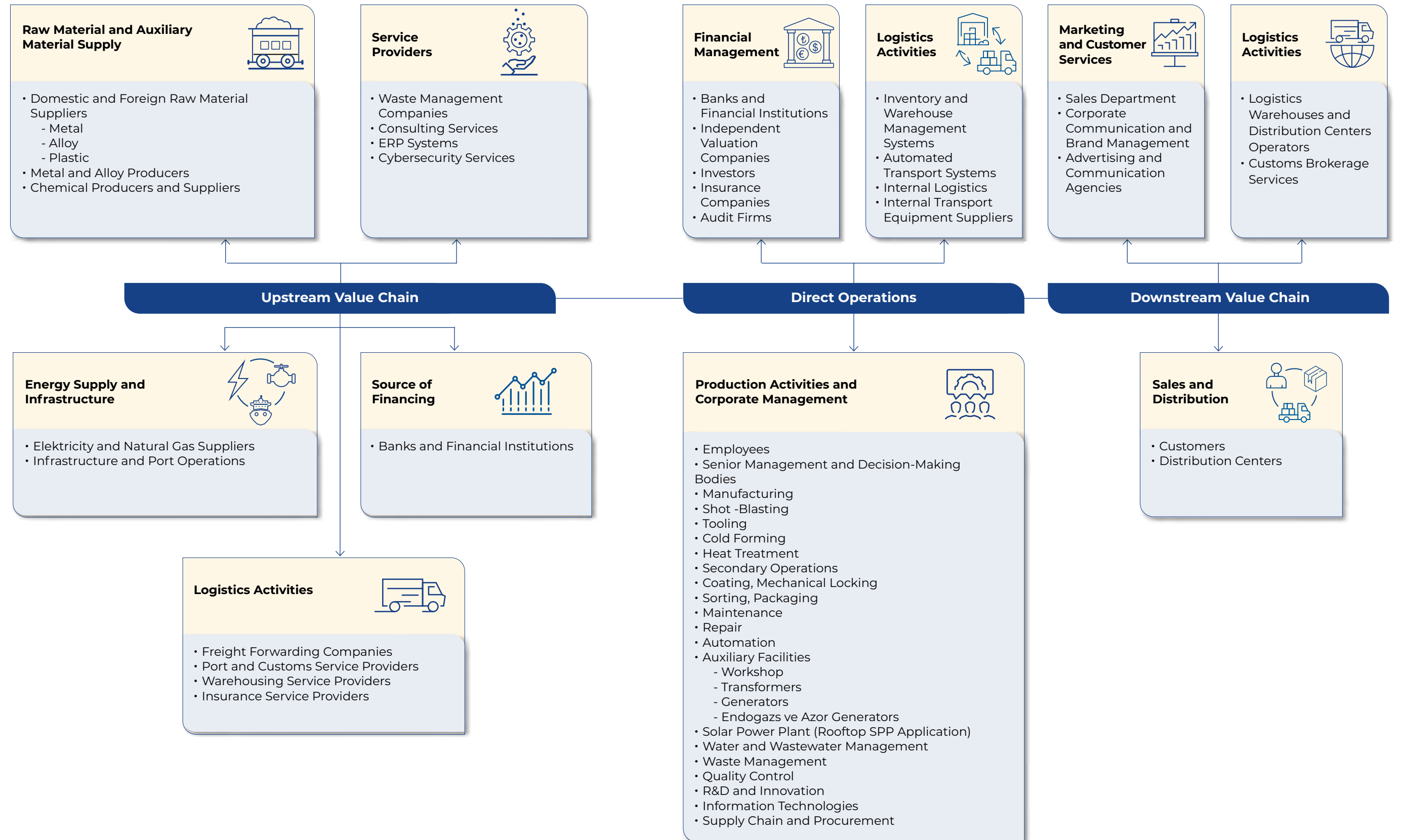
According to the results of this analysis, the seven sustainability topics of critical importance for both Norm Holding and its stakeholders were identified as: Transition to a Low-Carbon Economy, Twin Transformation (Digital and Green Transformation), Corporate Governance and Transparency, Efficient Use of Resources, Occupational Health and Safety and Employee Well-being, Circular Product-Process Design and Innovation, and Sustainable Supply Chain Management. These topics form the foundation of Norm Holding's sustainability approach and clearly define the issues that will be prioritized in future investments and actions.

The identification of these priority topics has served as guidance in determining which investment areas will be prioritized, and the projects related to these topics have been detailed under the headings: Human Matters, Planet Matters, Technology Matters and Work Matters.



Priority Topic	Related Department	Relevant SDGs
1. Transition to a Low-Carbon Economy	Energy and Emission Management	
2. Twin Transformation (Digital and Green Transformation)	Technology Matters	
3. Corporate Governance and Transparency	Corporate Governance	
4. Efficient Use of Resources	Planet Matters	
5. Occupational Health and Safety and Employee Well-being	Human Matters	
6. Circular Product-Process Design and Innovation	Responsible Investments / Planet Matters / Technology Matters	
7. Sustainable Supply Chain Management	Supply Chain Management	
8. Diversity, Equity, and Inclusion	Diversity, Equity, and Inclusion	
9. Human Rights	Human Matters	
10. Information Security	Information Security	
11. Air Quality	Planet Matters	
12. Water Efficiency and Wastewater Management	Water Management	
13. Business Model Resilience and Risk Management	Corporate Risk Management	
14. Business Ethics	Ethics and Compliance	
15. Customer Satisfaction	Customer Satisfaction	
16. Protection of Biodiversity / Ecological Impact	Planet Matters	
17. Contribution to Socioeconomic Development	Social Activities	
18. Responsible Investment Approach	Responsible Investment	

NORM HOLDING VALUE CHAIN



Inputs

Norm Holding clearly and consistently defines its corporate objectives, ethical principles, and business conduct standards at all stages of the value chain and regards the integration of these core values into every level of its business model as a strategic priority. To enhance customer satisfaction and loyalty, performance indicators are regularly monitored, and improvement actions are taken in line with the data analyzed.

In the input part of the value chain, domestic and international raw material suppliers, producers of metals, alloys and chemicals, energy sources such as electricity, natural gas and rooftop solar power plants (SPPs), infrastructure and port operators play an important role. In addition, logistics activities covering services such as transportation, storage and internal logistics, together with financial institutions, consultancy firms and ERP system providers, constitute other fundamental inputs supporting the production processes.

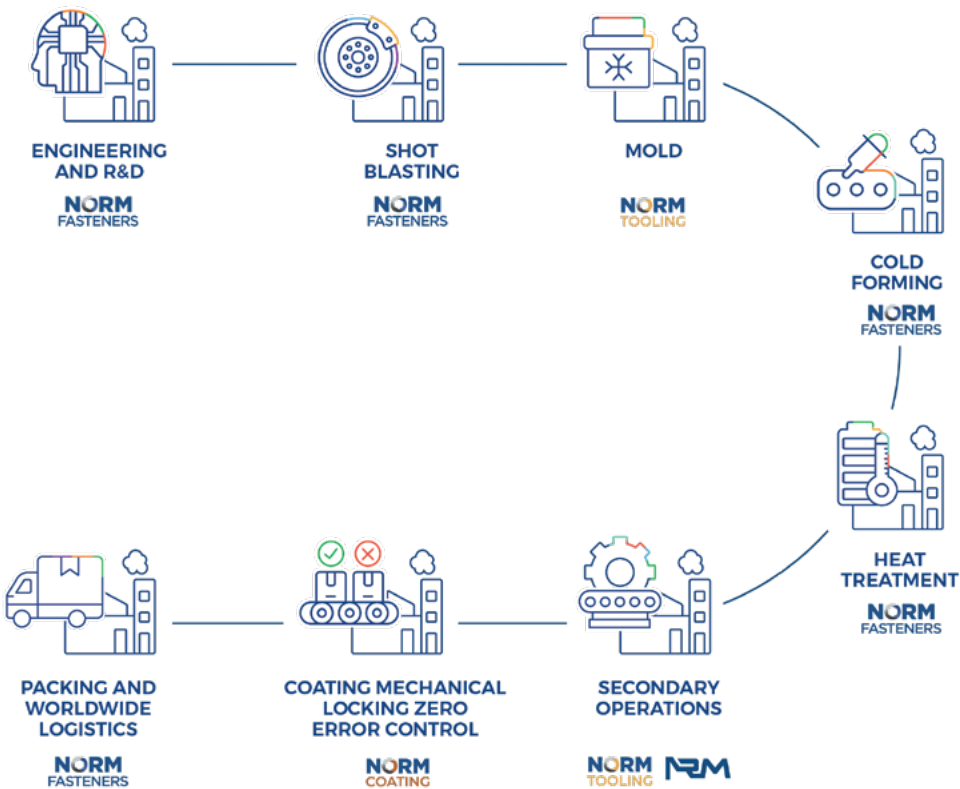
Outputs

Norm Holding manages the economic, environmental and social impacts it creates throughout the value chain with an integrated sustainability approach. This process is designed in accordance with international reporting standards such as GRI and SASB and strengthens the Holding's long-term value creation capacity.

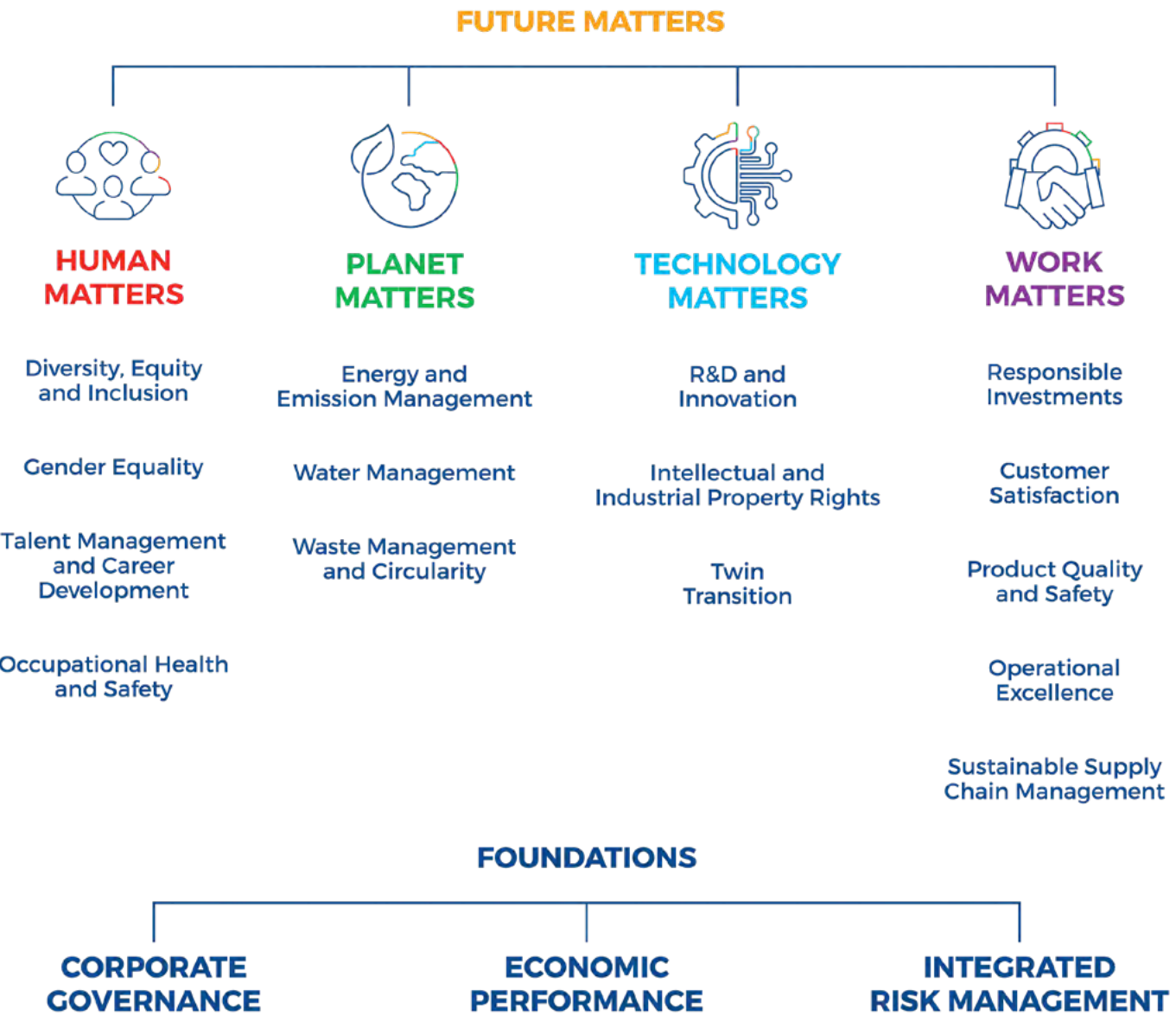
At the center of operational outputs are direct production activities. In addition to production steps such as manufacturing, sandblasting, annealing,

tooling, forming, heat treatment, coating, packaging and zero-defect control, maintenance and repair, automation systems and auxiliary facility infrastructures are integrated into this structure. Furthermore, water and wastewater management, quality control, R&D, information technologies and decision-making mechanisms support the corporate governance infrastructure. The value chain is completed with customer deliveries, distribution networks, customs services and corporate communication activities.

Value Generation and Performance



Sustainability Approach



Future Matters

Norm Holding builds its sustainability strategy on three main elements: strong corporate governance, solid economic value creation and integrated risk management.

Within the scope of strong corporate governance, the Holding bases its entire value chain on the principles of transparency, accountability, traceability and adherence to ethical principles, and embeds this understanding into its corporate culture.

Taking into account its long-term growth targets, the Holding regularly analyzes its economic performance and focuses on steadily improving this performance. In

this regard, Norm Holding incorporates sustainability priorities into its strategic investment and decision-making processes; thereby creating resource optimization in the long term and increasing its competitiveness.

Norm Holding adopts an integrated and proactive approach in risk management, identifies possible risks in advance, measures their impacts and develops and implements strategies to reduce identified risks. Sustainability-related risks and opportunities are also considered and managed as an important component of this system. Based on this framework consisting of these three main elements, Norm Holding embodies its sustainability approach under the vision of **Future Matters** in four main pillars: **Human Matters**, **Planet Matters**, **Technology Matters** and **Work Matters**.



Human Matters

Norm Holding places respect for human rights at the center of its corporate values and prioritizes creating a fair, safe and inclusive working environment. Adopting a zero-tolerance principle against child labor, forced labor, harassment and discrimination, the Holding acts with a human-centered approach in all its activities.

Norm Holding provides a comprehensive development infrastructure that enables its employees not only to fulfill today's duties but also to prepare for the business world of the future. The trainings within the Holding cover the areas of digitalization, sustainability, leadership, competency development and technical expertise. Field practices carried out with the goal of zero accidents in occupational health and safety are reinforced with proactive risk management and awareness-focused communication activities.

The **Human Matters** approach is not limited to internal policies; it also extends to society through university collaborations, volunteer projects, social clubs and cultural-art activities. All activities carried out within this framework are designed in alignment with the United Nations Sustainable Development Goals, aiming to provide concrete contributions particularly in line with SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities). With this holistic approach centered on people, Norm Holding serves not only corporate success but also long-term social benefit.

Planet Matters

The **Planet Matters** approach reflects Norm Holding's sustainability vision that centers on consciously reducing its carbon footprint and effectively combating the climate crisis. The Holding aims to measure, report and continuously improve environmental impacts in all its activities, and takes concrete and multi-dimensional steps in the transition to a low-carbon economy.

Within the scope of the decarbonization strategy developed in 2024, energy efficiency practices, renewable energy investments, electrification of production processes, hybrid technologies and innovation-oriented projects have been prioritized. In addition to corporate carbon footprint reporting, full compliance with CBAM processes is ensured through EU-aligned calculations. In the field of water management, emphasis is placed on projects aimed at reducing water consumption. In waste management, in line with zero-waste principles, practices of prevention, reuse and recycling are being expanded, and improvements are made at every stage of the waste hierarchy.

Norm Holding maintains this holistic environmental management approach in alignment with the United Nations Sustainable Development Goals; in particular, in line with Goal 13: Climate Action, it systematically implements and monitors its emission reduction targets.

Technology Matters

Technology, R&D and innovation constitute the fundamental building blocks of Norm Holding's sustainable growth strategy. Within the scope of the **Technology Matters** approach, digitalization and green transformation are addressed in an integrated manner through the twin transformation strategy; product and process design studies based on circular economy principles are prioritized. Directing R&D expenditures to sustainability-oriented projects ensures not only the reduction of environmental impacts but also the preservation of long-term competitiveness. To increase its innovation capacity, the Holding develops multi-dimensional collaborations with universities, research centers and industry stakeholders, producing high-tech, marketable and environmentally friendly solutions.

The twin transformation approach, positioned at the center of Norm Holding's technology strategy, progresses in line with the goals of enhancing digital capabilities and improving environmental performance. Advanced digital technologies such as data analytics, artificial intelligence, IoT and robotic automation systems are integrated into production, energy management and supply chain operations, ensuring resource efficiency and reducing the carbon footprint. With the digital solutions and AI-supported decision support systems implemented in 2024, the traceability and flexibility of processes have been increased; and with in-house trainings aimed at developing employees' digital skills, this transformation has been extended to the corporate base. Investments in technology enable Norm Holding to create lasting value not only in the environmental field but also in the areas of social and economic sustainability.

Work Matters

The **Work Matters** approach reflects Norm Holding's understanding of a sustainable business model that considers financial success together with environmental, social and governance principles. In 2024, in an environment of intensified economic uncertainties and sectoral fluctuations, the Holding preserved its resilient structure through investments focused on resource efficiency, digitalization and operational excellence; and by increasing efficiency in production processes, it strengthened its competitiveness.

In line with responsible investment principles, priority has been given to strategic areas such as low-carbon technologies, renewable energy, R&D and capacity building; and continuous improvement has been achieved in the fields of customer satisfaction, product safety and quality management. In supply chain management, not only performance and cost but also environmental and social impacts have been made part of decision-making processes. This structure, supported by relationships established with local suppliers, digital traceability systems and sustainable procurement criteria, spreads both environmental impact reduction and sustainability awareness across the entire ecosystem.

SUSTAINABILITY STRATEGY

In 2024, based on the prioritization matrix updated with stakeholder engagement, Norm Holding created a new and comprehensive sustainability strategy for the 2024–2028 period. This strategy has been shaped around seven interrelated themes.

As of 2024, the “Twin Transformation” approach has come to the forefront as the main focus of the strategy. Norm Holding has placed this transformation at the center of its strategy by addressing digitalization and green transformation processes in an integrated manner. Aligning its long-standing digital transformation efforts with environmental sustainability targets, the Holding thereby achieves progress in areas such as carbon emission reduction, resource efficiency, sustainable supply chain and employee well-being.

“Innovation” has been positioned as one of the most important levers of this integrated transformation. With R&D investments in low-carbon product and process designs based on circular economy principles, Norm Holding both responds to the demand for environmentally friendly products and increases its competitiveness.

Another priority topic in the strategy, “Transition to a Low-Carbon Economy”, is addressed in line with the urgent need for action created by climate change. Norm Holding carries out systematic efforts to reduce carbon emissions; these efforts, combined with the second priority of “Resource Management,” both reduce operational costs and provide resilience against potential risks that may arise from regulations such as the Carbon Border Adjustment Mechanism (CBAM).

In line with its corporate values, Norm Holding aims to create fair, safe and inclusive working conditions not only in its own operations but throughout the entire value chain. For this reason, **Occupational Health, Safety and Employee Well-being, together with Diversity, Equity and Inclusion**, are among the fundamental components of the strategy. At the same time, the themes of **Circular Product–Process Design and Innovation and Sustainable Supply Chain** also constitute important complementary elements of this integrated structure. This comprehensive approach systematically improves Norm Holding’s sustainability performance while also enhancing its long-term competitiveness and corporate resilience.

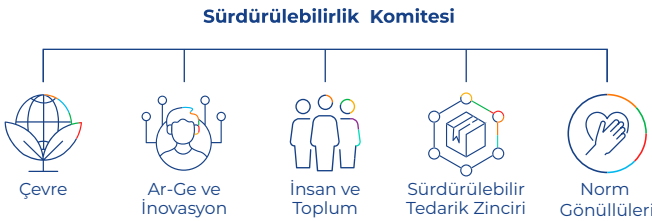
	Materiality	Macro Themes
Norm Holding Sustainability Strategy 2024-2028	1	Transition to Low Carbon Economy
	2	Resource Management
	3	Occupational Health, Safety and Employee Well-being
	4	Diversity, Equity, and Inclusion
	5	Circular Product and Process Design
	6	Twin Transition
	7	Sustainable Supply Chain

Stakeholder Opinion

In 2024, we had the privilege of representing our country and our company in the United States at the UNGC Leaders Summit event held within the scope of United Nations Week. Our project, which generates electricity from idle vibration created during production, developed to prevent energy loss and bring a recycling perspective to production processes, achieved significant success. In this process, we carried out a harmonious and dedicated effort with our team members from different disciplines who have deep expertise in production, strategy and sustainability. Taking part in such a prestigious and global platform has been a great source of pride for us.

Berk AKŞİT
Norm Holding
Strategy and Business Development Specialist

SUSTAINABILITY MANAGEMENT



Sustainability Committee

Norm Holding’s sustainability strategy is carried out by the Sustainability Committee, which was established in 2021 and operates directly under the Board of Directors. The Committee is structured with at least three people consisting of Board members, advisors and senior executives, and the members are reappointed annually. The Committee monitors the alignment of Norm Holding and its affiliated companies with the United Nations Sustainable Development Goals (SDGs); when necessary, it submits recommendations to the Board of Directors, sets performance criteria and ensures that sustainability practices are adopted throughout the organization. In addition to regular meetings, the Committee is also supported by extraordinary meetings when needed.

In 2024, as the 2024–2028 strategy period began, four separate working groups were established within the Committee under the headings of “Environment,” “R&D and Innovation,” “People and Society,” and “Sustainable Supply Chain.” These groups are responsible for the implementation, monitoring and, when necessary, revision of the defined targets, and they report developments to the Committee on a quarterly basis. The coordination of the Sustainability Committee’s work is provided by the Directorate of Sustainability and Management Systems, which operates under the CEO. The Directorate carries out strategic activities in the fields of integration of environmental, energy and OHS management systems and sustainability, and also manages them. In 2024, by transitioning to a digital data management system, corporate reporting processes were made more transparent.

Employee Engagement and Collaborations

Norm Holding carries out comprehensive training and awareness activities in order to increase sustainability awareness and integrate it into corporate culture. In this context, in 2024 a Sustainability Workshop was organized in collaboration with the Sustainability Steps Association (SADE). The workshop, coordinated by the corporate communication and sustainability departments, was attended by 28 employees from different departments.

At the Norm Fasteners Nuts Salihli Factory, with a field visit followed by a workshop, four main problem areas were identified with the participation of employees and solution proposals were developed. The four working groups formed for the identified problem areas focused on waste management and tracking systems, monitoring and improving energy losses and leakages, increasing the number of female employees, and effective maintenance and repair practices. Throughout the process, creative thinking techniques were used with the aim of generating ideas with high impact potential, and all activities were structured in alignment with the Sustainable Development Goals (SDGs). This process is managed by business unit directors and coordinated by the Directorate of Sustainability and Management Systems.

International Representation

Norm Holding, in 2022, by participating in the UN Global Compact’s Climate Ambition Accelerator Program, initiated its transformation process toward net zero targets within the scope of combating climate change. During the program, within the framework of the Science Based Targets initiative (SBTi) methodologies, capacity-building sessions, online trainings and global best practice sharing platforms were organized, through which awareness was increased within the company and transition strategies were created.

In 2024, with the project it developed within the scope of the SDG Innovation Program for Young Professionals, Norm Holding participated in the 2024 Leaders Summit organized by the UN Global Compact in New York. At this international summit, which brought together young sustainability professionals selected from different countries around the world, representing Norm Holding under the leadership of Sustainability and Management Systems Director Muhsin Doğan, Senior Sustainability Specialist İzel Özgür Tekeli, Method Engineer Elif Yegen and Strategy and Business Development Specialist Berk Akşit took part. The participants, by presenting at the summit the solution proposals they developed as a result of six months of online trainings and innovation camps, successfully represented both Norm Holding and Türkiye. With the project it developed within the scope of the SDG Innovation Program for Young Professionals, Norm Holding earned the right to represent Türkiye at the 2024 UNGC Leaders Summit. In the same year, it was also included in the UNGC Target Gender Equality Program; within this scope, a current state analysis was carried out using the WEP Self-Assessment Tool and action plans were created for areas open to improvement. In February 2025, it became a WEPs signatory.

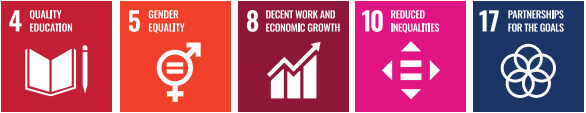
SUSTAINABILITY GOALS

Planet Matters Goals



Material Topics	Goal	Goal Year	KPI	Progress Status (2024)
Transition to Low Carbon Economy	Net zero emission target- Scope 1 and 2 emissions	2050	Carbon footprint measurements (tons of CO ₂ equivalent)	In 2024, Scope 1 emissions were calculated as 40,150.1 tCO ₂ e, while Scope 2 emissions were calculated as 50,542.7 tCO ₂ e. As part of the strategic steps aimed at reducing the carbon footprint, the decarbonization roadmap study has been completed.
	Net zero emission target- Scope 1 and 2 emissions	2050	Renewable Energy Production Amount (MWh)	In 2024, a total of approximately 7 million kWh of energy was generated from rooftop solar power plants. With the ground-mounted solar power plant investments planned to be commissioned in 2025, Norm Holding's total installed capacity will reach 43.8 MW. This installed capacity will meet 58% of the electricity needs of the Holding and its subsidiaries.
	Reducing carbon emissions by 50% from 2021 -Scope 1 and 2 emissions	2030	Carbon footprint measurements (tCO ₂ e)	In line with the decarbonization roadmap completed in 2024, it is aimed to gradually achieve emission reduction targets by 2030 for Norm Fasteners Bolts, Norm Fasteners Nuts, Norm Fasteners Screws, and Norm Coating (4 companies, 7 facilities). Within the scope of the roadmap, practices focusing on energy efficiency, renewable energy use, process electrification, and low-carbon technologies have been identified. This target is being carried out in alignment with Norm Holding's commitment to reduce Scope 1 and 2 emissions by 50% by 2030 and to achieve net zero emissions by 2050.
	Increasing renewable energyproduction by 50% from 2021	2030	Renewable Energy Production Amount (MWh)	Renewable energy installed capacity, which was 2.1 MW in 2021, increased to 3.9 MW in 2022, 5.9 MW in 2023, and 8.2 MW in 2024. Thus, compared to the 2021 base year, the targeted 50% increase in installed capacity was more than achieved as of 2024. With the ground-mounted solar power plant investments planned to be commissioned in 2025, the total installed capacity is expected to reach 43.87 MW. This capacity is projected to meet approximately 58% of the electricity needs of Norm Holding and its subsidiaries. The increase in installed capacity continues to be monitored as a key indicator of the renewable energy transition
	Reducing energy consumption perproduction by 33% from 2021	2030	Energy Intensity (MWh/ton production)	As of 2024, the energy consumption per unit of production (energy intensity) performance in companies affiliated with Norm Holding continues to be monitored against the 2021 base year. At Norm Fasteners Bolts İzmir, energy intensity was 1.96 MWh/ton in 2021, while it was measured as 2.26 MWh/ton in 2024. At Norm Fasteners Bolts Salihli, the 2021 value of 1.82 MWh/ton rose to 1.93 MWh/ton in 2024. At Norm Fasteners Screws, energy intensity was 1.86 MWh/ton in 2021, and as of 2024, it stood at 2.44 MWh/ton. Monitoring and development processes aimed at increasing energy efficiency potential are ongoing in these companies. At Norm Fasteners Nuts, the 2021 value of 1.21 MWh/ton followed a relatively stable course, reaching 1.27 MWh/ton in 2024. The energy intensity indicator is tracked across all companies on an MWh/ton basis, and the planning of practices toward the 33% reduction target continues.
Resource Efficiency	Zero Waste target– (hazardous andnon-hazardous waste)	2050	Amount of Hazardous Waste (kg)Amount of Non-Hazardous Waste (kg)	2024 yılında 20,518.88 ton tehlikeli atık ve 5,184.8 ton tehlikesiz atık olarak gerçekleşmiştir. Önceki yıllarda analiz sonuçlarına dayanarak tehlikesiz atık olarak sınıflandırılarak bertaraf edilen muallak hurdalar, 2024 yılı itibarıyla analiz yapılmaksızın doğrudan tehlikeli atık olarak beyan edilip gönderilmeye başlanmıştır. Bu uygulama değişikliği nedeniyle tehlikeli ve tehlikesiz atık miktarlarında yıl bazlı farklılıklar gözlemlenmiştir.
	Reducing amount of water drawnin the production facilities by 30%compared to 2020	2030	Water Intensity (m3/ton production)	In 2024, hazardous waste amounted to 20,518.88 tons and non-hazardous waste amounted to 5,184.8 tons. In previous years, ambiguous scrap was classified and disposed of as non-hazardous waste based on analysis results; however, as of 2024, it has started to be declared and dispatched directly as hazardous waste without analysis. Due to this change in practice, year-on-year differences have been observed in the quantities of hazardous and non-hazardous waste.

Human Matters Goals



Material Topics	Goal	Goal Year	KPI	Progress Status
Occupational Health and Safety (OHS)	Zero work accident		Accident severity ratio, %Accident frequency ratio %Occupational disease ratio(ODR)OHS Trainings (per employee – per subcontractor)	In 2024, the accident frequency rate within Norm Holding increased by 18% compared to the previous year, reaching 12.04, while the accident severity rate rose by 6% to 0.17. The targets set for 2025 aim to reduce the accident frequency and severity rates in all business units based on the Holding average, and to continuously achieve the ultimate goal of zero occupational accidents. Regular trainings are provided to raise occupational health and safety awareness, avoid hazardous behaviors, and embed safety into the corporate culture. Basic occupational health and safety, emergency response, single-point training, and instruction trainings are delivered both in-person and through remote learning methods. In 2024, a total of 24,496 hours of occupational health and safety training was conducted. Norm Holding organizes OHS Committee meetings in line with legal requirements, taking into account the hazard classes of its subsidiaries. Throughout 2024, a total of 422 decisions were made in these meetings, 76% of which have been implemented.
	Increasing the EmployeeSatisfaction Rate to 90%	2030	Employee satisfaction %Seniority Year	Norm Holding conducts an Employee Opinion Survey every two years with an approach that values employees' perspectives. Based on the 2023 survey results, comprehensive efforts were carried out in 2024 to improve the employee experience.
	Increasing Employee EngagementRate to 76%	2025	Employee engagement %	In order to better understand the reasons behind the issues highlighted as areas for improvement in the survey results, focus group meetings were organized with voluntary participation from field and office employees. In these meetings, employees' ideas and opinions were heard, and action committees were established based on the topics raised. Each company prepared specific action plans according to its own needs, and these plans were regularly monitored throughout the year. Pulse Surveys were conducted in 2024 to evaluate the impact of the implemented practices. In addition, special training programs were organized for managers to enhance their impact on employee engagement. All these efforts will continue to be monitored together with the Employee Opinion Survey, which will be renewed in 2025.
Talent management andemployee engagement	Increasing the average training hours per employee	2024	Total and per person training hours	As of 2024, the total training time provided to employees within Norm Holding amounted to 80,886 hours, and the average training time per employee increased to 21.57 hours. The trainings were carried out under various categories, including professional development (10,519 hours), personal development (516 hours), occupational health and safety (24,496 hours), and other topics (45,355 hours). In addition, 4,457 hours of training were delivered within the scope of environmental content trainings, with 2,885 employees participating. The number of employees who completed ethics training was recorded as 1,157. By the end of 2024, the target to increase training time per employee was successfully achieved. Training activities are important for the sustainability of employee development, and monitoring and reporting processes continue to be followed.
	Increase the rate of femaleemployees to 35%, female STEM (science, technology, engineering, management) employees to 50%, female senior managers to 30%, female mid-level managers to 35%, female all management to 33%.	2030	Female employee ratio %Number of new employeesNumber of employees by working hoursEmployee turnover ratio %Under 30 years old/30-50 years old/ over 50 years oldNumber of Positions Filled with Internal CandidatesNumber of all open positionsNumber of employeesUnder 30 years old/30-50 years old/over 50 years old,Female/Male, BoD	In 2024, the ratio of female employees was 11%, while the ratio of women in STEM positions was 33%. The ratio of women in senior management was 21.7%, in middle management 21.3%, and in other management levels 21.5%. An increase was achieved in the number of women employees in middle management. Efforts to increase female representation continue, and the relevant indicators are regularly monitored.
	Being signatory to WomenEmpowerment Principles (WEPs)	2025	Compliance to deadlineWEPs	In 2024, with the participation of representatives from the Corporate Communications department, Norm Holding joined the UN Global Compact Target Gender Equality program. In this process, preparations for signing the Women's Empowerment Principles (WEPs) were initiated; a current state assessment was conducted using the WEP Self-Assessment Tool, and an action plan was created for areas open to improvement.
Diversity, Equity, and InclusionGender Equality				

Technology Matters Goals



Material Topics	Goal	Goal Year	KPI	Progress Status (2024)
'Twin Transition	'Increasing Digital Maturity Level index*	2025	Digital Maturity Level Measurement	As a result of the digital projects carried out in 2024, the Digital Maturity Level increased by 21.26 points. Since 2022, the cumulative level tracked has reached 136.21.
	'Increasing RPA process automations	2025	Number of processes transferred to Normie (number of units)	In 2024, the number of processes transferred to Normie reached 347. In this way, by gaining an additional 19,170 hours of workforce per month, significant progress was achieved in process automation.
'R&D and Innovation Circular Product and Process Design	Increasing R&D spending to 2%	2030	Ratio of R&D spending to revenue, %	In 2024, the ratio of R&D expenditures to turnover was 1% in Tooling, 2.45% in Bolts, and 0.33% in Nuts.
	Increasing number of copyrightsand patents	2030	Number of copyrights and patents	In 2024, 8 patent applications were filed, bringing the total number of patent applications of Norm Holding to 43, of which 19 were approved.
	Increasing R&D center projectnumbers	2030	Number of R&D center projects	In 2024, R&D projects aimed at extending the lifespan of products, increasing material efficiency, reducing waste, and optimizing energy consumption were carried out. For digitalization and R&D investments, 5.31 million euros were spent. Throughout 2024, 3 projects and 9 theses studies were carried out in cooperation with universities.

(*) The term 'Digital Maturity Level' represents the calculation of the 'impact index,' which is developed in-house and monitored cumulatively based on the effects of digital projects carried out each year. This index is intended to directly measure the prevalence of digitalization activities and their contribution to the organization.



Work Matters Goals



Material Topics	Goal	Goal Year	KPI	Progress Status (2024)
Product quality and safety	50% reduction in emissions from input products	2030	Recycled material use ratio, %	In 2023, 67% of the iron and steel raw materials used in production were produced by the electric arc furnace (EAF) method, while in 2024 this rate increased to 72%.
	Establishing a SupplierDevelopment Program	2025*	Number of high-risk suppliersPercentage of buyers trained in sustainable supply	In 2023, among the suppliers subject to ESG assessment, 40% in the industry group and 50% in the trade group were classified as medium and high risk. Accordingly, in 2024, development efforts for sustainable supply practices were initiated, prioritizing high-risk suppliers. Within the scope of these efforts, which were integrated into the annual OKR targets of the relevant teams, awareness-raising materials on ESG topics were prepared and training plans were made. In order for the program to be implemented in a more comprehensive and effective manner, the target year has been updated to 2025.
Customer expectations and satisfaction	Increasing Customer SatisfactionRate to 4.05 out of 5	2023	Customer satisfaction %, Potential customer portfolio, Number of customer assessments completed, scores	The customer satisfaction target set for 2023 was successfully achieved. After reaching the target, performance monitoring for customer satisfaction continued in 2024. Within this scope, the satisfaction score increased from 4.30 to 4.47 among domestic customers, and from 3.75 to 4.13 among international customers. Since the target year has been completed, this topic will continue to be monitored for tracking purposes.
Responsible Investment approach	Making ESG assessment during investment	2024	Environmental investment amount (euro)	In line with the target set for 2024 to integrate ESG criteria into investment decisions, elements contributing to the green transition were included in investment budgets. Within this scope, a total investment of 17.3 million euros was made in projects supporting environmental sustainability. Of this amount, 15.5 million euros consisted of ground-mounted solar power plant projects. Since the target year has been completed, this topic will continue to be monitored in performance evaluations for tracking purposes.
Corporate governance	Preparing a compliance report with Corporate Governance Principles	2025	Compliance with deadline	Efforts to improve corporate governance practices continued in 2024, and accordingly, Norm Holding's corporate governance rating increased from 9.19 to 9.26. The Corporate Governance Raiting Report is published on Norm Holding's website.
	Developing ethical advice and reporting mechanisms	2023	Ethics training hoursNumber of ethical concerns reported	The target set for 2023 regarding the development of ethics training and reporting mechanisms was completed. In 2024, ethical practices continued to be monitored; the number of ethical reports amounted to 61. Ethics trainings are regularly provided within the scope of the sustainability approach, and in 2024, 1,157 employees received ethics training. Performance monitoring continues through reporting. Since the target year has been completed, this topic is being followed for monitoring purposes.
Sustainable supply chain management	Reduce supply chain carbon emissions by 50% compared to 2024	2050	Upstream carbon emissions (tonCO ₂ eq)	It was defined by Norm Holding in 2024 within the framework of the sustainable supply chain. Within the scope of the Sustainable Procurement Policy prepared in the same year, reducing the environmental and social impacts of supply chain operations was prioritized. The year 2024 was determined as the base year, and data collection and calculation processes were established. Performance monitoring will be reported starting from 2025.
	Ensure that 100% of key suppliers implement the ISO 14001 Environmental Management System and the ISO 45001 Occupational Health and Safety Management System	2030	Percentage of suppliers completing certification, %	Within the scope of the Sustainable Procurement Policy, it is planned to conduct evaluations regarding suppliers' environmental and occupational health and safety practices; the preparation process for reviewing the current situation is ongoing. Monitoring and reporting activities related to certifications are expected to begin in 2025.
	Source 80% of the raw materials used in products from sustainable (recycled or renewable) sources	2026	Percentage of sustainable raw materials, %	As of 2024, based on data obtained from suppliers using electric arc furnace (EAF) technology, the percentage of raw materials sourced from sustainable sources was 72%. Progress is being made toward the target, and the sustainable supply chain infrastructure continues to be developed.
	Ensure that all key suppliers comply with Norm Holding's Supplier Code of Conduct	2030	Percentage of suppliers signing the policy, %	In 2024, the Sustainable Procurement Policy and the Supplier Code of Conduct were developed and communicated to key suppliers. In this context, the acceptance process of the policy and the code has been launched, and compliance will be monitored in 2025.

(*) The target year has been updated to 2025 in order to comprehensively structure the program, prepare training modules for prioritized high-risk suppliers, and align it with the annual OKR processes of the relevant teams.

We strengthen **gender equality**, **promote** an **inclusive work culture**, and **enhance talent development** through continuous learning.



HUMAN MATTERS

Norm Holding, in line with the Human Matters approach and the **Human Rights Policy**, adopts respect for human rights as a fundamental principle. The Holding assumes the responsibility of providing a fair, safe and dignified working environment; and in its relations with employees, suppliers and business partners, adopts a human rights–respectful approach as a fundamental principle. The principle of zero tolerance is applied against child labor, forced labor, discrimination and harassment; freedom of association, fair remuneration, and safe and healthy working conditions are supported. The rights of employees are protected and managed in accordance with applicable legal regulations and employment contracts.

The Holding’s policies adopt the principles of respect for human rights and compliance with international standards. For this reason, the protection of human rights is accepted as a priority objective. **The Human Rights Policy** entered into force with the approval of the Board of Directors of Norm Holding. Any report of a violation of human rights can be made through the Ethics Line channel on the basis of confidentiality. In case violations are identified, sanctions may be applied in accordance with the relevant legislation and the disciplinary regulation. Norm Holding’s Human Rights Policy has been prepared with reference to international human rights frameworks such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO Core Conventions, and the UN Global Compact. The Policy is regularly reviewed in line with internal and external developments and updated when deemed necessary. In 2024, revision efforts for the Human Rights Policy were initiated, and in 2025 quantitative and qualitative targets were included. Norm Holding, by demonstrating the value it places on people throughout the entire value chain, aims to protect human rights within the framework of the principles of respect, equity and integrity, and to make this understanding an integral part of corporate culture.

While carrying out economic success and social responsibility in a balanced manner, Norm Holding has adopted as a principle providing an inclusive working environment where individuals from different cultures and backgrounds can realize their potential. The Diversity, Equity, and Inclusion Policy entered into force with the approval of the Board of Directors. In line with the Diversity, Equity, and Inclusion Policy, equal opportunity is adopted in all employment processes from recruitment to career development; zero tolerance is shown against discrimination based on reasons such as language, race, gender, or disability. It is aimed to create a fair and safe working environment where every employee feels valued and has a sense of belonging. Gender equality, equal pay policies, support for women’s

employment, additional leave rights granted to fathers as well as mothers, and socially inclusive practices are examples of the implementation of this approach.

Norm Holding has established a strong governance structure in order to transform its human rights goals into concrete practices. Regular monitoring is carried out through performance indicators; the data obtained are evaluated in line with dialogues maintained with employees, local communities and non-governmental organizations. The progress achieved is presented to the public through transparent reporting and is managed on the basis of the principle of accountability. For 2025 and beyond, it is aimed to further integrate the human rights approach into the entire value chain, strengthen it through sectoral collaborations, and adapt global best practices to the corporate structure. Human rights principles have become embedded in Norm Holding’s corporate culture; they have become a fundamental element that supports dignified working conditions, creates social benefit and enables long-term sustainable growth.

DIVERSITY, EQUITY, AND INCLUSION

Creating an inclusive working environment where all employees can express themselves freely and that strengthens the sense of belonging is among Norm Holding’s main priorities.

Diversity, equity and inclusion constitute the foundation of the Holding’s Human Rights and Human Resources Policy. It is aimed to create a working environment that values the differences of employees and where every individual feels safe, equal and respected. In this regard, from recruitment processes to career development opportunities, the principle of diversity, equity and inclusion is adopted, and absolutely no tolerance is shown toward discriminatory actions.

As part of its human rights approach, Norm Holding is committed to providing all its employees with fair and competitive wages. Remuneration processes are shaped in line with the principles of diversity, equity and inclusion, and the principle of equal pay for equal work is taken as the basis. Compensation is determined through performance-based, transparent and fair practices, taking into account the contributions and competencies of employees.

Gender Equality

Norm Holding regards gender equality as a fundamental corporate value and takes determined steps to increase the representation of women in the workforce. While the proportion of female employees continues to increase every year, an inclusive and fair working culture where women have equal access to opportunities is systematically strengthened.

While carrying out its corporate activities, Norm Holding accepts the protection of the rights of its employees and business partners as a fundamental principle and, as a participant of the United Nations Global Compact (UNGC), shapes its values in accordance with universal standards. In this regard, Norm Holding, which adopts the protection of the rights of its employees and business partners as a fundamental principle in its activities, implements a zero-tolerance policy against all kinds of discrimination based on personal

characteristics and acts in line with the Human Rights Policy and the Ethical Work Rules. Within the Holding, individual differences are regarded as a source of corporate richness and efficiency, and it is aimed to create an environment where freedom of expression and the sense of belonging are supported.

In line with its goal of becoming a signatory of the United Nations Women’s Empowerment Principles (WEPs) in 2025, Norm Holding took important steps in 2024. Within this scope, the Holding participated in the UNGC “Target Gender Equality” program with the involvement of representatives from the Corporate Communication and Sustainability units. During the process, the current situation was assessed using the WEP Self-Assessment Tool, development areas were identified, and action plans were created.

Employees by gender

Employees by gender	Unit	2022	2023	2024
Male	Person	3,488	3,720	3,398
	Ratio	91.0%	90.1%	88.9%
Female	Person	343	409	426
	Ratio	9.0%	9.9%	11.1%
TOTAL		3,831	4,129	3,824

Number of STEM Employees

Number of STEM Employees	Unit	2022	2023	2024
Number of Employees in STEM* Fields	Female Employees	75	172	176
	Male Employees	233	339	356
	Total	308	511	532
	Female Employee Ratio	24%	34%	33%

* Science, Technology, Engineering, Mathematics

Workforce By Management Category

Norm Holding aims to achieve the following targets in the scope of gender equality by 2030:

- Female employee ratio: 35%
- Female employee ratio in STEM positions: 50%
- Female employee ratio in senior management: 30%
- Female employee ratio in lower management positions: 35%
- Total female employee ratio in all management positions: 33%

In 2024, Norm Holding participated in the Inspiring Women Career Summit, organized online on March 6 by Youthall, a career platform for young talents, where women leaders who inspire with their success stories came together with the leaders of the future. At the event, Norm Coating Plant Manager Demet Bayındır Kokulu shared how she step by step achieved her career goals with the principle of “The Power of Equality, The Power of Norm,” and gave advice to young talents at the beginning of their careers.

Workforce By Management Category	Unit	2022	2023	2024
Senior Management*	Female	4	5	5
	Ratio	23.5%	23.8%	21.7%
	Male	13	16	18
	Ratio	76.5%	76.2%	78.3%
Middle Management **	Female	16	13	16
	Ratio	22.9%	18.8%	21.3%
	Male	54	56	59
	Ratio	77.1%	81.2%	78.7%
Other*	Female	24	24	17
	Ratio	28.6%	28.2%	21.5%
	Male	60	61	62
	Ratio	71.4%	71.8%	78.5%
TOTAL		171	175	177

* Senior Management: Chairperson, Director, General Manager, CEO, ** Middle Management: Plant Manager, Group Manager, Manager, Expert
*** Other: Executive

Youth Employment

Norm Holding regards the participation of young people in the workforce as a strategic priority and systematically supports young talents through training, internship, mentorship and development programs in this direction. As of 2024, 71% of the employees who joined Norm Holding consist of young professionals in the 18–30 age range. Youth employment is considered as a fundamental building block of sustainable growth, corporate renewal and innovation culture.

In line with this vision, internship programs, reverse mentoring processes and inclusive training opportunities aim to enable young people to make a strong start to their career journeys and to create lasting value within the organization.

This approach of Norm Holding, as a reflection of the prioritized support given to young talents and strategic human resources management, was also recognized within the scope of the Top CHRO Awards 2024 organized by Toptalent.

Norm Holding Human Resources Director Filiz Ergin was included in the “Best HR Leaders of Türkiye” list within this scope.

Number and Ratio of Employees by Age Groups and Gender

By Age	Unit	2022	2023	2024
18–30 Years	Female	133	178	191
	Ratio	7.1%	8.9%	10.7%
	Male	1,743	1,831	1,589
	Ratio	92.9%	91.1%	89.3%
31–40 Years	Female	145	163	165
	Ratio	10.8%	10.9%	11.7%
	Male	1,195	1,330	1,242
	Ratio	89.2%	89.1%	88.3%
41–50 Years	Female	52	54	52
	Ratio	10.2%	10.3%	10.1%
	Male	460	468	465
	Ratio	89.8%	89.7%	89.9%
51–60 Years	Female	9	10	13
	Ratio	11.8%	13.5%	14.1%
	Male	67	64	79
	Ratio	88.2%	86.5%	85.9%
Over 60 Years	Female	0	0	0
	Ratio	0.0%	0.0%	0.0%
	Male	4	4	2
	Ratio	100.0%	100.0%	100.0%
TOTAL		3,808	4,102	3,798

Employment of Persons with Disabilities

Norm Holding has adopted as a fundamental principle the creation of an inclusive working environment where equal opportunities are provided for everyone. In this context, the active participation of persons with disabilities in the workforce is supported; and with special development programs, areas are created where individuals can fully realize their potential. As of 2024, there are 96 employees with disabilities working within the Holding.

Norm Holding continues its current practices to ensure that persons with disabilities can participate in business life in a more visible, effective, and equal manner; and persistently implements processes aimed at strengthening an inclusive working environment. In the upcoming period, it is aimed to achieve further progress in this area and to expand employment opportunities.

Other Groups	2022	2023	2024
Number of Persons with Disabilities	89	96	96

Combating Discrimination and Harassment

At Norm Holding, the health, safety, and well-being of all employees are safeguarded; and importance is placed on the employment of individuals from different cultures, backgrounds, and experiences. Recruitment, assignment, and promotion processes are carried out solely on the basis of suitability for the position, objective criteria, merit, and competence. Factors such as language, race, nationality, color, gender, disability, political opinion, belief, or sectarian differences never constitute grounds for discrimination at any stage. In line with its zero-tolerance policy against discrimination, Norm Holding regularly reviews all business processes with the principle of equal opportunity and implements necessary improvements. As a member of the UN Global Compact, it acts in accordance with ethical principles and is committed to protecting employee rights.

Norm Holding is committed to providing a workplace free from violence, harassment, threats, and other unsafe or disturbing conditions arising from internal or external threats.

Security services are provided in a manner that respects the privacy and dignity of every individual. Norm Holding adopts a zero-tolerance policy against harassment and violence. No form of physical, verbal, sexual or psychological harassment; bullying, abuse or threat is ever permitted in the working environment. Creating a corporate culture that safeguards the safety, dignity and psychological well-being of employees is among the fundamental priorities. In this regard, proactive practices aimed at preventing discrimination and unwanted behaviors have been implemented. To specifically emphasize the zero-tolerance policy against harassment, preparations for a Harassment Prevention Policy have been initiated, and it is planned to be published in 2025. Open and accessible communication channels have been established to facilitate the reporting of possible violations, and all reports are evaluated on the basis of confidentiality. In cases of violations, disciplinary processes are firmly enforced and relevant legal procedures are meticulously followed.

Work-Life Balance

Family Support

Norm Holding supports female employees in taking their maternity leave fully and without interruption, and in returning to their duties after leave under the same roles and conditions without difficulty. Based on the principle of equal opportunity, male employees who become fathers are also encouraged to participate in the care of their children and to share parenting responsibilities, and for this purpose, in addition to the statutory paternity leave, an extra 5 days of leave is granted.

In 2024, 7 of the 11 female employees who took maternity leave and all of the 205 male employees returned to work. The rate of those who continued in their duties for at least 12 months after leave was 100% among female employees.

Female Employees Taking Parental Leave

Female Employees Taking Parental Leave	2022	2023	2024
Employees entitled to parental leave	10	9	11
Employees who took parental leave	10	9	11
Employees who returned to work after parental leave	10	9	7
Employees who returned to work after parental leave and continued working for at least 12 months	7	8	7

Male Employees Taking Parental Leave

Male Employees Taking Parental Leave	2022	2023	2024
Employees entitled to parental leave	234	215	205
Employees who took parental leave	234	215	205
Employees who returned to work after parental leave	234	215	205

N'Aktif Program

Launched within Norm Holding in 2024, N'Aktif is a social clubs platform created to support the extracurricular interests of hundreds of employees, enhance their social interactions, and strengthen their sense of belonging within the company. Developed as part of the employee-oriented management approach, this structure contributes to maintaining work-life balance, increasing motivation, and reinforcing internal engagement by supporting physical, mental, and social well-being.

Under the umbrella of N'Aktif, various events were organized throughout the year through clubs addressing different areas of interest, encouraging employees to enhance their experiences of creating, sharing, and socializing together.



The Well-Being Club, offered practices supporting body-mind balance through yoga gatherings organized in İzmir and Salihli locations and online office yoga sessions. In the webinar series conducted with the participation of a psychologist, topics such as mental resilience, healthy communication, and psychological balance were addressed, while sessions supported by a dietitian raised awareness on healthy nutrition. **More than 1,000 employees participated in 10 different well-being webinars held throughout the year.**



The Running and Cycling Clubs through regular training sessions and the marathons they participated in, strengthened team spirit, while also organizing events on special days such as **World Car-Free Day** and **World Bicycle Day** to promote physical activity and environmentally friendly transportation.



The Do-It-Yourself (DIY) Club, increased environmental awareness through practices such as the **Compost Making** workshop, organized to contribute to sustainable living.



Sports Teams

Norm Holding supports corporate sports teams in volleyball, football, and basketball in order to encourage its employees to lead a healthy and active lifestyle.



Throughout the year, the teams prepared with regular training sessions and won championships in various categories with their outstanding performance in intercompany tournaments. These achievements highlight the importance of team spirit, solidarity, and the unifying power of sports in the corporate culture.



Norm Fest

The 50th anniversary of Norm Holding was celebrated with Norm Fest, a large-scale event held with broad participation of employees. On the 50th year of the success journey that began in 1973 under the leadership of Founder and Honorary Chairman Nedim Uysal, Norm Fest became an important milestone that strengthened corporate culture, the sense of unity, and employee engagement.

The event, held at the İzmir Fairground, was realized with the participation of employees from production and office locations in İzmir, Manisa, İstanbul, Kocaeli, and Ankara.



With the active participation of in-house clubs, the festival was enriched by artistic contributions from the Dance and Music Clubs through their performances; the Organization Club undertook the coordination process of the event; and the Well-being Club took part with an information booth themed around healthy living. The activities of the clubs operating under the umbrella of N'Aktif added value to Norm.

The event was held in a dynamic atmosphere with various activities and musical performances aimed at increasing interaction among employees. In line with Norm Holding's emphasis on labor and corporate loyalty, plaques of appreciation were presented during the festival to employees with 25 years or more of service.



EMPLOYEE SATISFACTION

Norm Holding regards employee satisfaction and engagement as the foundation of the Holding's success. It develops various programs and practices to increase the motivation and commitment of its employees, and to enhance their happiness and productivity at work. With a management approach based on collaboration, it takes into account the views and suggestions of its employees, regularly improves business processes and the working environment accordingly, and supports their professional development. Through the benefits provided, career development opportunities, and social activities offered to increase employee satisfaction, the Holding aims to sustain its productivity and success.

In order to continuously measure and improve employee satisfaction and engagement, the "Employee Opinions Survey" is conducted **every two years** by an independent organization specialized in the field. This survey, carried out across the Holding's domestic and international companies, is an important tool for collecting employees' views and suggestions on work environment, management, career development, benefits, and overall satisfaction. After the survey results are evaluated and reported by the independent organization, they are shared transparently with the relevant function managers and employees, helping to better understand employee expectations and needs, while also allowing the identification of the Holding's strengths and areas open to improvement.

In line with the feedback received, various action plans are created and implemented to improve the working environment, strengthen communication, and increase employee satisfaction. In 2023, as a result of the survey conducted with the participation of 80% of employees, the employee engagement score was determined as 59, and the employee satisfaction score as 73. Norm Holding aims to increase the employee satisfaction rate to 90% by 2030.

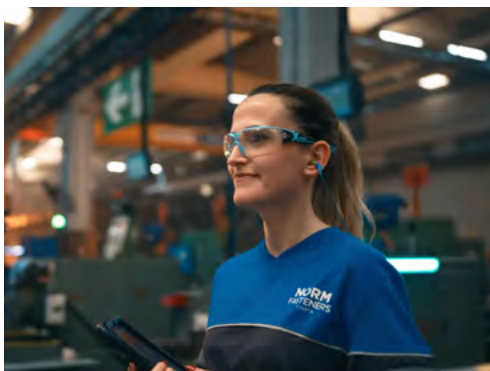
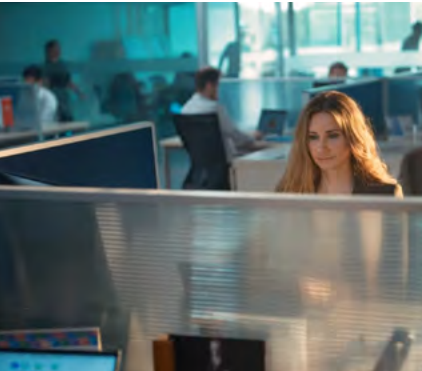
Following the survey results, focus group discussions were held with voluntary participants from field and office employees in order to better understand the areas of improvement and to conduct an in-depth analysis of employee experiences. In line with the topics that came to the forefront in these discussions, each company created action plans suited to its own dynamics, and the identified steps were regularly monitored throughout the year. As of 2024, the implementation rate of these actions was recorded as 78%.

In addition, Pulse Surveys were conducted during the year to monitor changes in the level of satisfaction; and special trainings for managers focused on strengthening leadership roles in employee engagement. In line with the requests raised during the focus group meetings held after the Employee Opinions Survey, as of August 2024, **birthday celebrations and birthday leave have been implemented.**

 Click to watch the film.

Norm Fasteners: Employee Value in the Promotional Film

Norm Holding's subsidiary, Norm Fasteners, conveyed its human-centered approach, advanced technology infrastructure, and integrated production capability to its stakeholders with a holistic perspective through the corporate promotional film released in 2024. Concluding with the slogan "Our Name is Norm Fasteners," the film clearly reflects the corporate value created not only through the brand's production capacity but also through employee engagement and corporate culture.



TALENT MANAGEMENT

Norm Holding implements comprehensive and strategic talent management programs to ensure that its employees make the most of their potential. Through the training and development opportunities offered in the field of career development, efforts are made to enhance competencies with plans tailored to the needs and goals of employees.

Acting with the motto "Together with You," the company aims to build a team structure that is customer-oriented, believes in teamwork, values diversity and inclusion, and is sensitive to the environment and society.

The main purpose of the talent management process is to make leadership capacity sustainable, carry corporate know-how into the future, and ensure organizational continuity by creating succession plans for critical positions. In this context, candidates for management positions are determined in advance; and the development of all employees is monitored through a step advancement system based on transparent and objective criteria.

Throughout the year, performance and potential evaluations are carried out within the framework of the Performance-Potential Matrix, and employees are evaluated not only for their current contributions but also for their long-term development potential. Alongside the Step Advancement and Career Planning processes, short-, medium-, and long-term succession lists for managerial positions are created and updated periodically.

At Norm Holding, the WTW Organizational Efficiency and Career Architecture Project, launched in 2023, was implemented with the aim of modernizing human resources systems and increasing organizational efficiency. Within the scope of the project, career management and grading systems were updated in line with company strategies, and technical competencies were redefined for all positions.

Throughout 2024, the project structure and roadmap were established; a total of 30 meetings were held during the implementation process. These meetings included the general kickoff session, evaluation meetings with middle and senior managers, webinars introducing career analysis forms, validation workshops, and the metrics meeting held with the Executive Committee. The project outputs are being implemented to cover all white-collar employees within Norm Holding.

Talent Development

Norm Holding offers various training and development opportunities to enhance the competencies of its employees for both their current roles and future careers. In this context, a total of 80,886 hours of training were conducted in different categories in 2024.

N'Academy

Norm Holding carries out a comprehensive development strategy to meet the current and future competency and skill needs of its employees. All training and development activities are planned and implemented under N'Academy, which was established in 2018.

Within the scope of N'Academy, in addition to technical and mandatory training, programs focusing on digitalization, global trends, competency development, and the skills of the future are offered. With leadership development and coaching programs specially designed for employees with leadership potential, managerial competencies are supported; while internship and apprenticeship programs contribute to youth employment and the sectoral workforce needs.

N'Academy

NorMentor Mentorship Program

With the NorMentor Program, which supports internal knowledge transfer and experience sharing, it is aimed to enhance the managerial development of employees. The program also provides a development model aligned with the strategic goals of Norm Holding.

ReNorm Reverse Mentorship Program

Unlike classical mentorship models, the ReNorm Reverse Mentorship Program offers an approach in which young employees guide experienced managers, creating a mutual learning environment on topics such as digitalization, new-generation business practices, and current social trends. By sharing their own perspectives and experiences, young mentors strengthen communication within the organization and support cultural integration. The program was not limited to Norm Holding employees; with the participation of students from the YetGen platform, it reached a broader network of interaction. This program started in 2023 and was completed in 2024. A total of 14 mentees and 45 young mentors participated in the program; among them were 15 female mentors and 5 female mentees.

RENORM

SAP Academy

Conducted by Norm Digital, SAP Academy is a comprehensive development program that enables young professionals to specialize in SAP consultancy. In the nine-month program, participants are offered both theoretical and practical training focused on SAP modules, as well as content supporting personal development and one-on-one mentorship opportunities. By being actively involved in real business processes, participants have the chance to develop practical skills through field experience in addition to theoretical learning. In 2024, the SAP Academy program contributed to the specialization of 13 young professionals.



Revolutio’N Projesi

In line with Norm Holding’s digitalization vision, Basic and Advanced Level Power BI trainings continued in 2024 with the aim of increasing employees’ data literacy skills and enabling them to develop projects that add value to business processes.

Code of Ethics Training

In 2024, trainings attended by 1,157 employees were conducted throughout the year, both online and in face-to-face groups, aiming to inform them about the Code of Ethics Procedure and the Ethics Line. These trainings aimed to reinforce a culture of corporate responsibility, respect, and transparency.

Ethics Trainings	2022	2023	2024
Number of people who completed the Ethics Training	416	2,055	1,157

The Power of the Field, The Power of Norm

This program, focused on the development of first-line managers, has been ongoing since 2018 and continued in 2024. Trainings were provided to field and team leader candidates on communication, relationship management, and team management.

Norm Online Development Platform

Through this platform, which continued to be developed in 2024, office employees were able to access mandatory trainings in a digital environment, while also benefiting from optional training opportunities in areas such as leadership, digitalization, technical skills, and talent development.

Vocational and Technical Trainings

In 2024, vocational and technical trainings were provided to strengthen the role-specific competencies of employees.



Academic and Certification Supports

Norm Holding supports the individual development of its employees through master’s, doctorate, foreign language, and professional certification programs, encouraging this development to be transformed into corporate benefit.



All Trainings (Person*Hour)	Unit	2022	2023	2024
Vocational and Technical Development	Person*Hour	18,672	18,000	10,519
Competency Development	Person*Hour	84	1,612	516
Occupational Health & Safety (OHS)	Person*Hour	10,209	18,868	24,496
Other	Person*Hour	28,944	37,994	45,355
Total Training Hours	Person*Hour	57,909	76,474	80,886

Environment-Related Trainings Provided to Employees	2022	2023	2024
Trainings (Person*Hour)	1,497	1,662	4,457
Participants (Person)	883	1,263	2,885

Young Talent Acquisition Programs

Norm Holding carries out various development programs for high school and university students with the aim of supporting young talents to make a strong start to their career journeys. These programs, which also constitute one of the fundamental building blocks of the Holding’s sustainable corporate development and knowledge transfer strategies, enable participants to improve their competencies, become familiar with the business world, and shape their career goals.

Norm Internship Program

The Norm Internship Program is offered in two formats, short-term and long-term, for vocational high school students and university 3rd and 4th-year as well as graduate students. The program provides participants with the opportunity to discover their areas of interest, gain project management experience, and get to know corporate business life by working together with expert teams within Norm Holding. Students who successfully complete the internship program are granted priority consideration when they apply for full-time positions. In 2024, a total of 68 students participated in the Norm Internship Program.



N’Talent Program

Developed for university and graduate students, the N’Talent Program is a part-time working model that supports young talents in adapting to business life at an early stage. Students accepted from the second year onwards actively take part in group companies at least 2 days a week; they participate in projects with mentorship support and have access to development programs. The program aims for participants to acquire technical knowledge, gain project experience, and become familiar with corporate business culture. In 2024, 21 university students were employed part-time within the scope of N’Talent.

DigiConnect Online Development Program

DigiConnect is an online development program designed for university students across Türkiye. Organized during the summer and winter terms, the program aims to help participants gain a closer understanding of corporate life and develop interdisciplinary thinking skills, while also contributing to their professional development through interaction with Norm Holding. Students who successfully complete the program are given priority in new graduate programs and open positions. In 2024, 14 students participated in the program and took part in a comprehensive development process supported by digital content.

DigiConnect



University Collaborations and Career Events

Within the scope of its active collaborations with universities, Norm Holding regularly participates in career days and promotional events. During these events, direct contact is established with young talents, job and internship opportunities are introduced, and applications are collected. In addition to university collaborations, young talents have also been engaged through various platforms such as Youthall and Yetgen.

DevFest Event

The Norm Digital team came together with young software developers to share knowledge in artificial intelligence and technology-themed sessions and introduced career opportunities within Norm. The event served as an important platform supporting the development of young, technology-focused talents.



Norm Vocational Training Unit

Through a Teachers' Day-themed film developed to contribute to vocational education, the success stories of young graduates working at Norm Holding were shared with the public. This communication effort aimed to encourage young people to pursue technical fields.

At the Vocational Training Center, apprentice students receive education one day a week based on the curriculum determined by the Ministry of National Education (MoNE), while spending four days a week in on-the-job learning. In addition to the curriculum-based education, students are supported with personal development training, technical and vocational training, digital literacy training, project work, seminars, as well as technical and cultural excursions. This program not only aims to equip students with vocational skills but also to raise individuals who are socially conscious and possess professional ethics.

At the same time, the program includes parent-teacher meetings, the organization of seminars, and technical excursions for teachers.



[Click to watch the film.](#)

Talent Selection and Evaluation

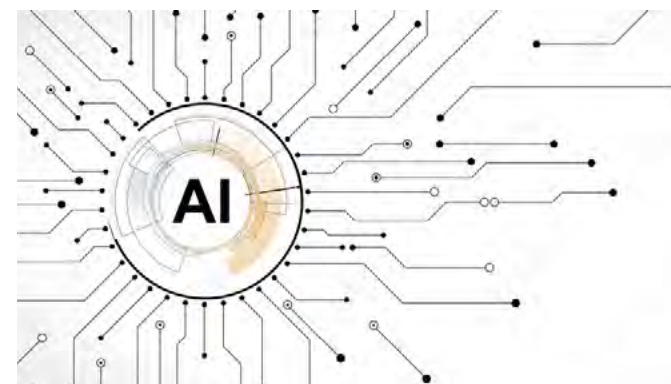
Norm Holding conducts its recruitment and placement processes in line with the principles of "Diversity and Equal Employment Opportunities" outlined in its Human Resources Policy, offering all candidates an equal, fair, and transparent evaluation process. Candidates are assessed solely based on their competencies and experience, regardless of personal characteristics such as language, race, gender, or sexual orientation; personal data is protected in accordance with the principle of confidentiality, and regular feedback is provided at every stage of the process. With its candidate experience-oriented approach in today's rapidly changing, competitive, and technology-driven business environment, Norm Holding aims to attract highly qualified professionals with strong potential.

The artificial intelligence (AI) based recruitment platform "Vinter"

Norm Holding integrates digital tools and scientific methods into its processes in order to adapt to the changing dynamics of the business world and to make recruitment processes more effective, user-friendly, and fair. In this context, the next-generation recruitment structure, launched in 2022, was strengthened with system integrations in 2023, and the AI-supported Vinter platform, developed by Norm Digital, was actively implemented.

The platform provides a simple, transparent, and efficient communication environment between Human Resources teams and candidates, while assessment steps such as competency inventories and foreign language tests are applied specifically to each position, enabling the objective analysis of candidates' potential. This system facilitates the placement of the right candidate in the right position, increasing satisfaction and process efficiency by placing candidate experience at the center of the process.

In 2024, Vinter was used effectively, particularly in the recruitment of young talents and white-collar candidates, delivering significant gains in terms of speed, transparency, and experience orientation in recruitment processes.



Shape Your Career

Talents within Norm Holding are evaluated for current open positions through the internal job posting system "Shape Your Career."

In 2024, a total of 34 internal postings were published, and 58 positions were successfully filled through internal rotation. In addition, as part of the grading advancement processes, many talented employees were offered career development opportunities, supporting employee engagement and internal mobility. At the same time, through the grading advancement processes, the commitment and development of talented employees were supported.

Labor Market Support Program for Young People Not in Education, Employment, or Training (NEET PRO)

Under the leadership of Konak Municipality, in partnership with İzmir University of Economics and Norm Tooling, the closing conference of the Konak Vocational Training Center Project, implemented within the scope of the "Labor Market Support Program for Young People Not in Education, Employment, or Training" (NEET PRO), was held at the Türkan Saylan Cultural Center. Within the scope of the project, CNC Lathe and Gas Metal Arc Welding trainings were provided over a period of five months in the practical workshops and theoretical classrooms established at Konak Municipality Toros Social Facilities. Participants who successfully completed the trainings were entitled to receive internationally recognized vocational qualification certificates by taking the Vocational Qualification Authority (MYK) exams. Through the project, which offers a 50% employment guarantee, young people were directed primarily to Norm Holding and its affiliated companies, as well as to industrial enterprises. The project aims to close the qualified labor force gap in the industry, facilitate young people's access to employment, and especially increase women's participation in production processes.

Stakeholder Opinion

Thanks to NEET PRO, I started working as a production personnel at Norm Tooling, one of Norm Holding's companies, which is a highly recognized and strong corporate firm in İzmir and across Türkiye. For me, this means I have fully achieved my goal. Both the project managers and the organizational process had an approach that valued, supported, and was solution-oriented toward the participants.

I am very pleased to have taken part in this project. At Norm Tooling, I have gained not only employment but also significant benefits in terms of personal and professional development. It is an environment where women and men work under equal conditions. I sincerely wish for the continuation of this project and for this opportunity to be offered to more young people.

Sude TOPRAK

Norm Tooling
Manufacturing Operator

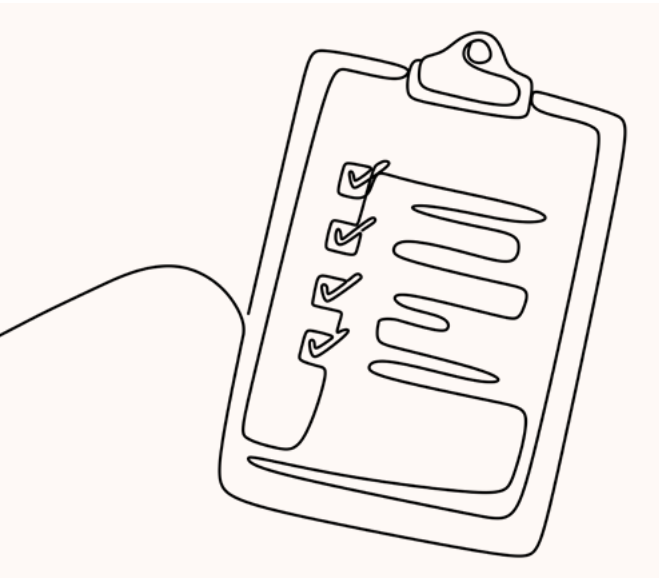
Performance Management

Norm Holding conducts performance management for all employee groups in a systematic, transparent, and fair manner in order to ensure the sustainability of corporate success. The goals of employees are determined in alignment with the strategic priorities of Norm Holding and its affiliated companies, and are monitored through the Performance Management System (PMS). Since 2022, through the WOKR platform, one-on-one employee-manager meetings and year-end evaluations have been carried out either digitally or face-to-face; feedback support is provided to managers with pulse surveys conducted before and after the process.

As of 2023, the performance evaluation process for blue-collar employees has been carried out through the digital platform developed by Norm Digital. In this process, performance goals are determined jointly by the relevant business unit managers, methods teams, and Human Resources; at the end of the year, actual results are measured and finalized with manager approval. The evaluation results are directly linked to talent management processes, thereby supporting both individual development and organizational success.

As of 2024, sustainability-focused indicators (ESG) have also been integrated into the strategic plans; thus, environmental, social, and governance targets have been included in the performance system.

Norm Holding also regularly monitors its performance in the areas of diversity, equity, and inclusion updates its HR processes in line with development areas. Compliance with these values is adopted across the organization under the leadership of the Corporate Governance Committee and the Executive Board and is embraced with shared responsibility by all employees and business partners.



OKR System and Coaching Process

Since 2021, Norm Holding has been implementing the OKR (Objectives and Key Results) methodology to manage the performance of white-collar employees with a focus on continuous improvement. Objectives are determined and monitored in accordance with the SMART (Specific, Measurable, Achievable, Realistic, Timely) criteria.

Within the scope of the OKR system, all white-collar employees hold one-on-one meetings with their managers three times a year; in line with the final evaluation at the end of the year, personalized development plans are implemented for employees who demonstrate low performance. In 2024, the OKR Coaching Process was actively carried out with the aim of expanding the OKR system across the organization and more strongly aligning employee goals with strategic objectives. OKR practices ensure the strengthening not only of individual performance but also of alignment with corporate goals. In this process, through OKR Coaches, goal setting, one-on-one meetings, performance monitoring, and evaluation steps were effectively carried out; special training programs were provided to coaches, and continuous support was given to the process with the aim of deepening the performance culture at the corporate level.

Remuneration

Norm Holding adopts an ethical, fair, and competitive remuneration policy in line with its long-term strategic objectives and sustainable growth vision. Remuneration processes are carried out by taking into account factors such as macroeconomic indicators, sectoral developments, job size of the position, company scale, and field/sector/company needs, and are determined in full compliance with all relevant legal regulations.

Within the scope of income package practices, all payments are recorded and regularly reported in accordance with legal regulations. 100% of Norm Holding employees are included within the scope of social benefits.

In working hours and overtime practices, the applicable legal regulations are strictly complied with, and in cases of overtime, payment at the legally prescribed rates is guaranteed.

The determination, evaluation, and appointment of senior and managerial roles are carried out by the Remuneration and Nomination Committee, which reports to the Board of Directors. In this context, the aim is to bring competent leaders into the organization and to strengthen the commitment of existing managers through a fair and transparent management approach.

OCCUPATIONAL HEALTH AND SAFETY

Work Accidents

Work Accidents*	Unit	2022	2023	2024
KSO – Accident Frequency Rate (Lost Time Injury Rate)(Number of Accidents × 1,000,000) / Total Working Hours	Rate	10.70%	10.05%	12.04%
KAO – Accident Severity Rate** (Severity Rate)(Lost Days × 1000) / Total Working Hours	Rate	0.21%	0.16%	0.17%

* Norm Holding consolidated occupational health and safety data covers the data of Norm Fasteners Bolts, Norm Fasteners Screws, Norm Fasteners Nuts, Norm Coating, Norm Tooling, Norm Forging, NRM Engineering, and STD companies.
** The ILO (International Labour Organization) calculation methodology has been used.

Norm Holding regards occupational health and safety not merely as a legal obligation but as a fundamental responsibility that safeguards the physical and mental well-being of its employees and all stakeholders. In line with this understanding, it integrates a culture of occupational safety into all its operations as an inseparable part of the organization, with the goal of achieving zero work accidents. The Holding aims to build a conscious and inclusive safety culture that prioritizes the active participation of all employees.

As of 2024, within OHS processes, OHS specialists have been organizationally positioned under different units; in the Fasteners Group, OHS specialists report to the OHS Manager, while in the New Business Group, they report to the respective business unit directors. The coordination of the ISO 45001 Occupational Health and Safety Management System, on the other hand, is carried out under the Integrated Management System within the Directorate of Sustainability and Integrated Management Systems.

Norm Holding ensures full compliance with the applicable occupational health and safety legislation and internal regulations. In practices carried out with consideration of hazard classes, all necessary measures are promptly taken to ensure the safety of employees and business partners in cases where unsafe conditions or behaviors are identified. In addition, the Holding is committed to providing a work environment free from violence, harassment, threats, and all other disturbing factors.

In 2024, the accident frequency rate increased by 18% compared to the previous year, reaching 12.04, while the accident severity rate increased by 6% compared to the previous year, reaching 0.17. In line with these figures, specific targets have been set for all business units for 2025, with the aim of achieving zero workplace accidents by 2028. Measures to reduce accidents are planned in light of analyses based on data from previous years. As a result of the comprehensive accident analyses carried out in 2023, the most frequent occupational health and safety incidents were identified. Believing that training plays a key role in promoting a strong occupational health and safety culture,

Norm Holding provides employees with basic OHS, emergency, single-point, and instruction trainings, both in person and digitally.

In 2024, a total of 24,496 hours of training were conducted. In addition, a total of 2,400 hours of training were provided to emergency teams, and 39 emergency drills were organized at sites. Taking into account parameters such as the geographical location of the facilities, production methods, and the number of employees, periodic inspections of machines, equipment, and installations located in the facilities were also carried out systematically. In 2024, periodic inspections of a total of 5,286 machines and equipment were conducted; 97% of the nonconformities identified in this process were closed. In addition, OHS board meetings were held within the legal timeframes according to the hazard classes of the companies; 76% of the 422 decisions taken in these meetings were implemented and closed.

For the monitoring and continuous improvement of OHS practices, the “Incident Notification Module” within the QDMS system is actively used. Through this module, a total of 1,388 actions were initiated throughout 2024, and 80% of these were closed, thereby increasing the traceability of processes.

ISO 45001 Occupational Health and Safety Management System certification processes are also ongoing at the facilities within Norm Holding. As of 2024, recertifications were carried out at Norm Fasteners Bolts İzmir, Norm Coating İzmir, Norm Fasteners Nuts İzmir, Norm Fasteners Nuts Salihli, Norm Fasteners Bolts Salihli, and Norm Fasteners Screws facilities, while initial certification was obtained at the Norm Tooling facility.



SOCIAL ACTIVITIES

Norm Holding adopts supporting local development and increasing social added value through the social projects it implements in the regions where it operates as a strategic priority. Social investment strategies are developed in alignment with Norm Holding's core values, taking into account prominent common issues in Türkiye and around the world. In this context, particular focus is placed on supporting quality education, increasing access to culture and the arts, gender equality, and raising awareness of climate change.



Equal Opportunity in Education

In 2014, the Private İzmir Atatürk Organized Industrial Zone Nedim Uysal Vocational and Technical Anatolian High School, named after Norm Holding's Founder Nedim Uysal for his contributions to education, was established by the İAOSB administration. At the school, students who receive 100% scholarships are educated in technology-equipped workshops, laboratories, and classrooms, gaining competencies in the fields of industrial automation, electrical-electronics, and mechanical technologies.

Believing that education is the foundation not only of corporate but also of social transformation, Norm Holding organizes internal trainings and seminars on topics such as gender equality, equal opportunity, and climate change across its affiliated companies, thereby raising employees' awareness and fostering a sense of responsibility for the future.



Stakeholder Opinion

IAOSB Nedim Uysal Vocational and Technical Anatolian High School was the first step that opened many doors in my career. The education I received at this school not only gave me technical skills but also instilled in me strategic thinking and a managerial vision. The intensity of the practical courses developed my problem-solving and systems perspective at a very early age. Having mastered CNC, CAD, and basic engineering principles during my high school years gave me an advantage that set me apart from many of my peers during my education in the United States.

Being a graduate of a vocational high school was one of the best decisions I have ever made. I believe that this school has helped break the prejudice in society regarding vocational high schools. Vocational schools are not only for students with "low scores," but rather places that should be preferred by young people who want to advance in technical fields and grasp the real needs of the industry early on. This education model accelerates the learning process, facilitates the transition into business life, and is an investment in the future that sets you apart at a younger age.

Today, while working in technical fields such as machining and advanced manufacturing systems, I feel at every

step the self-confidence and sense of responsibility that this foundation has given me. At the same time, in the industrial sector, where being a woman is often seen not as a "privilege" but as an "obstacle," the self-confidence and technical competence I gained at this school have always carried me one step ahead. At İAOSB Nedim Uysal Technical High School, we were taught that what matters is not gender, but competence.

At this school, I did not only acquire technical knowledge; I also built a leadership identity capable of taking initiative, producing solutions, and providing guidance. Mr. Nedim Uysal's visionary approach to education gave us young people not only knowledge, but also character, goals, and courage.

For me, this school is where my own story began. Today, I still work with the discipline of those years and guide myself with that vision. For Türkiye's future, supporting technical education with this approach will be a great asset. Being part of such a transformative journey will always be a great source of pride for me.

Talya Deniz ŞENEL
Mezun

Norm Volunteers

Established in 2024, Norm Volunteers is a corporate platform that aims to create a culture of participation based on volunteerism in line with Norm Holding's sustainability vision. Composed entirely of volunteer employees, this structure operates to implement projects focused on creating social benefit.



The projects developed under the platform cover many areas of social responsibility such as education, the protection of stray animals, afforestation, and the support of people with disabilities. These projects are proposed by volunteers and designed in alignment with the Sustainable Development Goals (SDGs) prioritized by Norm Holding. The activities are carried out in a coordinated manner in line with the principles set under the guidance of the Corporate Communications team.



Through collaborations established with non-governmental organizations, the outreach capacity and social impact of the projects are increased, while volunteer participation reinforces social awareness within the company. With more than 100 volunteers, Norm Volunteers strengthens the institutionalization of Norm Holding's social responsibility approach, enhances employee engagement, and is positioned as a strong structure aimed at creating sustainable social impact.

Norm Sanat

Since 2003, Norm Art has been operating in the Atatürk Organized Industrial Zone, carrying out its activities with the aim of making art accessible and widespread for all segments of society. Positioned under the umbrella of Norm Holding, this cultural and art platform supported individual creativity throughout 2024 with exhibitions, art courses, creative activities for children, and corporate collaborations, while at the same time underscoring the company's commitment to art.

Since its establishment, Norm Art has hosted over 150 exhibitions; it organizes events in the fields of plastic arts, music, and modern dance, while also offering adult education programs in drawing, oil painting, acrylic painting, and printmaking techniques to encourage artistic development. By expanding spaces for creative expression, Norm Art aims to enhance individuals' cultural and aesthetic awareness and to bring the unifying power of art to wider audiences.



March 8 Special Exhibition: "Cesaretin İvmesi" ("The Momentum of Courage")

In 2024, as part of International Women's Day on March 8, the exhibition themed "The Momentum of Courage" was presented to visitors at the Norm Art Gallery between March 7 and April 7. Curated by Gültekin Yıldız, the exhibition brought together artists from different disciplines who interpreted women's expression in art through their unique perspectives. Focusing on the universal language of contemporary art, the exhibition aimed to highlight the female figure positioned not only beyond gender, but at the very center of productivity and creativity.



"Geleceğin Dünyası" ("The World of the Future") Through Children's Imagination

As part of National Sovereignty and Children's Day on April 23, the World of the Future exhibition enabled children to express their visions of the future through art. Prepared with the works of children from Norm families, the exhibition was open to visitors at the Norm Art Gallery until May 10, 2024. The event supported children's creative thinking skills and provided them with early exposure to art.

Year-End Exhibition by Course Participants

The traditional Year-End Exhibition, showcasing the works of adult participants attending art courses organized by Norm Art, opened on June 10, 2024, and remained open to visitors until July 15. The exhibition featured works produced in oil painting, acrylic painting, and printmaking techniques. Held in the gallery located at the Norm Fasteners Nuts production facility, the event was organized specially for the 21st anniversary of Norm Art. The exhibition served as an important meeting point where art education was transformed into production, and participants were able to share the skills they had developed throughout the year.

Creating Space for Young Artists through Collaboration with BASE

In line with its vision of supporting young artists, Norm Art collaborated with BASE in 2024. At the BASE exhibition held at the Ritz Carlton in Istanbul and shaped around the theme "What Does Art Do?", Norm Art was featured in a special section. In this space, the latest works of 11 young artists who had participated in previous BASE editions were presented to art enthusiasts within the scope of the BASELECTED Collector's Edition. The exhibition contributed to a creative art ecosystem by bringing young artists and collectors together on the same platform.



Artistic Collaborations in Music

In 2024, in addition to visual arts, Norm Art deepened its work in the field of music and continued to support the development of young talents. Through collaborations with İzmir-born pianist Emre Yavuz and cellist Jamal Aliyev, events were organized where music met with different art disciplines; young musicians were given the opportunity to perform on stage, meet audiences, and showcase their musical skills.

Stakeholder Opinion

My collaboration with Norm Holding and Norm Art has been a valuable experience where my projects, ranging from classical music to experimental genres, met with society in a sustainable spirit. I look forward to working together on beautiful projects in the future.

Jamal ALİYEV
Cellist

Stakeholder Opinion

I feel great gratitude toward Norm Art, which sees art not merely as a "support item" but as a carrier of values. The existence of a structure that does not look solely at economic metrics, that allocates resources to these values, and moreover does so with a sincere spirit of collaboration, is very precious to me.

As someone from İzmir, the presence of such an institution in İzmir gives me both hope and confidence. Their desires for art, open-mindedness, and willingness to create together are of a nature that will secure a lasting place in this city's artistic memory. To be able to act with such a genuine sense of partnership in my own city is profoundly meaningful to me, both emotionally and on principle.

Emre YAVUZ
Pianist

We base our approach on **low-carbon transition**, strengthen **water management**, increase **resource efficiency**, safeguard **ecosystem balance**, and contribute to reducing environmental impact through **circular process design**.



PLANET MATTERS

Norm Holding continues to develop its sustainability strategies and implement concrete projects with the aim of reducing its environmental impacts and protecting natural life. The Holding acts with an environmental responsibility mindset to mitigate the negative effects of climate change, adapt to the new changing climate conditions, and ensure the sustainable transfer of natural resources to future generations. In line with the “Planet Matters” approach, it regards taking immediate action as a primary responsibility, focusing on priority areas such as the transition to a low-carbon economy, resource efficiency, circular process design, innovation, and twin transformation.

Environmental Management

Environmental and energy management processes are carried out by a specialized team under the leadership of the Sustainability and Management Systems Directorate, in an integrated manner with quality, OHS, and sustainability management systems.

In 2024, within the scope of the Integrated Management Systems (IMS), Norm Holding took significant steps in the areas of environment, energy, and occupational health and safety. With the updated Environment, OHS, and Energy Policy, commitments to ensuring a safe working environment, the efficient use of resources, and the reduction of the carbon footprint were strengthened at the corporate level.

Norm Holding carries out environmental management in a systematic manner and in line with international standards. In this regard, all facilities operating under the Holding possess the ISO 14001 Environmental Management Certificate. The Holding acts with a preventive approach that is based on identifying environmental nonconformities in advance and taking the necessary measures on time. In this way, full compliance with environmental legislation was ensured throughout 2024, and no violations of regulations or environmental penalties were encountered.

Norm Holding’s environmental principles and commitments are clearly defined in the **Integrated Management System Policy** and the Code of Ethics Guide documents. In addition, details regarding legal compliance and principles of social responsibility are included in the Ethical Business Conduct Policy.

Monitoring of Environmental Impacts

Norm Holding regularly monitors its environmental impacts in line with the ISO 14001 Environmental Management System standard and implements a management model based on continuous improvement. In this context, risk-opportunity analyses, environmental aspect analyses, and internal audits were carried out in 2024 as well. The findings obtained from the analyses and audits are recorded on the QDMS platform, and their follow-up is continuously conducted in digital form. The audit processes carried out in all factories affiliated with the Holding have been transferred to digital platforms and integrated into the QDMS system, thereby being consolidated under a centralized structure.

Throughout 2024, a total of 520 actions were created in the areas of environment and energy via the QDMS system. Of these actions, 232 originated from internal audits within the scope of the IMS, while 288 stemmed from field audit findings. The practices implemented as a result of the completed actions contributed to the reduction of environmental impacts, the identification and elimination of potential risks in advance, and the enhancement of the level of legal compliance.

Within the scope of the IMS, standard updates related to climate change have been integrated into risk and opportunity analyses. In this context, a total of 299 risks and opportunities were identified in the analyses. Of these, 23 were classified as critical, while 134 were evaluated as risks and opportunities requiring control. In addition, through environmental aspect analyses, 737 environmental impacts were identified, 83 of which were classified as significant environmental aspects. All findings obtained have been integrated into improvement plans and projects and are regularly monitored through the continuous improvement process.

In addition, in 2024, earthquake risk continued to be monitored at a critical level; building resilience analyses, emergency plans, and training activities carried out in cooperation with AKUT were maintained. Risk assessments and preparedness measures related to disaster scenarios such as fire and flood were also conducted throughout the year on a facility basis.



Environmental Trainings

Norm Holding regularly conducts training activities to raise the environmental awareness of its employees. In this context, in 2024, a total of 2,885 employees received 4,457 hours of environment-focused training.

With its determined efforts in the field of environmental sustainability in 2024, Norm Holding was deemed worthy of the Environmental Award by the Aegean Region Chamber of Industry (EBSO). The project implemented at the Coating facility, aimed at water and energy conservation, contributed to reducing environmental impacts while also concretely demonstrating the Holding’s approach focused on resource efficiency, innovation, and continuous improvement.

Environmental Investments

Within the scope of combating climate change, Norm Holding made environmental and energy management investments amounting to 4.17 million euros in 2022 and 4.2 million euros in 2023. Continuing its investments in this field in 2024, the Holding’s total investment amount reached 17.3 million euros by the end of the year, marking a significant increase compared to previous years. Through these investments, important improvements have been achieved in reducing both energy consumption and greenhouse gas emissions.

ENERGY AND GREENHOUSE GAS EMISSIONS MANAGEMENT

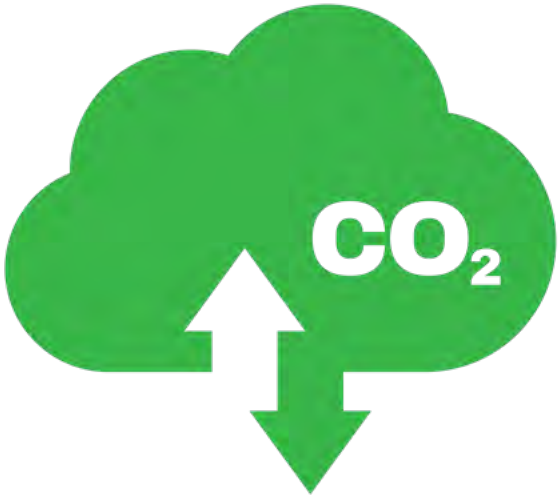
In line with Norm Holding’s Integrated Management System Policy, energy management is regarded not only as a part of operational processes but also as a strategic priority. Within the scope of the policy, commitments include the efficient use of primary and secondary energy sources, the recovery of waste energy, the prevention of energy leakages, and the adoption of renewable energy sources. In addition, the development of technological and operational solutions aimed at reducing the carbon footprint, minimizing environmental impacts, and combating climate change are among the core elements of energy management.

Energy performance is monitored through various performance indicators, and the defined targets are regularly tracked via Norm Holding’s monthly executive meetings and reported to senior management. In addition, the effectiveness of the system is continuously monitored through internal audits and management review meetings, and further supported by external audits.

Norm Holding designs its energy management activities in accordance with the ISO 50001 Energy Management System standard and bases all production processes on the requirements of this system. Within the scope of legal regulations, the establishment of energy management systems has been completed in facilities with an annual energy consumption exceeding 1,000 Tons of Oil Equivalent (TOE), and certified energy managers are employed at these facilities.

In 2024, with the completion of certification processes at the Norm Tooling and Norm Coating Salihli-2 facilities, the number of facilities holding ISO 50001 certification increased from 7 to 9.

In addition to ensuring compliance with legal regulations, data monitoring is carried out exclusively by professionals holding energy manager certification in order to guarantee the regular and accurate preparation of energy data. Norm Holding continued to organize trainings and certification activities in 2024, and by the end of the year the number of certified energy managers had reached 9. In this way, energy performance is monitored in a more systematic manner, and improvement activities aimed at efficiency are carried out.



Energy Consumption Data

ENERGY		Unit	2022	2023	2024
Direct Energy	Gasoline	liter	76,988	170,342	97,554
	Diesel	liter	297,958	377,720	458,580
	Natural Gas	m3	18,401,118	18,814,351	20,237,615
Indirect Energy	Grid Electricity	kWh	108,620,043	120,323,140	112,828,033
	Renewable Energy Production(SPP)	kWh	3,105,442	4,557,529	6,969,854

Energy Intensity Data

Energy Intensity (MWh/ton)	Unit	2022	2023	2024
Norm Fasteners Bolts İzmir	MWh/ton	2.14	2.00	2.26
Norm Fasteners Screws	MWh/ton	2.06	2.16	2.44
Norm Fasteners Bolts Salihli	MWh/ton	1.63	1.74	1.93
Norm Fasteners Nuts	MWh/ton	1.18	1.13	1.27
Norm Coating	MWh/ton	0.58	0.62	0.56

Transition to a Low-Carbon Economy and Combating Climate Change

Norm Holding, fully aware of its responsibility to mitigate the impacts of the climate crisis, continues its efforts to measure, reduce, and transparently report its carbon footprint within a systematic framework. In this context, the calculation and monitoring of greenhouse gas emissions are carried out under the coordination of the Sustainability Team, in accordance with the ISO 14064-1 standard. Since 2021, the Holding has been regularly monitoring its Scope 1 and Scope 2 emission data.

With the implementation of the Carbon Border Adjustment Mechanism (CBAM) by the European Union, the requirements regarding carbon reporting in export activities have increased. In this context, Norm Holding started reporting as of the beginning of 2024 for export products falling within the scope of CBAM, in line with the communication template published by the EU. Within the year, CBAM-compliant carbon emission calculations were carried out for five plants under the fasteners group, covering all CN-coded products produced. In these processes, not only the emission data of group companies but also supplier-based emission information was taken into account. Thus, a more precise and traceable product-based emission calculation infrastructure has been established.

In 2024, actual data obtained from supplier companies was included in CBAM reporting; default values were used only when necessary, within the 20% limit permitted by the regulation. To ensure full compliance with CBAM reporting obligations, processes are reviewed periodically and updated in line with regulatory changes.

Greenhouse Gas Emissions	Unit	2022	2023*	2024**
Scope 1 Emissions	tCO ₂ e	38,447.05	41,780.83	40,548.26
Scope 2 Emissions	tCO ₂ e	47,349.33	50,119.46	50,542.70

** 2023 data has been revised retroactively due to changes made in the calculation methodology.*
*** Norm Stamping, Norm Forging, and Norm Coating Sakarya, which were not included in the 2023 calculations, have been included in the 2024 emission reporting.*

Carbon Intensity (Scope 1 & 2) tonCO ₂ e / ton product	Unit	2022	2023*	2024**
Norm Fasteners Bolts İzmir	tonCO ₂ e / ton product	0.52	0.55	0.58
Norm Fasteners Bolts Salihli	tonCO ₂ e / ton product	0.42	0.44	0.47
Norm Fasteners Screws	tonCO ₂ e / ton product	0.61	0.55	0.69
Norm Fasteners Nuts	tonCO ₂ e / ton product	0.32	0.31	0.34
Norm Coating	tonCO ₂ e / ton product	0.20	0.18	0.18

** 2023 data has been revised retroactively due to changes made in the calculation methodology.*
*** Norm Stamping, Norm Forging, and Norm Coating Sakarya, which were not included in the 2023 calculations, have been included in the 2024 emission reporting.*

Norm Holding has set short-, medium-, and long-term targets within the framework of combating climate change. In this context, it aims to reduce Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030 and to increase renewable energy production capacity by 50% within the same period. In line with the Paris Climate Agreement's goal of limiting global warming to 1.5°C, Norm Holding commits to achieving “net zero” emission levels by 2050.

In line with its vision of transitioning to a decarbonized future, Norm Holding continuously reviews and develops its energy management strategies. In this context, strategic actions focus on increasing energy efficiency, electrifying production processes, raising the share of renewable energy sources in total energy consumption, and designing low-carbon-emission products and processes. These efforts not only support the reduction of emissions but also contribute to establishing a more sustainable and environmentally friendly production infrastructure. In line with its decarbonization targets, the Holding continues to implement its roadmap in alignment with its 2030 and 2050 commitments.

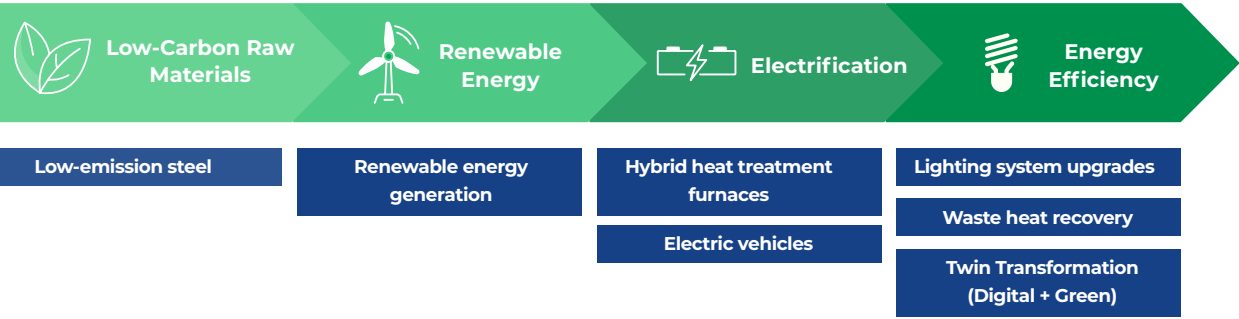
NORM HOLDING DECARBONIZATION STRATEGY AND ACTION PLAN

Norm Holding's decarbonization strategy has been developed to cover Norm Fasteners and Norm Coating companies, which operate in the fasteners and coating sectors. Within the scope of this strategy, which includes a total of four companies and seven facilities, the emission profile has been analyzed in detail and current practices implemented at the facilities have been evaluated. Subsequently, projects and new technologies that can be applied to reduce Scope 1, 2, and 3 greenhouse gas emissions, along with scenarios and future projections, have been developed. In the decarbonization study carried out jointly by Norm Holding's Sustainability Team, relevant facility managers, and the consulting firm, future projections for Scope 1, 2, and 3 emissions were developed separately for each facility based on the current situation (reference scenario) and decarbonization scenarios.

In 2023, the largest share of Norm Fasteners' greenhouse gas emissions was attributable to Scope 3 emissions at 80.53%. Of these Scope 3 emissions, 82.23% originated from purchased raw materials and goods (Scope 3, Category 4). Therefore, the use of low-emission steel as raw material was evaluated as an option within the decarbonization study. Based on the Holding's energy consumption data, it was determined that 94.3% of Scope 1 emissions stemmed from natural gas, while 95.6% of Scope 2 emissions originated from electricity consumption. Electricity consumption increased by 8.24% in 2023 compared to the previous year due to the commissioning of hybrid furnaces and the rise in production volume. Hybrid furnaces substitute a portion of natural gas consumption with electricity, achieving a 50% reduction in emissions. However, due to variations in product-based energy intensities and the increase in the production ratio of products requiring additional processing, the expected decrease in total emission volumes has not materialized.

Norm Holding's decarbonization targets are shaped around five main investment areas: renewable energy use, transition to low-carbon raw materials, process electrification, energy efficiency, and new technologies. In the field of renewable energy, investments in rooftop and ground-mounted solar energy systems are being increased, with the aim of meeting a significant portion of electricity demand from renewable sources. As of 2025, it is projected that solar energy systems will supply 58% of total electricity consumption. With its renewable energy strategy and investments, Norm Holding aims to reduce Scope 2 emissions and lower its dependence on the grid. In order to reduce Scope 3 emissions arising from purchased raw materials and goods, the transition to the use of recycled steel is underway. This transition is known to deliver up to 80% emissions savings compared to traditional methods.

In the process of identifying decarbonization technologies, a total of 12 technologies were included in the long list and evaluated according to the criteria of technology readiness level, cost, and emission reduction potential. Based on the findings, low-emission steel, renewable energy generation, market-based instruments, hybrid heat treatment furnaces, electric vehicles, lighting systems, waste heat recovery, and twin transition technologies were shortlisted. Some of these technologies are already being implemented within Norm Fasteners and Norm Coating, while feasibility studies for investment are ongoing for others.



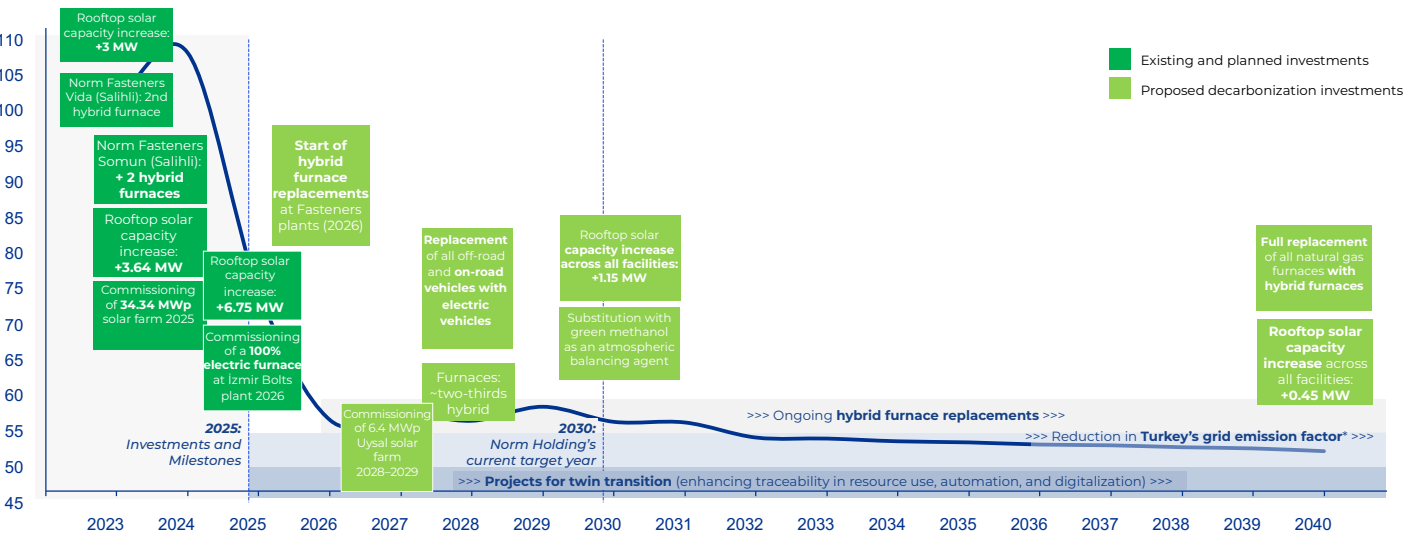
According to the projections, under the reference scenario, only a 6.7% reduction in Scope 1 and Scope 2 emissions is foreseen by 2030. In contrast, if the planned decarbonization investments are implemented, it appears possible to achieve a 44% reduction in emissions within the same period. This rate indicates that even the 42% science-based reduction target recommended by the SBTi has been exceeded. A reduction of 9% is expected through solar energy plants

(SPPs) investments, 25.5% through hybrid furnace transitions, and 9.5% through electric vehicles and other solutions.

Due to the increasing trend in Scope 3 emissions, Norm Holding is focusing on sustainability in its supply chain. In 2023, the use of supplier-specific emission data in Category 4 emissions led to a 28% increase in Scope 3 emissions compared to the previous year.

Within the scope of decarbonization initiatives, the planned investments are expected to continue gradually until 2040.

Norm Fasteners Scope 1 & 2 Emissions and the Potential Impacts of Mitigation Investments
(2023 Scope 1 + 2 emissions = 100, tCO₂e)



*World Bank Electricity Planning Model, 2024. *Norm Holding can bridge the 8-point gap needed to reach the 50% reduction target in Scope 1 + 2 emissions through I-REC certificates sourced from the market.



WATER MANAGEMENT

Norm Holding regards water management activities not only as an operational requirement but also as a corporate responsibility towards the protection of the ecosystem. With this approach, water management strategies are based on the conservation of freshwater resources, the efficient use of water, and its reuse in industrial processes. In this context, the company aims to reduce the amount of water withdrawn per product by 30% by 2030 compared to the 2020 baseline year.

In the production facilities within the Holding, blowdown waters originating from cooling towers, wastewater from reverse osmosis systems, and domestic wastewater are generated. These wastewaters are discharged into the sewer system of the Organized Industrial Zone (OIZ). Industrial wastewater, on the other hand, is treated in the pre-treatment plants of the Norm Fasteners and Norm Coating factories and subsequently discharged in a controlled manner into the OIZ sewer system.



Water and Wastewater Data	Unit	2022	2023	2024
Water Consumption	m³	780,447.10	863,470.42	978,224.70
Wastewater	m³	620,158.23	777,123.38	880,402.23

Artesian Water Amount (m³)	Unit	2022	2023	2024
Norm Fasteners Bolts Salihli	m³	21,462	20,108	18,000
Norm Fasteners Nuts Salihli	m³	65,645	29,995	30,000
Norm Coating Salihli	m³	61,938	98,130	179,260

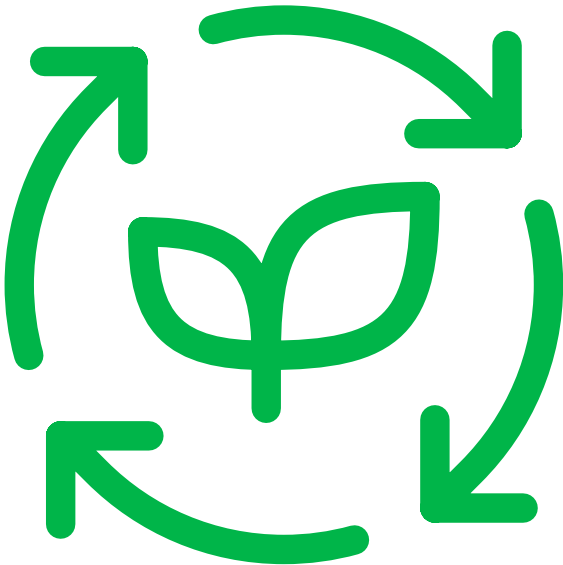
Water Intensity (m³/ton)	Unit	2022	2023	2024
Norm Fasteners Bolts İzmir	m³/ton	1.52	1.32	1.74
Norm Fasteners Screws	m³/ton	2.93	2.21	3.00
Norm Fasteners Bolts Salihli	m³/ton	1.38	1.46	1.54
Norm Fasteners Nuts	m³/ton	2.83	2.69	1.99
Norm Coating	m³/ton	4.59	5.37	5.55

WASTE MANAGEMENT AND CIRCULARITY

Norm Holding aims to minimize its environmental impacts in line with the principles of the circular economy. In this context, the company is committed to reducing the total amount of waste per product by 15% by 2030 and decreasing packaging waste by 50%. Throughout 2024, waste management practices within Norm Holding were carried out in full compliance with local legal regulations and the relevant environmental legislation.

Norm Holding adopts a hierarchical approach to waste management that prioritizes prevention and reduction. In addition, the company continues to implement practices aimed at increasing reuse, recycling, and recovery rates.

In 2024, Norm Forging's focus areas in waste management included the preference for recyclable packaging, the reduction of paper and cardboard waste, the reduction of hazardous waste and oil use, and the wider adoption of low-emission, efficient engines. Norm Fasteners' Bolts and Nuts facilities, along with Norm Coating's İzmir and Salihli locations, hold the "Zero Waste" certificate issued by the Ministry of Environment, Urbanization, and Climate Change. Within this scope, trainings are organized to raise employee awareness on waste prevention, reduction, reuse, and recycling. As part of emission control, air pollutant parameters such as CO, SO₂, NO_x, TOC, and VOC have been monitored by authorized accredited laboratories across all production facilities under Norm Holding. According to the analysis results conducted in 2024, all measured emission values remained below the limits set by regulations.



The reason for the variation in waste quantities observed in 2024 is that, whereas in previous years ambiguous scraps were classified and disposed of as non-hazardous waste based on analysis results, as of 2024 they have been declared and dispatched directly as hazardous waste without analysis.

Waste Types	Unit	2022	2023	2024
Non-Hazardous Waste	Ton	19,989.95	19,297.21	2,852.81
Hazardous Waste	Ton	1,402.52	3,299.18	20,518.88

By Disposal Method	Unit	2022	2023	2024
Recovery	Ton	21,389.62	22,596.31	23,371.30
Other Disposal Method	Ton	2.86	0.09	0.3860
Total	Ton	21,392.48	22,596.40	23,371.69

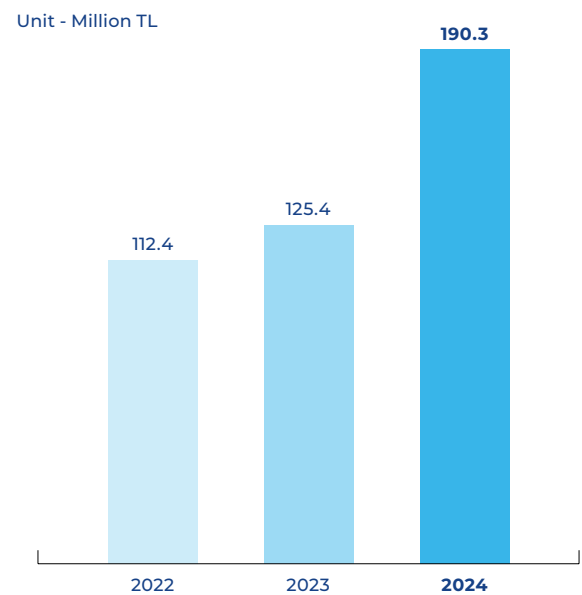
Integrating **technology** with strategy, strengthening innovation through **twin transformation** and **R&D**, and enhancing **efficiency** with **data-driven** applications and **automation**.



TECHNOLOGY MATTERS

Norm Holding, with its “Technology Matters” approach, evaluates digitalization and sustainability from a holistic perspective. By developing circular economy-oriented products and processes through its R&D and innovation capabilities, the Holding is preparing both its organizational structure and its stakeholder ecosystem for a climate-friendly transformation. Focused on developing innovative solutions and maintaining its competitive edge, the Holding places strong emphasis on R&D and innovation activities. In this context, it aims to increase the share of R&D expenditures to 2% of total turnover by 2030 and to allocate at least 30% of these investments directly to sustainable product development projects. Within this framework, the Holding is steadily progressing toward its target by gradually increasing the share of R&D expenditures in turnover each year. As of 2024, Norm Fasteners Bolts has surpassed this target, fulfilling its commitment.

Twin Transformation and R&D & Innovation Investment Amounts



Ratio of R&D Investments to Revenue	2022	2023	2024
Norm Fasteners Nuts	0.23%	0.30%	0.33%
Norm Fasteners Bolts	1.36%	1.45%	2.45%
Norm Tooling	-	-	1.00%

R&D AND INNOVATION

Ranked among Türkiye's leading R&D investors, Norm Holding shapes its innovation activities with a focus on sustainability, prioritizing the development of environmentally low-impact and high value-added products.

To adapt to the continuously evolving and changing dynamics of the industry, meet customer expectations and achieve its sustainability goals, Norm Holding integrates technological innovations and innovative approaches into its business processes. Its R&D investments cover a wide range, from energy efficiency and environmental sustainability to the improvement of production processes and digital transformation. The projects carried out and planned within this scope support the Holding's future-oriented vision and sustainable growth objectives.

As of 2024, taking global ESG trends into consideration, the Holding focuses on product-oriented decarbonization, sustainability in design, and environmentally friendly production models supported by digitalization. At the same time, the Holding embraces circular economy principles and continuously improves its environmental performance through strategies such as extending product life cycles, increasing material efficiency, prioritizing sustainable raw materials, reducing waste, and optimizing energy use.

In line with this approach, it both enhances energy efficiency in processes and strengthens sustainability across the value chain by offering environmentally friendly product alternatives to its customers. As of 2024, Norm Holding operates three R&D centers. The teams working in these centers consist of engineers with expertise at the master's and doctoral levels, and the company makes regular investments in the technical and professional development of its employees. In this context, throughout 2024, the R&D teams participated in a total of 92 technical training programs.

Number of R&D Employees	Unit	2022	2023	2024
Norm Fasteners Nuts	Person	19	19	20
Norm Fasteners Bolts	Person	51	55	57
Norm Tooling	Person	20	21	20

Norm Holding aims to continuously deepen its knowledge base by closely following developments in science and technology. In this context, it is building an innovation ecosystem based on collaboration. The Holding continues to contribute to the production of innovative solutions and sustainable technologies through strategic partnerships with national and international universities, research centers, R&D and design-focused institutions, and private sector companies.

Number of University Collaborations	Unit	2022	2023	2024
Projects	Unit	4	13	3
Theses	Unit	14	8	9

2024 Ar-Ge ve İnovasyon Projeleri

The Norm Fasteners R&D Center stands out throughout 2024 with projects focused on sustainability, efficiency, and innovation.

According to TurkishTime 2024 data, it ranks 231st among Türkiye's 250 largest R&D centers.

As part of the R&D projects carried out throughout the year, finite element-supported analyses are conducted to improve die durability in cold forming processes. As a result of these ongoing efforts, annual savings of approximately 150,000 euros are achieved. In addition, innovative studies such as extending die life through plasma nitriding are also being conducted.

In response to the demands of electric vehicle manufacturers, mass production of stainless steel bolts with high corrosion resistance and high-quality standards has been initiated. This reduces foreign dependency and supports a growth strategy based on innovation. For ultra high-strength fasteners required by the automotive sector, heat treatment recipes are being developed and optimization studies related to these processes have been completed. Based on the analyses conducted on Ford Otosan's production lines, the Norm Fasteners R&D Center offers new solution proposals that provide cost advantages through changes in coating materials and improvements in product designs.

Norm Fasteners' patented product HEXLIGHT® has demonstrated positive performance at Ford's testing center in the UK, and certain versions of the product are actively used on Ford Otosan truck production lines. In line with innovative fastener designs, products with a 12% weight reduction have been developed, and patent applications for next-generation rivet bolts have been submitted. Additionally, thanks to the

design of hybrid bolts, innovative solutions have been introduced that enable assembly without the need for a special tightening tool. Norm Fasteners is involved in key automotive projects of Stellantis, within which it manufactures safety-critical parts and successfully completes PPAP (Production Part Approval Process) procedures. As part of its customer technical training activities, on-site training sessions are provided to industry-leading companies such as BMC, Ford, and Vestel.

Throughout 2024, the Norm Fasteners R&D Center strengthens its research and development capacity through industrial collaborations with both domestic and international companies. Joint product development efforts are being carried out with TIRSAN KARDAN, and the performance of NORMEST® bolts is being validated through tests conducted with Dönmez Debriyaj. Additionally, joint projects are being developed with industry-leading companies such as TUPRAŞ, Ford, Renault, and Arçelik.

By means of international collaborations and TÜBİTAK-supported projects, the center continues to further strengthen its institutional capacity. It remains committed to developing innovative products, implementing sustainable production practices, and enhancing its competitive strength in the global market. Within the scope of TÜBİTAK 1832 and 1505 programs, R&D projects focused on sustainability and high strength have been initiated in collaboration with Döksen Heat Treatment and Dokuz Eylül University. At the same time, under university-industry collaboration initiatives, projects related to artificial neural networks are being launched with Izmir Katip Çelebi University, and partnership opportunities are being explored with Sabancı University and Bergamo University.

Stakeholder Comment

Our application process to the Project Market began with our desire to address an environmental issue we have been working on for years with a concrete solution focused on sustainability. To develop an innovative approach to reducing the waste generated in the electroplating process, we designed a project aimed at converting electrolytic line waste into plating chemicals.

With this project, our goal is not only to reduce the environmental impact of waste, but also to contribute to the economic cycle by recovering valuable chemicals from this waste. Through TÜBİTAK 1505 support, we initiated a university-industry collaboration, conducted laboratory trials, and completed both national and international patent applications.

Being awarded first place in the sustainability category of the Project Market became a strong indicator that our project, which combines environmental responsibility with economic benefit, is progressing in the right direction.

Etkin CAN
Norm Coating -R&D Engineer

Intellectual and Industrial Property Rights Activities

Recognizing intellectual capital as a strategic asset, Norm Holding established its Intellectual and Industrial Property Rights (IIPR) Policy in 2022 to maintain its competitive advantage and strengthen its innovation capacity. The policy aims to protect new products and technologies arising from R&D and innovation processes through intellectual property rights. It defines in detail the procedures to be implemented, responsibilities, and legal processes in this context. By safeguarding employees' intellectual contributions, the policy also provides a comprehensive framework that supports the sustainable management of the company's knowledge and design assets.

With 8 patent applications filed in 2024, the total number of patent applications by Norm Holding has reached 43, of which 19 have been granted.

As of the end of 2024, the number of industrial design applications submitted under Norm Holding has reached 9. All applications have successfully completed the registration process and have been officially certified. Of these registrations, 8 were at the national level and 1 at the international level, and they have been added to the company's intellectual assets as tangible outcomes of its design-driven innovation approach. This development reflects Norm Holding's commitment to certifying its innovative design capabilities on a global scale.

Total Applications and Registrations within the Scope of Intellectual and Industrial Property Rights of Norm Holding Companies

Norm Holding	Total Applications	Total Registrations	National Registrations	International Registrations
Patent Applications	43	19	13	6
Utility Model	8	8	8	0
Industrial Design	9	8	7	1

Trend in the Number of Academic Publications

In 2024, 9 academic research studies and 3 projects were carried out in collaboration with universities. The number of scientific publications is targeted to reach 20 annually by the end of 2025.

As of 2024, the process of preparing a special portfolio booklet that comprehensively reflects the work of the Norm Fasteners Bolts R&D Center in the field of

Intellectual and Industrial Property Rights has been completed. This booklet, created as a comprehensive resource covering all application and registration processes arising from R&D activities, is included in the documentation of the R&D Center. The study also aims to share the Holding's innovative production approach and its strategic emphasis on intellectual property rights with the public.

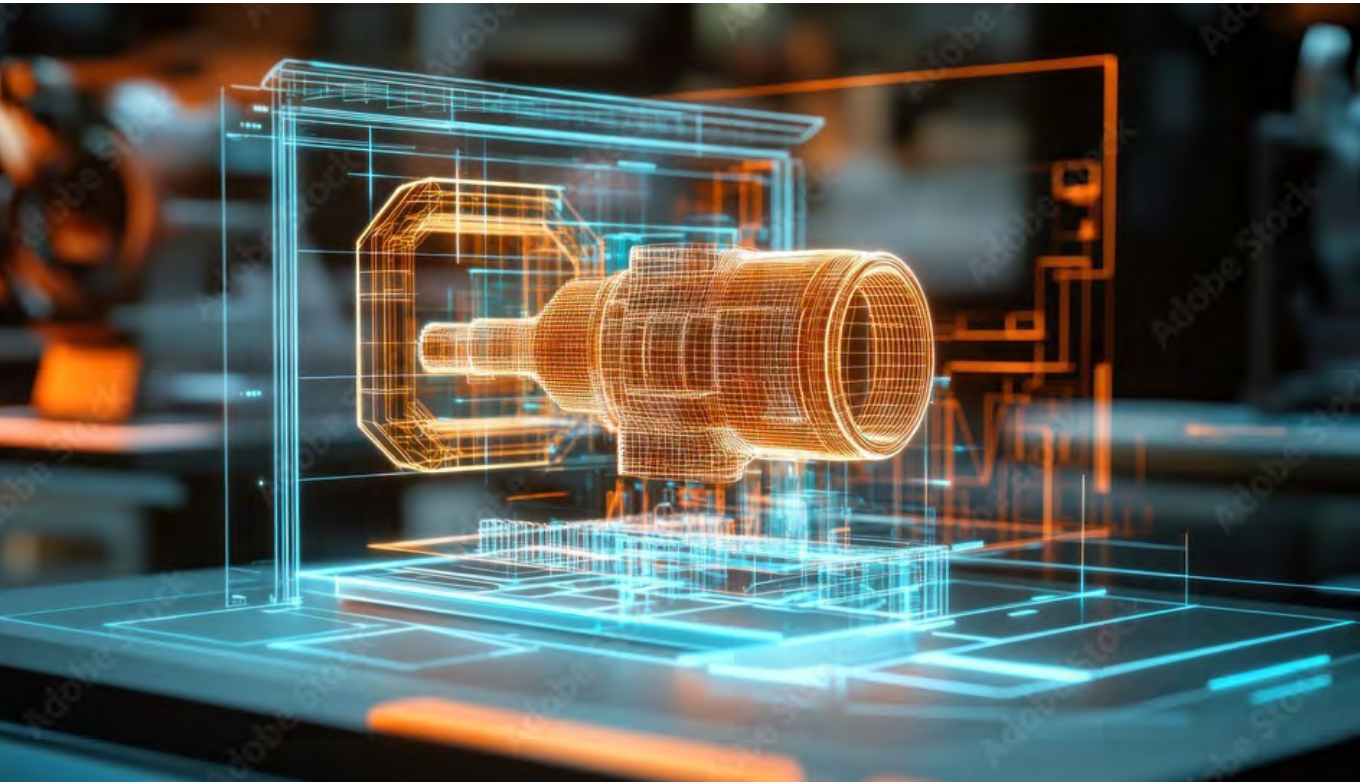
Patent Applications	2022	2023	2024
Norm Fasteners Bolts	4	6	4
Norm Fasteners Nuts	0	1*	1*
Norm Tooling	0	1	1
Norm Coating **	0	1	2
Norm Additive	1	0	0

* Joint patent application of Norm Fasteners Bolts and Norm Fasteners Nuts, affiliated companies of Norm Holding.
** Since Norm Coating has not yet been officially registered as an R&D center, it is excluded from the total patent counts.

Number of Newly Produced Products	Unit	2022	2023	2024
Norm Fasteners Nuts	Number	533	440	425
Norm Fasteners Bolts	Number	2,591	1,372	1,365
Norm Tooling	Number	5,370	4,404	4,105

2024 Patent Applications

- Norm Fasteners Civata İzmir has made three applications for a clinching bolts with a special lobe structure that increases material flow and clamping effect, provides high torque resistance by reducing clinching forces, is compatible with standard hexagon drive tools, is a lightweight and high-strength fastener, and for a two-piece fastener with a hybrid structure that reduces energy loss.
 - Norm Coating has developed a fluoropolymer-based thermoplastic coating solution that prevents the early curing problem, by means of a recovery method to obtain coating chemicals from wastes generated from electrochemical processes.
- Norm Tooling has filed a patent application for a cold forming die containing functionally graded material, which provides both hardness and toughness, thereby increasing operational efficiency.
 - Patent applications in the United States and Europe (EP) related to the **NORMSELF®** commercial product have been carried out in order to provide a solution to misalignment problems in robotic assembly applications and to increase competitiveness in global markets.
 - In 2023, international PCT applications were completed for patents filed at the national level concerning a four-lobe fastener that threads with low torque and the weight-reduced **NOW®LIVETM** design.



TWIN TRANSITION

Digitalization is positioned not only as a technological transformation in today's rapidly changing business world, but also as a strategic lever in building a sustainable future. Digital solutions such as automation, artificial intelligence, and big data analytics contribute to the reduction of environmental impacts in many areas, from production to supply chain, from energy management to resource efficiency. Norm Holding regards this transformation, beyond operational efficiency gains, as an effective tool in the fight against climate change. The twin transformation approach, in which digitalization and environmental sustainability are addressed together, has been integrated into the Holding's strategic roadmap. In this context, by expanding data-driven decision-making systems, digital monitoring mechanisms, and technologies that increase energy efficiency, both competitiveness is enhanced and environmental responsibilities are effectively fulfilled.

Thanks to the twin transformation, Norm Holding is both reducing its environmental footprint and, by enhancing its digital capabilities, aiming to leave a sustainable legacy for future generations. Through data analytics, robotic process automation (RPA), the Internet of Things (IoT), and artificial intelligence-supported systems, real-time monitoring, predictive decision-making, and rapid response capabilities are being developed across all business processes, from production to logistics. By means of these technologies, critical processes such as inventory control, order planning, and supply chain management are becoming more flexible and agile. At the same time, significant improvements are being achieved in environmental targets such as route optimization, resource use efficiency, and the reduction of energy consumption. The implementation of Norm Holding's digital and green transformation strategies in the field is coordinated by Norm Digital, which operates with its team of 150 experts.

The sustainable success of the twin transformation is possible not only through technological investments but also by equipping human resources with digital competencies. Norm Holding has launched the Digital Transformation Academy with the aim of spreading the culture of digital transformation across the organization and systematically developing the digital skills of its employees. Thanks to the training and awareness activities carried out within this scope, the Holding's digital maturity level index reached 136 in 2024, showing an increase compared to the previous year. By the end of 2025, it is aimed that all employees will benefit from these trainings and that digital literacy will be elevated to an advanced level across the organization.

With the **Digital Communication Policy** published in 2023, respect for human rights in digital environments is explicitly guaranteed. Employees are expected, within the framework of freedom of expression on social media and other online platforms, to refrain from discrimination, hate speech, harassment, and violations of personal rights. In addition, the protection of personal data, non-disclosure of confidential information, compliance with digital security measures, and avoidance of behaviors that may damage the company's reputation are mandatory. The Policy defines clear rules on data privacy, algorithmic justice, and online ethics, and foresees necessary sanctions in the event of violations of these principles. In this way, Norm Holding concretely protects human dignity, equity, and rights during the digital transformation process.

Stakeholder Opinion

Thanks to the RPA training we received from the Norm Digital team, we successfully designed around 45-50 processes in as short as about two months. We sincerely thank the entire team for their prompt support and dedicated approach throughout the process.

Emre Özel
Hedef Filo
Business Solutions Team Manager

Thanks to the transparency and traceability provided by digital systems, it has become possible to monitor the carbon footprint, reduce waste, and track sustainability performance in real time. In addition, digital solutions integrated into production and other activities allow occupational health and safety (OHS) risks to be identified in advance, potential hazards to be minimized, unavoidable risks to be substituted, and employees to work in a safer environment. Norm Holding, by integrating its digital transformation strategy with the green transformation, adopts the twin transformation approach and thereby creates lasting value in both environmental and social impact areas. In line with this vision, digitalization is positioned not only as a means of efficiency but also as a driving force for a fairer, safer, and more sustainable future.

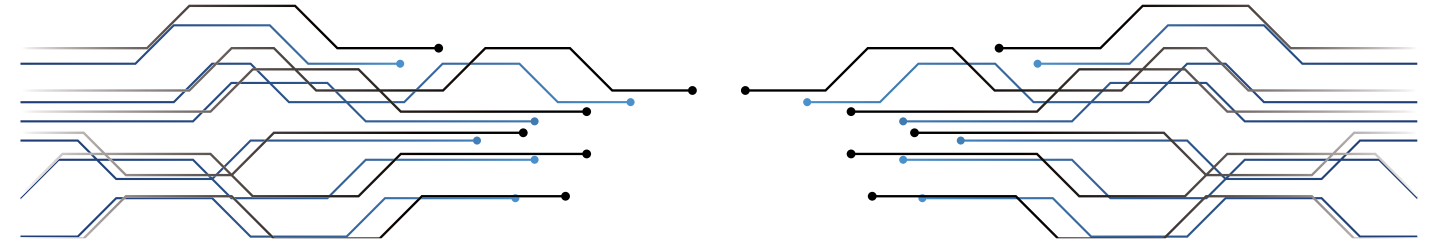
As of 2024, the number of processes carried out through the Holding's digital robotic automation platform, Normie, has reached 347. Through the digitalization of these processes, a total of 19,170 hours of manual labor per month have been transferred to automation systems, ensuring both an increase in operational efficiency and enabling employees to focus on value-added activities. Norm Holding offers various development programs aimed at enhancing the digital competencies of young talents. Through these programs, young talents are supported in adapting to technological developments and in developing a sustainability-focused vision. These efforts are shaped at the intersection of the "Human Matters" and "Technology Matters" approaches. Within this scope, the continuity of SAP Academy projects is ensured.



2024 Twin Transition Projects

Norm Holding positions digital transformation as a strategic priority in order to make all its processes, from production to governance, more agile, traceable, and sustainable. In this regard, with the awareness that digitalization is not limited solely to technological infrastructure, a holistic transformation strategy including artificial intelligence applications has been developed. Within the scope of the Artificial Intelligence Roadmap, in addition to classical machine learning and

deep learning techniques, advanced technologies such as generative artificial intelligence and large language models are being integrated into business processes. These applications, in addition to increasing operational efficiency, also improve the employee experience by enabling faster access to information. The Holding structures its digital transformation strategy around four main priority areas and continues to develop systematic projects in these areas.



OCEAN MES Application and Its Expansion

In order to deepen digitalization in its production operations, Norm Holding expanded the scope of the OCEAN MES application it developed by integrating it into new production lines in 2024. Thanks to this digital infrastructure, all stages of the production process can be monitored in real time, and data-driven decision-making processes are strengthened. The system enables the real-time collection of data from production, the improvement of quality control mechanisms, and the increase of operational efficiency, while also providing significant savings in energy use. With the digital traceability capability offered by OCEAN MES, potential errors are detected at an early stage, and the uninterrupted continuation of processes is supported.

Stakeholder Opinion

In order to realize an integrated information system, we prioritize technology- and digital transformation-focused investments in our medical and administrative processes. In this direction, we decided to start our RPA journey in collaboration with Norm Digital so that we can carry out our processes more efficiently and with less labor.

Savaş DAYI

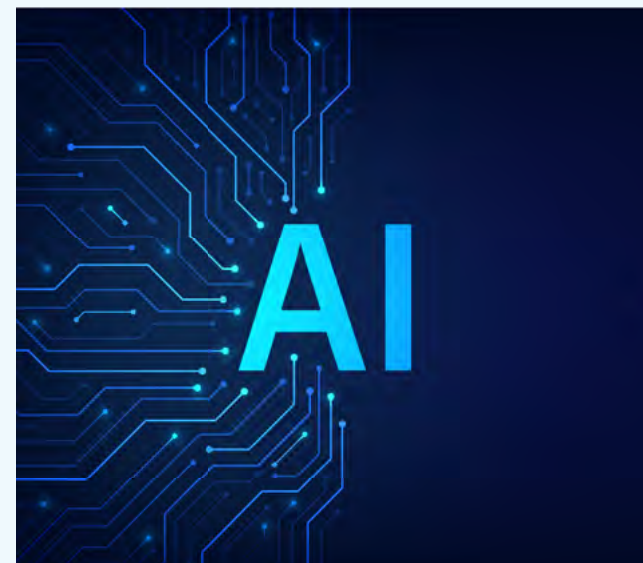
Bayındır Health Group
Digital Transformation
Manager

Artificial Intelligence Projects

Yapay zeka çözümleri, dijitalleşme ve sürdürülebilirlik hedeflerinin birleşim noktasında değer yaratmaya devam etmektedir.

Heat Treatment Optimization Project

One of the projects implemented within the scope of Norm Holding's digital transformation efforts is a data-driven performance monitoring system aimed at increasing the efficiency of heat treatment processes. With data provided from different digital infrastructures such as SAP, OCEAN, and IBA, processes are analyzed in detail and opportunities for continuous improvement are identified. The project includes comprehensive activities such as the collection and visualization of data, graphical monitoring of production batches, examination of waiting times and downtime reasons, creation of ideal recipes on a product basis, and forecasting the service life of atmosphere fans. The findings obtained are supported with proposals developed for process optimization and regular reporting, thereby contributing to operational efficiency.



OCEAN OYSTER

AI-Supported Decision Support and Anomaly Detection

As a component of the OCEAN product family developed in line with Norm Holding's digitalization vision, OCEAN OYSTER aims to make production processes more efficient and predictable through artificial intelligence technologies. Commissioned in 2024, this system analyzes past production data to identify potential bottlenecks in advance, provides operators with corrective action suggestions, and directly contributes to operational decisions. In addition, it has an integrated artificial intelligence infrastructure capable of automatically detecting machine failures and quality issues and informing the user with real-time alerts. Throughout 2025, the system is planned to be expanded to a wider range of applications and supported with advanced functions.

OCEANPedia

Access to Corporate Knowledge with Large Language Models

The OCEANPedia platform, implemented by Norm Holding in the field of digital knowledge management, has been developed to provide fast and user-friendly access to internal knowledge. This platform, which enables access through large language models (LLMs) powered by natural language processing technologies to thousands of documents located in systems such as SharePoint, Confluence, and QDMS, allows employees to reach the procedures, instructions, and technical content they need within seconds. Thanks to AI-supported search features, information access processes are personalized, corporate memory is digitalized, and the sustainability of knowledge management is ensured.

RPA Projects - (Robotic Process Automation)

In order to ensure that internal processes are carried out more efficiently and without errors, Norm Holding expanded the implementation of robotic process automation (RPA) applications across a broader range in 2024. Software robots deployed particularly in units with high transaction volumes such as finance, human resources, and supply chain enable the automation of manual, repetitive tasks. In this way, efficiency in operational time management has been achieved, and consistency and accuracy in processes have been increased. While automation solutions allow employees to focus more on value-added work, they also make a significant contribution to digital transformation goals.



We are moving forward with **responsible investments**, developing **a sustainable and traceable supply chain**, strengthening **operational excellence**, continuously improving **product quality and safety**, and enhancing the **customer experience**.



WORK MATTERS

Based on the “Work Matters” approach, Norm Holding aims to leave behind a fairer and more livable world for all its stakeholders, especially its customers, across all sectors and geographies in which it operates. In this direction, it delivers quality products, leads high value-added investments, and carries out projects that support social development and economic growth. By placing the principle of “Work Matters” at its core, the Holding acts with the vision of building a future worth living.

At the foundation of Norm Holding's business model lies an understanding of sustainable and responsible growth that prioritizes long-term value creation. Within this framework, the Holding refers to the following fundamental principles while conducting its activities:

- Developing high value-added, quality, reliable, and innovative products,
- Generating benefit by adopting a responsible investment approach with economic, environmental, and social dimensions,
- Embracing a transparent, ethical, and accountable management model in line with corporate governance principles,
- Reducing greenhouse gas emissions by minimizing environmental impacts throughout production processes and the entire supply chain,
- Establishing a resilient and sustainable supply network based on ethical values,
- Developing a human resource that adapts to technological advancements, stands out with its competencies, and creates positive social impact.

Corporate Reputation Survey

In 2024, Norm Holding conducted its first Corporate Reputation Survey. A total of 1,686 people, representing 11 different target audiences, participated in the study, which was carried out through an independent research company. Within the scope of the survey, the Reputation Management Performance (RMS) score indicates high reputation when it is 70 or above.

The results obtained from the survey reveal that Norm Holding has a strong reputation perception in the eyes of different stakeholder groups:

Suppliers	92
Local Opinion Leaders	89
Current Customers	88
Vocational High School Students	81
Semi-Potential Customers	80
İzmir Region Public	78
Salihli Region Public	76
University Students	76
National Opinion Leaders	76
Office Employees	74
Field Workers	70

These results show that from suppliers to customers, from employees to the local public, Norm Holding is perceived as a reliable, reputable, and value-creating institution. Norm Holding evaluates this strong reputation obtained as an important output of its sustainability approach.

Economic Performance

In 2024, Norm Holding's consolidated net sales decreased by 10% compared to 2023, falling from 499 million euros to the level of 450 million euros. Similarly, combined investments also decreased by 14% compared to 2023, realizing at the level of 74 million euros from 86 million euros.

In 2024, the slowdown experienced in the European automotive sector, together with the revision decisions taken especially in electric vehicle projects, created a limiting effect on Norm Holding's production volume. In Türkiye, the monetary policies implemented to control high inflation led to a decrease in domestic demand and made access to financing more difficult, obliging a more cautious and balanced management approach in the real sector.

Norm Holding has adopted a preventive and flexible approach against changing economic conditions; reduced its financial risks with the secured sales model, focused on efficient use of resources by prioritizing investments oriented to digitalization, automation, and efficiency. At the same time, it simplified its business processes, strengthened internal control systems, and implemented structural improvements that will increase organizational agility.

In response to the stagnation in the European market, demand in America maintained its stability; this situation enabled Norm Holding to reshape its regional priorities. The company increased customer satisfaction in this market, strengthened its operational capacity, and expanded its market share. As of 2025, it has initiated regional structuring and business development processes in line with the growth target in new geographies, especially the Middle East.

As of 2024, Norm Holding operates in 8 countries and 4 continents; it carries out its operations through 23 affiliated companies, 22 production facilities, and 15 sales and logistics centers. With a total of 3,800 employees, the Holding has reached a production capacity of 205,000 tons and manages its globally expanding operations with a focus on sustainability and digitalization. Despite high inflation in Türkiye and the difficulties experienced in access to financing, Norm Holding has increased its innovation capacity and strengthened its production processes. In this period, as a result of the evaluation conducted by JCR Eurasia Rating, the long-term national credit ratings of Norm Fasteners were determined as A for Norm Fasteners Civata, and A- for Norm Fasteners Salihli Civata and Norm Fasteners Somun.



RESPONSIBLE INVESTMENT

The investment strategies and programs of the Holding and its affiliated companies are managed by the Investment Committee, which is affiliated with the Board of Directors. The duties and working principles of the Committee are included in the section **“Committees within the Board of Directors”** of the report.

The Holding has made strategic investments in digital transformation projects in order to make all business practices, from production to support processes, more efficient, traceable, and future proof. In Norm Holding, which considers investment decisions together with environmental and social impacts in line with the understanding of responsible investment, twin transformation, circular economy, the development of low-carbon-emission products and processes, R&D and innovation activities, use of renewable energy, energy and operational efficiency, and facility development

investments are among the investment priorities.

2024 Investments

In 2024, a total investment of 74.8 million euros was realized in Norm Holding and its affiliated companies; these investments were directed to projects focused on growth, efficiency increase, digitalization, and sustainability.

The largest portion of the investments was allocated to environmental investments, and the expenditure in this area amounted to 17 million euros. The expenditures within this scope were made for the purchase of machinery, equipment, fixtures, and other long-lived assets. In particular, investments aimed at supporting production capacity were included within this scope.

The R&D center has carried out projects aiming to extend the life of products, to increase material efficiency, to reduce wastes, and to optimize energy consumption. For digitalization and R&D investments, 5.3 million euros have been spent. The expenditures made within this scope include the digitalization of production processes, the strengthening of data infrastructure, the installation of automation systems, and software investments. The resource allocated for construction and renovation investments is at the level of 2.6 million euros. These investments are directed towards physical transformation projects such as the renewal of existing facilities, the improvement of infrastructures, and new building constructions.

Within the scope of facility investments, a total expenditure of 8.6 million euros has been made; this amount has been used in the establishment of new production lines, the expansion of production areas, and modernization works.



As part of the renewable energy transformation, the investments in Solar Power Plants (SPPs) have reached a total of 15.57 million euros as of 2024. These investments, in addition to reducing energy costs, have a strategic importance in terms of contributing to sustainability goals. Together with the Solar Power Plants (SPPs) investments, which constitute a large part of environmental investments, a total of 17 million euros of environmental investment has been realized in 2024.

Within the scope of maintenance-repair investments, an expenditure of 354 thousand euros has been made. In this way, it has been aimed to maintain the efficient operation of existing equipment, to prevent possible production interruptions, and to support quality control processes.



CUSTOMER SATISFACTION

Norm Holding’s approach to customer satisfaction is focused on offering technological and innovative solutions tailored to the customer, based on quality and safety. This approach aims to continuously improve the customer experience through digitalized processes. According to 2024 customer satisfaction measurements, the domestic score increased from 4.30 to 4.47; and the international score increased from 3.75 to 4.13. The legal and contractual rights of customers and other stakeholders are clearly defined within the scope of Norm Holding’s Stakeholders Policy. Complaints and requests submitted through the contact form on the **corporate website** are systematically evaluated and the solution processes are carried out in a way that supports continuous improvement.

Customer information and commercial data are protected within the framework of Norm Holding’s Information Security Policy, in compliance with the applicable legislation and sector standards. In the same period, there has been no adverse situation regarding violation of customer privacy.



Product Quality and Safety

Norm Holding, in order to sustain high quality standards, reviews and updates its quality management system in a way to adapt to changing conditions and developing technologies. Within this scope, Norm Holding's **Quality Policy** was revised in 2024 and shared with the public through the corporate website of the Holding. Within the scope of the revision, to the fundamental principles of the Quality Policy, in addition to technology and education, the Integrated Management System, information security, ethical values, and social responsibilities were added.

With the integration of the Quality Policy into all business processes, it is aimed to ensure compliance with high quality standards in the automotive sector and to embed continuous improvement into the corporate structure. In Norm Holding, the Quality Management System is addressed with an integrated

approach together with the Holding Quality Policy, also taking into account sector-based quality management systems.

Within the framework of compliance with international management standard certifications, care is taken to ensure high quality and safety conditions, and compliance with the relevant standards is meticulously observed.

The Holding has basic certifications such as ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 50001 Energy Management System. In addition, it also meets the requirements of sector-based IATF 16949 Automotive Quality Management System and AS 9100 Aviation Quality Management System.

INTEGRATED MANAGEMENT SYSTEMS

	AS 9100*	IATF 16949	ISO 9001	ISO 14001	ISO 27001	ISO 45001	ISO 50001	YYS
Norm Fasteners Cıvata İzmir		X	X	X		X	X	
Norm Fasteners Cıvata		X	X		X			X
Norm Fasteners Somun		X	X	X		X	X	
Norm Fasteners Cıvata Salihli		X	X	X		X	X	
Norm Fasteners Vida		X	X	X		X	X	
Norm Fasteners Bursa		X						
Norm Fasteners Almanyaa		X						
Norm Fasteners Gölcük		X						
Norm Fasteners Amerika		X						
Norm Coating		X	X	X		X	X	
Norm Tooling	X*	X	X	X		X	X	
Norm Additive			X					
Norm Forging			X					
NRM								
Norm Digital			X		X			
STD					X			X

* The AS 9100 Series Aviation Quality Management System certificate was obtained in the first quarter of 2025.

OPERATIONAL EXCELLENCE

Norm Holding aims to increase process efficiency in all areas in which it operates and to make operational excellence a corporate structure. In this direction, as of 2025, the Operational Excellence Unit established within Norm Tooling brings together lean production, cost improvement, method development, and continuous improvement processes under one roof. The unit aims to ensure implementation unity across all companies within the group, to increase efficiency, and to strengthen effectiveness in resource utilization.

The suggestion system developed with the participation of employees is considered as one of the fundamental building blocks of operational development. Throughout 2024, a total of 1,598 suggestions were submitted across Norm Fasteners, of which 913 were taken into evaluation; kaizen studies were completed for 296 of these suggestions. Thanks to this system integrated with the QDMS infrastructure, suggestion and kaizen processes are effectively monitored.

With the projects carried out on the axis of digitalization, the data-based decision-making capability of production processes is being developed. With the traceability infrastructure established in the facilities, production data can be monitored in real time; OEE performances can be analyzed through MES systems. Thanks to the digitalization of manual processes with Robotic Process Automation (RPA), the workforce is used more effectively; operations gain a structure independent of individuals.

The culture of continuous improvement is being integrated into all ways of doing business. Within this scope, 5S audits are regularly implemented on a quarterly basis in all factories. In line with the outputs of these audits, improvement actions in the field are planned and put into practice. At the same time, as a result of the work studies carried out in 2024, a total of 851 analyses were completed and workforce planning was optimized through norm staff studies. In line with feedback from the field, practices to increase OHS, environmental, and energy performance were integrated into the individual performance system.

Efficiency in operational processes is not limited only to production lines, but also covers internal logistics activities. In this direction, AMR (Smart Transportation Systems) systems are being put into operation in inter-facility transportation activities, and transportation distances and intermediate stocks are being reduced through layout optimizations. In this way, the production processes are improved in a holistic manner.

In the coming period, the scope of operational excellence practices will be further expanded. In this regard, by putting into operation the SAP IBP and PPDS systems, simultaneity in production planning is being increased; employee competencies are being developed through task-based vocational development programs. With this systematic, which is based on the participation of all employees, the culture of process improvement is being permanently integrated into the corporate structure.

Stakeholder Opinion

As of 2024, within Norm Fasteners, we have started our investment works related to AGV (Automated Guided Vehicle) systems in order to make our transportation and storage processes more efficient, safer, and traceable at all steps.

In line with the analyses carried out in our production areas, process needs were determined in detail and, with the contribution of all relevant functions, system design, layout studies, and integration planning were carried out.

Preparations for the commissioning of AGV systems are being carried out with the joint efforts of production, logistics, maintenance, and IT teams; and not only a technological transformation but also an important cultural transformation process on the way to operational excellence is being targeted.

The disciplined approach shown within the scope of this project, the strong cooperation between teams, and the solution-oriented working culture are carrying us one step forward in both digitalization and sustainability.

Ömer Gökçe KUYUCU
Norm Fasteners
Operational Excellence Manager

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

Norm Holding does not limit its sustainable supply chain approach only to product quality and on-time delivery performance; it also evaluates its suppliers in line with environmental and social responsibility criteria. The purchasing processes implemented throughout the Group aim to ensure that strategic business partnerships are managed in alignment with corporate values. In this direction, elements such as environmental sensitivity, ethical way of doing business, and occupational health and safety become priority evaluation criteria in supplier relations.

In order to adopt the sustainable supply approach at the corporate level, the affiliated companies of the Holding develop cooperation with their suppliers towards the dissemination of environmentally friendly practices. Especially in the procurement of inputs with high environmental impact, alternative material, low carbon footprint, and recyclability characteristics are taken into consideration.

The **Sustainable Purchasing Policy**, created by Norm Holding within the framework of the sustainable supply chain, is valid in all goods, service, and raw material procurement processes carried out at the global and local level. This policy, which covers all procurement processes within the Holding, is based on fundamental principles such as transparency, ethical approach, respect for human rights, cooperation-based working, and accountability. Among the main approaches are

the reduction of the environmental impacts of the supply chain, the adoption of fair decision-making processes, the support of international labor standards, the promotion of diversity, and the establishment of innovative collaborations with suppliers. **The Supplier Code of Conduct** and Norm Holding's Supplier Handbook are binding documents prepared within the scope of the Sustainable Procurement Policy.

Norm Holding regards sustainable supply chain management as an integral part of its corporate values and, in this direction, aims to develop long-term, responsible collaborations with its suppliers.

Within the scope of this approach, **the Supplier Code of Conduct** includes social principles such as respect for human rights, prevention of child labor, fair working conditions, diversity, and equal opportunity; operational requirements such as occupational health and safety, and product and process safety; ethical principles such as anti-bribery and anti-corruption, fair competition, data privacy, and protection of intellectual property. At the same time, it also covers environmental management criteria such as reduction of carbon emissions, water and energy efficiency, waste management, and reduction of environmental impacts.

Norm Holding regards these rules not only as a legal requirement but as a reflection of its corporate responsibility; with the audit and development

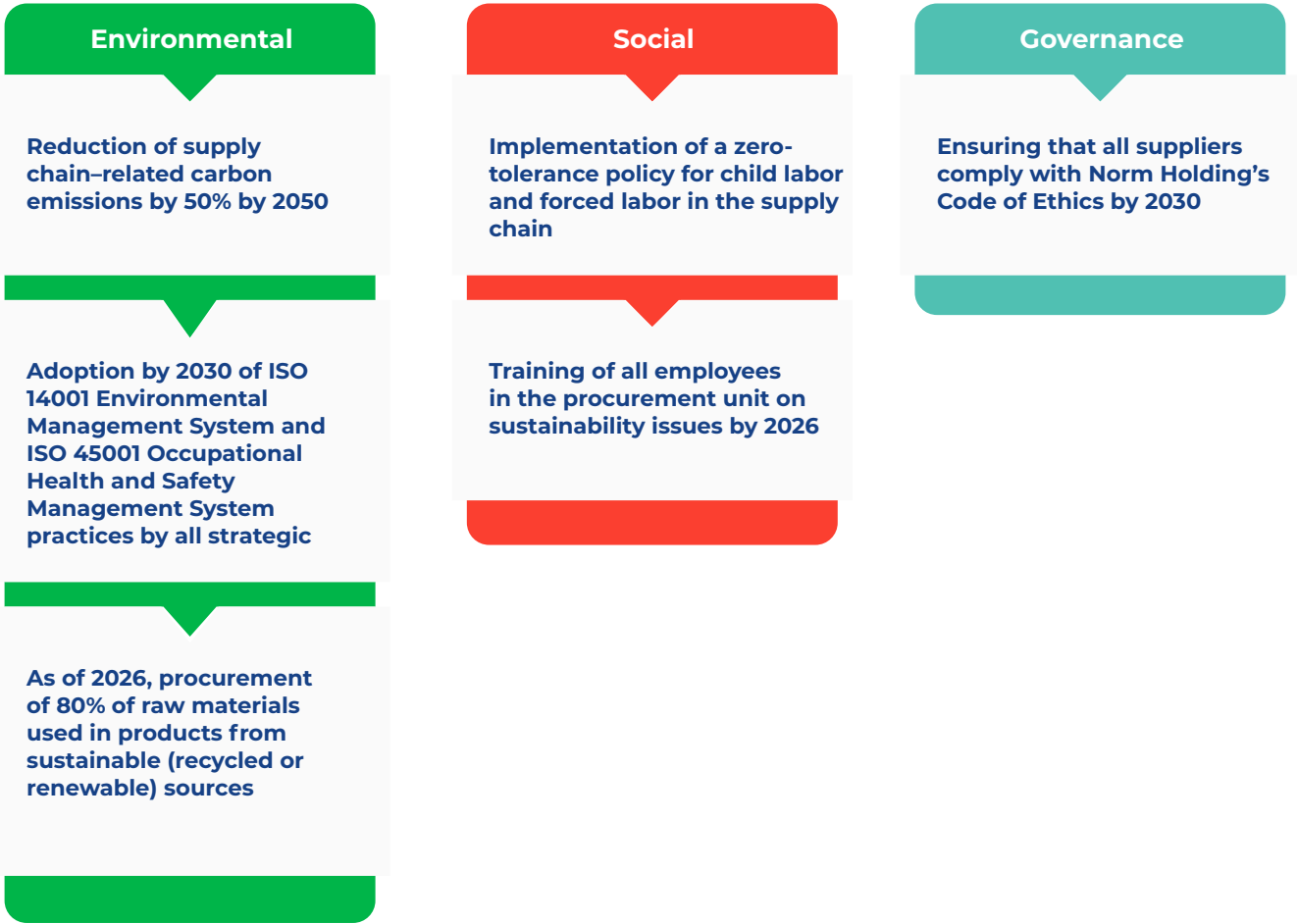
programs it implements for suppliers, it aims at the improvement of working conditions and the effective management of human rights risks.

Norm Holding expects the principles specified in the Supplier Code of Conduct to be internalized by the suppliers; in cases of violation, it demands a corrective action plan and gives priority to suppliers who show high performance. The notification and consultation processes regarding ethical principles are carried out through an independent Ethics Line managed by a third party. Notifications can be made to this line by internal and external stakeholders. Detailed information on the subject can be accessed from the **Ethics and Compliance section**.

With the efforts made towards the digitalization of supply chain processes and the increase of traceability,

risks and opportunities are being managed more effectively. Through SAP systems, supplier data are regularly analyzed and classifications are made in line with performance criteria. In this way, purchasing decisions are made not only price-oriented but also based on quality, continuity, sustainability, and compliance criteria. In addition, environmental and social risk analyses are carried out for suppliers of critical importance. Relations established with local suppliers are important in terms of regional development and the creation of economic value.

Norm Holding has set specific ESG targets in order to increase the traceability of sustainability performance. In this direction, the ESG targets covering the supply chain are given below.



Within the scope of the sustainable supply approach, Norm Holding promotes circular economy practices together with its suppliers, supports innovation in renewable energy and green technologies, and brings forward fair working conditions, gender equality, and diversity in supplier organizations. Suppliers and other stakeholders can report situations contrary to the Sustainable Procurement Policy through the Ethics Line established on the basis of confidentiality and anonymity. No retaliation in any way is applied against the reports made within this scope.

The Sustainable Procurement Policy is regularly reviewed under the supervision of the Corporate Governance Committee and, after revisions, is approved by the Executive Board and communicated to all relevant stakeholders. In addition, the policy is shared with the public through the **Holding's website**. The Supplier ESG Evaluation System envisages the evaluation of supplier performance with components consisting of 45% performance score, 45% quality score, and 10% sustainability score. Within the scope of the Supplier Sustainability Program developed in line with the Responsible Procurement Policy, in 2024, the ESG evaluation process was carried out for priority suppliers in the Norm Fasteners, Norm Coating, and Norm Tooling groups. Five separate questionnaires focusing on environment, energy, conflict minerals, greenhouse gas emissions, governance, and social issues were sent to the suppliers, and following the questionnaires, verification interviews were conducted by an independent organization.

As a result of these studies, the sustainability levels of the suppliers were evaluated according to the following five-point scale:

Sustainability Level	Score Range
Excellent	100 – 90
Good	89 – 70
Acceptable	69 – 50
Medium Risk	49 – 30
High Risk	29 – 0

Stakeholder Opinion

As İçdaş Çelik Enerji, since 2019 we have been providing qualified material supply services for the automotive and fasteners sectors. From the very beginning of our productions, we have been continuing our work with our customer Norm Fasteners, with whom we have been in contact, with great mutual satisfaction, especially in product development and diversification as well as in technical fields.

The harmony between our sustainability understanding and the sustainability expectations defined by Norm Fasteners strengthens our long-term cooperation and enables us to move forward together. Numerous actions implemented before legal regulations provide our company with the opportunity both to strengthen its brand image in the automotive sector and to demonstrate superior performance.

Mehmet Ali KAPLAN
İçdaş
Sales Engineer

According to the 2024 evaluation results:

- Within the scope of the Fasteners group, 13 suppliers were evaluated. 4 companies were included in the evaluation with external source scores.
- The Coating group was evaluated for the first time, and only one supplier carried out a self-assessment. 3 companies were included in the evaluation with external source scores.
- The Tooling group was also included in the evaluation for the first time.

According to the evaluation results, suppliers whose ESG performance level remained below 70% will be included in the Supplier Sustainability Development Program. Through this program, it is aimed to increase the sustainability capacities of the suppliers in the high-risk and medium-risk groups and to minimize the risks.

Norm Holding plans to implement the following steps to strengthen supply chain sustainability for the coming year:

- The ESG evaluation process to be extended to all suppliers,
- Integration of ESG scores into new supplier selection criteria,
- Reporting and monitoring of nonconformities to be made systematic,
- Organization of special training and awareness programs for high-risk suppliers,
- Development of monitoring mechanisms regarding issues such as conflict management, prohibited substances, business ethics, and human rights,
- Ensuring the traceability of all supplier profiles through digital systems.

Through all these practices, Norm Holding aims to promote sustainability not only in its own operations but also throughout the value chain and to strengthen its corporate responsibility. In order to align sustainable supply chain performance with corporate goals, it is planned to update supplier evaluation systems to more strongly include social and environmental criteria.

In 2024, the Commercial Group established cooperation with a total of 224 suppliers, 184 of which were local and 40 from abroad. The Industry Group, on the other hand, worked with a total of 2,168 suppliers, 1,969 of which were local and 199 from abroad.

Trade Group 2024 Purchasing Data

Distribution of Payments Made to Trade Group Suppliers	Unit	2022	2023	2024
Import Amount	%	11%	8%	13%
Domestic Purchasing Amount	%	89%	92%	87%

Fasteners and New Business Groups 2024 Purchasing Data

Distribution of Payments Made to Industry Group Suppliers	Unit	2022	2023	2024
Import Amount	%	46%	37%	34%
Domestic Purchasing Amount	%	54%	63%	66%

ANNEXES

BOARD OF DIRECTORS CURRICULUM VITAE
CORPORATE MEMBERSHIPS AND COLLABORATIONS
ENVIRONMENTAL PERFORMANCE INDICATORS
SOCIAL PERFORMANCE INDICATORS
ECONOMIC PERFORMANCE INDICATORS
GRI INDEX

ANNEXES

Board of Directors Curriculum Vitae

1 Mehmet Fatih UYSAL

Chairperson
Fatih Uysal graduated from Dokuz Eylül University, Faculty of Economics and Administrative Sciences, Department of Business Administration in 1983, and started his professional career in 1982 as General Director in STD, one of Norm Holding companies. Becoming Vice Chairperson of the Board of Directors in 1995 in Norm Cıvata company, Fatih UYSAL has been pursuing his career as Chairperson of the Board of Directors of Norm Holding since 2013. Uysal serves as a Board Member at TAYSAD and Aegean Exporters' Associations; Executive Board Member at Turkish Education Foundation; Member of Parliament in the Union of Chambers and Commodity Exchanges of Türkiye; and a member of TÜSiAD, TİM, TAİDER, KALDER, ESiAD, EGiAD, Salihliler Culture and Solidarity Association.



2 Nedim UYSAL

Vice Chairperson and CEO
Graduated from Izmir American College, Nedim Uysal received his bachelor's degree from the Department of Economics at Michigan State University. Mr. Uysal, who had been interning in various business units of Norm Fasteners Cıvata since his middle school years, began his professional career at Norm Holding immediately after graduating from university. Nedim Uysal currently serves as CEO and Vice Chairperson of the Board of Directors at Norm Holding.

He assumed the role of CEO in the last quarter of 2019. Since then, Uysal has led significant initiatives focused on strengthening the global presence of Norm Holding and its brands through strategic restructuring, corporate governance, digital transformation, and sustainability. He has also prioritized risk management in revenue diversification while driving investments in new geographies within the fasteners industry.

In addition to his role as Vice Chairperson of the Board at Norm Holding, Nedim Uysal actively contributes to various business organizations, including BESİAD, EGiAD, and TAİDER.



3 Duygu UYSAL SİMROOĞLU

Member of Board of Directors
Duygu Uysal Simrooğlu, who completed her undergraduate education at New York University Department of Theater Literature and Arts. In addition to her dance education, which she has been continuing since 2018, she is professionally interested in various dance genres and visual arts. In September 2023, as part of the İKSEV Izmir European Jazz Festival, Duygu Uysal Simrooğlu took on the role of producer and artistic director for the Feminen dance project. Between 2021 and 2023, Simrooğlu assumed the leadership of the company's sustainability activities as Norm Holding's Sustainability Committee Chairperson and has been a Board Member of Norm Holding since 2017.



4 Muhittin BİLGET

Member of Board of Directors
Graduating from the Faculty of Political Sciences at Ankara University, Muhittin Bilget received a master's degree in economics at Vanderbilt University in the USA. Having worked as TR Prime Ministry Bank Examiner and Vice Chair of Bank Examiners Board between 1979 and 1993, he served as Economy and Commercial Counselor in Turkish Embassy in Ottawa, Canada between 1993 and 1995, which was his last civil service. Since 1996, Bilget has worked as a senior executive in the private sector and holds a Certified Public Accountant and Independent Auditor License. Since 2019, Bilget has been working at Norm Holding. He is also the Chairperson of the Board of Directors of Salihli Organized Industrial Zone, a member of the İBB Economic Development and Coordination Board, and the Chairperson of the Economy Observation Group at the Aegean Industrialists and Business People Association.

5 Ceyhun ARAZ

Member of Board of Directors
Ceyhun Araz received both bachelor's and master's degrees in industrial engineering at Dokuz Eylül University. He then obtained his Ph.D. degree in Supply Chain Management from the same university. In 2010, he received the title of Associate Professor and established the Department of Industrial Engineering at Manisa Celal Bayar University. Having more than 40 articles and 1,500 citations, Ceyhun Araz was appointed associate professor in the field of Industrial Engineering in 2018. Serving as a board member in various industrial and technology companies, he has been working in Norm Holding since 2015.



6 Mustafa Sabri DOĞRUSOY

Member of Board of Directors - Sustainability Committee Chairperson
After completing his undergraduate studies at Yıldız Technical University's Faculty of Engineering, Mustafa Doğrusoy completed his accelerated undergraduate and graduate studies at Istanbul University Faculty of Business Administration and received his MBA. Simultaneously, he continued his graduate studies in Computer Engineering at Yıldız Technical University. As a strategy and investment consultant, he provides consultancy to companies on issues such as management, organization, strategic planning, institutionalization, and creating a corporate culture. As a guest lecturer, Doğrusoy lectures in graduate and doctoral programs of universities and currently serves as an Advisory Board Member at a foundation university. He was a board member of the Turkey Corporate Governance Association from 2015 to 2019. Since 2012, in compliance with Capital Markets regulations, he has been serving as an Independent Board Member and Board Consultant in multiple publicly traded companies. He has been associated with Norm Holding since 2020.

In addition to his role as a Member of the Board of Directors at Norm Holding, Doğrusoy has been serving as the Chairperson of the Sustainability Committee since 2024.



7 Erkut ULUDAĞ

Board Advisor
Erkut Uludağ graduated from Kadıköy Anatolian High School and earned his bachelor's degree in civil engineering from Istanbul Technical University. He later obtained both a master's degree in civil engineering and an MBA in Business from the University of Michigan. His professional career began in 1993 in the automotive sector in the United States. From 1997 to 2004, he worked at the Chicago office of the global consulting firm Kearney, providing advisory services to multinational companies on operational and cost improvement, mergers, strategy development, and sectoral investments for private equity funds. Between 2004 and 2012, he served as Managing Partner at Roland Berger, a strategic consulting firm. In 2013, Uludağ founded EU Corporate Consulting, a firm specializing in mergers and acquisitions as well as strategic development. He also holds board positions in various industrial companies. Since 2018, Erkut Uludağ has served as a Board Consultant at Norm Holding.



CORPORATE MEMBERSHIPS AND COLLABORATIONS

Institution	Platform and Representation Title
Automotive Supplier Association of Türkiye (TAYSAD)	Board of Directors, Member
Aegean Industrialists and Business People's Association (ESİAD)	Member
	Economy, Finance and Treasury Roundtable, Chair
	Artificial Intelligence and Digital Transformation Working Group, Member
Aegean Young Business Association (EGİAD)	Honorary Member
	Member
Turkish Industrialists and Businesspersons Association (TÜSİAD)	Member
Turkish Family Business Association (TAİDER)	Member
Turkish Informatics Industry Association (TÜBİSAD)	Member
Software Industrialists Association (YASAD)	Member
The Turkish Association of Fastener Industrialists and Businesspeople (BESİAD)	Board of Directors, Member
İzmir Chamber of Commerce	Assembly, Member
İzmir Chamber of Commerce 59th Vocational Group	Committee, Member
Hardware Industrialists' and Businessmen's Association (HİSİAD)	Committee, Member
Automotive Industry Action Group (AIAG)	Representative
İzmir Atatürk Organized Industrial Zone (İAOSB)	Board of Directors Vice Chair
İzmir Atatürk Organized Industrial Zone Foundation (İAOSB Foundation)	Board of Trustees, Member
Salihli Organized Industrial Zone (OSB)	Board of Directors, Chair
	Board of Trustees, Member (Substitute)
İzmir Chamber of Commerce (İZTO)	Member
Aegean Region Chamber of Industry (EBSO)	Assembly, Member
	34th Group Other Metal Products Industry Committee, Member
Aegean Ferrous and Non-Ferrous Metals Exporters' Association (EİB)	Board of Directors, Member
Window Manufacturers Quality Association (PÜKAB)	Member
Association of Turkish Construction Material Producers (İMSAD)	Member
Accessories Manufacturers Association (MAKSDER)	Member
White Goods Suppliers Association (BEYSAD)	Member
Corporate Social Responsibility Association of Türkiye (TKSD)	Board of Directors, Member (Substitute)
Turkish Society for Quality (KALDER)	Member

Institution	Platform and Representation Title
Aerospace Cluster Association (HUKD)	Member
The National Association of Toolmakers (UKUB)	Member
Bursa Chamber of Commerce and Industry (BTSO)	Member
Görükle Industrialists and Businessmen Association (GÖRSİAD)	Member
Nilüfer Organized Industrial Zone (NOSAB)	Member
Turkish Surface Treatments Association (TÜYİDER)	Member
İzmir Metropolitan Municipality	İzmir Economic Development Coordination Board, Member,
Union of Chambers and Commodity Exchanges of Turkey (TOBB)	Turkish Hardware Industry Sector Council, Member
	Turkish Automotive Supply Industry Council, Member
İzmir Chamber of Commerce Foundation (İZTO Foundation)	Board of Trustees, Member
Aegean Region Chamber of Industry Foundation (EBSO Foundation)	Board of Trustees, Member
Central Anatolian Exporters' Union – Machinery and Accessories Exporters Association (OAİB)	Member
Turkish Exporters Assembly (TİM)	Member
International Cold Forging Group (ICFG)	Correspondent Member
İzmir Katip Çelebi University	Industry Advisory Board, Member
Brampton Board of Trade	Member
Mississauga Board of Trade (MBOT)	Member
Authorized Economic Operator (AEO) Association	Chair, Green Transformation and Government Incentives Commission
Corporate Governance Association of Turkey (TKYD)	Member
Turkish Ethics and Reputation Society (TEİD)	Member
İzmir Institute of Technology (İYTE)	Member
People Management Association of Turkey (PERYÖN)	Member
Business and Sustainable Development Association (SKD Türkiye)	Member
Çiğli Rotary	Member
Salihli Culture and Solidarity Association	Board of Trustees, Member
Bone Marrow Transplantation and Oncology Center Establishment and Development Foundation (KİT-VAK)	Member
Turkish Education Foundation (TEV)	Board of Directors, Member
Turkish Public Relations Association (TÜHİD)	Member
The Institute of Internal Auditors (TİDE)	Member
Corporate Governance Association of Türkiye (TKYD)	Member

PERFORMANCE METRICS

Environmental Performance Metrics

Energy Consumption Data

ENERGY		Unit	2022	2023	2024
Direct Energy	Gasoline	liter	76,988	170,342	97,554
	Diesel	liter	297,958	377,720	458,580
	Natural Gas	m3	18,401,118	18,814,351	20,237,615
Indirect Energy	Grid Electricity	kWh	108,620,043	120,323,140	112,828,033
	Renewable Energy Production(SPP)	kWh	3,105,442	4,557,529	6,969,854

Energy Intensity Data

Energy Intensity (MWh/ton)	Unit	2022	2023	2024
Norm Fasteners Bolts İzmir	MWh/ton	2.14	2.00	2.26
Norm Fasteners Screws	MWh/ton	2.06	2.16	2.44
Norm Fasteners Bolts Salihli	MWh/ton	1.63	1.74	1.93
Norm Fasteners Nuts	MWh/ton	1.18	1.13	1.27
Norm Coating	MWh/ton	0.58	0.62	0.56

Scope 1 and Scope 2 Greenhouse Gas Emission Data

Greenhouse Gas Emissions	Unit	2022	2023*	2024**
Scope 1 Emissions	tCO ₂ e	38,447.05	41,780.83	40,548.26
Scope 2 Emissions	tCO ₂ e	47,349.33	50,119.46	50,542.70

* 2023 data has been retrospectively revised due to changes made in the calculation methodology.
** 2024 emission reporting includes Norm Stamping, Norm Forging, and Norm Coating Sakarya, which were not within the calculation boundary in 2023.

Greenhouse Gas Emission Data Breakdown

GHG Emissions (CO ₂ e/ton production)	Scope 1 – 2022	Scope 2 – 2022	Scope 1 – 2023	Scope 2 – 2023	Scope 1 – 2024	Scope 2 – 2024
Norm Fasteners Bolts Salihli	13,131.30	10,716.21	13,611.16	12,688.77	12,742.65	9,630.72
Norm Fasteners Bolts İzmir	11,078.96	7,238.71	11,521.86	6,451.28	8,735.08	6,118.34
Norm Coating	4,433.05	16,586.73	5,257.26	16,085.11	6,950.72	17,487.54
Norm Fasteners Nuts	5,582.29	6,932.55	5,681.98	6,972.74	5,670.08	7,757.67
Norm Fasteners Screws	3,278.40	3,893.70	3,793.95	4,864.13	4,123.20	4,839.24
Norm Tooling	184.45	1,425.25	172.27	1,883.90	175.49	1,858.45
STD	537.20	208.95	597.25	215.48	820.30	205.26
Norm Fasteners Germany	36.70	31.66	38.11	26.19	49.02	23.87
NRM Engineering	28.56	122.87	20.17	119.07	32.12	80.13
Norm Fasteners USA	15.19	136.08	17.18	117.93	21.01	153.60
ST Trading	64.18	23.22	68.10	29.30	57.43	25.61
Norm Fasteners Bursa	36.93	19.89	70.71	18.71	41.68	22.21
Norm Fasteners Romania	39.84	13.51	46.10	7.69	57.39	16.82
Norm Fasteners Gölcük	0.00	0.00	469.22	28.09	12.20	27.74
Best Kale	0.00	0.00	415.52	611.07	482.43	714.71
Norm Fasteners Bolts (new split)	-	-	-	-	509.54	204.44
Norm Stamping	-	-	-	-	15.97	306.77
Norm Forging	-	-	-	-	51.99	1,069.58
Total	38,447.05	47,349.33	41,780.83	50,119.46	48,548.26	50,542.70

*2024 emission reporting includes Norm Stamping, Norm Forging, and Norm Coating, which were not part of the 2023 calculation boundary. In 2024, due to a company split at İzmir Bolts, emissions have been reported separately as Norm Bolts and İzmir Bolts.

Carbon Intensity Data

Carbon Intensity (Scope 1 & 2) tonCO ₂ e / ton product	Unit	2022	2023*	2024**
Norm Fasteners Bolts İzmir	tonCO ₂ e / ton product	0.52	0.55	0.58
Norm Fasteners Bolts Salihli	tonCO ₂ e / ton product	0.42	0.44	0.47
Norm Fasteners Screws	tonCO ₂ e / ton product	0.61	0.55	0.69
Norm Fasteners Nuts	tonCO ₂ e / ton product	0.32	0.31	0.34
Norm Coating	tonCO ₂ e / ton product	0.20	0.18	0.18

Water and Wastewater Data

Water and Wastewater Data	Unit	2022	2023	2024
Water Consumption	m³	780,447.10	863,470.42	978,224.70
Wastewater	m³	620,158.23	777,123.38	880,402.23

Artesian Water Usage Data

Artesian Water Amount (m³)	Unit	2022	2023	2024
Norm Fasteners Bolts Salihli	m³	21,462	20,108	18,000
Norm Fasteners Nuts Salihli	m³	65,645	29,995	30,000
Norm Coating Salihli	m³	61,938	98,130	179,260

Water Intensity (m³/ton)

Water Intensity (m³/ton)	Unit	2022	2023	2024
Norm Fasteners Bolts İzmir	m³/ton	1.52	1.32	1.74
Norm Fasteners Screws	m³/ton	2.93	2.21	3.00
Norm Fasteners Bolts Salihli	m³/ton	1.38	1.46	1.54
Norm Fasteners Nuts	m³/ton	2.83	2.69	1.99
Norm Coating	m³/ton	4.59	5.37	5.55

Waste Data

Waste Types	Unit	2022	2023	2024
Non-Hazardous Waste	Ton	19,989.95	19,297.21	2,852.81
Hazardous Waste	Ton	1,402.52	3,299.18	20,518.88

Waste Data by Disposal Method

By Disposal Method	Unit	2022	2023	2024
Recovery	Ton	21,389.62	22,596.31	23,371.30
Other Disposal Method	Ton	2.86	0.09	0.3860
Total	Ton	21,392.48	22,596.40	23,371.69

Social Performance Metrics

Number of Employees by Type of Employment

By Type of Employment	Gender	Unit	2022	2023	2024
Office Employee	Female	Person	288	345	345
	Male	Person	522	559	584
Field Employee	Female	Person	55	64	81
	Male	Person	2,966	3,161	2,814
TOTAL		Person	3,831	4,129	3,824

Number of Employees by Contract Type

Contract Type	Gender	Unit	2022	2023	2024
Indefinite Term	Female	Person	343	409	426
	Male	Person	3,488	3,720	3,398
Fixed Term	Female	Person	0	0	0
	Male	Person	0	0	0
TOTAL			3,831	4,129	3,824

Number of Employees by Gender

Employees by gender	Unit	2022	2023	2024
Male	Person	3,488	3,720	3,398
	Ratio	91.0%	90.1%	88.9%
Female	Person	343	409	426
	Ratio	9.0%	9.9%	11.1%
TOTAL		3,831	4,129	3,824

Number of Employees in Other Groups

Other Groups	2022	2023	2024
Number of Persons with Disabilities	89	96	96

Number of Employees by Age Group

Age Group	Unit	2022	2023	2024
18 – 30	Female (Person)	133	178	191
	%	7.1%	8.9%	10.7%
	Male (Person)	1,743	1,831	1,589
	%	92.9%	91.1%	89.3%
31 – 40	Female (Person)	145	163	165
	%	10.8%	10.9%	11.7%
	Male (Person)	1,195	1,330	1,242
	%	89.2%	89.1%	88.3%
41 – 50	Female (Person)	52	54	52
	%	10.2%	10.3%	10.1%
	Male (Person)	460	468	465
	%	89.8%	89.7%	89.9%
51 – 60	Female (Person)	9	10	13
	%	11.8%	13.5%	14.1%
	Male (Person)	67	64	79
	%	88.2%	86.5%	85.9%
60+	Female (Person)	0	0	0
	%	0.0%	0.0%	0.0%
	Male (Person)	4	4	2
	%	100.0%	100.0%	100.0%
TOTAL		3,808	4,102	3,798

Number of Employees by Management Category

Workforce By Management Category	Unit	2022	2023	2024
Senior Management*	Female	4	5	5
	Ratio	23.5%	23.8%	21.7%
	Male	13	16	18
	Ratio	76.5%	76.2%	78.3%
Middle Management **	Female	16	13	16
	Ratio	22.9%	18.8%	21.3%
	Male	54	56	59
	Ratio	77.1%	81.2%	78.7%
Other*	Female	24	24	17
	Ratio	28.6%	28.2%	21.5%
	Male	60	61	62
	Ratio	71.4%	71.8%	78.5%
TOTAL		171	175	177

*Senior Management: Chairman, Director, General Manager, CEO **Middle Management: Plant Manager, Group Manager, Manager, Expert
**Other: Executive

Number of Employees in STEM Fields

Number of STEM Employees	Unit	2022	2023	2024
Number of Employees in STEM* Fields	Female Employees	75	172	176
	Male Employees	233	339	356
	Total	308	511	532
	Female Employee Ratio	24%	34%	33%

* STEM: Science, Technology, Engineering, Mathematics

Occupational Health and Safety

Work Accidents*	Unit	2022	2023	2024
KSO – Accident Frequency Rate (Lost Time Injury Rate)(Number of Accidents × 1,000,000) / Total Working Hours	Rate	10.70%	10.05%	12.04%
KAO – Accident Severity Rate** (Severity Rate)(Lost Days × 1000) / Total Working Hours	Rate	0.21%	0.16%	0.17%

* Norm Holding consolidated occupational health & safety data covers Norm Fasteners Bolts, Norm Fasteners Screws, Norm Fasteners Nuts, Norm Coating, Norm Tooling, Norm Forging, NRM Engineering, STD.
** Calculation methodology based on ILO (International Labour Organization) standards.

Female Employees Taking Maternity Leave

Female Employees Taking Parental Leave	2022	2023	2024
Employees entitled to parental leave	10	9	11
Employees who took parental leave	10	9	11
Employees who returned to work after parental leave	10	9	7
Employees who returned to work after parental leave and continued working for at least 12 months	7	8	7

Male Employees Taking Paternity Leave

Male Employees Taking Parental Leave	2022	2023	2024
Employees entitled to parental leave	234	215	205
Employees who took parental leave	234	215	205
Employees who returned to work after parental leave	234	215	205

Employee Loyalty and Satisfaction Score

Employee Loyalty and Satisfaction Score*	Unit	2021	2023
Employee Loyalty	Score	71	59
Employee Satisfaction	Score	82	73

*Employee Loyalty and Satisfaction Scores are measured every two years.

All Trainings (Person*Hour)	Unit	2022	2023	2024
Vocational and Technical Development	Person*Hour	18,672	18,000	10,519
Competency Development	Person*Hour	84	1,612	516
Occupational Health & Safety (OHS)	Person*Hour	10,209	18,868	24,496
Other	Person*Hour	28,944	37,994	45,355
Total Training Hours	Person*Hour	57,909	76,474	80,886

Environment-Related Trainings Provided to Employees	2022	2023	2024
Trainings (Person*Hour)	1,497	1,662	4,457
Participants (Person)	883	1,263	2,885

All Trainings (by Type)	Unit	2022	2023	2024
Number of employees who completed Ethics Training	Person	416	2,055	1,157

Economic Performance Metrics

Economic Value Created	Unit	2022	2023	2024
Consolidated Net Sales*	Million Euros	466	499	450

*Norm Holding net sales excluding its oversea subsidiaries.

Consolidated Investment	Unit	2022	2023	2024
Consolidated Investments	Million Euros	83	86	74

Twin Transformation and R&D Innovation Investment	Unit	2022	2023	2024
Twin Transformation and R&D Innovation Investment Amounts	Million TRY	112.4	125.4	190.3

Ratio of R&D Investments to Revenue	Unit	2022	2023	2024
Norm Fasteners Nuts	Rate %	0.23%	0.30%	0.33%
Norm Fasteners Bolts	Rate %	1.36%	1.45%	2.45%
Norm Tooling	Rate %	-	-	1.00%

Number of R&D Employees	Unit	2022	2023	2024
Norm Fasteners Nuts	Person	19	19	20
Norm Fasteners Bolts	Person	51	55	57
Norm Tooling	Person	20	21	20

Number of University Collaborations	Unit	2022	2023	2024
Projects	Number	4	13	3
Theses	Number	14	8	9

Patent Applications	2022	2023	2024
Norm Fasteners Bolts	4	6	5
Norm Fasteners Nuts	0	1*	1*
Norm Tooling	0	1	1
Norm Coating **	0	1	2
Norm Additive	1	0	0

*Joint patent application of Norm Fasteners Bolts and Norm Fasteners Nuts, affiliated companies of Norm Holding.
**Since Norm Coating has not yet been officially registered as an R&D center, it is excluded from the total patent counts.

Number of New Products Manufactured	Unit	2022	2023	2024
Norm Fasteners Nuts	Number	533	440	425
Norm Fasteners Bolts	Number	2,591	1,372	1,365
Norm Tooling	Number	6,807	9,327	7,193

Distribution of Payments Made to Trade Group Suppliers	Unit	2022	2023	2024
Import Amount	%	11%	8%	13%
Domestic Purchasing Amount	%	89%	92%	87%

Distribution of Payments Made to Industry Group Suppliers	Unit	2022	2023	2024
Import Amount	%	46%	37%	34%
Domestic Purchasing Amount	%	54%	63%	66%

GRI INDEX

GRI 1: General Disclosures 2021	Disclosure	Headline	Page Number
GRI 2: General Disclosures 2021	2-1 Organizational details	About Norm Holding	18-41
	2-2 Entities included in the organization's sustainability reporting	About Norm Holding	18-41
	2-3 Reporting period, frequency and contact point	About the Report	8-9
	2-4 Restatements of information	No information has been revised.	-
	2-5 External assurance	About the Report	8-9
	2-6 Activities, value chain and other business relationships	About the Report Norm Holding and Affiliated Companies Norm Holding Value Chain	18, 28, 72
	2-7 Employees	Diversity, Equity, and Inclusion	90-97
	2-8 Workers who are not employees	Diversity, Equity, and Inclusion	90-97
	2-9 Governance structure and composition	Board of Directors and Our Organizational Structure	44-55
	2-10 Nomination and selection of the highest governance body	Board of Directors and Our Organizational Structure	44-55
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	2-15 Conflicts of interest	Ethics and Compliance	60-63
	2-16 Communication of critical concerns	Corporate Risk Management	56-57
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	2-19 Remuneration policies	Talent Management	44, 104
	2-20 Process to determine remuneration	Talent Management	44, 104
	2-21 Annual total compensation ratio	This information is not shared in accordance with the institution's privacy policy.	-
	2-22 Statement on sustainable development strategy	Sustainability Approach	75-77

GRI 1: General Disclosures 2021	Disclosure	Headline	Page Number
GRI 2: General Disclosures 2021	2-23 Policy commitments	https://normholding.com/en/corporate-governance-policies/	-
	2-24 Embedding policy commitments	https://normholding.com/en/corporate-governance-policies/	-
	2-25 Processes to remediate negative impacts	Corporate Management Corporate Risk Management Internal Audit Materiality Matrix Ethics and Compliance Anti-Corruption and Anti-Bribery Approach	44, 56, 63, 70, 60, 64
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance	60-63
	2-27 Compliance with laws and regulations	Ethics and Compliance	60-63
	2-28 Membership associations	Collaborations and Initiatives	39, 146
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Matrix	68-71
	2-30 Collective bargaining agreements	There is no collective agreement in place for the workforce.	-

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GRI: 3 Material Topics 2021	3-1 Process to determine material topics	Work Matters Economic Performance	68 71
	3-2 List of material topics	Work Matters Economic Performance	68 71

Economic Performance	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Work Matters Economic Performance	132, 133
	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance Responsible Investments 133, 134
		201-2 Financial implications and other risks and opportunities due to climate change	Corporate Risk Management 58-59
		201-3 Defined benefit plan obligations and other retirement plans	-
		201-4 Financial assistance received from government	This information is not shared in accordance with the institution's privacy policy. -

Market Presence	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Work Matters Economic Performance R&D and Innovation	132, 133, 122-123
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	This information is not shared in accordance with the institution's privacy policy.	-
	202-2 Proportion of senior management hired from the local community	No information is held.	-
Indirect Economic Impacts	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Economic Performance Responsible Investments R&D and Innovation	133, 134, 122-123
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Economic Performance Responsible Investments R&D and Innovation	133, 134, 122-123
	203-2 Significant indirect economic impacts	Economic Performance Responsible Investments R&D and Innovation	133, 134, 122-123
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GRI: 3 Material Topics 2021	3-3 Management of material topics	Sustainable Supply Chain Management	138-141
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Supply Chain Management	138-141
Anti-corruption	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Ethics and Compliance Anti-Corruption and Anti-Bribery Approach	64, 60-63
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics and Compliance Anti-Corruption and Anti-Bribery Approach	64, 60-63
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance Anti-Corruption and Anti-Bribery Approach	64, 60-63
	205-3 Confirmed incidents of corruption and actions taken	Ethics and Compliance Anti-Corruption and Anti-Bribery Approach	64, 60-63
Anti-competitive Behavior	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Combatting Anti-Competitive Practices	65
GRI 206: Anti-Competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Combatting Anti-Competitive Practices	65

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GRI: 3 Material Topics 2021	3-3 Management of material topics	Tax Management	65
GRI 207: Tax 2022	207-1 Approach to tax	Tax Management	65
	207-2 Tax governance, control, and risk management	Tax Management	65
	207-3 Stakeholder engagement and management of concerns related to tax	Tax Management	65
	207-4 Country-by-country reporting	Tax Management	65
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GRI: 3 Material Topics 2021	3-3 Management of material topics	R&D and Innovation	122-123
GRI 301: Materials 2016	301-1 Materials used by weight or volume	R&D and Innovation	122-123
	301-2 Recycled input materials used	R&D and Innovation	122-123
	301-3 Reclaimed products and their packaging materials	R&D and Innovation	122-123
Energy	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Energy Management and Greenhouse Gas Emissions	113-117
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management and Greenhouse Gas Emissions	113-117
	302-2 Energy consumption outside of the organization	Energy Management and Greenhouse Gas Emissions	113-117
	302-3 Energy intensity	Energy Management and Greenhouse Gas Emissions	113-117
	302-4 Reduction of energy consumption	Energy Management and Greenhouse Gas Emissions	113-117
	302-5 Reductions in energy requirements of products and services	Energy Management and Greenhouse Gas Emissions	113-117
Water	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Water Management	118
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management	118
	303-2 Management of water discharge-related impacts	Water Management	118
	303-3 Water withdrawal	Water Management	118
	303-4 Water discharge	Water Management	118
	303-5 Water consumption	Water Management	118

Biodiversity	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Material Topics	70
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	No information is held.	-
	304-2 Significant impacts of activities, products and services on biodiversity	No information is held.	-
	304-3 Habitats protected or restored	No information is held.	-
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	No information is held.	-
Emissions	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Energy Management and Greenhouse Gas Emissions	113-117
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy Management and Greenhouse Gas Emissions	113-117
	305-2 Energy indirect (Scope 2) GHG emissions	Energy Management and Greenhouse Gas Emissions	113-117
	305-3 Other indirect (Scope 3) GHG emissions	Energy Management and Greenhouse Gas Emissions	113-117
	305-4 GHG emissions intensity	Energy Management and Greenhouse Gas Emissions	113-117
	305-5 Reduction of GHG emissions	Energy Management and Greenhouse Gas Emissions	113-117
	305-6 Emissions of ozone-depleting substances (ODS)	No information is held.	-
	305-6 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Waste Management and Circularity	119
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GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management and Circularity	119
	306-2 Management of significant waste-related impacts	Waste Management and Circularity	119
	306-3 Waste generated	Waste Management and Circularity	119
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Supplier Environmental Assessment	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Sustainable Supply Chain Management	138-141
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain Management	138-141
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain Management	138-141
Employment	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Diversity, Equity, and Inclusion	90-97
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Diversity, Equity, and Inclusion	90-97
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	People Matters	90
	401-3 Parental leave	Diversity, Equity, and Inclusion	90-97
Labor/Management Relations	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	People Matters	90
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	No information is held.	-
Occupational Health and Safety	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Occupational Health and Safety	105
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	105
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	105
	403-3 Occupational health services	Occupational Health and Safety	105
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	105
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	105
	403-6 Promotion of worker health	Occupational Health and Safety	105
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	105
	403-9 Work-related injuries	Occupational Health and Safety	105
	403-10 Work-related ill health	Occupational Health and Safety	105

Training and Education	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Talent Management	99-104
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Talent Management	99-104
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent Management	99-104
	404-3 Percentage of employees receiving regular performance and career development reviews	Talent Management	99-104
Diversity and Equal Opportunity	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Diversity, Equity, and Inclusion	90-97
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity, and Inclusion	90-97
	405-2 Ratio of basic salary and remuneration of women to men	-	-
Non-discrimination	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Diversity, Equity, and Inclusion	90-97
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity, Equity, and Inclusion	90-97
Freedom of Association and Collective Bargaining	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	There is no collective agreement in place for the workforce.	-
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There is no collective agreement in place for the workforce.	-

Child Labor	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Corporate Risk Management Sustainable Supply Chain Management	90, 138-141
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Corporate Risk Management Sustainable Supply Chain Management	90, 138-141

Forced or Compulsory Labor	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	People Matters Sustainable Supply Chain Management	90, 138-141
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	People Matters Sustainable Supply Chain Management	90, 138-141

Security Practices	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	No information is held.	-
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	No information is held.	-

Local Communities	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Social Contribution Responsible Investments	134, 106-109
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Contribution Responsible Investments	134, 106-109
	413-2 Operations with significant actual and potential negative impacts on local communities	During the reporting period, there were no instances of negative feedback.	-

Supplier Social Assessment	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Sustainable Supply Chain Management	138-141
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain Management	138-141
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Supply Chain Management	138-141

Customer Health and Safety	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Customer Satisfaction Product Quality and Safety	135-136
	GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Satisfaction Product Quality and Safety 135-136
		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Satisfaction Product Quality and Safety 135-136

Marketing and Labeling	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Customer Satisfaction Product Quality and Safety	135-136
	GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Customer Satisfaction Product Quality and Safety 135-136
		417-2 Incidents of non-compliance concerning product and service information and labeling	Customer Satisfaction Product Quality and Safety 135-136
		417-3 Incidents of non-compliance concerning marketing communications	Customer Satisfaction Product Quality and Safety 135-136

Customer Privacy	Disclosure	Headline	Page Number
GRI: 3 Material Topics 2021	3-3 Management of material topics	Information Security	65
	GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security Customer Satisfaction 65, 135



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