NORM HOLDING ANNUAL REPORT

1 January 2025 - 31 December 2025

NORM HOLDING

"You shall gain the hearts first!"

Our Founder

Nedim UYSAL

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MILESTONES

Norm Holding has a strong industrial structure with a team of approximately 3,800 professionals, 23 subsidiary companies operating across 10 sectors, and 22 production facilities. In addition to its operations based in Türkiye, the company further operated on a global scale through its investments in the United States, Germany, the United Kingdom, France, Poland, Romania, and China.

With more than half a century of experience, the company has maintained its leading position in the fasteners industry and provided integrated solutions across diverse fields, including trade, hot forging, chemicals, tooling and machining, sheet metal forming, additive manufacturing, technology and automation, machinery manufacturing, and agriculture and food.

Through its **4 R&D and Design Centers**, it has developed product and process innovations and delivered value-added solutions to industry.

In 2025, it increased its production capacity and competitiveness through a combined investment of **45 million Euro**.

Two Norm Holding subsidiaries were included in the **“Top 1000 Exporters of Türkiye” list prepared by the Türkiye Exporters Assembly**.

1973

NORM FASTENERS

Norm Fasteners was founded in Turkiye

1982

STANDART CIVATA

ST

1998

NORM COATING

VISSART EUROPE

Vissart Europe was founded in France

2003

NORM TOOLING

NORM sanat

2011

NORM FASTENERS

Norm Fasteners started operations in Germany

R&D Center was founded

2012

NORM FASTENERS

Norm Fasteners started production in Salihli

2014

NRM

2017

NORM HOLDİNG

All companies are united as holding

2018

NORM FASTENERS

Norm Fasteners started operations in USA

2019

ST

ST Trading started operations in Poland

SAP Integration

2020

NORM FASTENERS

Norm Fasteners started operations in Romania

2021

NORM DIGITAL

NORM ADDITIVE

2022

NORM FORGING

nordes

2023

NORM TOOLING

R&D Center was founded

2024

NORM 3D

NORM MACHINING

NORM STAMPING

2025

NORM COATING

R&D Center was founded

NORM HOLDING AT A GLANCE

Mission

To be a global solution partner creating values for its partners, always trusted and preferred.

Vision

To be a global company pursuing excellence with its employees.

"Norm Holding continued to create value in 2025 through its investments, digital transformation initiatives, and global growth strategy, in line with its mission and vision."

- 3.800 Employees
- 8 Countries
- 23 Companies
- 22 Production Centers
- 15 Logistic Centers
- 4 R&D and Design Centers

Norm Holding – Vision 2028

FINANCIAL BUSINESS OUTCOMES	SUSTAINABLE PROFITABLE GROWTH	COST MANAGEMENT AND RESOURCE EFFICIENCY
CUSTOMER / PARTNER	CUSTOMER (PARTNER) VALUE PROPOSITION	
	BUSINESS PARTNERS	SOCIETY
	BRAND AWARENESS AND IMAGE	REPUTATION AND SOCIAL INFLUENCE
PROCESSES (FOCUS AREAS)	MARKET- AND CUSTOMER-ORIENTED	R&D AND INNOVATION / OPERATIONAL EXCELLENCE
	SUSTAINABILITY	
INTANGIBLE ASSETS	HUMAN RESOURCE AND COMPETENCY	CORPORATE CULTURE AND ORGANIZATIONAL EXPERIENCE / IT AND INFORMATION GAIN TECHNOLOGY AND DIGITAL TRANSFORMATION

BOARD OF DIRECTORS

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CHAIRPERSON'S STATEMENT

Esteemed Stakeholders,

The year 2025 marked a period in which global economic balances were reshaped, accompanied by significant shifts across production, trade, and supply chain dynamics. Geopolitical developments, rising protectionist tendencies, and evolving cost structures compelled the business world to act with greater caution, heightened strategic focus, and enhanced flexibility.

In this new era, the definition of competition has also evolved. Success is now determined not only by production capacity, but also by strategic geographic positioning, speed, flexibility, and cost management. At Norm Holding, having recognized this transformation at an early stage, we have been advancing our strategy to evolve our business model into a globally integrated production and solutions network.

Taking our globalization strategy a step further, we accelerated the expansion of our overseas production capabilities. **Through our investment in the United States, we are establishing local manufacturing capabilities in North America, enabling us to deliver faster, more competitive, and sustainable solutions to our customers. With the investments planned across North Africa, particularly in Morocco, we have been establishing new production hubs offering cost advantages.** This approach is a tangible reflection of Norm Holding's vision to transform from an export-oriented structure into an organization with a globally positioned production network.

In this era of relocating global production hubs, competition within our operating markets has become increasingly intense and complex. Accordingly, we intensified our focus on improving efficiency, maintaining cost discipline, and operational agility. The efficient use of resources and the continuous improvement of processes continue to underpin sustainable success.

Digitalization and artificial intelligence applications have evolved into strategic tools going beyond enhancing operational efficiency to transform our business models. We continue to strengthen our data-driven management approach, enhance our processes through digital infrastructure, and deploy our human capital in higher value-added areas.

Sustainability is an integral part of Norm Holding's long-term strategy. Through the investments we have implemented, we have attained a structure that today meets **over 60% of our electricity requirements from renewable energy sources**. We consider our endeavors in this area not only as an environmental responsibility, but also as a strategic element reinforcing our competitive power.

Norm Holding's greatest strength is its human resources, united around shared goals. 2025 was a year in which challenges were intensely felt on both a global and local scale. Nevertheless, for Norm Holding, this period served as a significant process in which we tested our resilience and corporate reflexes. The most significant outcome of this period was the strengthening of our ability to adapt to changing conditions, act collectively, and advance with determination toward our long-term objectives.

In the upcoming period, through our disciplined management approach and strategic investments, we aim to establish a stronger, more balanced, and sustainable structure on a global scale.

I would like extend our gratitude to all our colleagues, business partners, and stakeholders who have contributed to this journey. I wish for 2026 to bring health, success, and sustainable growth.

Kind regards,

Mehmet Fatih UYSAL
Chairperson

CEO LETTER

Esteemed Stakeholders,

We have concluded a year in which economic fluctuations, geopolitical developments, and technological transformation exerted their influence simultaneously on a global scale. In this environment, the decisive factors for companies were adapting swiftly to change, maintaining operational flexibility, and reinforcing a data-driven management approach.
At Norm Holding, supported by our robust operational infrastructure, integrated business model, and agile decision-making capabilities, we concluded this challenging period delivering consistent performance.

Operational Performance and Integrated Structure
Throughout 2025, we maintained our balanced and sustainable approach to growth across all areas of our business, from production and logistics to engineering and digital solutions.

Our subsidiaries strengthened our integrated structure further by expanding their operations in the fields of fasteners, tooling production and machining, surface coating, forging technologies, sheet metal forming, additive manufacturing, machinery and automation, software and digital technologies, as well as agriculture and food. This integrated structure significantly enhanced our ability to deliver end-to-end solutions to our customers.

Investments and Global Growth
In 2025, we continued our investments to expand production capacity, strengthen our logistics infrastructure, and support global growth.

While maintaining our strong presence in Europe, we strengthened our operations in the United States, continued our expansion into the African market, and evaluated growth opportunities in new markets. These steps we have taken have enabled Norm Holding to achieve a more balanced and widespread global footprint.

Digitalization and Operational Excellence
We continued our digital transformation initiatives with determination in 2025. Through AI-driven systems, data analytics, automation solutions, and digital traceability infrastructures, we have rendered our production and operational processes more efficient and flexible.

While transforming our internal processes through solutions developed by Norm Digital, we continued to provide services creating value for customers outside the group.

Sustainability and Responsibility
Within the scope of our sustainability approach, we continued our projects focused on energy efficiency, carbon management, and reducing environmental impacts. We continued to strengthen our contribution to society through our social responsibility initiatives, investments in education, and inclusive corporate culture.

People and Organization
Norm Holding's success is underpinned by its strong human capital. We enhanced our organizational agility through initiatives that support employee development, a learning-oriented organizational structure, and efforts to strengthen team spirit.

Behind all the achievements we have attained lies a culture of co-creation and strong teams aligned toward common goals. In the upcoming period, we will continue to strengthen our production infrastructure, pursue our digital transformation investments, and advance our growth strategy.

I express my gratitude to all our colleagues, business partners, and stakeholders who have contributed to this journey of success.

Kind regards,

Mahmut ÖZTÜRK
Chief Executive Officer

BOARD OF DIRECTORS STRUCTURE

The regulations regarding the Board of Directors are determined in the articles of association, and the company affairs of Norm Holding and its subsidiaries are carried out by the Board of Directors. The first Board of Directors member who is not a company partner joined in the year 2020, and in the years 2021 and 2023, other non-partner members have also joined the Board of Directors.

Board of Directors meetings are conducted with the participation of six Board of Directors members, along with a Board of Directors Consultant and three senior executives. This expanded format allows for efficient and constructive contributions, facilitating the rapid and rational decision-making process.

Adı, Soyadı	Görevi	Görev Süreleri	Sorumluluk Durumu	Görev aldığı Komiteler	Diğer Görevleri
Mehmet Fatih UYSAL 1	Chairperson	April 15, 2024 – April 15, 2027	Non-executive, Partner	-	BoD Chair and Member status in companies inside & outside the Holding
Nedim UYSAL 2	Vice Chairperson, CEO	April 15, 2024 – April 15, 2027	Non-executive, Partner	Investment Committee	BoD Chair and Member status in companies inside & outside the Holding
Duygu UYSAL SİMROOĞLU 3	Member of Board of Directors	April 15, 2024 – April 15, 2027	Non-executive, Partner	Sustainability Committee	-
Muhittin BİLGET 4	Member of Board of Directors	April 15, 2024 – April 15, 2027	Non-executive, Non-partner	• Audit Committee • Corporate Governance Committee • Early Detection of Risk Committee • Investment Committee	Board Member status in companies inside & outside the Holding
Ceyhun ARAZ 5	Member of Board of Directors	April 15, 2024 – April 15, 2027	Non-executive, Non-partner	• Corporate Governance Committee • Audit Committee • Sustainability Committee	Board Member status in companies inside & outside the Holding
Mustafa Sabri DOĞRUSOY 6	Member of Board of Directors	April 15, 2024 – April 15, 2027	Non-executive, Non-partner	• Corporate Governance Committee • Audit Committee • Early Detection of Risk Committee • Sustainability Committee	Board Member status in companies inside & outside the Holding
Erkut ULUDAĞ 7	Board of Directors Consultant	-	Consultant	• Early Detection of Risk Committee • Investment Committee	-

(*) The CEO has handed over the role to Mahmut ÖZTÜRK effective January 1, 2025.

BOARD OF DIRECTORS

Mehmet Fatih UYSAL

Fatih Uysal

Chairperson of the Board of Directors

M. 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 is a Board Member at the Aegean Exporters' Association, Chairperson of the Board of the Aegean Ferrous and Non-Ferrous Metals Exporters' Association, an Executive Committee Member at the Turkish Education Foundation (TEV), a Trustee Board Member at the Izmir Chamber of Commerce Foundation for Education and Health, and a Council Member at the Union of Chambers and Commodity Exchanges of Türkiye (TOBB). He is also a member of TÜSİAD (Turkish Industry and Business Association), TİM (Türkiye Exporters Assembly), TAİDER (Family Businesses Association), KALDER (Türkiye Quality Association), ESİAD (Aegean Industry and Business Association), EGİAD (Aegean Young Businesspeople Association), and the Salihli Culture and Solidarity Association.

Nedim UYSAL

Nedim Uysal

Vice Chairperson of the Board of Directors

Nedim Uysal, who graduated from Izmir American College, earned a Bachelor of Arts degree with a major in Economics from the College of Social Science at Michigan State University. Joined Norm Holding in 2009, Mr. Uysal interned in various departments—chiefly production—at Norm Fasteners Cıvata beginning in his middle school years.

He assumed the role of Chief Executive Officer in the last quarter of 2019. Beyond investments in fasteners in new geographies, Mr. Uysal achieved significant success in strengthening Norm Holding and its brands' presence in the global arena, strategic restructuring, corporate governance, digital transformation, and sustainability, focusing on maximizing revenue streams through risk management.

At the beginning of 2025, Nedim Uysal completed his role as CEO and continues his work as Vice Chairperson of the Board of Directors of Norm Holding. In addition to his membership in EGİAD (Aegean Young Businesspeople Association), he continues to serve as a Board Member at TAYSAD (Automotive Suppliers Association of Türkiye), BESİAD (The Turkish Association of Fastener Industrialists and Businesspeople), and TAİDER (Family Businesses Association).

Duygu UYSAL SIMROOĞLU

Duygu Simrooğlu

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 the Norm Holding Sustainability Committee Chairperson and has been a Board Member of Norm Holding since 2017.

Muhittin BILGET

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 the Bank Examiners Board between 1979 and 1993, he served as Economy and Commercial Counselor in the 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 IBB Economic Development and Coordination Board, and the and the Chairperson of the Economy Observation Group at the Aegean Industrialists and Business People Association. at the Aegean Industrialists and Business People Association.

Doç. Dr. Ceyhun ARAZ

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.

Mustafa Sabri DOĞRUSOY

Mustafa S. Doğrusoy

Member of Board of Directors

After completing his undergraduate studies at Yıldız Technical University's Faculty of Engineering, Mustafa Sabri 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 Corporate Governance Association of Türkiye 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. TÜSİAD, the Turkish Corporate Governance Association (TKYD), and KALDER are among the business associations of which he is a member. He has been a member of Norm Holding family since 2020.

Erkut ULUDAĞ

Erkut Uludağ

Board of Directors Consultant

Erkut Uludağ graduated from Kadıköy Anatolian High School and subsequently earned his bachelor's degree in civil engineering from Istanbul Technical University. He furthered his education by obtaining 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, where he provided consulting services to global companies on operational and cost improvement, mergers, strategy development, and sectoral investments for private equity funds. From 2004 to 2012, he served as a managing partner at Roland Berger, a strategic consulting firm. In 2013, Erkut Uludağ established EU Corporate Consulting, a consulting firm specializing in mergers and acquisitions, mergers, and strategic development. He holds positions on the board of directors of various industrial companies. Since 2018, Erkut Uludağ has served as a Board Consultant at Norm Holding.

CORPORATE GOVERNANCE PRINCIPLES COMPLIANCE REPORT

Although Norm Holding's shares are not publicly traded, it aims to comply with the Communique on Corporate Governance Principles No. II-17.1 issued by the Capital Markets Board of Türkiye in accordance with Capital Markets Law No. 6322, which is currently in effect. Although not having the status of a publicly traded company, it continues its efforts to comply with high corporate governance standards. It is committed to maintaining and improving compliance with these principles day by day, as part of its corporate culture, with a global perspective and a local governance approach.

Norm Holding adheres not only to the corporate governance principles established by our country's regulatory authorities but also follows the OECD Corporate Governance Principles, both on a national and global scale.

In accordance with Compliance with Corporate Governance Principles, the policies adopted by Norm Holding as exemplary management practices in 2023 and up through the report preparation date in 2025 are as follows:

- General Assembly Internal Directive
- Internal Directive of the Board of Directors
- Operating Principles of the Board of Directors
- Operating Principles of the Executive Board
- Operating Principles of the Audit Committee
- Corporate Governance Committee Operating Principles
- Operating Principles of the Early Detection of Risk Committee
- Operating Principles of the Sustainability Committee
- Operating Principles of Remuneration and Nomination Committee
- Investment Committee Operating Principles
- Operating Principles of the Financial Affairs and Finance Committee
- Pricing Committee (Fasteners) Operating Principles
- Digital Transformation Committee Operating Principles
- Business Development Committee Operating Principles
- Corporate Governance Policies
  - Donation and Aid Policy
  - Information Security Policy
  - Disclosure Policy
  - Conflict of Interest Policy
  - Digital Communications Policy
  - Integrated Management Systems Policy
  - Equality, Diversity, and Inclusion Policy
  - Code of Ethics
  - Ethical Code of Conduct Operations Policy
  - Intellectual and Industrial Property Policy
  - Gift and Hospitality Policy
  - Notice and Notification Policy
  - Human Rights Policy
  - Quality Policy
  - Dividend Distribution Policy
  - Personal Data Protection Management System Policy
  - Stakeholders Policy
  - Anti-Bribery and Anti-Corruption Policy
  - Social Media Policy
  - Sustainable Procurement Policy
  - Compensation Policy
  - Supplier Code of Ethics Guideline
  - Commercial Information and Confidentiality Policy
  - Remuneration Policy of Board Members and Senior Executives
  - Personal Data Protection Law Information Statement

Activities of the Board of Directors

The performance of the Norm Holding Board of Directors is measured on an annual basis, the results of the Performance Assessment of the Board of Directors are transparently reviewed by the Board.

The roles of the Chairperson of the Board of Directors and the CEO are carried out by different individuals. Since 2023, 50% of the members of the Board of Directors have been non-shareholder members.

Members of the Board of Directors are entitled to hold other duties outside the company, provided that such positions do not interfere with their responsibilities in the affairs of the Company. Their business experiences and expertise contribute to strengthening the structure of the Company's Board of Directors. The competency matrix of the Board of Directors is regularly conducted every year and the development of the score is monitored.

At the beginning of 2025, the Board of Directors set its goals and, at the end of the year, prepared a Board of Directors productivity report, which was presented to shareholders. In 2025, thirteen Board of Directors meetings were held.

The Board of Directors General Secretary's Office distributes the meeting agenda and related briefing documents to the Board members before the meeting. Meeting decisions and follow-up notes are presented to all Board stakeholders. In 2025, Board of Directors members achieved 100% attendance at Board meetings, which were held in a hybrid format, both in person and online.

The Board of Directors monitored the operational and financial performance goals reviewed each year, made its assessment for 2025 at the Board meeting held on March 03, 2026, and presented the results to the shareholders.

The Board of Directors closely monitors the performance of the Executive Board. According to the Scorecard criteria established at the beginning of 2025, the current status was monitored quarterly, and it was evaluated based on operational and financial goals achieved by the end of the year.

Signature authorities have been prepared in detail based on titles in the internal regulations of the Board of Directors prepared and based on names in the signature circular in accordance with Turkish Commercial Code Article 367 and Article 371/7.

"Directors and Officers Liability Insurance" is in place in respect of 2025 for Company Board members and senior executives.

Board members are authorized, as per Turkish Commercial Code Article 395, to transact business with the company on behalf of themselves or others without obtaining permission from the General Assembly.

Additionally, Board members can serve on the Boards of Directors of the company's subsidiaries.

BOARD OF DIRECTORS COMMITTEES

Board of Directors Committees

- Audit Committee
- Corporate Governance Committee
- Early Detection of Risk Committee
- Sustainability Committee
- Remuneration and Nomination Committee
- Investment Committee

In 2021, board committees were established and started activities so that the Norm Holding Board of Directors could efficiently fulfill its duties and responsibilities. As Norm Holding is not a publicly traded company, it is not subject to capital market regulations. However, as part of its corporate governance strategy, Norm Holding aims to comply with the regulations of the Capital Markets Board, which include corporate governance principles, and the relevant laws, as well as good governance practices and company governance codes, within the boundaries set by the Board of Directors. In line with the above-mentioned scope, Norm Holding has established the following Committees: 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. The operating principles of all committees have been documented.

In terms of corporate governance, we aim to become one of the companies recognized worldwide for its exemplary good governance practices. By continuously monitoring the best governance practices at local and global levels, updates in line with both Türkiye's legal regulations and OECD's global corporate governance principles are regularly integrated and adapted to company policies.

The frequency and dates of ordinary meetings of the committees are determined at the beginning of the year. When deemed necessary, the frequency of meetings can be increased or extraordinary meetings can be held by decision of the committee depending on the intensity of the agenda. Meeting agendas are prepared by the Committee Chairperson, and committee members can submit to the Committee Chairperson the items they wish to be included in the meeting agenda. The agenda is distributed to the members by Norm Holding General Secretariat office. Committee work is documented and recorded. Reports containing the results of the meetings are presented to the Board of Directors. At the end of each year, Committees prepare activity reports on their work. Committees review the duties and operating principles document and submit any points requiring updates are to the approval of the Norm Holding Board of Directors.

In the Committees, if deemed necessary, non-board members of Norm Holding executives and experts who are not affiliated with Norm Holding but have expertise in the relevant field can temporarily be engaged. Furthermore, Committees have the flexibility to invite Norm Holding company employees, representatives of affiliated individuals or organizations, and experts in the field to their meetings to gather their knowledge and opinions.

Additionally, Committees have the authority to seek professional consultancy, utilize independent expert opinions, conduct special examinations in managerial matters, and appoint experts as consultants in these examinations in respect of topics deemed necessary about their activities. The fees and other costs of the consultancy services received in this context are covered by the company within each committee's own budget. Norm Holding's Board of Directors provides all necessary resources and support for Committees to fulfill their duties.

Committees operate within their authority and responsibilities and make recommendations to the decision-making mechanisms when deemed necessary. The ultimate decision and responsibility always rest with Norm Holding's Board of Directors. Committee work and responsibilities do not diminish the legal duties and responsibilities of Norm Holding's Board of Directors under the Turkish Commercial Code.

Audit Committee

First, Last Name	Position in Committee	Position in Norm Holding
Muhittin BİLGET	Chairperson	Member of Board of Directors
Ceyhun ARAZ	Member	Member of Board of Directors
Mustafa Sabri DOĞRUSOY	Member	Member of Board of Directors

The Audit Committee of Norm Holding, which was established in 2021, is responsible for overseeing the functioning and adequacy of accounting, financial reporting, and internal control systems, as well as the internal and external audit processes of Norm Holding and its subsidiary companies.

The Audit Committee monitors the compliance of Norm Holding and its subsidiaries with the Corporate Governance Principles of the Capital Markets Board, Turkish Commercial Code, Public Oversight, Accounting and Auditing Standards Authority legislation, Turkish Auditing Standards Authority legislation, Turkish Accounting Standards legislation, and other relevant regulations in terms of management; and, when necessary, submits its recommendations to the Board of Directors regarding remedial actions. It also ensures the selection of an independent audit firm that audits the accuracy, transparency, and compliance of the financial statements and other financial information with the legislation and international accounting standards. In this context, it ensures the preparation of the relevant agreements, the initiation of the independent audit process, and the coordination with the work of the independent audit firm at each stage of the process. It communicates the opinion of the independent audit firm to the Board of Directors in writing.

Operating principles of the Audit Committee are available on the Norm Holding website.

The Committee is responsible for monitoring the company's compliance with the Capital Markets Board's Corporate Governance Communique No. II-17.1 and the provisions of Articles from 397 to 406 of the Audit section and Articles from 407 to 451 of the General Assembly section of the Turkish Commercial Code No. 6102. It plays a leading role on behalf of the Norm Holding Board of Directors in resolving and reaching a solution to financial and fiscal disputes that can arise between Norm Holding, its subsidiaries, and shareholders. The Committee provides support to the executives of Norm Holding and its subsidiaries in the preparation of financial reports. It checks whether the information in the financial report is accurate and consistent with the information available to the Committee. Initially examines the report from the Independent Audit firm and then presents it to the boards of directors of Norm Holding and its subsidiaries.

Additionally, communication with the Independent Audit Firm is monitored, and their reports and work are followed. Furthermore, Corporate Risk Management efforts are being advanced.

Launched in 2023 within the Holding's subsidiaries, Corporate Risk Management was expanded in 2024 to the other Holding companies.

In the Audit Committee meetings, reports presented by the internal audit are reviewed, and findings are monitored based on their risk level.

The Committee convenes as required, depending on the effectiveness of its work and the volume of agenda items. Six (6) committee meetings were held in 2025, and the Board of Directors was briefed quarterly on the Audit Committee's activities.

The Audit Committee presented its activity report for the year 2025 to the Norm Holding Board of Directors on March 3, 2026, and it was accepted and resolved by the Board of Directors.

Corporate Governance Committee

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

Norm Holding established the Corporate Governance Committee in 2021, intending to ensure the efficient fulfillment of the duties and responsibilities of the Norm Holding Board of Directors. The committee is responsible for monitoring the compliance of Norm Holding and its subsidiaries with the Capital Markets Board's Corporate Governance Principles, Turkish Commercial Code, and other relevant legislation, taking corrective actions when necessary.

Additionally, the Committee plays an active role in implementing practices aimed at enhancing company performance and reviewing the systems and processes established or to be established by subsidiaries. It makes recommendations to the Board of Directors on the healthy functioning of the infrastructure of management practices, their understanding and adoption by employees, and the support of the management.

It proposes to the Board of Directors the committees to be established within the Company and coordinates the organization of the committees approved by the Board of Directors.

Operating principles of the Corporate Governance Committee are available on the Norm Holding website.

The Committee monitors the companies' compliance with the Capital Markets Board's Corporate Governance Communique No. II-17.1 and the provisions of Articles from 359 to 396 of the Management section and Articles from 407 to 451 of the General Assembly section of the Turkish Commercial Code No. 6102. It plays a leading role on behalf of the Board of Directors in resolving and reaching a solution to ensure effective communication between Norm Holding, its subsidiaries, and shareholders.

The Committee conducts regular evaluations on the structure and efficiency of the boards of directors of Norm Holding and its subsidiaries. It works on performance evaluations, career planning, and public disclosure. In this context, it determines the principles and practices, monitors their implementation, presents them to the Norm Holding Board of Directors.

The Committee oversees whether the managerial

activities of Norm Holding and its subsidiaries are carried out in compliance with the relevant legislation and internal regulations. In the event of non-compliance, it determines the rules to be applied

The Committee convenes at least once every two months. Meeting frequency can be increased based on committee decisions, taking into account the effectiveness of the work and the density of the agenda.

The Committee contributed to the preparation of the Norm Holding 2025 Activity Report. It supported the Sustainability Committee and Norm Holding Executive Board in preparing the 2025 Sustainability Report.

The Committee prepared the Norm Holding 2025 Board of Directors' Goals document and presented it to the Norm Holding Board of Directors for information and approval.

The Company prepared the 2025 Board of Directors Performance Assessment criteria, conducted the Board of Directors assessment, and submitted the findings to the Board of Directors.

The Committee has drawn up the Norm Holding 2025 Board of Directors Efficiency Report and presented it to the Board of Directors.

Corporate Governance Rating Studies were conducted in coordination with Saha Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş., and driven by the advancements achieved within the scope of the initial rating process initiated in 2022, the corporate governance rating reached 9.29 as of 2025, maintaining its consistent upward trajectory.

The Committee prepared the Performance Evaluation criteria for the Executive Board and ensured that the Executive Board was evaluated by the members and participants of the Executive Board.

It provided support to the Norm Holding Executive Board in the separation of roles between the Board of Directors and the Executive Board, the determination of meeting agendas, and the frequency of their meetings.

In 2025, the Committee conducted a total of 4 (four) committee meetings, with quarterly updates provided to the Board of Directors regarding committee activities.

The Corporate Governance Committee presented its activity report for the year 2025 to the Norm Holding Board of Directors on March 3, 2026, and it was accepted and resolved by the Board of Directors.

Early Detection of Risk Committee

First, Last Name	Position in Committee	Position in Norm Holding
Erkut ULUDAĞ	Chairperson	Board of Directors Consultant
Muhittin BİLGET	Member	Member of Board of Directors
Mustafa Sabri DOĞRUSOY	Member	Member of Board of Directors
Tevfik Gani ERPULAT	Member	Subsidiary Board Member
Mustafa Selim GÖKSU	Member	Executive Board Member / Head of Fasteners
Kuntay AYBERKİN	Member	Executive Board Member / Subsidiary General Manager

Having started its activities in 2021, the Early Detection of Risk Committee carries out the methods and practices deemed necessary for the Corporate Risk Management of Norm Holding and its subsidiaries, and reviews and evaluates the established systems and processes. Monitors risks under the headings of Financial Risks, Strategic Risks, Operational Risks, and External Environment Risks in Norm Holding and its subsidiaries. Operating principles of the Early Detection of Risk Committee are available on the Norm Holding website.

The Committee is responsible for ensuring compliance with the Capital Markets Board's Corporate Governance Communique No. II-17.1 and Articles 207, 378, 398, and 625 of the Turkish Commercial Code No. 6102.

The Committee meets at least once a quarter. Meeting frequency can be increased based on committee decisions, taking into account the effectiveness of the work and the density of the agenda.

Committee work is documented and recorded. The reports containing the results of the meetings are presented to the Board of Directors.

In 2025, the Committee conducted a total of 4 (four) committee meetings, with quarterly updates provided to the Board of Directors regarding committee activities.

The Early Detection of Risk Committee presented its activity report for the year 2025 to the Norm Holding Board of Directors on March 3, 2026, and it was accepted and resolved by the Board of Directors.

Sustainability Committee

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

The Sustainability Committee was established in 2021 to monitor Norm Holding's and its subsidiaries' compliance with the Capital Markets Board Corporate Governance Principles, Turkish Commercial Code, and other relevant legislation, as well as the United Nations Sustainable Development Goals. It also aims to provide recommendations to the Board of Directors for improvement activities when necessary. Additionally, the Committee plays an active role in ensuring that the strategies and objectives of Norm Holding and its subsidiaries are achieved by utilizing company resources and national resources more efficiently. It leads the way in addressing and correctly programming the future of Norm Holding and its subsidiaries in terms of economic, environmental, social, and cultural dimensions as well as material assets and human resources.

The committee's duties and responsibilities are as follows:

- To carry out initiatives on behalf of Norm Holding and its subsidiaries across the United Nations Sustainable Development Goals encompassing "Environment, Transition to Low-Carbon Economy, and Efficiency," "Environmental Protection, Waste, and Recycling," "Sustainable Industry and Circular Economy," "Sustainable Agriculture and Food Security," "Social Inclusion and Inclusivity," as well as "Sustainable Finance and Risk Management",
- To prepare and update control procedures related to processes and activities in these areas

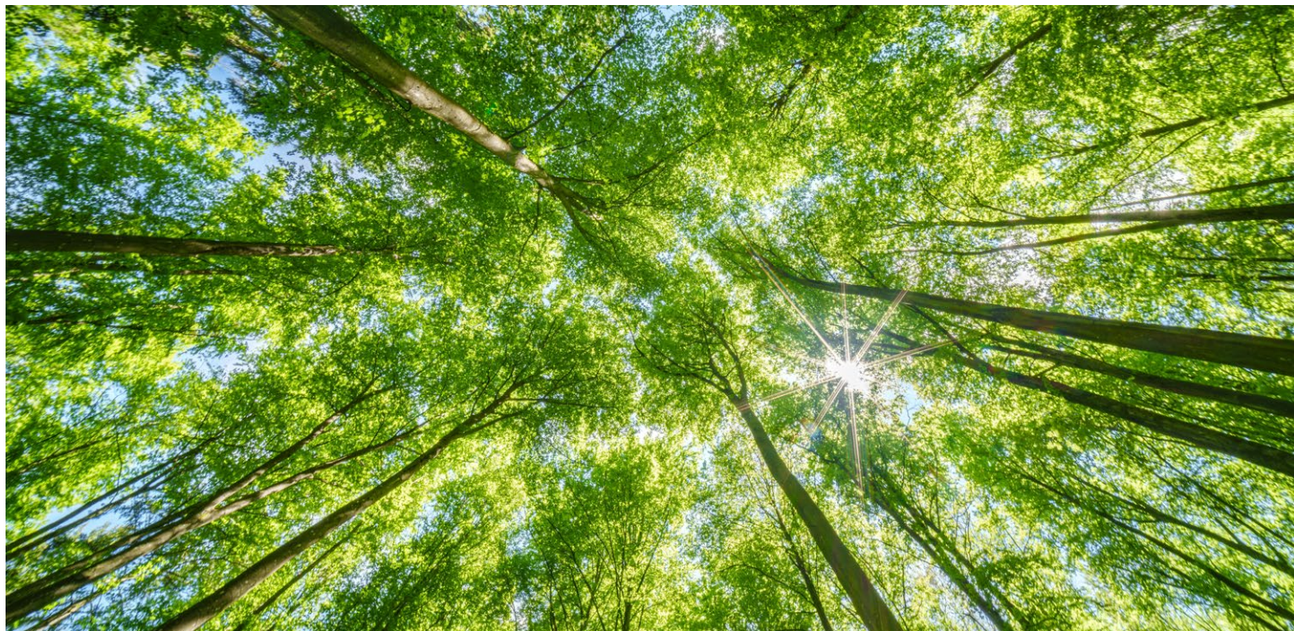
In addition, the Committee monitors the activities of Norm Holding and its subsidiaries regarding local and international NGOs working on sustainability issues in Türkiye and informs the Board of Directors. It participates in the activities and meetings of Non-Governmental Organizations, of which we are members.

It determines the performance criteria in the sustainability goals and practices of Norm Holding and its subsidiaries, contributes to the development of standards, audits performance in line with the goals, and ensures the participation of all relevant units in the process.

It ensures that Norm Holding sustainability policy, goals, and practices are communicated to the employees of Norm Holding and its subsidiaries and works for the internalization of sustainability issues by the employees. It coordinates the communication and participation for the adoption of Norm Holding's sustainability policy by all stakeholders of Norm Holding.

In order to ensure the effectiveness of the studies, it establishes sub-working group(s) within Norm Holding and ensures their authorization and coordination by submitting them for the information of the Board of Directors in order to take action according to the United Nations Sustainable Development Goals to be followed in Norm Holding and its subsidiaries. Working Groups are composed of people with sufficient experience and knowledge on sustainability. Working Groups work on issues determined by the Committee.

In accordance with the decisions taken by the Committee, the Working Groups set goals, implement and monitor sustainability efforts, make revisions, and fulfill all sustainability-related tasks assigned by the Committee.



Working Groups shall submit their work and reports to the Committee. Members of Working Groups also participate in and contribute to the work of the Committee when necessary. The Committee or sub-working groups actively participate in the work of local and international Non-Governmental Organizations, of which we are members, working on Sustainability issues in our country. It monitors all developments in organizations of which we are not a member and submits to the Board of Directors those that can benefit Norm Holding and its subsidiaries.

The Committee submits its evaluations about the activities carried out in Norm Holding and its subsidiaries on Sustainability issues to Norm Holding Board of Directors regularly, and makes remedial suggestions. It ensures that the studies are in line with Norm Holding's sustainability policies and expectations.

The Committee meets at least once a month. Meeting frequency can be increased based on committee decisions, taking into account the effectiveness of the work and the density of the agenda.

The Sustainability Committee has played a leading role in the effective and result-oriented execution of Sustainability efforts at Norm Holding and its subsidiaries. The committee oversees the activities of the Sustainability Steering Board, which operates under the Norm Holding Executive Committee.

It set sustainability goals, established working groups, and monitored developments in each business unit. It prepared Norm Holding's first Sustainability Report and disclosed it to the public. The Committee participates intensively in the UN Global Compact Network Türkiye's activities in order to contribute to Norm Holding's sustainability efforts.

In 2025, eight (8) committee meetings were held, and the Board of Directors was briefed quarterly on the committee activities. The Sustainability Committee presented its activity report for the year 2025 to the Norm Holding Board of Directors on March 3, 2026, and it was accepted and resolved by the Board of Directors.

Remuneration and Nomination Committee

First, Last Name	Position in Committee	Position in Norm Holding
Nedim UYSAL	Chairperson	Vice Chairperson
Kumru TINAZ	Member	Executive Board Member / Accounting and Finance Director
Filiz ERGİN	Member	Executive Board Member / Human Resources Director
Mustafa Selim GÖKSU	Member	Executive Board Member / Head of Fasteners

The Remuneration and Nomination Committee, established within Norm Holding in 2021 and operating as a Sub-Committee under the Corporate Governance Committee, is responsible for conducting work in accordance with the company's remuneration policy, identifying, selecting, and proposing senior-level executives and managerial responsibilities in the company.

The committee's duties and responsibilities are as follows:

- On behalf of the Corporate Governance Committee, to convene at least 2 (two) times a year, in October-December, and at any other necessary times to effectively carry out its responsibilities; and to identify, select, and propose senior-level executives and executives with managerial responsibilities in Norm Holding companies,
- To obtain the opinion of the Board of directors before the appointment of senior-level executives and executives with managerial responsibilities at the manager level and above.

The committee can be summoned for an extraordinary meeting by the Chairperson of the Committee. Meeting agendas are determined by the Director of Human Resources and the Board Secretary, and meeting notifications and agendas are communicated by the Board Secretary.

In 2025, seven (7) committee meetings were held, and the Board of Directors was briefed quarterly on the committee activities.

Investment Committee

First, Last Name	Position in Committee	Position in Norm Holding
Nedim UYSAL	Chairperson	Vice Chairperson
Muhittin BİLGET	Member	Member of Board of Directors
Erkut ULUDAĞ	Member	Board of Directors Consultant
Mahmut ÖZTÜRK	Member	CEO

The Committee examines the machinery, equipment, and renovation issues for investment purposes and new investments of all scales for the development of existing businesses in all units of Norm Holding and its subsidiaries, and compliance with all legislations in investments. It was established in 2021 to research financing models, including incentives and grants, and to make recommendations to the Board of Directors for their utilization

The committee's duties and responsibilities are as follows:

- To create investment programs for the company and make necessary revisions based on internal and external developments,
- To oversee the functionality of the system that will be monitored through performance metrics,
- To monitor global and regional economic, social, and political developments,
- To assess the impact of these developments on current activities and provide recommendations to the Board of Directors to improve the company's competitive strategies and make the necessary revisions accordingly.

The Committee meets at least once a quarter. This can be increased based on committee decisions, taking into account the effectiveness of the work and the density of the agenda. It evaluates proposals for any type of investment put forth by the Executive Board of Norm Holding and its subsidiaries.

The Committee monitors the management of the strategies and projects adopted by the Board of Directors.

It evaluates significant legal developments and impacts of investments that can affect current operations.

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INTERNAL CONTROL SYSTEM, INTERNAL AUDIT AND CORPORATE RISK MANAGEMENT

Norm Holding’s Internal Audit Department has adopted the mission of helping Norm Holding achieve its strategic objectives by providing independent and objective assurance and consulting services to improve operations and add value. Norm Holding’s risk management applies a systematic, disciplined approach to evaluate and enhance the effectiveness of its internal control and corporate governance processes, supporting the company’s goal of becoming a secure, transparent, and accountable organization in line with its fundamental quality policy and goals of continuity and profitability.

To this end, the Internal Audit Department, acting under the authority granted by the Audit Committee, continues its activities to protect the rights and interests of Norm Holding by ensuring the continuity of its normal operations; contributing to the growth, development, and institutionalization of Norm Holding; and assisting the senior management in the swift and effective operation of its decision-making mechanisms.

As part of internal audit activities, all systems and processes of Norm Holding and its subsidiaries, as well as their management and control structures, are assessed with a risk-based approach, and the necessary audit activities are planned. The adequacy and effectiveness of the Internal Control system are continuously reviewed and evaluated. The compliance of Norm Holding’s activities and transactions with the decisions of the Board of Directors and the Audit Committee; internal regulations, procedures, and instructions; national and international legislation; industry standards; generally accepted accounting principles; and plan and budget targets is continuously evaluated. Within the framework of the strategic decisions set by Norm Holding’s Senior Management, resource utilization and the effectiveness and efficiency of activities and transactions are monitored. The measures necessary to adequately protect Norm Holding's assets are reviewed. Recommendations to address the identified risks are developed and reported. Agreed actions are regularly monitored, contributing to the continuous improvement of systems and processes.

Through Corporate Risk Management practices, it is aimed to disseminate Risk Management and Internal Control activities within the organization, increase risk awareness, and create a common risk perception. With Enterprise Risk Management activities, risks in business processes are identified, and an internal control environment is developed continuously to prevent the realization of risks or to reduce their impact and probability. Action plans formulated following risk assessments, and the processes for monitoring these actions, are managed centrally. Our Risk Management approach enables early identification of risks that could jeopardize the company's existence, growth, and continuity, leading to the implementation of necessary precautions and the central management of risks that have been identified.

SHAREHOLDERS

Pursuant to the Corporate Governance Principles, the duty of monitoring the relations between Norm Holding and its subsidiaries and shareholders, ensuring communication and information sharing between the Boards of Directors, and fulfilling the shareholders' requests for information is carried out by the General Secretariat Office. The Corporate Governance Committee oversees and supports the compliance of the General Secretariat's activities with applicable legislation and Norm Holding's corporate governance principles.

The General Secretariat Office keeps the records of shareholders safe and up-to-date. Ensuring that the General Assembly meeting is held in accordance with the legislation, the Articles of Association, and the General Assembly Internal Directive, preparing the General Assembly Information Document for the benefit of shareholders, and archiving the minutes, voting results, and the list of attendees are carried out under the supervision of the Corporate Governance Committee.

It conveys the requests, suggestions and opinions of the shareholders to the relevant departments in the preparation of the Annual and Sustainability Reports in accordance with the legislation and Corporate Governance Principles.

It maintains communication with the Law Offices when necessary to ensure that shareholder transactions are in compliance with the legislation, articles of association, and Corporate Documents.

GENERAL ASSEMBLY

General Assembly activities are conducted in accordance with the Turkish Commercial Code, the regulations of the Ministry of Commerce, and the Norm Holding General Assembly Internal Directive. The General Assembly Information Document is drawn up by the General Secretariat under the supervision of the Corporate Governance Committee, and detailed information on all agenda items is provided to shareholders.

During the preparation of the agenda, written requests from shareholders regarding items they want to include in the agenda are considered by the Office of the Secretary General, which is responsible for managing the relationships with shareholders. In cases where the board of directors does not accept the agenda proposals of the shareholders, the unaccepted proposals and the reasons for rejection are announced at the general assembly meeting. There was no such development at the Ordinary General Assembly, where the activities of 2025 were discussed.

During the General Assembly, agenda items that have been detailed in the General Assembly Information Document are presented to shareholders in a neutral, transparent, and comprehensible manner. Shareholders are provided with an opportunity to express their opinions and ask questions under equal conditions, thereby creating a solid discussion environment. Shareholders are given equal opportunities to express their opinions and ask questions. If a question is not related to the agenda or if it is too comprehensive to be answered immediately, the question is answered in writing by the unit responsible for shareholder relations within a maximum of 15 business days.

During the Ordinary General Assembly held in 2025, there were no additional information requests or questions from shareholders.

In line with the policy approved by the General Assembly, the following matters are presented to shareholders as separate agenda items for their information and approval at the General Assembly: the total amount of donations and grants made during the period and the determination of the upper limit for the following year; information on payments made under the Remuneration Policy of Board Members and Senior Executives; approval of the independent audit firm designated as auditor by the Board of Directors for the relevant fiscal period pursuant to the Turkish Commercial Code and the regulations of the Public Oversight, Accounting and Auditing Standards Authority; submission of policies updated during the period in line with Corporate Governance principle to the shareholders for their information and approval; and, pursuant to Articles 395 and 396 of the Turkish Commercial Code, the provision of information regarding any significant transaction by shareholders who hold control, members of the board of directors, managers with administrative responsibility, and their spouses and relatives by blood or marriage up to the second degree that may cause a conflict of interest with the company or its subsidiaries, and regarding any instance of carrying out, on their own behalf or on behalf of others, a commercial transaction falling within the company’s or its subsidiaries’ area of operations, or entering another company engaged in the same type of commercial busi-

ness as a partner with unlimited liability.
Board Members, responsible authorities in charge of preparing financial statements, and independent auditors attend the General Assembly meetings to provide necessary information and answer questions related to agenda items. The General Assembly is held under the supervision of the representative of the Ministry of Commerce.

In 2025, the company organized one Ordinary General Assembly meeting. This meeting was held on October 2, 2025, at the company headquarters in accordance with the applicable legislation, the Company's Articles of Association, and other internal regulations. The Ordinary General Assembly meeting, where the activities of 2024 were discussed, was attended by shareholders representing the entire capital of the company. All members of the Board of Directors attended the General Assembly meeting. The Auditor and other company officials also participated in person. The agenda items of the Company's General Assembly are stated clearly and in a manner leaving no room for different interpretations.

General Assembly Voting Rights and Dividend Distribution
There are no subsidiaries or other legal entities among Norm Holding shareholders. The Company's Articles of Association grant shareholders the right to appoint representatives or grant proxies to vote on their behalf. There are no provisions that could hinder these rights.
The capital is composed of Class A and Class B shares. Class A shares have privileges in nominating members to the Board of Directors and in dividend distribution.

Norm Holding Dividend Distribution
A Dividend Policy has been established at Norm Holding and its subsidiaries to determine the standards, principles, and rules to be followed in accordance with the provisions of the Turkish Commercial Code and the Shareholders Agreement on dividend distributions and reserve fund allocations.

Regarding the Dividend Policy, the Board of Directors prepares the profit distribution proposal and submits it to the General Assembly for approval within the framework of the provisions of the Turkish Commercial Code and the Shareholders Agreement, Tax Legislation, and the Articles of Association.

At the General Assembly meeting, matters regarding whether profit will be distributed, as well as the method and timing of such distribution, are deliberated and resolved upon. All notifications are fulfilled within the legal deadlines in accordance with the legislation. The Company complies with the regulations of the Turkish Commercial Code, the Public Oversight Board legislation, and other relevant regulations regarding dividend distribution and the allocation of reserves.

Norm Holding's Dividend Distribution Policy is available on www.normholding.com

CODE OF ETHICS

In Norm Holding companies, our ethical rules to be complied with in order to ensure respectful, honest, and responsible business relations between employees and institutions and to create a work environment with business peace are defined in the “Norm Holding Code of Ethics”.

The purpose of Norm Holding Code of Ethics is to inform and remind about the ethical rules to be followed, the responsibilities of the employees in this regard, and what to do in cases of non-compliance with ethical rules.

The ethical approach determined in the Code of Conduct Operations Policy is supported by the Conflict of Interest Policy, Gift and Hospitality Policy, Notice and Notification Policy, and Anti-Bribery and Anti-Corruption Policy

Under the heading of Human Rights, the scope encompasses Respect for Personal Rights and Working Conditions, Ethical Recruitment, Prohibition of Discrimination and Harassment, Prohibition of Child Labor, Prohibition of Forced Labor, Modern Slavery, and Human Trafficking, Land Use and Forced Evictions, as well as Freedom of Association and Collective Bargaining; whereas under the heading of Environment, it is defined as Emissions, Water Consumption, Waste Management and Recycling, Chemical and Hazardous Substance Management, Legal Compliance, and Resource Utilization.

Additionally, our Code of Conduct encompasses Occupational Health and Safety, Anti-Bribery and Anti-Corruption, Fair Competition and Intellectual Property Protection, Conflict of Interest, Information Security, Customer Satisfaction and Product Safety, Brand Reputation Protection, Use of Private and Public Security, Counterfeit Parts, and Export Controls and Sanctions.

ETHICS HOTLINE AND ETHICS COMMITTEE

An “Ethics Committee” has been established to consult whether the work done is ethical or to apply in case of encountering a situation considered unethical. The Ethics Committee is responsible for guiding the employees to act in accordance with the ethical rules and for overseeing the investigation and conclusion of the issue when the violation of the ethical rules is reported.

There is an “Ethics Hotline”, managed by an independent service provider is available to report activities suspected of violating the Code of Conduct, with reports submitted via email (normholding@etikhat.com.tr) or telephone (444 38 45). The information regarding the operating principles of the Ethics Hotline is presented in the Code of Conduct Operations Policy.

Norm Holding Code of Ethics is available on www.normholding.com.

First, Last Name	Position in Committee	Position in Norm Holding
Mustafa Sabri DOĞRUSOY	Chairperson	Member of Board of Directors
Duygu UYSAL SİMROOĞLU	Vice Chairperson	Member of Board of Directors
Nedim UYSAL	Member*	Vice Chairperson
Kumru TINAZ	Member	Executive Board Member / Accounting and Finance Director
Filiz ERGİN	Member	Executive Board Member / Human Resources Director
Zeynep SAĞDIÇ YÜCEL	Member*	General Secretary & Legal Counsel

*As of 22.04.2025

DIVIDEND DISTRIBUTION POLICY

A Dividend Distribution Policy has been established at Norm Holding and its subsidiaries to determine the standards, principles, and rules to be followed in accordance with the provisions of the Turkish Commercial Code and the Shareholders Agreement on dividend distributions and reserve fund allocations.

Regarding the dividend distribution policy, the Board of Directors prepares the dividend distribution proposal and submits it to the General Assembly for approval within the framework of the provisions of the Turkish Commercial Code and the Shareholders Agreement, Tax Legislation, and the Articles of Association. At the General Assembly Meeting, whether, how, and when the dividend will be distributed is discussed and resolved. All notifications are fulfilled within the legal deadlines in accordance with the legislation. The Company complies with the regulations of the Turkish Commercial Code, the Public Oversight Board legislation, and other relevant regulations regarding dividend distribution and the allocation of reserves. The profit distribution policy seeks to balance the interests of shareholders and the interests of the company. The timing and method of payment of the distributed profit are determined by the General Assembly upon the proposal of the Board of Directors. The Company's net profit for the period is calculated in accordance with the provisions of the legislation in force, by deducting all kinds of expenses incurred from the revenues determined at the end of the activity period, the amounts that must be paid and allocated by the Company, and the taxes that must be paid by the Company, after deducting the losses of previous years, if any, from the net profit for the period shown in the annual balance sheet.

Norm Holding's Dividend Distribution Policy is available on www.normholding.com.

COMPENSATION POLICY

Norm Holding and its subsidiaries have established a Compensation Policy to determine the standards, principles, and rules required for compensation payment processes. The compensation policy for Norm Holding and its subsidiary employees is based on current Labor Law No. 4857 and Article 14 in force of the former Labor Law No. 1475. In the event of any changes in Labor Law No. 4857 or relevant legislation, the provisions of the applicable law and relevant regulations will be implemented

Severance Pay and Pay in Lieu of Notice practices are based on the Labor Law No. 4857 and company regulations.

Norm Holding's Compensation Policy is available on the www.normholding.com website.

STAKEHOLDERS POLICY

Norm Holding and its subsidiaries have created a Stakeholders Policy to define the principles and procedures for protecting the rights of stakeholders.

Stakeholders
This includes the persons and groups who have a relation with the activities of Norm Holding, such as shareholders, employees, customers, suppliers, public institutions, intermediary institutions, potential investors, and non-governmental organizations.

Protection of Rights
Relationships are regulated by written agreements and protected under applicable legislation. In cases not regulated by legislation or agreement, the rights of stakeholders are protected in good faith.

Disclosure
Stakeholders are informed within the framework of equality, accuracy, and timing principles. Aligned with the principles of open communication and transparency, information is provided in a timely and understandable manner.

Participation in Management
Direct participation of stakeholders in corporate management is not contemplated; however, to ensure that the rights of minority shareholders and other stakeholders are observed with equal treatment within the framework of decisions taken, independent members serve on the Board of Directors. Employee opinions are taken into consideration through employee satisfaction and suggestion systems.

Customer and Supplier Relations
Customer satisfaction is prioritized and necessary measures are taken. Within the framework of the quality policy, product quality is continuously improved and care is taken for the confidentiality of trade secrets.

Norm Holding's Stakeholders Policy is available on www.normholding.com.

DISCLOSURE POLICY

Norm Holding has established an Information Policy under the authority of the Board of Directors to ensure the timely, accurate, and complete transfer of any non-confidential information to its partners, all stakeholders, employees, and the public

The responsibility for overseeing and monitoring all matters related to public disclosure lies with the managers responsible for financial management and reporting, as well as the Brand and Corporate Communications Department. These officials fulfill their duties in close cooperation with the Corporate Governance Committee and the Board of Directors.

Announcements and disclosures made on behalf of Norm Holding are carried out by the Chairperson of the Board of Directors, Board Members, CEO, Head of Fasteners, Head of New Businesses, General Managers, Sales Director, Chief Financial Officer, and/or Brand and Corporate Communications Manager, excluding forms, statements, and reports signed in accordance with the signature circular.

As for communication tools, material disclosures, financial statements and footnotes, independent audit reports and activity reports, announcements made through the Turkish Trade Registry Gazette and daily newspapers, statements regarding news and rumors about Norm Holding, information meetings and presentations, Norm Holding websites, official social media accounts, and print and digital media channels are used for disclosure purposes. The content of these disclosure methods is specified in the Information Policy.

Norm Holding's Disclosure Policy is available on www.normholding.com.

DISCLOSURE ON CORPORATE WEBSITE

Our Mission, Vision, and Values
- Compliance Report of Norm Holding Corporate Governance Principles
- Corporate Governance Rating Report 2025
- Corporate Governance Rating Report 2024
- Corporate Governance Rating Report 2023
- Corporate Governance Rating Report 2022
- Information Society Services including Articles of Association, Trade Registry Information, Auditor Information, General Assembly Information
- Members of the Board of Directors
- Shareholding Structure
- General Assembly Internal Directive
- Internal Directive of the Board of Directors
- Board of Directors Committees, their Structure, and Operating Principles
- Audit Committee
- Corporate Governance Committee
- Early Detection of Risk Committee
- Sustainability Committee
- Remuneration and Nomination Committee
- Investment Committee
- Financial Affairs and Finance Committee
- Pricing Committee (Fasteners)
- Digital Transformation Committee
- Business Development Committee
- Corporate Governance Policies
  - Donation and Aid Policy
  - Information Security Policy
  - Disclosure Policy
  - Conflict of Interest Policy
  - Digital Communications Policy
  - Integrated Management Systems Policy
  - Equality, Diversity, and Inclusion Policy
  - Code of Ethics
  - Ethical Code of Conduct Operations Policy
  - Intellectual and Industrial Property Policy
  - Gift and Hospitality Policy
  - Notice and Notification Policy
  - Human Rights Policy
  - Quality Policy
  - Dividend Distribution Policy
  - Personal Data Protection Management System Policy
  - Stakeholders Policy
  - Anti-Bribery and Anti-Corruption Policy
  - Social Media Policy
  - Sustainable Procurement Policy
  - Compensation Policy
  - Supplier Code of Ethics Guideline
  - Commercial Information and Confidentiality Policy
  - Remuneration Policy of Board Members and Senior Executives
  - Personal Data Protection Law Information Statement

DISCLOSURE WITHIN THE FRAMEWORK OF COMPLIANCE WITH PRINCIPLES OF CORPORATE GOVERNANCE

There have been no changes in Norm Holding's capital and ownership structure during the reporting period. No amendments have been made to the Articles of Association of Norm Holding during the accounting period.

During the Ordinary General Assembly meeting held on October 2, 2025, to discuss the 2024 activities, it was approved that the members of the Board of Directors are authorized to carry out activities in accordance with Articles 395 and 396 of the Turkish Commercial Code.

Norm Holding ensures that in cases where shareholders with management control, members of the board of directors, managers with administrative responsibilities, their spouses and blood relatives and relatives by marriage up to the second degree engage in a material transaction with the partnership or its subsidiaries that can result in a conflict of interest, and/or engage in a commercial business transaction that falls within the scope of the partnership's or its subsidiaries' field of activity on its own behalf or on behalf of others, or enter into another partnership engaged in the same type of commercial business as a partner with unlimited liability, the General Assembly is informed. During the Ordinary General Assembly meeting held on October 2, 2025, to discuss the 2024 activities, no such information was provided.

In addition, the General Assembly was informed that, in 2024, within the framework of the authorization granted by the General Assembly, there were no transactions carried out by the Members of the Board of Directors with the Company or on behalf of others, and no transactions within the scope of the Prohibition of Competition

During the Ordinary General Assembly meeting held on October 2, 2025, to discuss the 2024 activities, shareholders were informed about the payments made within the scope of the Remuneration Policy of Board Members and Senior Executives.

No Extraordinary General Assembly meeting was held during the period 01.01.2025 - 31.12.2025.

Norm Holding does not have any direct or indirect subsidiaries and Norm Holding shareholders have shares in Norm Holding companies. PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. was selected as the auditor for the fiscal year 2025 based on the decision of the Audit Committee at its meeting dated September 19, 2024, and numbered 2024/06 and its recommendation to the Board of Directors, and it was unanimously approved by the shareholders at the Ordinary General Assembly Meeting of Norm Holding held on October 2, 2025, to discuss the 2024 activities.

During the period 01.01.2025 - 31.12.2025, there were no instances where PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş., the independent audit service provider, refrained from expressing an opinion, expressed a qualified opinion, or refrained from signing the report.

During the period 01.01.2025 - 31.12.2025, there are no lawsuits filed against the company that can affect the financial status and operations of the company.

During the period 01.01.2025 - 31.12.2025; there were no lawsuits filed, and no administrative or judicial sanctions were imposed against the members of the Board of Directors and employees due to practices contrary to the provisions of the legislation

During the period 01.01.2025 - 31.12.2025; there were no administrative or judicial sanctions imposed on the company or the members of the Board of Directors due to practices contrary to the provisions of the legislation.

During the period 01.01.2025 - 31.12.2025; there were no legislative changes that can materially affect the operations of the company.

During the period 01.01.2025 - 31.12.2025; our company did not have any transactions with Capital Market instruments (bonds, bills).

During the period 01.01.2025 - 31.12.2025; it does not have any cross shareholding in which the direct participation rate exceeds 5%.

Norm Holding protects the rights of stakeholders regulated by legislation and mutual agreements within the framework of the Stakeholders Policy in its transactions and operations. During the period 01.01.2025 - 31.12.2025; there were no complaints / lawsuits filed with the stakeholders.

During the period 01.01.2025 - 31.12.2025; there was no conflict of interest regarding the organizations from which the management and committees of Norm Holding benefit from independent expert opinion and receive service.

During the period 01.01.2025 - 31.12.2025; no paid consultancy services were received from PwC Bağımsız Denetim ve Serbest Muhasebeci Mali Müşavirlik A.Ş. and the audit staff and other personnel employed by this company. The rule of no conflicts of interest was strictly adhered to both through agreements and internal working arrangements.

During the period 01.01.2025 - 31.12.2025; Norm Holding had no conflict of interest or dispute with Saha Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş., from which it has received corporate governance rating services. The rule of no conflicts of interest was strictly adhered to both through agreements and internal working arrangements.

During the period 01.01.2025 - 31.12.2025; there was no conflict of interest or dispute with JCR Avrasya Derecelendirme A.Ş., from which credit rating services were received. The rule of no conflicts of interest is strictly adhered to both through agreements and internal working arrangements.

During the period 01.01.2025 - 31.12.2025; with regard to trade secrets, the confidentiality of information concerning customers and suppliers is handled with the utmost care.

Norm Holding does not procure investment consultancy services.

SUBSTANTIAL DEVELOPMENTS DURING THE REPORTING PERIOD AND BEYOND

Norm Fasteners Opens Its New Warehouse in the United States

As part of its strategy to strengthen its global presence, Norm Fasteners relocated its warehouse in the U.S. to a new facility with nearly 5-fold greater racking capacity. The new warehouse, with capacity for 11,397 rack locations, commenced operations with a dedicated quarantine area, with a focus on operational efficiency and proximity to customers.

Norm Fasteners also accelerated its efforts to strengthen its regional capabilities in the United States and Morocco, in line with its strategy of operating closer to its customers.

An Industry First By Norm Fasteners

Norm Fasteners has implemented SAP's detailed scheduling module PP/DS (Production Planning and Detailed Scheduling) in their cold forming production process. The system enables optimal production plans to be generated while taking capacity constraints into account, while also improving agility in production planning processes and delivery performance.

16th Corporate Responsibility Summit Held in Izmir

Hosted in Izmir for the first time by the Corporate Responsibility Association of Türkiye, under the strategic partnership of ESİAD (Aegean Industrialists' and Business People's Association) and the main sponsorship of Norm Holding, the 16th Corporate Responsibility Summit brought together representatives from the business community, financial institutions, non-governmental organizations, and academia.

The summit, held under the theme "TRUST," featured discussions on sustainability and corporate responsibility.

Following the summit, a Roundtable meeting hosted by Norm Holding addressed collaboration and forward-looking topics in the field of corporate responsibility.

Norm Tooling Earns Aviation Quality Certification

Norm Tooling has achieved a significant milestone toward serving the aviation industry by securing the Certificate of Approval, which verifies its compliance with the EN 9100:2018 (AS9100D equivalent) and ISO 9001:2015 quality standards.

DigiConnect Program Was Awarded the Brandon Hall Group™ Bronze Award

The DigiConnect Online Development Program was awarded the Bronze Award in the "Best Sourcing and Assessment Strategy" category within the scope of the 2025 HCM Excellence Awards® organized by Brandon Hall Group™.

Success in the Top 500 Companies with the Highest Expenditure in R&D in Türkiye

Norm Fasteners Cıvata and Norm Fasteners Somun achieved significant success in the "R&D 500, Top R&D Spending Companies in Türkiye" research conducted by Turkishtime.

Norm Fasteners Cıvata ranked 182nd on the Top 500 Companies with the Highest R&D Expenses list, while Norm Fasteners Somun ranked 28th on the Top 30 Companies by Design Center Design Expenditures list.

NEET PRO Awarded Sustainable Business Award

The NEET PRO Program, launched under the leadership of Konak Municipality in cooperation with the Izmir Konak Vocational Training Center, received an award in the "Collaboration - Private Sector, NGO, Public Sector, Academia" category at the 2025 Sustainable Business

Awards. The program aims to increase youth participation in employment and empower women in technical fields.

Norm Holding's Corporate Governance Rating Raised to 9.29

Having first achieved a corporate governance rating of 9.04 in 2022 and subsequently increasing it to 9.19 and 9.26 respectively, Norm Holding continued its upward rating trend this year, consistently advancing its development in alignment with the CMB's Corporate Governance Principles.

According to the report drawn up by SAHA Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş., the increase in Norm Holding's corporate governance rating to 9.29 has positioned the Company among the non-public/unlisted companies with the highest corporate governance ratings in Türkiye.

You can visit the Norm Holding website to view the Norm Holding Corporate Governance Rating Report.

Norm Fasteners Ranks Among the World's Top 10 at the KAIZEN™ Global Award 2025

In the KAIZEN™ Award Türkiye 2025, which recognizes excellence in continuous improvement, Norm Fasteners was awarded "First Place Overall in Türkiye" and earned the right to represent Türkiye at the KAIZEN™ Global Award 2025 event held in Madrid.

Ranking sixth globally at the KAIZEN™ Global Award 2025, where 33 national winners competed out of a total of 1,500 applications, Norm Fasteners demonstrated its competence in lean transformation and continuous improvement on an international platform.

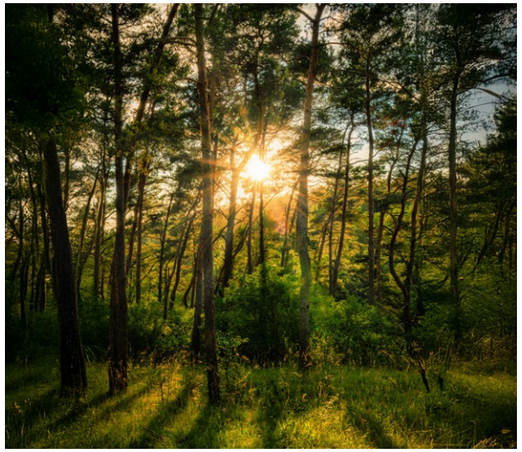
Significant Achievement in the TİM 1000 Exporters Survey

According to the 2025 results of the “Türkiye’s Top 1000 Exporters Survey” announced by the Turkish Exporters Assembly (TİM), Norm Fasteners Cıvata ranked among Türkiye’s leading exporters. The company ranked 165th in the survey, maintaining its strong export performance.

Prestigious Award Uniting Science and Engineering Presented to Norm Fasteners

Norm Fasteners was awarded first prize in the "Most Innovative Science-Based Project" category at the RDCONF 2025 - 5th R&D and Innovation Awards. The study titled "Analytical Prediction and Experimental Validation of Bolt Self-Loosening under Vibration" presents a novel analytical model capable of predicting bolt loosening behavior under the effect of vibration.

Norm Fasteners Cıvata Improves Its CDP Climate Change Assessment Score



Norm Fasteners Cıvata improved its score from C to B- in the CDP (Carbon Disclosure Project) 2025 Climate Change Assessment. This result is a key indicator of the systematic and effective management of environmental impacts.

Norm Coating R&D Center Officially Registered

Norm Coating was granted R&D Center status by the Ministry of Industry and Technology. This development marked a significant milestone that will contribute to the targets of technology-oriented growth and high value-added production.

Exemplary Achievement in Information Security: ISO 27001 Certification for 12 Companies

12 Norm Holding companies completed the ISO 27001 Information Security Management System certification process during the same period under an integrated model. With this certification, corporate competencies in information security, data integrity, and risk management have been registered in compliance with international standards.

Breath for the Future, Value for the World: "Norm Forest" of 10 Thousand Saplings

In cooperation with the Aegean Forest Foundation, the "Norm Forest" was formed in Ahmetli, Manisa, with 10,000 saplings. The forest established as part of the project, with the participation of Norm Volunteers, is expected to deliver long-term environmental benefits equivalent to offsetting 4,111 tons of carbon emissions. The project also represents a notable example of employee volunteering and an approach centered on social sustainability.

Hyundai Honors Norm Fasteners with "Supplier of the Year" Award

Norm Fasteners received Hyundai Motor Group's "2025 Supplier of the Year" award in the "Business Development" category, marking a significant international recognition of its achievements in quality, reliability, and collaboration across the global supply chain.

Norm Fasteners Cıvata Ranks in the Top 15% in the EcoVadis Assessment

Norm Fasteners Cıvata earned a Silver Medal in the EcoVadis assessment, one of the world's leading comprehensive sustainability assessment platforms, placing it among the top 15% of all companies assessed. The Company also ranked in the top 4% among companies assessed in the manufacture of metal products sector, further confirming its sustainability performance on a global scale.

Norm Fasteners Cıvata Receives Two Export Awards

At the award ceremony organized by the Aegean Iron and Non-Ferrous Metals Exporters' Association, Norm Fasteners Cıvata was named the "2025 Fasteners Export Champion" in the fasteners sector, while also being awarded the "2025 Export Gold Award."

Awards Granted in the OIZ Stars Survey

The results of the "OIZ Stars Survey," organized by the Organized Industrial Zones Supreme Organization (OSBÜK), were announced. Norm Fasteners Cıvata Salihli, Norm Fasteners Cıvata Izmir, and Norm Coating Sakarya achieved significant results in the survey, which assessed companies across a range of criteria. Norm Fasteners Cıvata Salihli ranked first in the category of companies with the highest increase in R&D expenditures and fifth in the category of companies with the highest increase in exports.

Norm Fasteners Cıvata Izmir ranked seventh in the category of companies with the highest increase in sales and fifth in the category of companies with the highest increase in R&D expenditures. Norm Coating Sakarya ranked fourth in the category of companies with the highest increase in employment.

Norm Digital Included in Deloitte Technology Fast 50 Türkiye 2025

Norm Digital was listed in the Deloitte Technology Fast 50 Türkiye 2025 list. The program assesses Türkiye's fastest-growing and most innovative technology companies in line with the criteria of financial performance, technology focus, and sustainable growth. Norm Digital's inclusion on the list reflects its approach focusing on artificial intelligence, data, and innovation, as well as its long-term growth vision.

Norm Digital Ranks Among Türkiye's Top 50 Most Innovative Companies

In the "50 Most Innovative Companies in Türkiye" research conducted by Fast Company Türkiye, Norm Digital ranked among Türkiye's top 50 most innovative companies with Veritas Core. The survey assesses companies based on their approaches to innovation, technological capabilities, and industry impact. Veritas Core has been included in this list as a data-driven platform that creates a new space for interaction in the pharmaceutical manufacturing ecosystem through artificial intelligence technologies.

Norm Fasteners Receives Two Awards from Toyotetsu

Norm Fasteners received the Project Progress Performance Award and the Quality Continuity Performance Award from Toyotetsu, its long-standing business partner, once again demonstrating its engineering capabilities, solution-oriented approach, and strong performance in maintaining sustainable quality.

2025 Trade Fair Participations

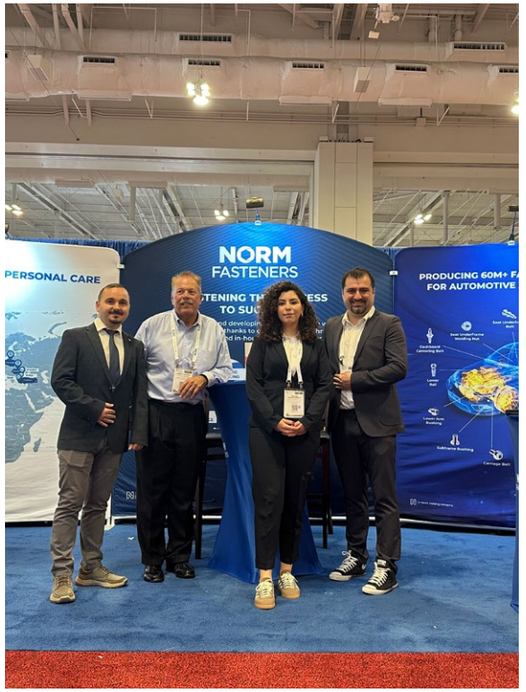
Norm Holding and its subsidiaries were actively represented at industry trade fairs held in Türkiye and abroad throughout 2025. Participation in these events contributed to strengthening corporate reputation, fostering global collaborations, and showcasing innovative solutions on international platforms.

Fastener Fair Stuttgart / March 25-27 / Norm Fasteners - Norm Tooling - NRM Engineering

Eurasia Window Fair / November 15-18 / STD

Foodex Japan / March 11-14 / Nordes

Fastener Fair USA / May 28-29 / Norm Fasteners



IDEF / July 22-27 / Norm 3D

Anuga / October 4-8 / Nordes

EXECUTIVE BOARD

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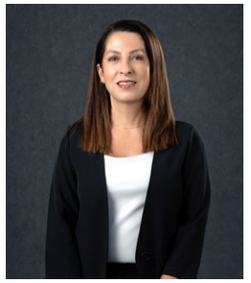
EXECUTIVE BOARD

Mahmut ÖZTÜRK
CEO

Kumru TINAZ
Financial Affairs and Finance Director



Filiz ERGİN
Human Resources Director

Selim GÖKSU
Head of Fasteners

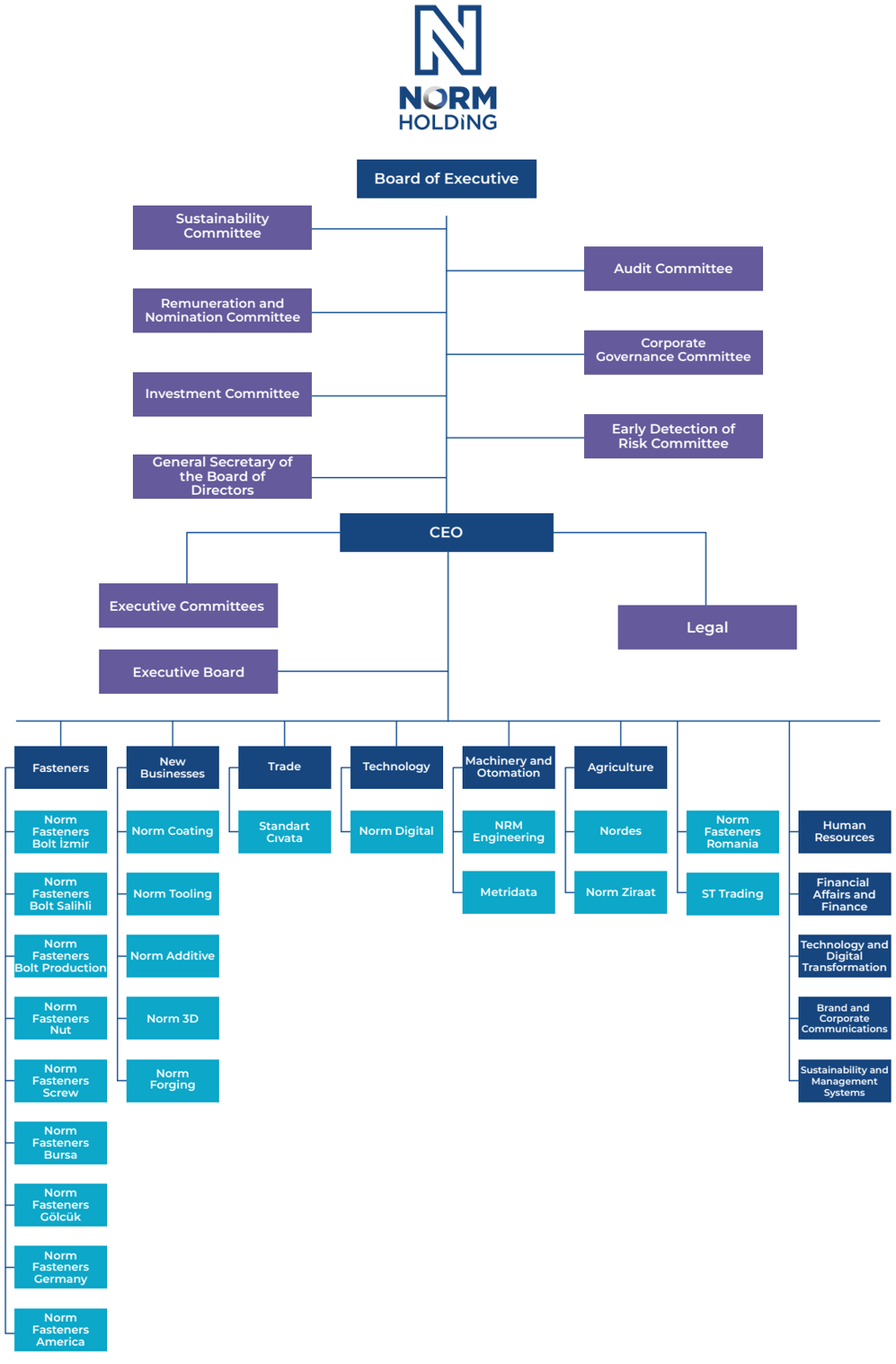
Birol DURDU
Head of New Businesses

Kuntay AYBERKİN
Standart Cıvata General Manager

Kerim AKHİSAROĞLU
Technology and Digital Transformation Director

Executive Board Committees

- Procurement Committee
- Innovation Committee
- Business Development Committee
- Occupational Health and Safety Committee
- Financial Affairs and Finance Committee
- Sustainability Steering Board



Norm Holding has established Executive Board Committees to enable the Executive Board to fulfill its duties and responsibilities effectively. Although it is not a publicly traded company, Norm Holding has aimed to comply with the corporate governance principles issued by the Capital Markets Board in line with its institutionalization strategy.

By adopting good governance practices, Norm Holding has formally defined the duties and responsibilities of its committees in writing and disclosed them to its shareholders. Committee members were selected based on their knowledge, experience, and competencies.

Committee Structure and Operating Principles

Norm Holding managed the operation of its committees within a systematic framework. Committee meetings were scheduled at the beginning of the year, with extraordinary meetings convened as required.

The chairpersons of the committees determined the agendas, members submitted proposed agenda items, and the agendas were shared by the General Secretariat. The Executive Board updates the Executive Board Committee members during the period as necessary.

Committee activities were documented in writing, decisions and assessments were submitted to the Executive Committee, and matters deemed necessary were referred to the Board of Directors. At year-end, the committees reported on their activities, reviewed their operating principles, and submitted the requisite updates to the Board of Directors.

When necessary, Norm Holding engaged internal or external experts in committee activities and utilized advisory services.

The Executive Board established its objectives for 2025, submitted them to the Board of Directors for approval, and shared its performance results with stakeholders through the Efficiency Report drawn up at year-end.

Executive Board Committees

Procurement Committee

Managed the procurement processes of Norm Holding and its subsidiaries, undertaking initiatives to optimize costs, enhance quality, and improve procurement efficiency, and reported the outcomes to the Executive Committee.

Innovation Committee

Directed innovation initiatives aimed at enhancing competitiveness, supported the development of new products, services, and processes, and developed analyses and recommendations in this regard.

Business Development Committee

Analyzed new business areas and opportunities in line with strategic objectives and presented its assessments of growth potential across various sectors to the Executive Committee.

Occupational Health and Safety Committee

Prioritized employee health and safety, monitored relevant processes, identified areas for improvement in line with applicable legislation and best practices, and rolled out these improvements across the subsidiaries.

Financial Affairs and Finance Committee

Assessed financial performance through a holistic approach encompassing cash management, financing structure, risk management, and investment processes, and developed recommendations to support financial sustainability.

Sustainability Steering Board

Directed the sustainability strategy under the oversight of the Board of Directors and provided guidance to the Executive Committee through a holistic framework encompassing climate, risk management, and corporate reporting processes.

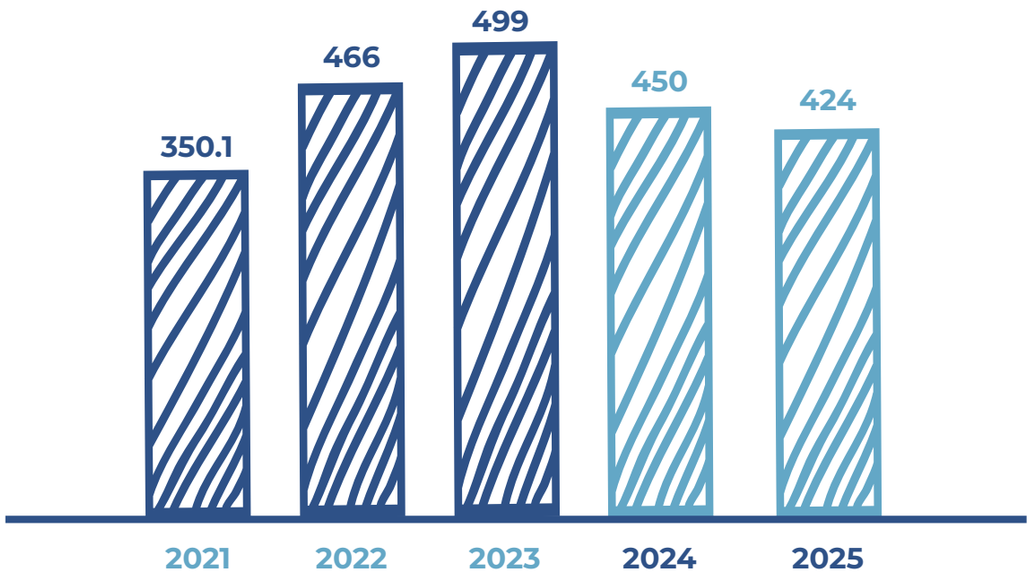
2025 PERFORMANCE

CONSOLİDATED

Net Sales

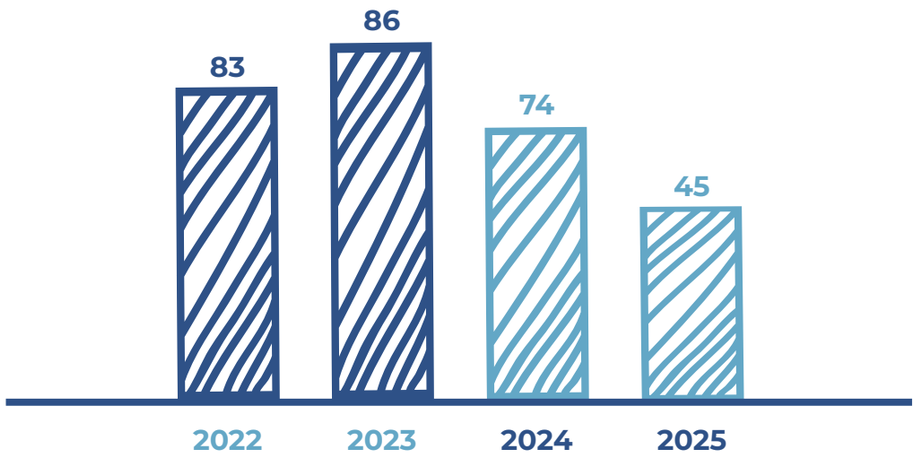
Million €

424 Million €



Consolidated Investments

Million €



NORM FASTENERS

JCR Credit Rating:

AA-

(Very High Quality)

NORM FASTENERS CIVATA İZMİR | LONG-TERM NATIONAL INSTITUTION JCR CREDIT RATING A+

NORM FASTENERS CIVATA SALİHLİ | LONG-TERM NATIONAL INSTITUTION JCR CREDIT RATING AA-

NORM FASTENERS CIVATA SOMUN | LONG-TERM NATIONAL INSTITUTION JCR CREDIT RATING AA-

SUSTAINABILITY MANAGEMENT

Sustainability Approach

Norm Holding has built its sustainability approach on three key pillars: corporate governance, economic performance, and integrated risk management. In line with this framework, Norm Holding has adopted a management approach that is transparent, accountable, and grounded in ethical values across its entire value chain.

In pursuit of sustainable growth, Norm Holding aims to evaluate financial performance alongside environmental and social impacts and to integrate sustainability priorities more effectively into its strategic decision-making processes.

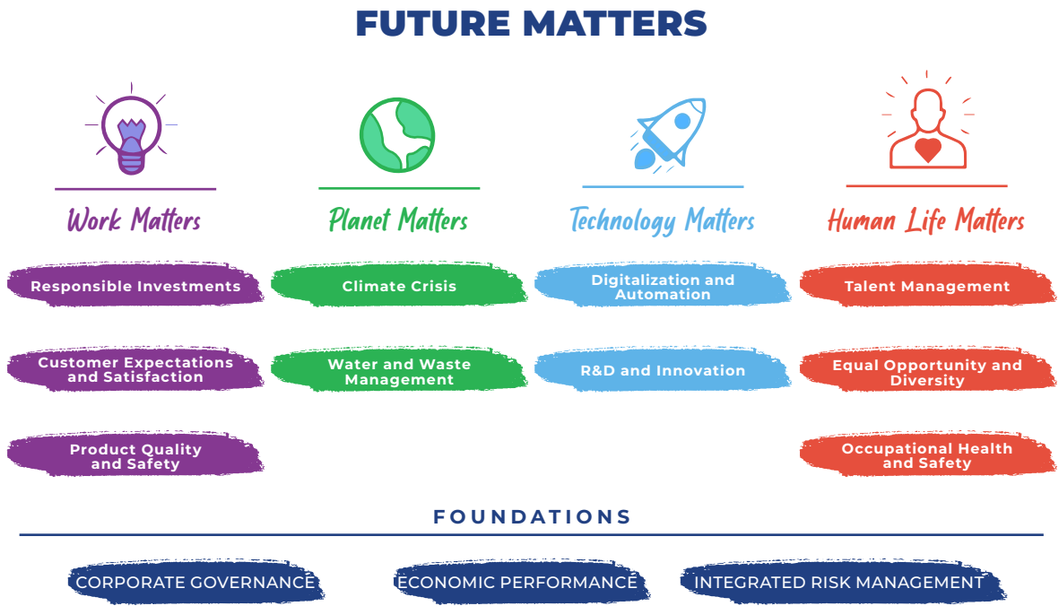
Strategy and Governance Structure

Norm Holding has placed sustainability at the core of its corporate strategy.

In line with the materiality matrix updated in 2024, the 2024-2028 Sustainability Strategy was developed, identifying the transition to a low-carbon economy, resource efficiency, and supply chain sustainability as priority areas.

Sustainability processes:

- Sustainability processes were managed through the Sustainability Committee,
- which reports to the Board of Directors, and the Sustainability and Management Systems Directorate, further reporting to the CEO.



Climate and Environmental Impact

Norm Holding has identified combating climate change as a strategic priority.

Within this scope, the company plans to perform the following provisions:

- the goal of reducing Scope 1 and Scope 2 emissions by 50% by 2030,
- achieving net-zero emissions goal by 2050 have been set.

In 2025:

- Approximately 65 million kWh of renewable energy was generated.
- 15% of total investment was allocated to environmental investments.
- Waste management and resource efficiency practices have been expanded.

Twin Transformation and Technology

Norm Holding has adopted a "twin transformation" approach integrating digitalization and green transformation.

In 2025:

- R&D and innovation investments reached TRY 246 million.
- RPA applications generated savings in labor force equivalent to 19,575 hours.

This approach has enhanced operational efficiency while also supporting carbon reduction goals.

Supply Chain and ESG Management

Norm Holding has extended its sustainability approach across its supply chain.

Within this scope, the company plans to perform the following provisions:

- "The Sustainable Procurement Policy" and "Supplier Code of Ethics Guideline" were released.
- An ESG assessment process was implemented for critical suppliers.

In 2025:

- 13 suppliers were included within the scope of the ESG assessment.
- ESG and CBAM training was provided to suppliers.

Social Impact and Community Contribution

Norm Holding continued to pursue projects contributing to the community development throughout 2025.

- The Norm Forest, comprising 10,000 saplings, was formed in cooperation with the Aegean Forest Foundation.
- Through education- and employment-focused projects, Norm Holding supported the development of young people and their involvement and inclusion in the workforce.
- By becoming a signatory to the United Nations Women's Empowerment Principles (WEPs), Norm Holding has taken an important step in support of social equality.

Reporting and International Compliance

Norm Holding continued to advance its international reporting and compliance efforts in the field of sustainability.

- The score in the CDP Climate Change assessment has been improved,
- Sustainability performance has been improved in EcoVadis assessments,
- Significant progress has been made in compliance efforts under TSRS and CBAM.

Data reliability and traceability have been improved by improving carbon footprint verification processes and reporting infrastructure.

In 2025, Norm Holding integrated its sustainability strategy across all of its operations and has demonstrated significant progress in the areas of climate, resource management, and social impact.

In line with its "Future Matters" approach, the Holding continues to support sustainable growth and create long-term value for its stakeholders.

NORM SÜRDÜRÜLEBİLİRLİK

Human Life Matters

HUMAN RESOURCES

Human Resources Approach

Norm Holding has positioned its human capital as one of the key drivers of sustainable growth and corporate success. Accordingly, Norm Holding has managed its human resources processes not merely as an operational function, but through a strategic business partner approach.

With an approach centered on employee experience, Norm Holding has managed all processes holistically, from recruitment and development to performance management and career planning, while implementing practices that enable employees to realize their potential and support their development.

Organizational Structure and Workforce Profile

As of 2025, Norm Holding maintained a multicultural and dynamic organizational structure through its operations across diverse geographies.

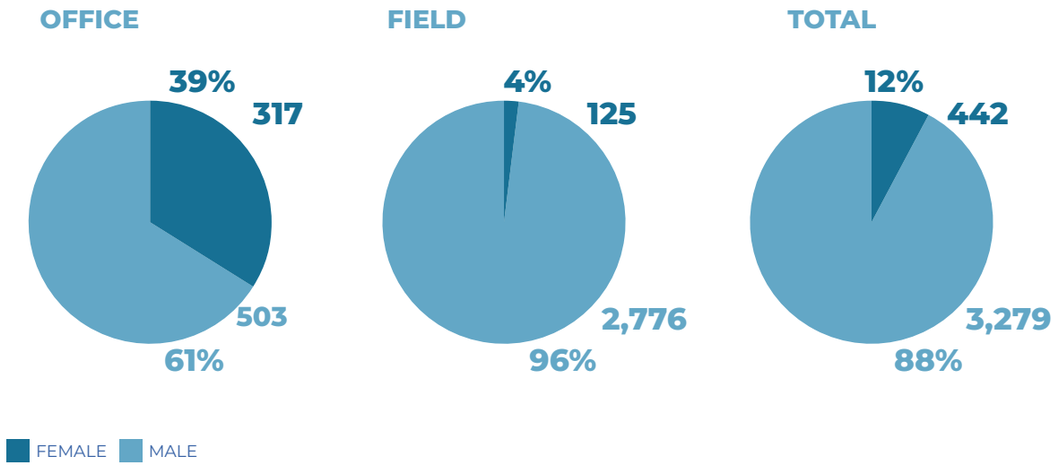
Norm Holding regularly monitored key indicators such as workforce distribution, age groups, and gender balance, and strengthened a balanced workforce structure through practices that support diversity and inclusion.

Candidate Selection and Leader Development

Recruitment Process:

Candidates are assessed using digital tools and tests, while scientific methods are applied through the Vinter platform to ensure the selection of suitable candidates. In 2025, 24 internal job postings were published, and 99 employees - 55 office employees and 44 field employees - were appointed to different positions through internal rotation.

Organizational Structure and Workforce Profile



Generation	Percentage
Generation X	7.23%
Generation Y	75.01%
Generation Z	17.76%
Total	**100.0%**

2025 yılı itibarıyla üst yönetimde kadın oranı %17,3 olarak gerçekleşmiştir.
(CEO, Başkan, Genel Müdür, Direktör)

Age Range	Office %	Field %
18-25	7.68%	20.61%
26-31	35.73%	31.23%
32-40	36.59%	31.82%
41-50	16.59%	14.34%
51+	3.41%	2.00%
Toplam	**100%**	**100%**

Young Talent Programs:

- **Rise N Grow New Graduate Program:** A 6-month new graduate leadership development program.
- **N'Talent:** An applied part-time work program for university students.
- **DigiConnect:** A Brandon Hall award-winning online project development and mentoring program for university students.

- **SAP Academy:** A program for recent graduates aiming for a career in SAP consultancy.
- **Norm Internship Program:** Summer and long-term internship opportunities for high school and university students.

Leadership Development Programs:

- **En Lider Sensin:** An award-winning leadership development program.
- **ReNorm Reverse Mentoring Program:** An intergenerational interaction model in which young employees assume the mentoring role.
- **NorMentor:** A classic mentoring process based on knowledge sharing with senior executives.

Development Activities

Throughout 2025, a total of **81,448 hours** of training were provided across various categories. The training programs included the following topics:

- Ethics Training: Communicating ethical principles and conduct to all employees.

- **Apprenticeship Development Program:** Development support programs for students, teachers, and families.
- **Sahanın Gücü, Norm'un Gücü ("The Power of the Field, the Power of Norm"):** Leadership training provided for first-line manager candidates.

- **Field Leader Development Program:** Legal, leadership, and awareness training for first-line managers.
- **Family Seminars:** Parenting and communication trainings,
- **Norm Online Development Platform:** Mandatory and personal development training delivered via a digital platform.
- **Vocational and Technical Trainings**
- **Masters, Ph.D., Certificate, and Foreign Language Educations**

Potential Determination Process

Competency assessments are conducted using validated tools; development areas are shared with employees through one-on-one meetings, and action plans are developed.

Talent Management

Employees are assessed in line with the "Performance-Potential Matrix"; succession planning for future leadership roles is conducted; and advancement processes are managed based on objective criteria.

Performance Management

Performance assessment processes are structured using the OKR (Objectives and Key Results) methodology. Performance platforms developed in collaboration with Norm Digital provide a fair and objective evaluation environment for both office and field employees. Performance outcomes obtained are integrated with talent management processes and reflected holistically in employees' career development.

OKR Coaches

To ensure alignment between organizational strategies and individual objectives, we collaborate with department-level OKR Coaches to facilitate the organization-wide cascading of strategic priorities and the establishment of measurable team objectives.

Employee Engagement

Every two years, feedbacks are collected on topics such as engagement, leadership, and satisfaction through the "Employee Opinions Survey", conducted together with an independent research company. Based on its results, areas for improvement of the companies are identified and action plans are developed.

With its employee-centered human resources policies, Norm Holding aims to meet not only today's needs but also those of the future. Strengthening its corporate culture through sustainable development, digital transformation, and talent management practices, Norm Holding aims to sustain its achievements by increasing employee engagement and satisfaction.

Further details on the human resources policy are available at www.normholding.com.

Employee Experience

Norm Holding has set the strategic priority of increasing employee engagement.

Regular feedback mechanisms have been used to measure employee experience, and actions have been developed based on the data obtained to increase employee satisfaction.

Social, cultural, and sports activities strengthened employee interaction across the organization and supported employees' work-life balance.

Sports Teams

Norm Holding supports corporate volleyball, soccer, and basketball teams to promote a healthy and active lifestyle among employees. The teams, prepared through regular training throughout the year, have won championships in various categories with their outstanding performance in inter-company tournaments. These achievements underscore the importance of team spirit, solidarity, and the unifying power of sport within the corporate culture.

N'AKTİF: Active-Lifestyle Culture at Norm

Well-Being Club

Launched within Norm Holding, N'Aktif continued its activities in 2025 to support employees' extracurricular interests, strengthen social bonds, and reinforce their sense of belonging within the organization. As a demonstration of its employee-centered management approach, N'Aktif contributes to the employee experience through initiatives supporting physical, mental, and social well-being.

Clubs operating under the N'Aktif platform brought employees and their families together through events held at various locations throughout the year.

While the Well-Being Club promoted an active living through trekking activities, the Dance Club implemented a special April 23 project involving employees and their children. While the Music Club continues its "Music at Norm" concert series, the DIY Club has organized events supporting employee creativity through marbling, ceramics, and painting workshops.

While the Cycling Club participated in social responsibility-focused events, the Events Club brought employees and their families together through theater events in cultural activities.

Through its activities throughout the year, N'Aktif

continued to serve as an important platform supporting employee engagement, interaction across the organization, and the development of a shared culture.

With the club application process relaunched at year-

Cycling Club

Events Club

DIY Club

end, the aim was to make the platform more inclusive and contribute to the social lives of more employees.

Digital HR Practices

Norm Holding prioritized digitalization across its human resources processes, enhancing operational efficiency.

Music Club

Running Club

Performance management, training and development, and employee feedback processes were managed through an integrated digital framework, supporting data-driven decision-making.

Ethics, Human Rights and Labor Principles

Norm Holding has placed respect for human rights and ethical values at the core of all its operations.

To this end:

- A zero-tolerance approach is adopted toward practices such as discrimination, forced labor, and child labor,
- It is ensured that employees work in accordance with the principles of equality, diversity, and inclusion,
- Ethical rules and principles of conduct are made binding on all employees.

In addition, processes were managed with due care in line with occupational health and safety, data privacy, anti-corruption, and fair competition principles.

OHS, ENVIRONMENTAL STUDIES, QUALITY MANAGEMENT SYSTEM

Norm Holding advanced its Integrated Management Systems (IMS) approach in 2025 to a more mature, sustainable, and results-oriented framework, in line with its responsibilities toward the environment, its employees, and society. The Holding has integrated the systems established for Environment, Occupational Health and Safety, and Energy Management into daily operations, rather than focusing solely on certification.

Throughout 2025, Norm Holding reviewed its IMS within the scope of ISO 14001, ISO 45001, and ISO 50001 standards using a risk-based approach and strengthened the link between strategic objectives and operational practices. In line with this, the Holding defined measurable and traceable objectives and implemented action plans to achieve these. Norm Holding systematized internal audits, field observations, and process-based assessments to strengthen its operational control processes. The Holding analyzed the root causes of recurring nonconformities and developed action plans by adopting not only a corrective but also a preventive approach. By effectively leveraging the QDMS infrastructure, it strengthened action management, deadline tracking, and accountability processes, and positioned the IMS as a decision-support mechanism.

In the area of occupational health and safety, controlling risks at their source and strengthening the safety culture are among the key priorities. Actions initiated in line with occupational accidents, near-miss incidents, audit findings, and risk assessments have been monitored on a regular basis; through improvement efforts supported by root cause analyses, a preventive approach has been integrated into corporate processes. Decisions made through the Occupational Health and Safety Committees were implemented in the field, and the effectiveness of these practices was regularly monitored.

- Significant structural transformations have been undertaken in the areas of occupational safety, occupational health, fire safety, and physical security, while comprehensive initiatives have been carried out to standardize processes under a centralized management approach, strengthen regulatory compliance, proactively manage risks, and establish the infrastructure for digitalization.
- The occupational health and safety organization was restructured, field effectiveness was enhanced through the introduction of expert rotation across facilities, and best practices were rolled out across the facilities. The risk management approach was strengthened, risk assessment processes were systematized, and machine safety, recurring occupational accidents, and activities involving intolerable levels of risk were identified as priority areas for improvement.
- Improvements were made to the occupational accident management system, and the mechanisms for recording, reporting, root cause analysis, and action tracking were restructured. An approach addressing not only the outcomes of accidents but also their underlying systemic causes has been adopted; dedicated tracking and dissemination processes have been established for major occupational accidents and recurring incidents.
- Risk assessment methodologies aligned with international standards were introduced for machine safety, systematic assessment of the existing machinery base was initiated, and efforts were launched to address safety requirements at the project stage of new machinery investments.
- Periodic inspection, maintenance, and technical safety processes have been standardized, making the inspection of work equipment, installations, and critical safety systems more traceable and sustainable.
- For the purpose of fostering a proactive safety culture, a new HSE representative program based on employee participation was introduced, field feedback mechanisms have been strengthened, and initiatives have been initiated to roll out a culture of safe behavior in broader terms.
- In the area of occupational health, the service model was restructured, enabling the standardization of healthcare services, improvement of on-site clinic processes, effective management of periodic medical examinations, and systematic management of health records. A centralized management approach has been adopted for healthcare services, and significant steps have been taken to improve service quality.

- Contractor and visitor management processes were reviewed, the permit-to-work system and field control mechanisms were strengthened, and steps were taken to establish a digital tracking infrastructure.
- In the field of fire safety, current status analyses were conducted across all facilities; comprehensive improvement projects were initiated for fire detection, emergency public address, emergency escape, direction signage, and suppression systems. Facility-specific fire safety projects have been developed, systems were modernized at several facilities, and significant progress was made toward standardizing fire safety processes.
- In the area of physical security, the service model has been reviewed, the transition to a new security service provider was successfully managed, and security processes were restructured accordingly. Camera systems, card-based access control systems, patrol monitoring applications, and inspection mechanisms have been enhanced; security levels and operational efficiency were improved by deploying AI-powered security technologies.
- The year 2025 was also a year in which the digital transformation infrastructure was established. Software infrastructure has been established to enable the digital management of occupational health and safety, fire safety, physical security, visitor management, and contractor management processes, and preparations were made for its implementation.
- The primary objective for 2026 is to institutionalize the systems established, implement digitalization projects, roll out machine safety initiatives more broadly, complete fire safety investments, ensure the effective operation of contractor and visitor management systems, and strengthen a sustainable safety culture throughout the organization.

As a result of these efforts, the foundations of a more systematic, proactive, and sustainable management structure were established across occupational health and safety, fire safety, and physical security, with the aim of further advancing the organizational maturity of this structure in the period ahead.

CONTRIBUTION TO SOCIETY APPROACH

Norm Holding has regarded supporting social development as one of the key elements of its sustainability approach. Through its initiatives in education, culture, and social responsibility, Norm Holding contributed to social and economic development in the

regions where it operates.

Contribution to Education

Norm Holding continued its investments in education to support the development of a qualified workforce. Operating within this framework, the Private İAOSB Nedim Uysal Vocational and Technical Anatolian High School contributed to the development of individuals equipped with the technical competencies required by the industry. With its fully equipped educational infrastructure, students received hands-on training in industrial automation, electrical/electronic technologies, and mechanical technologies.

Norm Vocational Training Unit

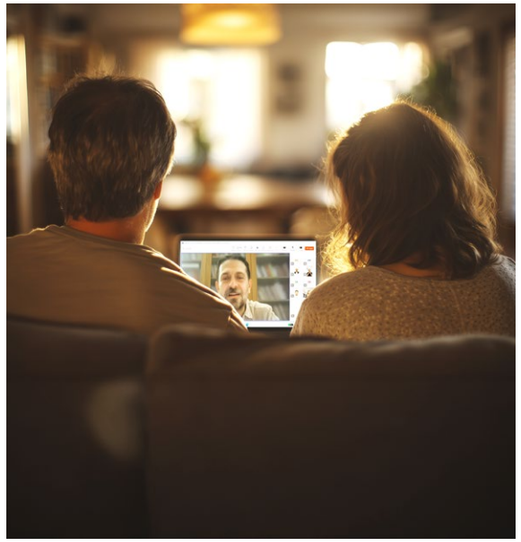
Norm Holding contributes to the development of young people's technical knowledge and skills through the vocational training centers it has established to support their professional development.

At the apprenticeship training centers established in Izmir in 2007 and Salihli in 2015, young people entering the workforce at an early age continue their education while gaining vocational experience.

To date, 259 students have graduated. Of our graduates, 107 continue to work at Norm Holding.

- As of 2025, the total number of students enrolled at the centers had reached 171.
- Students' development is also supported by technical and personal development programs in addition to the current curriculum.

Awareness and Corporate Culture
Norm Holding continued its internal and external initiatives to raise social awareness.



Training sessions and seminars organized on topics such as gender equality, equal opportunity, and climate change helped raise employee awareness, with the aim of promoting the sustainability approach as part of the corporate culture.

In 2025, Norm Holding continued to generate social benefits through its ongoing initiatives focused on education, vocational development, and social responsibility and create long-term, sustainable value through practices that support young people's development and projects focused on raising awareness.

CONTRIBUTION TO ART

Norm Arts

Since 2003, Norm Arts has supported the arts and continued its contribution to culture through its gallery located in the Atatürk Organized Industrial Zone. In 2025, various events and collaborations were also carried out in line with its belief in the power of art to create and foster sharing.

Masterclass with Emre Yavuz
With the belief that art develops through experience and grows through sharing, Norm Sanat supported a Masterclass held on May 8, 2025, at Yaşar University's Department of Music with the participation of pianist Emre Yavuz.

Working one-on-one with music students, Yavuz provided feedback on the pieces selected by the students and offered guidance on their technical development. Masterpieces of classical music by composers such as Beethoven, Schubert and Schumann were brought to life through different interpretations. The sessions contributed to the young musicians' technical and artistic development.

Throughout the Masterclass, students shared not only music and performance techniques, but also experiences, interpretations and different perspectives. They had the opportunity to explore not only how a piece is performed, but also how it is interpreted and communicated to an audience.

With its belief in the unifying power of art, Norm Sanat continues to bring artists and art enthusiasts together while supporting young talent.

"Freedom" Exhibition
The "Freedom" exhibition, featuring works by participants of Norm Sanat's art courses, opened to art enthusiasts with an opening reception held on January 10, 2025. Hosted at the Urla Municipality Aryom Culture and Art Center, the exhibition featured a collection of works centered on portraits of women.

Curated by Gültekin Yıldız, the exhibition was open to visitors free of charge every day until January 26. The exhibition featured works by Ahmet Sargın, Ayla Yıldız, Ayşe Kaynak, Ayşe Özken, Betül İslamcıoğlu, Bilge Uysal, Dilek Akçakaya, Duygu Uysal Simrooğlu, Ferda Kocaer, Gaye Bengül, Gülperi Çelik Yıldız, Gültekin Yıldız, Melek Uyarağalar, Nükhet Atik, Nurten Demirakça, Oya Özbağcıvan, Özben Akseki, Sevim Baltalarlı, Selçuk Sayılır, Semra Aytuğ and Zehra Çalışkan.

Planet Matters

Environmental Sustainability and Resource Management

Norm Holding has reassessed the risks and opportunities associated with climate change based on environmental aspects and impact analyses. In this context, it incorporated waste management, energy efficiency, and resource use into its strategic prioritization process.

In line with its "Zero Waste to Landfill and Incineration" target for 2025, it accelerated initiatives to reduce waste at source and increase recovery rates.

The Holding positioned its focus on industrial symbiosis projects to enhance resource efficiency and strengthen the circular economy model and assessed collaboration opportunities through analyses of waste and by-products generated at its facilities. Within this scope, through the activities carried out on the relevant platforms, the Holding has initiated processes aimed at bringing sandblasting waste into the circular economy.

Regulatory Compliance and Environmental Performance

Norm Holding continued its legal compliance monitoring activities seamlessly across all its facilities throughout the year, meticulously tracking environmental legislation, Seveso (BEKRA) obligations, waste management, emissions, and discharge requirements. The Holding systematically assessed the environmental impacts of new investments and process changes and managed permitting processes in accordance with applicable regulations.

The year 2025 was a successful period in which environmental legal obligations were completed across all subsidiaries in accordance with the work plan, with zero errors and zero punitive sanctions.

Within this scope, the company plans to perform the following provisions:

- Authorization and license processes were updated across all facilities, particularly Norm Digital, Norm Fasteners Somun, and Norm Coating,
- Inspections conducted by provincial directorates have been successfully completed without any sanctions,
- Emissions measurements have been conducted on schedule, confirming that all parameters remained below the legal limits.

Energy Management and Carbon Reduction

As part of its energy management activities, Norm Holding regularly monitored energy performance indicators and continued its improvement endeavors. The company implemented technical and organizational measures to reduce energy intensity, including the prevention of air leaks and the replacement of low-efficiency equipment with high-efficiency systems.

By integrating Solar Power Plant (SPP) investments into its production processes, the company has increased its use of renewable energy, thereby making a significant contribution to the reduction of its carbon footprint.

Operational Improvement and Good Practices

In line with its vision for sustainability and continuous improvement, Norm Holding implemented projects enhancing the operational efficiency. Within this scope, the transformation of the cooling process at the thermal treatment facility, led by Norm Fasteners:

- Eliminated water consumption and chemical use,
- Reduced energy consumption,
- Significantly reduced the facility's environmental impact.

IMS Performance and Audit Results

Norm Holding defined actions in QDMS for all areas of improvement identified as a result of site inspections, internal audits, and compliance checks conducted under the IMS, maintaining its systematic improvement approach.

The 5S IMS audits demonstrated that the system had been effectively implemented across all facilities in terms of visual organization and core practices, positioning physical organization, emergency equipment, and core 5S practices among key strengths.

In 2025, Norm Holding regarded its Integrated Management Systems approach not only as a compliance tool but also as a strategic framework supporting organizational learning and continuous improvement. With a holistic approach focused on environmental responsibility, employee safety, and energy efficiency, the company remained committed to advancing its efforts toward a sustainable future.

Norm Volunteers

The Norm Volunteers platform, operating within Norm Holding, continued its projects supporting employee volunteering in 2025. Through the active involvement of employee volunteers, projects were executed across the domains of the environment, education, animal welfare, and community support; concrete initiatives were implemented to foster employee engagement and a corporate culture centered on social benefit.

Within this scope, Norm Volunteers contributed to afforestation activities in the Norm Forest, established with 10,000 saplings in Ahmetli, Manisa, in collaboration with Ege Forest Association.

Community Support Projects

Norm Volunteers carried out social support projects for individuals with disadvantages.

Additional initiatives included social support projects for those in need, educational activities supporting children's development, and aid campaigns for stray animals. Employee volunteers actively involved in preparation, organization, and support activities within collaborations with non-governmental organizations such as EÇEV, LÖSEV, and ÇESAL.

Norm Volunteers continued to reinforce the culture of employee voluntarism and create social benefit through initiatives conducted throughout the year.

Work Matters

Work Matters reflects Norm Holding's approach to responsible production and investment. The core elements of Norm Holding's "Work Matters" approach have been defined on the premise that financial success can only be sustained through a production model that creates value for the environment and society:

- Assessing investments in terms of their environmental and social impacts within the framework of responsible investment,
- Promoting corporate governance principles throughout the value chain,
- Continuously improving product quality and safety standards,
- Developing sustainable, technological, and innovative solutions to meet customer expectations and ensure customer satisfaction,
- Advancing operational excellence and improving efficiency,
- Establishing a sustainable supply chain to reduce environmental impacts and improve social performance across the value chain,
- Reducing input-related emissions,
- Supporting the development of stakeholders within its ecosystem

By investing in financial instruments that fund sustainable projects, Norm Holding aims to generate an impact extending beyond its own value chain. As part of this strategy, the Holding invests in sustainable deposit products that finance projects supporting gender equality and circular economy models.

Having released its "Sustainable Procurement Policy" and "Supplier Code of Ethics Guideline" to manage sustainability across the supply chain from end to end, Norm Holding identified strategically important suppliers through a risk analysis in 2025 and conducted ESG assessments of 13 suppliers classified as critical. The Holding continued supplier training throughout 2025 aimed at supplier capacity development and preparation for the CBAM.

Technology Matters

Driven by its "Value to Technology" business ethos, Norm Holding focuses, through its R&D and innovation efforts, on delivering more efficient and durable products to its stakeholders, acting as a facilitating agent in the transition to a low-carbon economy, and continuously refining and digitizing its technology to align with global market dynamics.

Sürekli gelişen ve değişen sektör dinamiklerine uyum sağlamak, müşterilerin beklentilerini karşılamak ve sürdürülebilirlik hedeflerine ulaşmak için teknolojik yenilikler ve inovatif yaklaşımlar iş süreçlerine entegre edilmektedir. Ar-Ge yatırımlarında, enerji verimliliğinden çevresel sürdürülebilirliğe, üretim süreçlerinin iyileştirilmesinden dijital dönüşüme kadar geniş bir yelpazeyi kapsamaktadır. Bu kapsamda gerçekleştirilen ve planlanan projeler ile Holding'in geleceğe yönelik vizyonunu ve sürdürülebilir büyüme hedeflerini desteklemektedir.

The Holding's investment in "Twin Transformation and R&D Innovation" increased by 30% in 2025 to TRY 246 million.

By transferring repetitive and low-value tasks to the RPA robot, Normie, an additional monthly workforce capacity of 12,600 hours was achieved in 2023, 19,170 hours in 2024, and 19,575 hours in 2025.

Driven by Solar Power, We Produce.

444,910
Tree

Monthly
5,065 MWh

Total
60,780 MWh

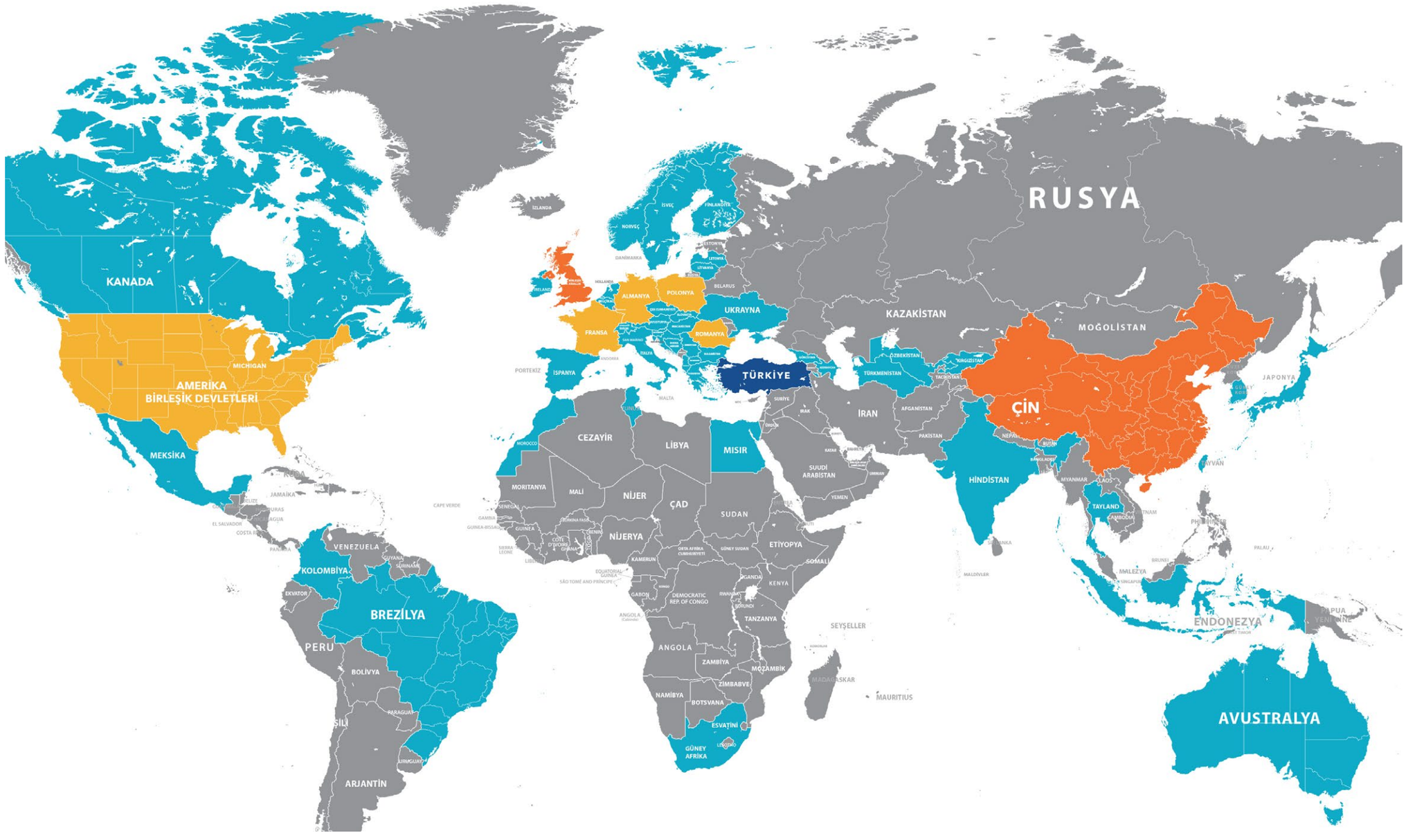
GROWING OUR GLOBAL FOOTPRINT

22
PRODUCTION CENTERS

15
SALES AND LOGICTICS CENTERS

2
SALES OFFICE

50
EXPORT TO 50 COUNTRIES



FASTENERS

INTEGRATED MARKETING COMMUNICATIONS

In 2025, Norm Fasteners released a comprehensive corporate promotional film showcasing its manufacturing capabilities and technological infrastructure to strengthen its brand positioning.

The film combined FPV drone footage with CGI technology to present the production facilities, engineering infrastructure, and operational capabilities in a holistic narrative. This approach conveyed the brand's technology-driven and innovative character through compelling visuals.

Brand and Business Model Narrative
The promotional film highlighted Norm Fasteners' vertically integrated production structure and its business model offering end-to-end solutions. In line with its Full Service Provider (FSP) approach, the film emphasized that the company is not only a fastener manufacturer but also an integrated solutions partner.

Production processes supported by R&D and quality infrastructure are addressed in conjunction with the global sales and logistics network, thereby strengthening Norm Fasteners' position in the international market.

Integration of People and Technology
The active participation of Norm Holding employees in the project highlighted the value created by people and technology working together. This approach introduced corporate culture and manufacturing capabilities together within a single narrative.

Brand Message
Concluding with the slogan "We Are Norm Fasteners," the film demonstrated that the brand offers an integrated structure encompassing every aspect of its operations, from manufacturing and engineering to innovation and global operations. This initiative positioned Norm Fasteners not only as a manufacturing company but also as an integrated industrial ecosystem.

Film, online kanallarda Meta (Facebook ve Instagram), LinkedIn, YouTube ve programatik mecralar üzerinden geniş kitlelere ulaştırılmıştır. Kampanya kapsamında 9,5 milyon gösterim, 3,3 milyon izlenme ve 16.300 tıklama elde edilmiş, hedeflenen performansın üzerine çıkılmıştır. Sadece YouTube kanalında 90 saniyelik film toplam 1,3 milyon dakika izlenme süresine ulaşmıştır.

NORM FASTENERS
BOLTS-SCREWS

Norm Fasteners Cıvata – Vida sustained its strong operational performance in 2025 through transformation projects focused on digitalization and sustainability.

As one of the subsidiaries with the highest production capacity within Norm Holding, Norm Fasteners Cıvata – Vida operates two bolt production plants and one screw production plant in Izmir and Salihli. Supplying standard and custom fasteners to a broad range of industries, particularly automotive manufacturers and suppliers, the Company significantly enhanced its manufacturing capabilities through investments in machinery and automation throughout 2025.

Digital Factory and Automation

By 2025, Norm Fasteners Cıvata – Vida had extended its paperless factory project, launched through pilot applications in 2021, across all its operations. The Holding transferred production tracking forms, maintenance processes, technical documentation, and quality practices to digital platforms, significantly improving process management and data traceability.

The Holding deployed AI-based process automation and robotic applications developed as part of its digitalization initiatives across various areas of its operations, achieving substantial gains in occupational health and safety, quality, and efficiency.

Using the AI-based process control system developed for thermal treatment operations, the Holding analyzed historical production data, automatically optimized process settings, and improved operational efficiency by minimizing variations in settings during product changeovers.

The Holding has commissioned 4 AGV systems to automate internal logistics and automated material feeding processes for thermal treatment operations.

Production and Sales Performance

Norm Fasteners Cıvata – Vida produced a total of **87 thousand metric tons** of bolts and screws in 2025.

- Izmir Bolts Plant: 22,889 metric tons
- Salihli Bolt Plant: 52,943 metric tons
- Screw Plant: 11,709 metric tons

Domestic sales accounted for 57% of sales by tonnage, while exports represented 43%. In terms of turnover, domestic sales accounted for 51% of sales, while exports represented 49%.

2025 yılı “İSO İkinci 500 Büyük Sanayi Kuruluşu” araştırmasında Norm Fasteners Cıvata Salihli, 2’nci sırada; Norm Fasteners Cıvata İzmir ise 288’inci sırada yer almıştır. Elde edilen bu sonuçların, 2026 yılında daha da artarak devam etmesi hedeflenmektedir.

Sustainability

Norm Fasteners Cıvata – Vida continued its efforts to improve resource efficiency and advance the energy transition in line with its sustainable production approach.
It increased renewable energy utilization at its production facilities through SPP investments and achieved improvements in energy consumption and operational efficiency through AMR projects implemented at its Izmir plants.

The commissioning of 100% electric thermal treatment furnaces marked a significant step toward its goal of reducing its carbon footprint.

Operational Excellence

Norm Fasteners Cıvata – Vida extended its operational excellence approach throughout the organization and continued its lean manufacturing and continuous improvement initiatives.

In 2025, a total of 1,681 suggestions were collected through the suggestion system and Kaizen practices implemented at three locations, of which 673 were put into practice.

Robotic Process Automation (RPA) projects carried out with Norm Digital reduced operational errors and enabled employees to focus on value-added activities.

The task-based training model has been commissioned in the Bolt and Screw factories; employee fast adaptation and operational competencies have been enhanced through on-the-job workshops and training machines.

Occupational Health and Safety

Measures to enhance occupational safety were implemented in 2025.

- Fire detection and alarm systems were commissioned at the Izmir Bolt Plant, and architectural design drawings have been initiated for the Salihli Bolt Plant and the Screw Plant.
- Fire department compliance reports have been obtained to ensure preparedness for emergencies at the plants.
- Actions for risks identified as a result of machine safety risk assessments have been phased, and work has been initiated for the first-phase actions, which encompass mechanical enclosure and safety equipment requirements.

The Upcoming Period

Norm Fasteners Cıvata – Vida aims to continue enhancing its production processes through investments in automation and digitalization. Within this scope, the company plans to expand the use of data collection systems, robot integrations, and digital factory applications.

Initiatives continue in line with the zero-defect objective for quality processes through digital twin, machine learning, and data analytics applications.

NORM FASTENERS
NUTS

Norm Fasteners Somun continued to supply standard and custom fasteners to various industries, particularly automotive manufacturers and suppliers, at its production facilities in Izmir and Salihli.

As a result of investments made through 2025, the production infrastructure was strengthened, and total annual production capacity has been increased to approximately 70,000 metric tons.

Production Performance
Total production in 2025 amounted to 39,941 metric tons. Production reached 97% of the targeted capacity over the course of the year.

- Nuts Izmir Plant: 17,276 metric tons
- Salihli Nuts Plant: 22,665 metric tons

By product group, a significant portion of production consisted of flange nuts and fiber nuts used primarily in the automotive industry.

Domestic sales accounted for 55% and exports for 45% of sales by tonnage. When considered on a revenue basis, 50% of its sales were domestic and 50% were exports.

Norm Fasteners Somun, “İSO İkinci 500 Büyük Sanayi Kuruluşu” araştırmasının 2025 yılı sonuçlarında 66’ncı sırada yer almıştır. Şirketin sürdürülebilir büyüme yaklaşımı doğrultusunda 2026 yılında da bu başarısının devam etmesi hedeflenmektedir.

Technology and Investments

Digital Factory Applications
At Norm Fasteners Somun plants, initiatives continued to enhance the traceability of production processes in line with the digital factory vision.
The IBA data monitoring system commissioned for the thermal treatment furnaces made process data traceable in a digital environment and enhanced data analytics capabilities in production processes.

The digital management of field operations was strengthened by expanding the use of tablets and the OCEAN system in raw material preparation processes.

Production Investments
The year 2025 was a period in which investments carried out in the previous year were commissioned, thereby increasing production capacity. At the Salihli Nuts Plant, the Phase 2 production area was commissioned, the number of cold forming machines was increased, and deburring and thermal treatment facilities were commissioned.

At the Izmir plant, layout and modernization activities were completed, optimizing the work flow.

Sustainability
Throughout 2025, the focus was on energy efficiency and renewable energy investments.

The rooftop SPP commissioned at the Salihli plant significantly increased energy generation. Total production increased by approximately 155% compared with the previous year.

Furthermore:

- Energy savings were achieved through the transition to LED lighting,
- Endeavors and works have been initiated to recover process oils.

Operational Excellence
Continuous improvement initiatives continued to be carried out with the active involvement of employees.

In 2025:

- 1,505 suggestions were submitted,
- 764 suggestions were accepted,
- 373 Kaizen initiatives have been completed.

A total of 1,891 training hours have been provided to employees and 142 areas were assessed as part of 5S audits.

Norm Fasteners was named the Türkiye winner of the KAIZEN™ Global Award 2025, achieving a significant accomplishment on the global scale.

Production Technologies and Process Improvement
Various improvement initiatives have been undertaken to enhance quality and efficiency in production processes.

- Mechanical improvements were made to the thread-rolling machines,
- Poka-yoke applications were implemented,
- An investment in an AGV-based logistics system has been initiated.

Occupational Health and Safety
In 2025, measures were implemented to enhance occupational safety in production areas.

- Machine safety systems were improved,
- Ergonomic improvements were performed,
- Equipment standardization was achieved.

Priorities for 2026
Norm Fasteners Somun aims to sustain its growth in 2026, with a focus on production capacity and digitalization. Within this scope, investments in new machinery, the wider deployment of MES systems, the development of energy monitoring projects, and improvement initiatives to enhance process efficiency have been planned as priority actions.

INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS ACTIVITIES

Norm Holding has positioned the protection of innovative products and technologies resulting from its R&D and design activities as a strategic priority. In line with this, the Holding has systematically managed its intellectual property portfolio through patent, trademark, and design registrations, and carried out comprehensive industrial property activities supporting the protection and commercialization of its developed products and technologies.

The Holding regarded intellectual property rights management not merely as a protective mechanism but as a strategic element sustaining innovation capacity and supports global competitiveness.

Patent and Trademark Activities
The TETLIGHT® product family developed by Norm Fasteners reduced stripping problems during assembly and lowered product weight through an innovative design differentiated from the conventional hexagonal head geometry.

Norm Holding filed its first national patent application for the TETLIGHT® product family in 2024 and, claiming priority from this application, filed an international PCT application in 2025. In the same year, it expanded the scope of intellectual property protection for the product family by filing new applications for the nuts version of the product and its improved designs.

As part of this effort, the Holding filed a total of 3 national and 3 international patent applications for the TETLIGHT® product family and registered the TETLIGHT® trademark nationally.

Norm Holding also advanced the applications relating to a multi-functional hybrid fastener and a high-torque-resistant fastener to the international PCT process in 2025 and filed a trademark application for the relevant product.

The Holding filed a joint patent application for a new assembly solution it developed in cooperation with Dönmez Debriyaj.
Norm Fasteners filed a national patent application for a fastener it developed to increase resistance to loosening in vibrating environments and secured protection under the STEADIBOLT® trademark.

Norm Coating expanded the scope of international protection by advancing to the PCT process in 2025 the national patent application it had filed in 2024 for a solution it developed for sustainable coating technologies.

Registered Patents
In 2025, Norm Holding completed the registration of two significant inventions:
- Test apparatus designed to reduce the risk of thread stripping
- High-torque-resistant fastener mounted to sheet metal using a press-fitting method

The aforementioned inventions were registered by the Turkish Patent and Trademark Office.

Intellectual Property Rights Process Management
Norm Holding managed its intellectual and industrial property processes systematically and in an integrated manner, considering its global operations and high export volume.

The Holding has subjected customer requests to patent infringement analyses and developed solutions that do not pose an intellectual property infringement risk. The Holding conducted comprehensive patent searches for products to be launched on the market and closely monitored competing technologies.

The Holding did not limit its intellectual property processes to filing and protection activities; it integrated them into R&D projects from the ideation stage and directed project development processes accordingly. The Holding evaluated requests from the sales units from an intellectual property perspective and provided the necessary guidance. The Holding further examined in detail the intellectual property aspects of agreements with customers and suppliers and ensured the protection of the rights of both parties.

Norm Holding regularly analyzed innovative products in the market together with its R&D teams and strengthened its corporate fund of knowledge by disclosing these analyses in-house.

In 2025, Norm Holding continued to address the intellectual and industrial property management not merely as a legal requirement, but as a strategic corporate discipline supporting its competitiveness and technological sustainability.

“FULL SERVICE PROVIDER” BUSINESS MODEL (FSP)

Norm Holding, Türkiye’s largest fastener manufacturer, embarked on a comprehensive transformation process with the FSP (Full Service Provider) agreements signed in 2021. As the first Turkish company to earn the Full Service Provider status, Norm Holding strengthened its leadership in manufacturing and secured its place among prestigious brands in the global market by assuming responsibility for all procurement processes in C-Parts product groups.

Our Norm FSP (Full Service Provider) teams have taken over end-to-end management of C-Parts, which account for a significant portion of our business partners’ operational workload, and have ensured sustainable efficiency by being involved in the process from the design phase onward, in line with our Tier-0.5 vision. The year 2025 has been a period in which Norm FSP completed its corporate branding and strengthened its position on a global scale.

FSP Business Model and Agreements
Under the FSP business model, Norm FSP participated in significant programs in the automotive industry:
- 2021: Ford Transit (V710) and TOGG T10x programs
- 2023: Ford J74 program
- 2024: TOGG T10f program
- 2025: Ford V801 program

As of 2025, these agreements demonstrated the speed of adoption and market penetration of the Norm FSP business model in the industry.

Within the scope of program management, Norm FSP managed critical processes, including engineering, supply chain, quality, commercial operations, and warehousing services, through an integrated structure and reached an advanced stage in the new agreement processes for various vehicle programs.

TOGG T10f Program:
In 2025, Norm FSP launched the TOGG T10f program, for which it concluded an agreement in 2024, into mass production with zero defects. The vehicle attracted international attention at its launch, held as part of IAA Mobility, and received a 5-star rating from Euro NCAP. This achievement revealed the reliability of the FSP business model in terms of engineering and supply quality.

Ford V801 Program:
Norm FSP signed the FSP agreement for the Ford V801 program and achieved significant success against its global competitors. The program was canceled at the end of the year in line with changes in Ford’s global electric vehicle strategy.

Trademark Registration:
Norm FSP complemented its operational achievements with a corporate identity, completing the trademark registration process in 2025.

Industry Leadership and Contribution to the Ecosystem
Norm FSP positioned itself in the automotive supply chain not only as an implementer but also as a knowledge hub shaping the industry.
Within this scope, the company plans to perform the following provisions:
- In cooperation with TAYSAD, the company shared its success story on the FSP model in industry publications.
- The company produced strategic articles on the automotive ecosystem and content that guides the industry.

Through academic studies conducted in cooperation with Ege University, the company released scientific articles and introduced its industry knowledge to academic platforms.

INTERNATIONAL OPERATIONS

Amerika, Almanya, Polonya, Romanya ve Fransa'daki satış ve lojistik merkezleri aracılığıyla Norm Fasteners, müşterilerinin ihtiyaçlarına hızlı çözümler geliştirerek müşteri memnuniyetini artırmayı hedeflemektedir.

UNITED STATES

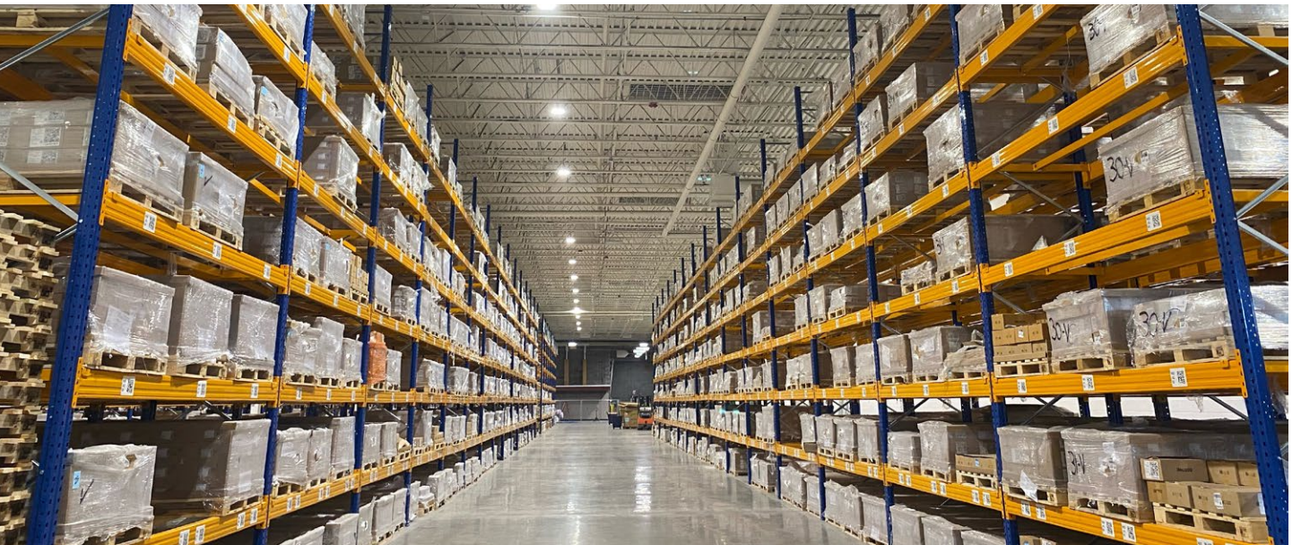
Norm Fasteners America has been established in Michigan in 2018 and actively operating in fastener supply, engineering solutions, logistics, and after-sales services, primarily serving OEMs and suppliers in the automotive and agricultural equipment industries.

The year 2025 has been a period in which Norm Fasteners America demonstrated its operational resilience and financial strength despite changes in global trade dynamics and challenges introduced by new customs tariffs taking effect in the US. Despite these external pressures, the company continued to make steady progress, achieving 27% growth on a tonnage basis. The company supported this performance through effective supply chain management, a strong financial structure, and a customer-focused service approach.

Norm Fasteners America accelerated its efforts in 2025 aligned with its objective of becoming a local manufacturer in North America. Although production capabilities had not yet been commissioned, the company has resolutely continued its strategic preparations and investment assessments in this area. This approach constituted an important step toward strengthening its position in the regional supply chain over the long term.

The company strengthened its relationships with its customers through a transparent, trust-based, and solution-oriented cooperation model, making its sustainable partnership approach one of the fundamental elements of its operational success. Within this scope, the company retained its existing customer portfolio and expanded its customer base by gaining new customers in the automotive industry.

Norm Fasteners America continued to act with a proactive, agile, and transparent management approach by closely monitoring changing economic and trade models on a global scale. In line with its strong financial structure and strategic vision, it maintained the momentum achieved in 2025 and aimed to sustain its growth in 2026 with a focus on its localization strategy and operational efficiency, as well as to increase its presence in the North American market.



GERMANY

Operating near Europe's largest automotive production centers, Norm Fasteners GmbH has been established in 2012 in Spaichingen, Baden-Württemberg, Germany, under the business name Norm Schraubenhandel Export und Import GmbH. On January 1, 2016, the company relocated to Krefeld, its current operating location.

Since 2019, Norm Fasteners GmbH has been engaged in the supply, storage, and distribution of fasteners for original equipment manufacturers and suppliers in the automotive industry. The company operates from a logistics center spanning approximately 3,910 m² with a capacity of 5,517 pallets and serves an extensive customer network across Europe, particularly in Germany.

In line with its focus on quality and reliability, the company successfully completed its 2024 IATF 16949 on-site audit and continued to hold TISAX certification for information security assessments in the automotive industry.

Despite the challenges experienced in the automotive and automotive supplier sectors in 2025, Norm Fasteners GmbH maintained its strong performance, underpinned by its robust operational structure. In this context, the company continued to receive an "A Performance Score" from all of its customers.

Following the completion of its SAP migration in 2022, Norm Fasteners GmbH further advanced its system integrations and process automation in 2024 and 2025 as part of its digitalization journey. In addition to SAP integrations with customers, the company implemented RPA projects and, by the end of 2025, had completed EDI and ASN integrations, portal integrations, EDI order analyses, automated order transfers, and warehouse optimization projects.

In 2025, Norm Fasteners GmbH continued to serve numerous industries directly, particularly the automotive industry, offering high-quality service, flexible logistics solutions, and a broad product portfolio. The company continued work on an investment in material-handling automation equipment scheduled to be commissioned in 2026. With this investment, it aims to enhance Occupational Health and Safety and further improve efficiency and operational excellence.

ROMANIA

Norm Fasteners Romania, which conducts sales and marketing activities within Norm Holding, was established in Ilfov, Romania, in 2019 and operates from approximately 2,450 m² of enclosed space with warehouse capacity for 3,500 pallets.

In 2025, Norm Fasteners Romania further strengthened its position as a preferred supplier for automotive companies through its proximity to key automotive hubs such as Pitesti and Craiova, its extensive OEM product portfolio, and its solution-oriented approach. Sales activities targeting various sectors continued with an extensive portfolio comprising products manufactured by Norm Holding subsidiaries as well as products sourced from competitive suppliers.

Norm Fasteners Romania, which has maintained steady growth since its establishment, increased its Euro-denominated revenue by 21% in 2025.

The company successfully obtained IATF 16949 certification for the automotive industry during its first audit, while strengthening defect prevention, waste reduction, and continuous improvement processes.

As part of digitalization, processes have been supported by robotic systems, enhancing operational efficiency. Digital transformation projects were also carried out in cooperation with Norm Digital.

Norm Fasteners Romania plans to continue its growth in 2026 with a focus on quality and digitalization. In this scope, the objectives are to strengthen the position in the automotive sector, increase growth in the industrial market, and expand digitalization projects.

POLAND

Norm Fasteners Poland continued its operations in 2025 from approximately 2,500 m² of indoor area with warehouse capacity for 4,150 pallets. The company offers supply solutions to the automotive, agricultural, construction, furniture, and PVC industries.

In 2025, as part of its strategy focused on the automotive industry, Norm Fasteners Poland strengthened its operational processes and completed its ERP-based digital infrastructure initiatives, making its inventory management, order tracking, traceability, and logistics planning processes more transparent and efficient.
With an experienced local operations team, the company provided customers with technical support, rapid delivery, and flexible supply solutions.
Processes have been structured in line with the high-quality standards required by the automotive industry, thereby strengthening operational reliability and the company's approach to sustainable supply.

Norm Fasteners Poland plans to continue its development in 2026 with a focus on quality and operational excellence. In this context, the company aims to finalize the IATF certification process, expand the scope of services provided to automotive customers, and enhance operational efficiency.

FRANCE

With its warehouse located at Lognes, France, and a broad product range, the company serves primarily the automotive, steel construction, and industrial manufacturing industries. Products are offered in various coating types and in sizes ranging from 4 mm to 56 mm, maintaining high standards in quality and environmental management with ISO 9001 and ISO 14001 certifications. With over 20 years of industry experience, the organization has been serving international markets since 2014. It provides fast and effective solutions to customer demands in the region with a delivery capacity of 24 to 48 hours.

Norm Fasteners delivers products to more than 50 countries across 4 continents through 15 sales and logistics centers in 8 countries, and actively provides not only sales and distribution services but also engineering support, technical consulting, and customer relationship management. This approach supports the company’s flexibility in global markets and its sustainable growth objectives.

With its integrated structure spanning production through distribution, proximity to local markets, and rapid response capability, Norm Fasteners continues to position itself as a trusted partner on an international scale in the fasteners industry.

HOT FORGING

NORM FORGING

Established in 2021 to increase Norm Holding's production capacity and technical capabilities in hot forging, Norm Forging continued to advance its operations in 2025. Operating in the Manisa Salihli Organized Industrial Zone, the Company expanded its production scope to various industries, particularly the automotive industry.

Production and Technology

Norm Forging strengthened its production infrastructure through investments made in 2025.

The transition to a new plant and investments in press lines increased the total number of production lines to 13 and expanded capacity. Improvements to existing lines increased efficiency, while initiatives were implemented to reduce cycle times in hot forging processes and strengthen quality standardization.

By enhancing its thermal treatment and machining capabilities, Norm Forging further strengthened its end-to-end production capabilities.

Digitalization and Automation

Norm Forging accelerated its digital transformation efforts in 2025.

As part of initiatives implemented through its SAP infrastructure, Norm Forging commissioned a production monitoring system and enhanced process traceability by enabling real-time data flow. Line-based performance analyses accelerated decision-making processes. The broader deployment of robotic automation and automated transfer systems across production lines enhanced labor productivity and process reliability.

Sustainability

Norm Forging focused on resource efficiency in line with its sustainable production objectives. Improvements to product design reduced the amount of metal scrap, while energy efficiency projects contributed to reducing carbon emissions.

Exports and Market Development

Norm Forging strengthened its presence in the European market in line with its export-oriented growth strategy. New customers have been acquired, business volume with existing customers increased, and the share of high-value-added products in sales has risen.

Norm Forging plans to continue investing to increase its production capacity in the period ahead. In this context, the aim is to expand digitalization and automation projects, develop sustainable manufacturing practices, and gradually increase production capacity.

TRADE

STANDART CIVATA

Since 1982, Standart Cıvata (STD) has operated with a broad product portfolio and strong distribution network. In 2025, and continued its operations with a focus on sustainable growth. The company continues to offer products and services to a wide range of industries, including construction, automotive, home appliances, energy, and furniture.

Operational Structure and Market Coverage

With storage facilities in Izmir, Manisa, Kocaeli, and Ankara, STD has reached a total capacity of 45,000 pallets and provides uninterrupted service to customers through its extensive sales network across Türkiye.

With a broad portfolio of products manufactured by its subsidiaries and sourced through its extensive supplier network, the company offers integrated solutions to customers across various industries.

Growth and Exports

Despite global economic uncertainties, STD maintained its strong financial position in 2025.

Sales tonnage was increased, the portfolio was expanded with new customer acquisitions, and operational profitability was strengthened. On the export side, STD made a strategic move into the Middle East market, expanding its customer network in the region.

Supply Chain Management

In 2025, STD focused on end-to-end improvements to its supply chain processes.

- Inventory accuracy and product availability were enhanced,
- Analyses of inventory turnover and inventory adequacy have been updated regularly,
- New reporting structures were established for planning and logistics processes.

Through intra-group coordination meetings, production–inventory synchronization was strengthened; supply continuity and operational flexibility were increased.

Supplier diversification efforts reduced risks and supported a sustainable supply structure.

Digitalization and Efficiency

As part of its digital transformation, STD strengthened its customer and operational processes.

The STD Connect CRM system digitized all pre-sales- and post-sales processes, enabling data-driven customer experience management.

The B2B e-commerce infrastructure was upgraded, the user experience was enhanced, and order processing was accelerated.

In warehouse operations, operational efficiency was increased with artificial intelligence-supported slotting and picking algorithms.

Kanban Service Model (STENCO)

The STENCO Kanban model, implemented in 2025, ensured continuity of supply for customers' production lines. Through this model, inventory management was optimized, supply processes were streamlined, and end-to-end quality traceability was ensured.

Product Portfolio and Partnerships

STD entered into strategic partnerships in 2025 to strengthen its product portfolio.

Partnerships with BAYMAX, BUMAX, and KARBOSAN provided a competitive advantage, particularly in hardware and stainless-steel product groups.

Human Resources and Organizational Development

In 2025, STD continued implementing initiatives to support employee development and organizational efficiency. Performance management systems were implemented, and employee engagement was enhanced through technical and personal development training. Organizational agility was strengthened through rapid adaptation to digital initiatives.

STD plans to continue pursuing its strategy focused on digitalization and growth in 2026.

In this context, expanding investment in digital infrastructure, increasing export volume, diversifying across sectors, and managing the customer experience in a data-driven manner are among the priority objectives.

CHEMISTRY

NORM COATING

Founded in 1998, Norm Coating operats in domestic and international markets with production facilities located in Izmir, Salihli, and Sakarya. The company has provided fastener coating solutions to a wide range of industries, primarily the automotive industry.

Production and Capacity Development

Norm Coating significantly increased its production capacity through investments made in 2025.

With the new lines commissioned at its Sakarya facilities:

- Zinc/zinc-nickel coating capacity reached 750,000 m²/year,
- Cataphoresis coating capacity reached 3,000,000 m²/year,
- Powder coating capacity reached 2,500,000 units/year,
- Wet-paint capacity reached 800,000 units/year,
- Brake-disc painting capacity reached 300,000 units/year.

Furthermore, energy consumption was reduced through improvements made in electrolytic plating plants and investments in 33 rectifiers.

Operational Improvement and Automation

Norm Coating completed line relocation and modernization activities to optimize its production and logistics processes.

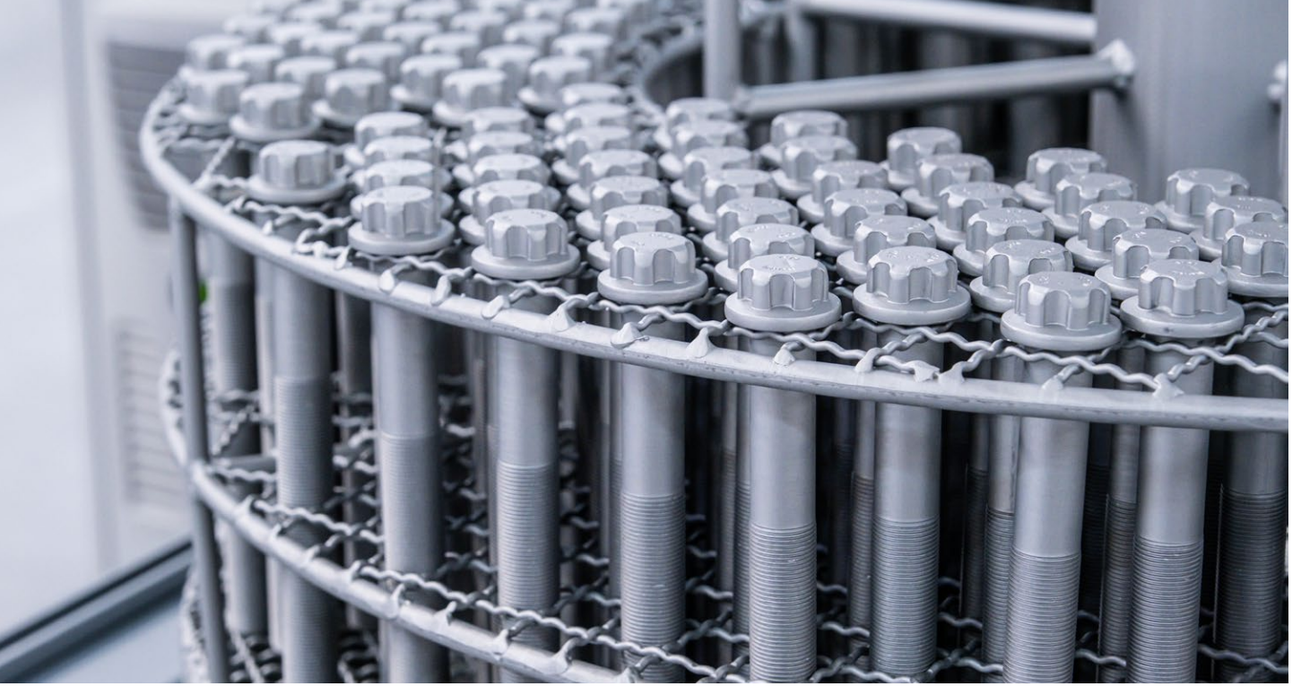
- 57 automated and 11 manual lines were relocated.
- 8 automated and 5 manual packaging lines were commissioned at the logistics center.
- Robotic automation projects were initiated.

These initiatives increased production efficiency and operational flexibility.

Digitalization

Norm Coating strengthened its digital transformation infrastructure in 2025.

As part of the initiatives carried out in collaboration



with Doruk Automation, system preparations were completed, and the web-based automation system is scheduled to be commissioned in 2026.

Additionally, digital transformation and renovation works were maintained in the lamella plants, and the infrastructure for data-driven management of processes was developed.

Occupational Health and Safety

Norm Coating developed technology-focused practices in occupational health and safety.

- Zone-based speed control systems were commissioned using UWB technology.
- Centralized data management enabled risk monitoring from a single point.
- Operational safety was enhanced through visual and audible warning systems.

The commissioning of the AI-powered 'Smart OHS Agents' application was planned for 2026.

Operational Excellence

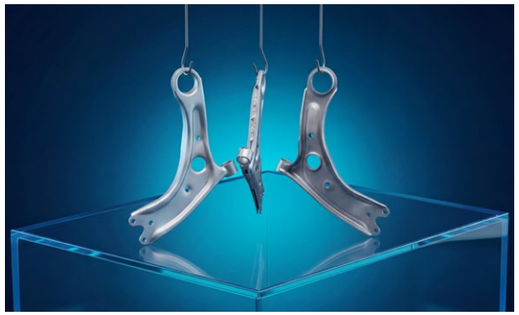
Norm Coating has expanded its continuous improvement approach throughout the organization.

In 2025, 966 suggestions were submitted, and 377 Kaizen initiatives were implemented.

Improvement projects carried out at the Izmir, Salihli, and Sakarya facilities enhanced operational efficiency and earned awards in project market evaluations.

R&D and Technology

Norm Coating significantly enhanced its R&D capabilities in 2025.



- A total of 12 projects have been implemented,
- 5 academic papers were released,
- 13 TÜBİTAK projects have been carried out,
- 3 patent applications were filed,
- 2 new products have been developed.

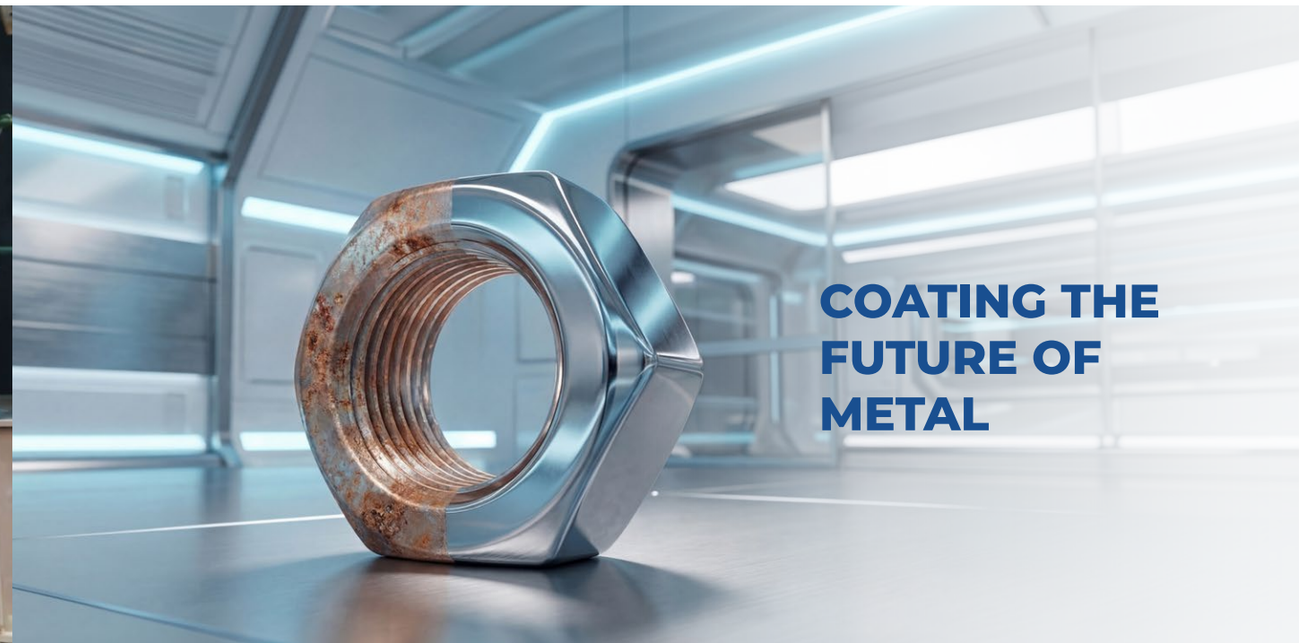
As of November 2025, the status of R&D Center approved by the Ministry of Industry and Technology has been obtained.

The Upcoming Period

Norm Coating plans to continue investing in production and technology in the period ahead.

In this context: the commissioning of the new dip-spin coating facility, the expansion of robotic automation applications, the completion of digitalization projects, and the development of chemical production competency are targeted.

2024 yılı “İSO İkinci 500 Büyük Sanayi Kuruluşu” araştırmasında 259’uncu sırada yer alan Norm Coating’in, 2025 yılı sonuçlarında da faaliyet alanındaki gelişimini sürdürerek başarılı performansının devam ettirilmesi hedeflenmektedir.



COATING THE FUTURE OF METAL

MOLD AND MACHINING

NORM TOOLING

In 2025, Norm Tooling continued its operations in tooling production and machining, focusing on sustainable growth and value-added manufacturing. Moving beyond its focus on serving subsidiaries, Norm Tooling expanded its product and service offerings for domestic and international customers and diversified its customer base.

Norm Tooling strengthened its position as the only domestic company to hold AS9100 certification, the international quality standard for the aviation industry, and offer fastener, sheet-metal forming, and machining processes under one roof. This integrated production capability enabled Norm Tooling to offer its customers high quality, traceability, and operational flexibility.

Production and Operational Development

Norm Tooling implemented improvements focused on increasing capacity and efficiency in its production processes.
In the tooling manufacturing department, availability rates were monitored through MES systems, and improvement initiatives were carried out based on the data obtained, resulting in a 20% increase in efficiency.

In the machining department, secondary operations were expanded, production volume was increased by 300% through investments in Swiss-type automatic lathes, and the automation rate reached 90%.
These developments strengthened the integrated production structure and increased operational flexibility.

Norm Tooling R&D

The Norm Tooling R&D Center operated across three main areas: project management, testing, and intellectual and industrial property rights.

As of 2025:

- Projects conducted under the TÜBİTAK 1505 and 1832 programs:
- A total of 13 projects have been carried out, including projects developed in-house.

An 18-member expert team comprising engineers with master's and doctoral degrees worked at the R&D Center. As part of its R&D activities, 2 patent applications were filed in 2025. These initiatives represented tangible outcomes of Norm Tooling's technology-focused growth strategy and innovation capacity.

Digitalization

Norm Tooling integrated its digital transformation initiatives into its production processes. MES systems enabled real-time monitoring of OEE perfor-

mance, strengthening a data-driven management approach on the production floor. This enabled workforce optimization and enhanced operational efficiency.

Operational Excellence

Norm Tooling has expanded its operational excellence approach in line with lean manufacturing principles. Through Gemba practices, field performance was monitored in real time, inter-team coordination was strengthened, and decision-making processes were accelerated. In 2025, the Kaizen participation rate increased by 20%, and a total of 97 Kaizen initiatives have been completed.

These initiatives strengthened transparency, agility, and a culture of continuous improvement across processes.

Integrated Management Systems and Sustainability

Norm Tooling supported its energy and environmental management processes with digital infrastructure. Energy analyzers have been integrated into 18 electrical panels in the production areas, enabling real-time monitoring of energy consumption through a centralized system. This enabled data-driven energy management and improved efficiency.

During audits conducted under ISO 14001, full compliance with environmental regulations was achieved, and no nonconformities were identified. Internal audit processes were moved to digital platforms, enhancing traceability.

As part of waste management:

- Recovery of metal chips has been ensured,
- Resource efficiency has been increased through oil separation systems.

The company aims to reduce its emissions by 50% by 2030 and achieve net-zero emissions by 2050.

Occupational Health and Safety

Norm Tooling strengthened its occupational health and safety practices in 2025.

- Air quality was improved through machine extraction systems,
- Radiant heating systems have been made safe,
- Employee health was supported through ergonomic improvements,
- Fire detection and extinguishing systems were commissioned.

Through these practices, the working environment has been made safer and more sustainable.

Marketing and Business Development

In 2025, Norm Tooling focused on increasing brand visibility and expanding its customer base.

New customer acquisition was supported through customer visits, trade show contacts, and industry outreach, while relationships with existing customers were strengthened. New business opportunities, particularly in the European market, were assessed, and the brand's positioning based on technical expertise, quality, and flexibility was strengthened.

The Upcoming Period

Norm Tooling aims to further strengthen its integrated production structure in 2026.

Within this scope, the company plans to perform the following provisions:

- Further integration of tooling production and machining,
- Transition to a production system with 100% automation,
- Expansion of image processing and quality control systems,
- Expansion of the customer network in global markets,
- Growth in the aviation industry is among the priority objectives.

RESEARCH AND DEVELOPMENT (R&D) CENTER AND ENGINEERING

R&D Vision and Strategic Approach

Norm Fasteners has positioned customer requirements and expectations at the center of its operations and aimed to enhance customer satisfaction in a sustainable manner. Accordingly, Norm Fasteners closely followed industry dynamics, technological developments, and innovations in production methods, and directed its product and production process development efforts within this framework. The company structured its R&D strategy to adapt to changing customer requirements in the fasteners industry, developments in production technologies, and global competitive conditions.

R&D Focus Areas

Throughout 2025, Norm Fasteners focused its R&D activities on developing products and production processes in the fasteners industry. In this context;

- Innovative fastener designs have been developed,
- Cold forging and forming processes have been improved,
- Tooling technologies and surface engineering applications aimed at extending tool life have been reviewed,
- Researched the effects of material selection and thermal treatment processes on mechanical properties.

Furthermore, the company effectively used digital tools, including finite element simulations, data-driven analytical methods, and engineering design software, to support product and process development.

Digital Engineering and Analytical Studies

The Norm Fasteners R&D Center developed specialized design and calculation software for the TETLIGHT® and HEXLIGHT® product groups, taking significant steps toward the digitalization of its engineering infrastructure. Standardization was achieved in product development processes through the developed software tools, shortening design lead times and enhancing operational reliability.

Additionally, the company has conducted studies aimed at predicting the dynamic behavior of fasteners under vibration using artificial neural networks by leveraging artificial intelligence and machine learning approaches. As a result, the company enhanced its engineering capabilities for analyzing vibration-induced loosening behavior more rapidly and accurately.

Production Efficiency Initiatives

In 2025, Norm Fasteners continued its efforts to enhance production efficiency. In one of the projects executed within this scope, the geometry, material, hardness, and coating parameters of ironing knives used in cold forming processes were analyzed; optimum characteristics were determined, and production efficiency was increased. Applying its findings to cutting blades, the company aimed to reduce tool consumption and costs.

Product Development Activities

As part of its product development activities, Norm Fasteners continued to develop innovative fastener solutions for diverse application needs.

Within this scope, the company plans to perform the following provisions:

- The company completed the design process for the HEXLIGHT® Extra hybrid bolt, produced prototypes, and successfully concluded testing.
- The company further developed the STEADIBOLT® knurled fastener to increase resistance to loosening in vibrating environments.
- The company revised the NOW LIVE® one-way security bolt to provide high torque resistance in confined installation areas and implemented its first commercial application.

Scientific Publications and Academic Achievements

Norm Fasteners' R&D teams have disseminated their studies and works through academic platforms.

The study titled "Effect of Boriding on Wear and Fatigue Life of WC-Co Die Inserts in Cold Forming" was published in the journal Engineering Failure Analysis.

Furthermore;

- A study on corrosion performance was presented at the ICONST-EST conference,
- and studies on finite element analysis and fastener behavior were presented at RDCONF 2025.

The study titled "Analytical Prediction and Experimental Validation of Bolt Self-Loosening under Vibration" won first place at the RDCONF 2025 R&D and Innovation Awards and was published in the European Journal of Research and Development.

R&D Publications

As in previous years, the Norm Fasteners R&D Center published the "Norm Fasteners R&D Center Publications" book in 2025, containing the outputs of the previous year's endeavors. In this book, articles and papers published on national and international platforms were compiled and shared with the industry and academia.

TÜBİTAK Projects and Collaborations

The Norm Fasteners R&D Center continued project activities focused on sustainable production and advanced material technologies. As part of a project approved under the TÜBİTAK 1832 – Green Transformation in Industry Program, the R&D Center initiated efforts to develop fasteners with an ultra-high strength class of 14.8 or higher.

In this context, it researched new material and thermal treatment approaches and conducted testing to validate mechanical performance. Also, potential collaboration opportunities with EIT Manufacturing in smart fasteners, digital transformation, and green manufacturing have been evaluated.

Joint R&D Endeavors with Customers

Through joint R&D and product development activities with its customers, Norm Fasteners developed engineering solutions tailored to the needs of various industries. Accordingly, the company carried out various projects involving design, simulation, prototype production, and testing.

R&D Ecosystem and Training Activities

The Norm Fasteners R&D Center actively participated in activities within the national R&D and innovation ecosystem. In this context, the company participated in the R&D and Design Centers Meeting organized by ARGEMİP and Gebze Technical University's R&D visit program.

Additionally, team capabilities in the field of intellectual and industrial property were enhanced through participation in training sessions organized by the Turkish Patent and Trademark Office Academy. The R&D Center provided customers with technical training and engineering support, as required.

Customer Technical Visits

Norm Fasteners' R&D teams conducted technical visits to customers and solution partners to enhance customer satisfaction and strengthen technical collaboration. During these visits, production lines and R&D centers were inspected on site, projects have been evaluated from a technical perspective, solutions have been developed for engineering problems, and new collaboration opportunities have been discussed.

SHEET FORMING

NORM STAMPING

In 2025, Norm Stamping continued its operations with a focus on growth and capacity expansion while strengthening its production infrastructure through its investments. Through the newly commissioned production area and increased production capabilities, a structure offering faster and more comprehensive solutions to customer demands was achieved.

Production and Capacity Development

The 10,000 m^2 production area commissioned in 2025 marked an important step in Norm Stamping's growth journey. This investment strengthened the production infrastructure, enhanced operational efficiency, and created a more agile production structure.

With increased capacity, total production volume reached 600 million units, demonstrating the company's production strength and process maturity.

Product Portfolio and Development

In 2025, Norm Stamping expanded its product portfolio in a balanced manner.

While maintaining its strong position in washer production, Norm Stamping increased product diversity by expanding sheet-metal part production. The standard product group also achieved gradual and sustainable growth, while flexible solutions were developed to meet customer needs.

Operational Excellence

Throughout 2025, Norm Stamping maintained its approach focused on quality, efficiency, and sustainability.

With the capabilities provided by the new production area, a leaner, more efficient, and growth-ready organizational structure was strengthened; flexibility and speed in processes were increased.

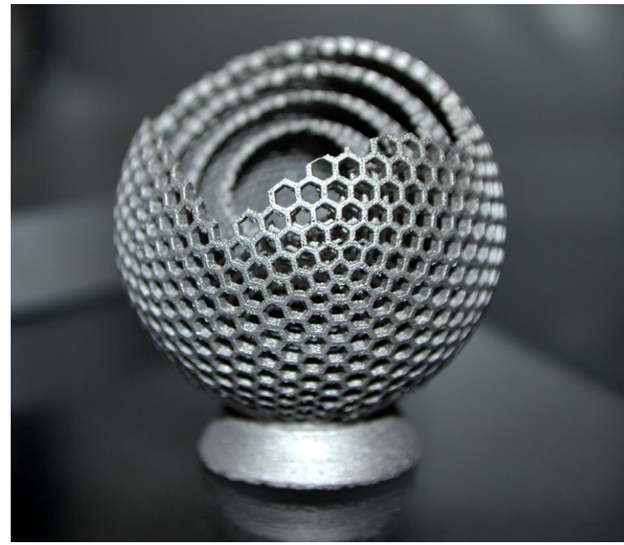
The Upcoming Period

Through its investments in 2025, Norm Stamping established a strong foundation for growth in the upcoming period. With the new factory investment, increased production volume, and expanding product portfolio, it is aimed to maintain strategic development in the field of sheet metal forming.

ADDITIVE MANUFACTURING

NORM ADDITIVE

Founded in 2024, Norm Additive began operations to pioneer the widespread adoption of additive manufacturing technologies in Türkiye. Through a strategic partnership with EOS GmbH, the company has become the brand's sole authorized distributor in Türkiye.



Sales and Service Infrastructure

Throughout 2025, over 350 companies across Türkiye were visited to promote additive manufacturing solutions, and the installation, training, and maintenance processes of the sold machinery were successfully executed.

The company further enhanced the technical capabilities of its service team and strengthened after-sales service quality by providing users with services meeting high standards.

Training and Consulting

Norm Additive provided customer teams with technical consulting and hands-on training services and conducted training programs in collaboration with business partners located in various regions across Türkiye.

International Representation and Events

Throughout 2025, Norm Additive played an active role in international events.

- The company participated in Formnext in Frankfurt alongside EOS and developed new business opportunities.
- The Company further participated as a sponsor in the Additive Manufacturing Conference and enhanced its industry visibility.
- By hosting EOS Xperience Days, the company has established direct contact with industry professionals and strengthened its partnerships.

Market Development and Industry Positioning

Norm Additive has not limited its activities merely to machinery sales; an integrated, sustainable, and value-adding solution-oriented business model

was adopted.

Through projects in the aerospace, automotive, machinery, and medical industries, company built a broad and diverse customer portfolio. The company also increased its investments in service infrastructure, enabling more efficient use of machines and enhancing the effectiveness of production processes through technical consulting services.

Sustainability

Throughout 2025, Norm Additive pursued initiatives to recycle additive manufacturing materials and developed practices to help reduce environmental impact.

The Upcoming Period

In 2026, Norm Additive aims to focus on larger-scale projects and become one of the industry's leading technology providers.

Within this scope, the company plans to perform the following provisions:

- Developing tailored solutions for the tooling, automotive, machinery, and aerospace industries,
- Providing training and consulting services on a larger scale and
- Strengthening the service infrastructure to respond to customer needs more quickly and effectively.

The company aims to enhance its industry visibility by participating in the Additive Manufacturing Conference 2026 and SAHA Expo.

NORM 3D

Founded in 2024, Norm 3D began operations to pioneer the widespread adoption of additive manufacturing technologies in Türkiye. Through a strategic partnership with EOS GmbH, it has become the brand's sole authorized distributor in Türkiye.

Strengthening of Sales and Service Infrastructure

Throughout 2025, the Norm 3D visited more than 350 firms across Türkiye to promote additive manufacturing solutions and effectively and successfully managed the installation, training, and maintenance processes for the machines it sold. During this process, the service team's capabilities were enhanced, ensuring that all users received services meeting high standards.

Training and Consulting

Technical consulting and hands-on training services were provided to customer teams, and training programs were conducted in collaboration with partner companies located in various regions of Türkiye.

International Representation and Events

In November, Norm 3D participated in the FORMNEXT'25 trade fair held in Frankfurt, Germany, alongside EOS and established important contacts to develop various business opportunities.

In April, Norm 3D participated as a sponsor in the Additive Manufacturing Conference alongside EOS, enhancing its industry visibility.

At the EOS Xperience Days event, hosted in November, Norm 3D established direct contact with industry professionals, strengthening its collaborations.

Current Markets and Sectoral Strategies

Norm 3D aims to offer sustainable, integrated, and value-adding solutions rather than limiting its operations solely to printer sales. Through projects in the aerospace, automotive, machinery, and medical industries, the corporation built a broad and diverse customer portfolio.

The company further increased its investments in service infrastructure, enabling highly efficient use of printers; the technical consulting services it provided significantly improved the effectiveness and efficiency of production processes.

Sustainability

Throughout 2025, Norm 3D carried out initiatives to recycle additive manufacturing materials and supported sustainable manufacturing practices aimed at reducing environmental impacts.

2026 Goals

In 2026, Norm 3D aims to become one of the industry's leading technology providers by undertaking larger-scale projects. Solutions tailored to industries such as tooling, machinery manufacturing, automotive, and aerospace will be developed, while training and consulting services will be offered on a larger scale.

Strengthening the service infrastructure and offering advanced-technology machines will provide more effective solutions to users in Türkiye.

As part of its promotional activities in 2026, the company will participate in the Additive Manufacturing Conference 2026 and SAHA EXPO 2026.

TECHNOLOGY

NORM DIGITAL

Norm Digital, Norm Holding's technology subsidiary, continued to grow in 2025 with a focus on digital transformation, artificial intelligence, and data-driven solutions, further strengthening its position in the sector.

As of 2025, Norm Digital served 31 active customers across 13 different industries and continued to create value across a broad ecosystem spanning automotive, finance, manufacturing, and energy.

Through the projects developed and strategic investments made throughout the year:

- Operational efficiency has been enhanced,
- Customer experience has been strengthened,
- Artificial intelligence and automation technologies have been integrated into business processes.

In line with its innovation and sustainable growth strategy, Norm Digital has successfully continued to play a leading role in technology production in 2025.

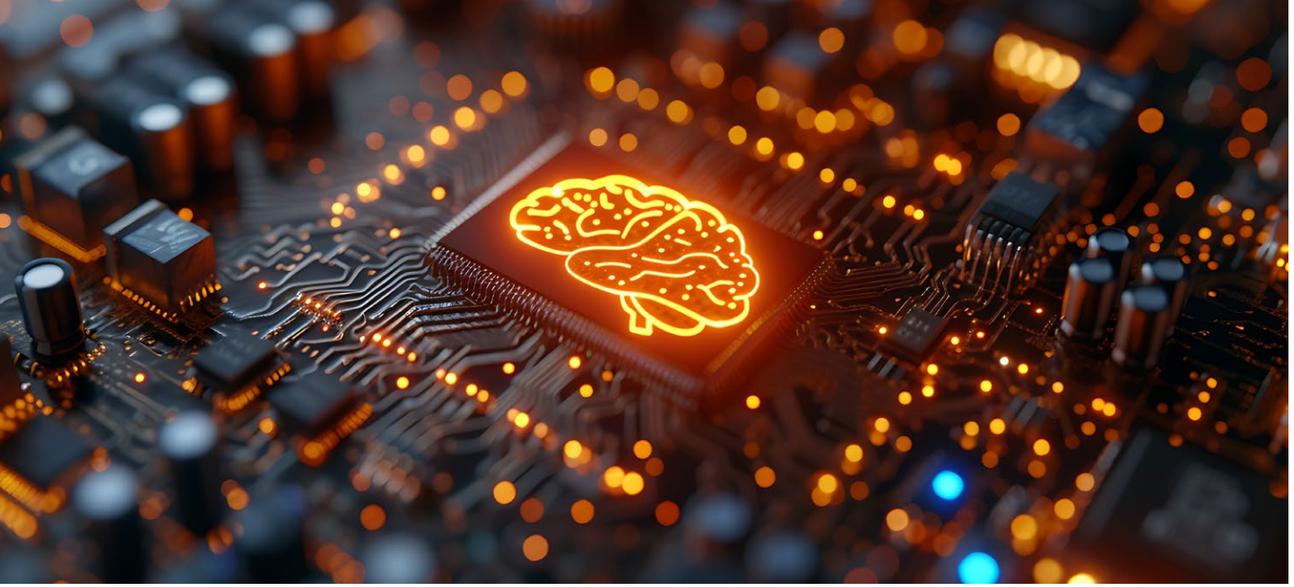
Service Areas

- Smart Automation Technologies
- Software and Artificial Intelligence Development
- SAP / ERP Consulting and Implementations
- System and Network Services
- Digital Transformation and Project Management

Strategic Partnerships and Events

Throughout 2025, Norm Digital played an active role on both national and international platforms, strengthening brand awareness and partnerships:

- As part of the Startup Program, the company participated in Web Summit Qatar and established strong connections with the global technology ecosystem. (February 1–4)
- The company further participated in AWS Cloud Day Türkiye, where current developments in cloud technologies and digital transformation were revealed. (September 24)
- The company acted as the main sponsor at the Artificial Intelligence Summit, organized in collaboration with EGİAD and ESİAD, and shared examples of best practices in artificial intelligence. (May 15)
- At the Izmir Technology Summit, it delivered a presentation titled "The Future Technology Road Map with Artificial Intelligence". (April 30)



- By participating in the Tungsten Automation Partner Summit, Norm Digital closely followed global developments in smart automation.
- Norm Digital advanced its partnership with Tungsten Automation (Kofax), becoming its principal distributor in Türkiye.
- Through its business partnership with UNIQ Training and Consulting, it aimed to bring digital transformation and artificial intelligence solutions to broader audiences.
- Norm Digital presented its digital transformation applications and artificial intelligence solutions at a meeting held with the Aegean Exporters' Associations.
- Norm Digital participated in the "Artificial Intelligence Awareness and Industrial Applications" event organized by the Aegean Region Chamber of Industry and shared information with the industry.

Awards and Achievements

With its achievements in 2025, Norm Digital secured its leading position in the sector:

- The company was included in Fast Company Türkiye's "50 Most Innovative Companies" list.
- Furthermore, the company climbed to 12th place across Turkey in the "Best Workplaces for Innovators" research.
- The company was also included in the Deloitte Technology Fast 50 Türkiye 2025 list.
- HPE Sales Certified – AI and As-a-Service Solutions [2025] certification was received.
- SAP Gold Partner status was achieved.
- The CEO received the "Most Effective Technology Leaders" award as part of the Future of CIO & Awards.
- The "Reduction of Outsourced Manufacturing Costs Project," led by the team, won first place in R&D and Innovation at the Project Market.
- As part of the technical modernization of the SAP infrastructure, the security levels of the Fiori systems were converted to an "embedded" structure, and the SAP systems were successfully upgraded to version 2023 FPS2.

Successful SAP and Digital Transformation Projects

Critical projects focused on operational efficiency, digital transformation, and global integration were successfully completed in 2025:

- System Upgrade: The SAP S/4HANA Upgrade (1709 → 2023 FPS2) project was implemented.
- Logistics and Supply Chain: The Norm Holding Salihli Logistics Center was established; the SAP Ariba Supplier Portal (Central Procurement) and AI-powered EWM Putaway/Picking optimization solutions were deployed.
- Production and Warehouse Digitalization: The STenco Kanban (fastener inventory management), the QR-code tooling-tracking system for the nuts operations, and the Standard Bolt Kanban processes were successfully completed.
- Global and Digital Transformation: EDI and automotive portal integrations and self-billing projects were carried out for Norm Fasteners GmbH; e-invoicing and legal transformation projects were carried out for ST Trading.
- Process Integration: The integration of Fiori and Jira automated the creation of EDI requests.

Process Improvement and Operational Efficiency

- Cost and Efficiency: Cost analyses for coating chemicals, the broader implementation of outsourced manufacturing processes, and cross-subcontracting scrap processes were optimized.
- Control Mechanisms: Credit-limit approval mechanisms for the Romania location, rotating inventory-count programs, and the transformation of shipment-label management (ZLBL) were completed.
- Analytical Support: Power BI management dashboards were deployed to support decision-making processes.

Technical Achievements and Infrastructure Security

- Cybersecurity: A total of 7 firewall devices across 5 locations were replaced without causing interruption.
- System Modernization: Kardex DB systems were migrated from local servers to enterprise-scale servers.
- Communications Infrastructure: 3CX PBX updates were completed, and the centralized structure enabled optimization of costs and management.
- ISO 27001 ISMS: The certification scope was expanded from 6 companies to 12, bringing coverage to 100%; audits were completed with high success.

Digital Transformation and RPA Achievements

- Artificial Intelligence Applications: The "AI Assistant Process Improvement (Fırın AI)" project, which enhances efficiency in thermal treatment processes, was completed; initial results were obtained in demand-forecasting projects.
- Customer and Supplier Management: The STD CRM (STD Connect) system went live.
- Corporate Systems: The R&D Incentives Tracking, Effort Tracking, and PDKS transformation projects were completed.
- RPA Achievements:
  - 98 processes were digitized
  - The equivalent of 11 employees' workloads was transferred to automation
  - The number of active RPA solutions reached 386.
- Low-Code Applications: A total of 250,054 workflows were triggered throughout 2025.

Support Services and Digitalization Initiatives

- IT Onboarding Process: An onboarding process designed to accelerate new employees' adaptation was launched.
- Standard Procedures: IT processes for employee onboarding and offboarding were standardized, and the "On-Call Support Model" was introduced.
- Hardware Refresh:
  - Installation of 105 printers
  - The replacement of 125 corporate mobile phones was completed
- Production and System Updates:
  - 25 SPC computers were replaced
  - 75 thin clients were installed
- Software Migrations: Migrations to Windows 11 and Office 365 were largely completed.
- Inventory Management: NVentory (QR-code asset-assignment system) was deployed.
- Emergency Management: The "On-Call Emergency Communication Line" was deployed.

Future Vision

For 2026, Norm Digital aims to:

- Scale AI-enabled business models,
- Strengthen a data-driven decision-making culture,
- Expand the digital infrastructure supporting global operations.
- Through ongoing projects and strategic investments, the company aims to further advance its leadership in digital transformation.

MACHINE AND AUTOMATION

In 2025, NRM Engineering steadfastly pursued its growth strategy, strengthening its position in the sector through the projects it developed and its customer-focused approach. By supporting all processes, from production through design and assembly, with digital infrastructure, it further advanced its integrated engineering capabilities.

Product and Project Development
In 2025, NRM Engineering has expanded its product portfolio, developed solutions for various industries, enhanced the W03, L03, and C03 optical quality inspection machine series to be adaptable to customer needs, and added automatic and semi-automatic packaging machines to its product range.

Through these efforts, the Company increased its technical capabilities in machine manufacturing and enhanced its capacity to provide solutions across various application areas.

International Activities
In 2025, NRM Engineering continued its export-focused growth.

International sales accounted for 8% of total revenue, and sales activities for assembly machines targeting the European market have been initiated. Sales and post-sales service processes have been strengthened through collaboration with a Germany-based business partner.

Digitalization and System Integration
NRM Engineering integrated its digital transformation initiatives across all of its operations.

By developing ERP, CAD, and automated data collection systems, the company strengthened data flow between processes and established a more integrated structure for production and design processes.

In 2026, NRM Engineering plans to standardize the SCADA infrastructure across its production systems and enhance real-time traceability and remote-access capabilities for production processes.

Marketing and Brand Positioning
In 2025, NRM Engineering conducted marketing communications activities to increase brand visibility.

The company carried out targeted communications through industry magazines and digital platforms and initiated preparations for participation in international trade fairs.

In 2026, NRM Engineering plans to maintain its focus on product development and international growth. Within this scope, it is aimed to develop machinery solutions for the pharmaceutical industry, to increase the share of European sales within total turnover to the 20% level, and to strengthen international sales channels.

Long-Term Vision
In the medium term, NRM Engineering aims to become one of the leading companies in optical quality inspection systems in the European market. Through its R&D investments and focus on digitalization and innovation, it is aimed to support sustainable growth and expand its technological capabilities on a global scale.

METRIDATA

Established at the end of 2024, Metridata has a strong, flexible, and sustainable organizational structure through its partnership with NRM Engineering, a Norm Holding subsidiary.

Metridata provided quality, reliability, and efficiency in production processes with high value-added solutions developed in the field of industrial visual inspection and automation.

In 2025, its position is secured as a technology provider operating with an end-to-end engineering approach, moving beyond a structure focused solely on installing camera systems. In the developed systems, in addition to the visual inspection infrastructure, automation software was also designed and integrated in-house. This approach enhanced the company's technical capabilities and capacity to develop sustainable solutions.

Fields of Activity

Metridata operates across a broad range of technologies, from machine vision systems to AI-powered image processing solutions.

Industrial data collection and analytics technologies improved accuracy and efficiency in manufacturing processes, while testing and inspection systems raised quality standards. Industry 4.0-focused projects contributed to the industry's digital transformation, while training and consulting activities supported knowledge development in the industry.

The Company provides tailored solutions to customers operating in the automotive, fasteners, food, pharmaceutical, energy, glass, and textile industries.

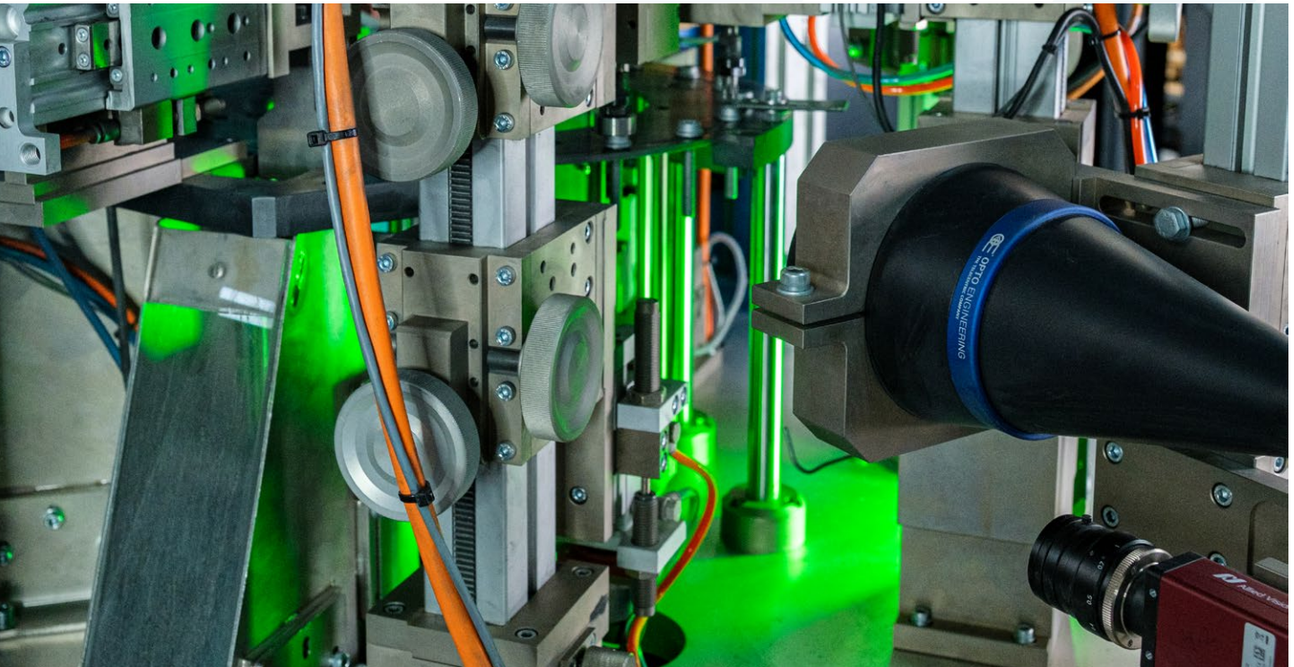
Featured Applications

Metridata has developed solutions enhancing the precision of production processes across various industries:

- Glass Industry: Glass stress analysis was conducted using optical measurement systems, ensuring product strength and quality continuity.
- Academic Collaboration: The training program conducted with Manisa Celal Bayar University supported university-industry collaboration.

Organizational Development

Metridata strengthened its organizational capacity in line with its growing project volume. Technical infrastructure was developed with the support of founding partner NRM Engineering, and project management and delivery capabilities were improved by expanding human resources.



Strategic Road Map

With its 2026 strategy focused on technological specialization and sustainable growth,

Metridata aims to:

- The productization and modular structure development in visual inspection systems,
- Expand the utilization of artificial intelligence and machine-learning applications,
- Transform its software infrastructure into a scalable product architecture,
- Strengthen R&D and university partnerships,
- Develop its human resources and corporate processes,
- Pursue growth in new industries and expand into international markets.

In 2026, Metridata plans to enhance its industry visibility and develop new partnerships by participating in the Win Eurasia Automation Fair.

AGRICULTURE AND FOOD

Operating under the umbrella of Norm Holding, Nordes Food strengthened its position in international markets in 2025 and enhanced its corporate maturity by improving its process management and quality infrastructure. Despite intensifying competition and changing market dynamics, the company delivered stable performance through a strong supply network and disciplined production approach.

Exports and International Operations

In 2025, Nordes Food expanded its export operations to new continents, establishing an active presence in the Japanese and U.S. markets. Sample production, technical evaluation, and supplier approval processes were successfully completed, and sales under its own brand were initiated in Japan following the receipt of official approvals in the relevant markets. Deepening its commercial relationships through the acquisition of new customers in the European and UK markets, Nordes Food has made its export operations more sustainable through its expanding product range.

Organizational Development

Nordes Food has strengthened its organizational structure in parallel with its increasing operational volume. The company enhanced its production and total quality departments in terms of capacity and process management, and increased operational efficiency by clarifying roles and responsibilities.

The company established a procurement department and placed supplier management on a more systematic footing to enhance efficiency in procurement processes. The company strengthened corporate alignment by restructuring its human resources processes in line with Norm Holding's organizational scale.

Corporate Representation and Brand Positioning

In 2025, Nordes Food strengthened its brand-awareness initiatives.
By actively participating in international trade fairs, the company participated in the Foodex and Anuga fairs with exhibition booths and established direct contact with existing and potential customers.

To strengthen its corporate identity, the company renewed its catalog and website and presented its production infrastructure and quality approach more transparently. The company expanded its reach to international customers through video content describing its production processes.

Quality and Certification

In 2025, Nordes Food successfully continued its quality and certification activities.

- Completed the BRC audit with an AA+ rating,
- Maintained its Higher Grade status in the IFS audit,
- Successfully completed BSCI and SMETA social compliance audits.

Having completed its preparations for sustainable growth in 2026, Nordes Food aims to deepen its presence in existing markets and increase volumes, establish lasting partnerships in Japan and the U.S., increase the share of value-added products, strengthen brand awareness, and improve supply chain and quality processes through investments in operational efficiency and digitalization.

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