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NORM
HOLDING

SUSTAINABILITY
REPORT
2025

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ABOUT THE REPORT

“At Norm Holding, sustainability is both a responsibility we bear toward future generations and a business model shaped by our “FUTURE MATTERS” philosophy. Now in its sixth edition, the Sustainability Report presents our environmental, social, and governance (ESG) performance, strategic priorities, and progress toward our “Vision 2028” roadmap to all stakeholders.

REPORTING SCOPE AND BOUNDARIES

The report covers operational activities from January 1, 2025, to December 31, 2025. All financial and operational performance indicators shared in the text have been consolidated to include the operations of Norm Holding and its subsidiaries in Turkey and abroad.

REPORTING METHODOLOGY AND STANDARDS

The report's content has been prepared in full compliance with the globally recognized **GRI (Global Reporting Initiative) Standards** and in accordance with the principles of transparency. While establishing a framework aligned with global reporting trends and local regulations, international initiatives such as **the United Nations Global Compact (UNGC), the United Nations Sustainable Development Goals (SDGs), and the UN Women's Empowerment Principles (UN WEPs)** are recognized as key reference points.

United Nations
Global Compact (UNGC)



United Nations Sustainable
Development Goals (SDGs)



Women's Empowerment
Principles (UN WEPs)

In support of

**WOMEN'S
EMPOWERMENT
PRINCIPLES**

Established by UN Women and the
UN Global Compact Office

You can share any questions, comments, or suggestions regarding Norm Holding's 2025 sustainability performance via sustainability@normholding.com .

Dear Stakeholders,

The year 2025 marked a period in which shifting trade dynamics, technological transformation, and new production models reshaped companies' strategic priorities in the global economy. For industrial companies, customer proximity, operational agility, effective cost management, and the ability to establish a strong presence across different regions have become increasingly critical. These developments have made the design of more resilient, flexible, and competitive production and supply networks one of the key elements of long-term growth.

According to Eurostat's preliminary annual growth forecasts dated January 30, 2026, the European economy showed relatively modest growth in 2025, with GDP rising by 1.5% in the eurozone and 1.6% across the European Union as a whole. Meanwhile, the Turkish economy grew by 3.6% during the same period, with value added in the industrial sector increasing by 2.9%. This economic outlook has further underscored the importance of productivity, cost discipline, market diversification, and the ability to adapt quickly to changing conditions in global markets.

At Norm Holding, we view this transformation as a strategic process to reposition our global production and solutions network. In an environment where competition only is determined not by production capacity but also by speed, flexibility, technology, and cost structure, we are developing our globalization strategy to extend our production capabilities to different regions.

In this regard, in Michigan through our investment in a production facility, we are establishing local production capabilities in the North American market, while aiming to create competitive production hubs through our investment plans in North Africa, particularly in Morocco. In this way, we are advancing Norm Holding's strong structure as an exporter from Turkey to the world, creating a more balanced organizational structure that positions our production and solution capabilities on a global scale. Today, with approximately 3,800 employees, 23 subsidiaries, 22 production facilities, and 15 sales and logistics centers, we operate in 8 countries across 4 continents; through our network reaching more than 50 countries, we maintain our presence in global markets. Our operations, which span ten different sectors, support our ability to adapt to varying market conditions and capitalize on opportunities emerging in new markets.

In 2025, the efficient use of resources and selectivity in investment decisions were among the key elements of our management approach. While maintaining our financial discipline, we directed our investments toward strengthening our production infrastructure, developing our

technological capabilities, and improving our operational processes. We pursued this approach with an investment discipline that supports our global growth targets and strengthens our capacity for long-term value creation.

We view technology and digital transformation as fundamental strategic capabilities that support our global competitiveness and long-term value creation. We are resolutely continuing our investments and technology digital transformation projects to establish that a data-driven, agile, and high-value-adding organizational structure.

We address our long-term competitive strength in tandem with the energy transition. In a period where energy costs, carbon regulations, and customers' expectations for low-carbon supply are increasingly shaping the competitive landscape of the industrial sector, we view our investments in renewable energy and resource efficiency as a crucial component of both our environmental responsibility and our strategic resilience.

We consider strong corporate governance to be indispensable for this transformation to proceed in a sustainable and healthy manner. The independent Corporate Governance Rating for our management structure developed on the foundations of transparency, accountability, ethical values, and effective risk management rose to 9.29 in 2025.

For Norm Holding, 2025 was a year in which we further strengthened our ability to adapt to changing conditions and move forward with determination toward our long-term goals. This process once again highlighted the importance, for the companies of the future, of having a presence in the right regions, effectively utilizing technology, and responding swiftly to change.

In the coming period, guided by our approach "2028" Vision which outlines our strategic priorities we aim to continue our disciplined management philosophy and selective investment strategy. Our goals include strengthening our global production network, establishing a lasting presence in new markets, investing in technology and our human capital, and building a more balanced, agile, and competitive Norm Holding structure.

As we combine our industrial experience spanning more than half a century with the production models of the future, we will continue to move forward in line with our mission to be a global solution partner that creates value for its stakeholders and is always trusted and preferred.

I would like to thank all our colleagues, customers, business partners, suppliers, and all stakeholders who have placed their trust in us for their contributions to this journey.

Sincerely,

Mehmet Fatih UYSAL
Chairperson

Technology and digital transformation are key strategic capabilities that drive our global competitiveness and long-term value creation.



Dear Stakeholders,

We have left behind a year in which global economic fluctuations, geopolitical developments, changes in trade policies, and technological transformation simultaneously shaped the business world. With the European economy projected to show limited growth in 2025 and uncertainties in global trade persisting, operational agility, cost management, and the ability to adapt quickly to changing market conditions have become even more critical for companies.

At Norm Holding, we managed this period by leveraging our strong operational infrastructure, integrated business model, and agile decision-making structure; we focused on increasing efficiency, optimizing our cost structure, enhancing our production and logistics infrastructure, and advancing our global growth strategy.

We further expanded our business operations which span fasteners, hot forging, marketing and trade, chemicals, tooling and machining, sheet metal forming, additive manufacturing, technology, machinery and automation, as well as agriculture and food in 2025. This integrated structure spanning from production to engineering, and from digital solutions to logistics enables us to provide end-to-end solutions tailored to the needs of various sectors and to respond more quickly to changing market conditions.

In 2025, our consolidated net sales totaled 424 million euros, while our combined investments amounted to 45 million euros. We guided our investment decisions toward strengthening our production infrastructure, enhancing our technological capabilities, improving our processes, and ensuring our long-term financial sustainability.

As part of our global growth strategy, while maintaining our strong presence in Europe, we continued our organizational restructuring efforts targeting the markets of the Americas and North Africa. We focused on efforts to transform into a structure that is closer to our target markets, more agile, and more balanced. our networkproduction and logistics

Digital transformation has been one of the key components of our operational excellence approach. In 2025, while increasing our investments in digital transformation, R&D, and innovation to 246.3 million TL, the number of our robot-automated projects reached 395. By expanding the use of artificial intelligence, data analytics, automation, and digital traceability applications

across various areas from production to the supply chain, and from procurement to managerial decision-making processes we supported our processes in becoming more efficient, predictable, and agile.

We continued our product, process, and technology development efforts by enhancing our R&D and innovation capabilities. Norm Coating's qualification for R&D Center status by the Ministry of Industry and Technology of the Republic of Turkey was one of the key steps supporting the development of our corporate capabilities in this area.

In 2025, we focused on the more efficient use of energy and resources by advancing applications such as electrification, energy monitoring, process optimization, and resource recovery in our production processes.

Our human resources are at the heart of our progress. In line with our "learning organization" approach, we continue to develop our employees' technical and personal competencies, support their adaptation to changing work practices, and strengthen cross-team collaboration. We view our employees' development as one of the fundamental elements of our organizational agility and long-term success.

In the area of occupational health and safety, we have focused on reducing risks at their source by enhancing our preventive measures and risk analyses. We have continued our efforts to ensure that a safe work approach is embraced as a shared responsibility across all our operations.

Our efforts in excellence operational have garnered international recognition. Norm Fasteners' successful initiatives in lean transformation and continuous improvement earned us sixth place globally in the KAIZEN™ Global Award 2025, demonstrating our expertise in this field.

Moving forward, as we implement our globalization strategy, we will continue to strengthen our production infrastructure, make our operations leaner and more efficient, integrate artificial intelligence and digital technologies into our processes on a broader scale, and support the transformation of our workforce.

I would like to thank all our colleagues for their dedication and contributions throughout 2025, as well as our customers, suppliers, business partners, and all our stakeholders for their trust and collaboration.

Sincerely,

Mahmut ÖZTÜRK
Chief Executive Officer

In 2025, we focused on using energy and resources more efficiently by advancing electrification, energy monitoring, process optimization, and resource recovery across our production processes.



Dear Stakeholders,

Today, sustainability has evolved beyond a company's environmental and social responsibilities; it has become one of the key factors determining how companies manage their risks, how effectively they utilize their resources, how they transform their value chains, and their capacity to create long-term value.

At Norm Holding, we approach sustainability not as a separate area of work independent of our business strategy, but as a holistic management approach that supports our long-term resilience and competitiveness. Under our "FUTURE MATTERS" sustainability framework, we manage our initiatives under the headings of "HUMAN MATTERS," "PLANET MATTERS," "TECHNOLOGY MATTERS," and "WORK MATTERS," evaluating our environmental and social impacts, our technological transformation, and our corporate governance philosophy collectively.

In 2025, we continued to support this approach with measurable goals, performance indicators, and a robust governance structure. Thanks to this structure, we ensured that sustainability issues were regularly integrated into our decision-making processes and monitored at the senior management level.

Climate change remains among our top sustainability priorities. By 2030, we aim to reduce our Scope 1 and Scope 2 greenhouse gas emissions by 50% compared to the 2021 baseline, and to achieve net-zero emissions by 2050. In line with these goals, we are continuing our efforts in renewable energy, energy efficiency, electrification, and process improvements.

One of our significant developments in this area was the commissioning of the Akçenger Solar Power Plant in Bergama in 2025. With this investment, our total installed solar power capacity reached 48.7 MW, and our capacity has now reached a level capable of meeting more than 60% of the Holding's total electricity needs. In 2025, we generated approximately 60.8 million kWh of electricity at our solar power plants.

The efficient use of resources constitutes another key component of our sustainability approach. In 2025, we reduced our total water consumption by approximately 21% compared to the previous year. We monitor our performance on a facility-by-facility basis, taking into account water stress, operational conditions, and differences in production structures; we continue to

develop water efficiency and recovery practices.

We view the transformation of our value chain as a key component of our sustainability goals. For this reason, we are focusing on promoting environmental, social, and ethical criteria throughout our supply chain. By 2030, aims to ensure that all of our key suppliers have ISO 14001 and ISO 45001 management systems in place; we are gradually advancing our efforts to improve our suppliers' sustainability performance.

We believe that equality, diversity, and inclusion are key components of corporate development. In 2025, we became a signatory to the Women's Empowerment Principles (WEPs); by assessing our current status using the WEPs Self-Assessment Tool, we developed an action plan for our areas of improvement.

In the coming period, as we work toward our climate goals, we will focus on advancing our renewable energy and energy efficiency initiatives, embedding sustainability criteria throughout our value chain, strengthening diversity and inclusion, and improving our occupational health and safety performance.

We also monitor our sustainability performance through independent assessment platforms and evaluate our areas for improvement based on these results. In this context, Norm Fasteners Bolts's improvement in its CDP Climate Change score from a "C" to a "B-" and its achievement of a Silver Medal in the EcoVadis assessment placing it among the top 15% of evaluated companies are among the results that underscore our progress in climate and sustainability management.

As we move toward our climate goals in the coming period, we will focus on advancing our renewable energy and energy efficiency initiatives, expanding sustainability criteria throughout our value chain, strengthening diversity and inclusion, and improving our occupational health and safety performance.

In line with our "FUTURE MATTERS" approach, our goal is to further strengthen Norm Holding as an organization that effectively manages its environmental and social impacts, creates value together with its stakeholders, and is prepared for the transformations of the future.

I would like to thank all our colleagues, business partners, suppliers, and stakeholders who have contributed to making this transformation a reality.

Sincerely,

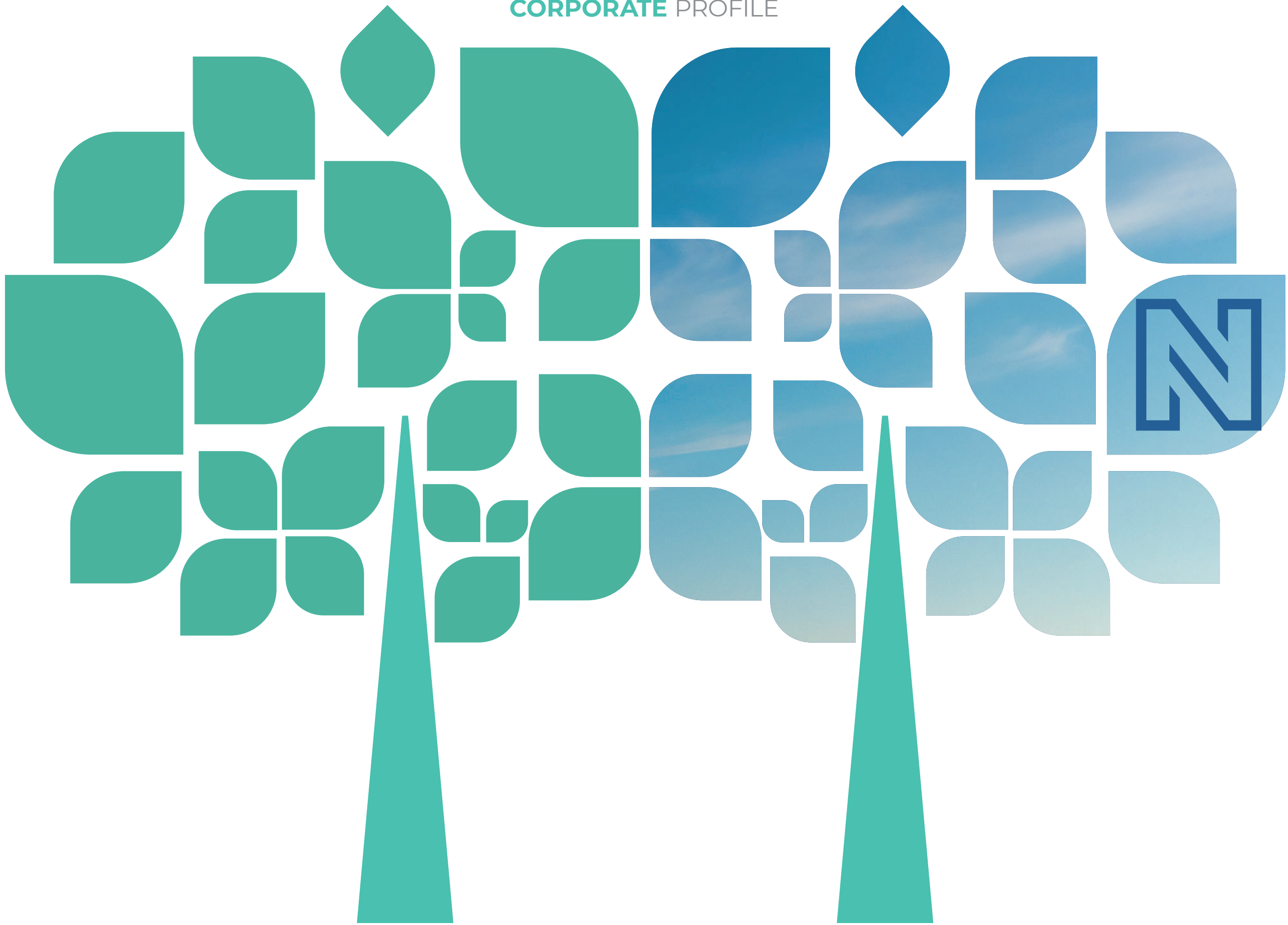
Mustafa Sabri DOĞRUSOY

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

At Norm Holding, we view sustainability not as a standalone area separate from our business strategy, but as an integrated management approach that strengthens our long-term resilience and competitiveness.



CORPORATE PROFILE



ABOUT NORM HOLDING

With combined investments totaling EUR 74 million in 2024, Norm Holding was represented by two of its companies in the “**TİM 1000 – Türkiye’s Top 1,000 Exporters**” list.

Norm Holding, which began its industrialization journey in Izmir in 1973 and has continued it on a global scale with over half a century of experience, stands out today in the sectors it operates in particularly in fasteners with its commitment to quality, innovation, and trust . Having embraced a vision focused on sustainable growth since its inception, Norm Holding strengthens its position in global markets while contributing to the transformation and development of Turkish industry.

Global Operational Strength and Diversity

With approximately 3,800 expert employees and 23 companies creating value across 10 different sectors, Norm Holding effectively manages its production and service processes. Through its operations in strategic markets such as Germany, the U.S., the U.K., France, Poland, Romania, and China in addition to Turkey the company holds a strong position in global markets. It carries out its activities in the fields of fasteners, hot forging, marketing and trade, chemicals, mold and machining, sheet metal forming, additive manufacturing, technology, machinery and automation, and agriculture and food through 22 production centers and 15 logistics centers.

A Technology and Investment-Focused Vision for the Future

As part of its “ FUTURE MATTERS” strategy, the company positions digitalization and the green transition as integral parts of its business model and continuously enhances its innovation capacity through four R&D and design centers. Within its combined annual investment budget averaging 67 million euros, the company gives strategic priority to sustainability- and technology-focused investments and continues to make investments in line with its export-driven growth targets.

Two subsidiaries of Norm Holding have been included in the “Turkey’s Top 1,000 Exporters” list compiled by the Turkish Exporters Assembly. In line with its vision of embracing corporate governance principles and sustainability as a way of doing business, the company focuses on creating long-term value for its stakeholders.



OUR VISION

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



OUR MISSION

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

Norm Holding – Vision 2028			
FINANCIAL BUSINESS RESULTS	SUSTAINABLE PROFITABLE GROWTH		COST MANAGEMENT AND RESOURCE EFFICIENCY
	CUSTOMER (STAKEHOLDER) VALUE PROPOSITION		
CUSTOMER / STAKEHOLDER	BUSINESS PARTNERS		SOCIETY
	BRAND AWARENESS AND PERCEPTION		CORPORATE REPUTATION AND SOCIAL IMPACT
PROCESSES (FOCUS AREAS)	MARKET AND CUSTOMER FOCUS	R&D AND INNOVATION	OPERATIONAL EXCELLENCE
	SUSTAINABILITY		
INTANGIBLE ASSETS	HUMAN RESOURCES AND ACCUMULATED COMPETENCIES		IT AND KNOWLEDGE BASE TECHNOLOGY AND DIGITAL TRANSFORMATION
	CORPORATE CULTURE AND ORGANIZATIONAL KNOWLEDGE		



NORM HOLDING

GOVERNANCE STRUCTURE

“The Norm Holding Board of Directors operates under a management model featuring a seven-member structure, independent members, and a separation of the roles of Board Chair and Executive Committee Chair.”

As the highest decision-making body at Norm Holding, the Board of Directors is responsible for determining the sustainable growth strategies of Norm Holding and its subsidiaries, establishing corporate governance standards, and overseeing risk management processes. Structured in accordance with the principles of transparency and accountability, this governance model ensures that sustainability performance and legal compliance processes are maintained at the highest level.

Structure and Operating Principles of the Board of Directors

The Board of Directors consists of a total of seven members, including the Chair, the Chief Executive Officer, and an Advisory Member. To strengthen balance and oversight mechanisms in corporate governance, the roles of Board Chair and Chief Executive Officer are held by different individuals. To support independence and a professional perspective in management, four of the members are individuals who are not company partners.

Women account for 14% of the Board of Directors and 28.5% of the Executive Committee.

The Board of Directors meets regularly at least once a month to monitor strategic objectives. The operational management and documentation tracking of these processes which are supported by special-agenda

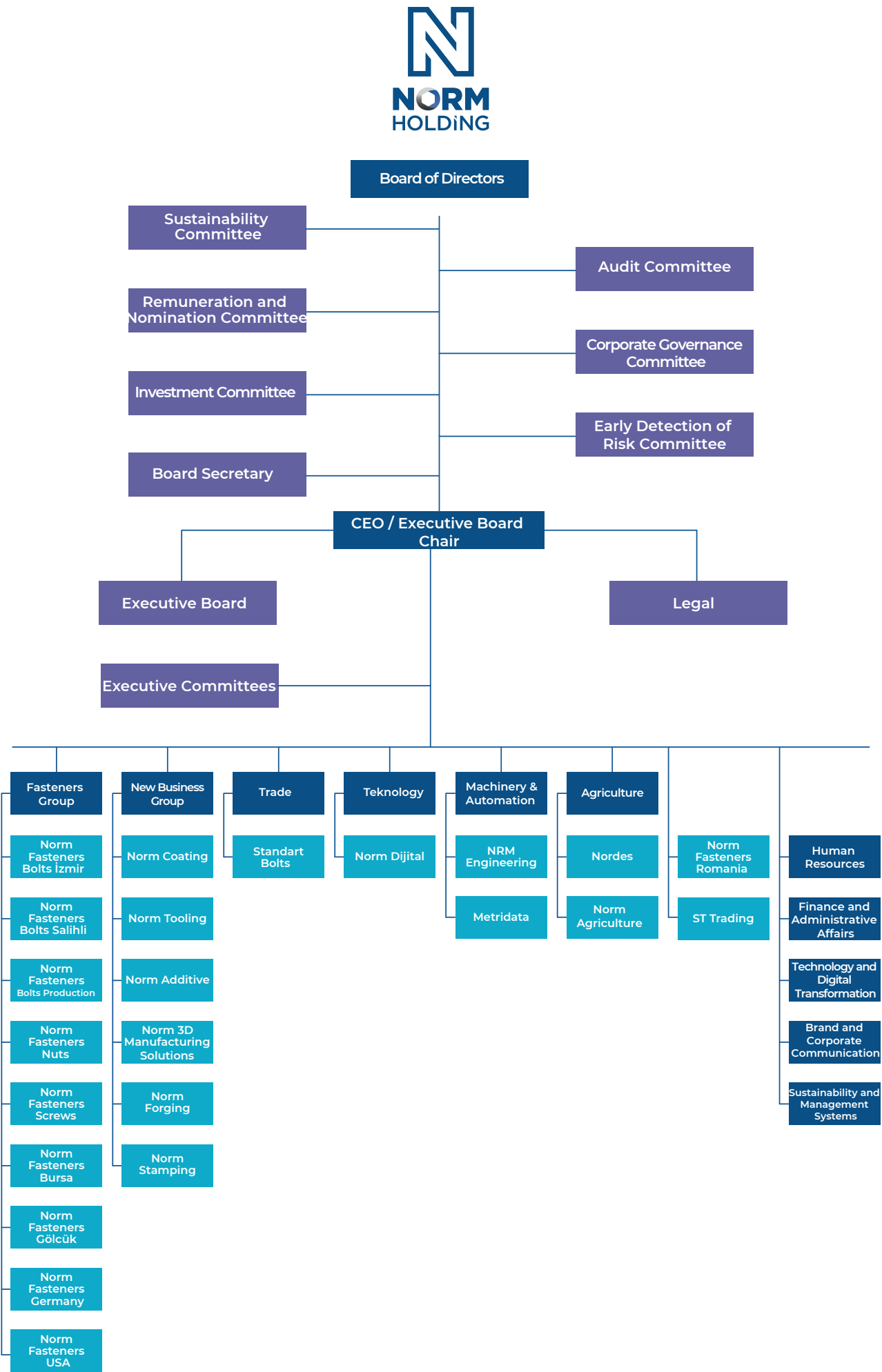
meetings as needed are handled by the Board of Directors' General Secretariat Office. To enhance the effectiveness of decision-making processes, relevant senior executives also participate in the meetings. Board members achieved 100% attendance at Board meetings, which were held in a hybrid format combining in-person and online participation, in 2025.

Performance Management and Compensation Standards

The performance levels of Board members are monitored through annual performance evaluations and the “Board Competency Matrix.” This mechanism ensures that members’ diverse experiences are assessed for alignment with strategic objectives and that areas for development are identified.

The compensation principles for Board Members and senior executives are implemented within the framework of the “Compensation Policy for Board Members and Senior Executives,” a transparent and performance-based model.

In this context, the compensation of senior executives is based on market data, corporate objectives, and individual performance criteria.



BOARD OF DIRECTORS STRUCTURE

First Name, Last Name, and Position	Term of Office	Executive Status	Independence / Shareholding Status	Committees Served On	Other Roles Outside the Group
1. Mehmet Fatih UYSAL Chairperson	April 15, 2024 - April 15, 2027	Non-executive, Partner	Shareholder Member		Yes
2. Nedim UYSAL Vice Chair of the Board of Directors	April 15, 2024 - April 15, 2027	Non-executive, Partner	Shareholder Member	• Investment Committee	Yes
3. Duygu UYSAL SİMROOĞLU Board Member	April 15, 2024 - April 15, 2027	Non-executive, Partner	Shareholder Member	• Sustainability Committee	-
4. Muhittin BİLGET Board Member	April 15, 2024 - April 15, 2027	Non-executive, Non- partner	Independent Member	• Audit Committee • Corporate Governance Committee • Early Risk Detection Committee • Investment Committee	Yes
5. Ceyhun ARAZ Member of the Board of Directors	April 15, 2024 - April 15, 2027	Non-executive, Non- partner	Independent Member	• Audit Committee • Corporate Governance Committee • Sustainability Committee	Yes
6. Mustafa Sabri DOĞRUSOY Member of the Board of Directors	April 15, 2024 - April 15, 2027	Non-executive, Non- partner	Independent Member	• Audit Committee • Corporate Governance Committee • Early Risk Detection Committee • Sustainability Committee	Yes
7. Erkut ULUDAĞ Board Advisor	-	Advisor	-	• Early Risk Detection Committee • Investment Committee	-



COMMITTEES REPORTING TO THE BOARD OF DIRECTORS

To carry out the Board of Directors' strategic oversight and monitoring activities in a more effective manner, six separate committees focused on specific areas of expertise are in operation. This structure, which has been in place since 2021, enhances transparency in decision-making processes and enables the proactive management of risks.

The committees operating within Norm Holding are as follows:

- **Audit Committee**
- **Corporate Governance Committee**
- **Early Risk Detection Committee**
- **Sustainability Committee**
- **Compensation and Nomination Committee**
- **Investment Committee**

In accordance with corporate governance principles, at least one member of the Board of Directors serves on all committees except the Nomination Committee. Depending on the nature of the agenda items, the committees may consult experts from various disciplines to ensure a more comprehensive evaluation of the issues.

The terms of reference and operating procedures for all committees are defined in writing; Committee Chairs are responsible for coordinating committee activities and managing meeting processes.

Reporting and Decision-Support Processes

The committees evaluate developments and analyses within their respective areas of responsibility through regular meetings. The outcomes and recommendations from these meetings are documented and periodically presented to the Board of Directors. Additionally, committee performance is reviewed through annual activity reports prepared at the end of each year.

In line with evolving needs, the operating principles and job descriptions of the committees are regularly updated, and these revisions take effect upon approval by the Board of Directors.

Audit Committee

First Name, Last Name	Role on the Committee	Corporate Title
Muhittin BİLGET	Chairperson	Member of the Board of Directors
Ceyhun ARAZ	Member	Member of the Board of Directors
Mustafa Sabri DOĞRUSOY	Member	Member of the Board of Directors

The **Audit Committee**, is responsible for ensuring the company's financial transparency standards are maintained, overseeing the effectiveness of internal control mechanisms, and ensuring that reporting processes comply with applicable regulations. The Committee coordinates the work of the Internal Audit Department and the independent audit processes. The Internal Audit Department evaluates the effectiveness of the company's operations, the reliability of financial reporting, and compliance with regulations within the scope of audit activities assigned by the Audit Committee.

In this context:

- **Selecting independent audit firms and ensuring the impartiality of relationships with these firms,**
- **Periodically testing the adequacy of the company's accounting and financial reporting systems,**
- **Analyzing findings from audit processes using a risk-based approach and presenting recommended solutions to the Board of Directors,**

constitute its core areas of responsibility.

Regular meetings were held in 2025; the Board of Directors was briefed quarterly on the results of audit activities and developments in internal control processes.

Corporate Governance Committee

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

The **Corporate Governance Committee**, is responsible for ensuring the implementation of international corporate governance standards, upholding ethical principles, and maintaining a transparent governance structure within the company. The Committee oversees Norm Holding and its subsidiaries' compliance with national regulations and international best practices. In addition, it monitors the compliance of the General Secretariat's activities with legislation and Norm Holding's corporate governance principles and provides guidance on these processes.

The Committee;

- **Ensures that the company's governance infrastructure remains up-to-date and develops recommendations for improvement in accordance with the Turkish Commercial Code and relevant regulations,**
- **Assuming strategic oversight responsibility regarding the functioning of the Board of Directors, member independence, and the effective management of general meeting processes,**
- **Contributing to the integration of management structures and systems into the corporate culture by enhancing their comprehensibility among all employees,**
- **Measuring the performance of the Board of Directors and the Executive Board using concrete criteria to maintain a goal-oriented management approach,**

It is responsible for these matters.

The committee, which met regularly throughout 2025, conducted performance evaluations of the governing bodies and presented the results to the Board of Directors.

Early Risk Detection Committee

First Name, Last Name	Role on the Committee	Corporate Title
Erkut ULUDAĞ	Chairperson	Board of Directors Advisor
Muhittin BİLGET	Member	Member of the Board of Directors
Mustafa Sabri DOĞRUSOY	Member	Member of the Board of Directors
Tevfik Gani ERPULAT	Member	Member of the Board of Directors of an Affiliated Company
Mustafa Selim GÖKSU	Member	Member of the Executive Board / Head of Fasteners
Kuntay AYBERKİN	Member	Member of the Executive Board / General Manager of a Subsidiary

The Early Risk Detection Committee is responsible for integrating the Enterprise Risk Management (ERM) system into business processes and monitoring its effectiveness.

The Committee's primary areas of responsibility are as follows:

- **Monitoring financial, strategic, and operational risks, as well as external environmental risks related to the climate crisis and sustainability, through a holistic approach;**
- **Incorporating critical topics prioritized by the Sustainability Committee into ERM processes and analyzing the financial and operational impacts of environmental risks,**
- **Identifying risks before they materialize, analyzing their potential impacts, and establishing control mechanisms to mitigate those impacts,**
- **Regularly presenting changes in the risk map and proposed solutions to the Board of Directors to inform strategic decision-making processes.**

The Committee meets at least once every three months to assess risks; it may increase the frequency of meetings as needed.

Audit Committee Operating Principles:

Corporate Governance Committee Operating Principles:
Early Risk Detection Committee Operating Principles:

COMMITTEES REPORTING TO THE BOARD OF DIRECTORS

Sustainability Committee

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

It coordinates the effective implementation of sustainability strategies and policies across the company and supports the integration of environmental, social, and governance priorities into business processes. The Committee contributes to decision-making processes by regularly assessing sustainability performance and risks and opportunities related to climate change.

The Committee is responsible for setting sustainability goals and monitoring progress against performance indicators, integrating sustainability-related risks into corporate risk management processes, and conducting assessments related to sustainability and corporate reporting. Assessments and recommendations are submitted to the Executive Board's decision-making processes as necessary.

Detailed information regarding the sustainability management structure is provided in the **"Sustainability Management"** section.

Compensation and Nomination Committee

First Name, Last Name	Role on the Committee	Corporate Title
Nedim UYSAL	Chairperson	Vice Chair of the Board of Directors
Kumru TINAZ	Member	Member of the Executive Board / Director of Finance and Financial Affairs
Filiz ERGİN	Member	Member of the Executive Board / Director of Human Resources
Mustafa Selim GÖKSU	Member	Member of the Executive Board / Head of Fasteners

At Norm Holding, the determination of senior management positions and the implementation of a fair compensation system fall under the responsibility of the Compensation and Nomination Committee, which operates as a subcommittee of the Corporate Governance Committee.

To ensure the effectiveness of senior management processes, the committee assumes the following key responsibilities:

- Coordinating the candidate selection processes for critical positions at the manager level and above at Norm Holding and its subsidiaries, and submitting appointment recommendations for these positions to the Board of Directors for approval,
- Establishing fair, transparent, and competitive compensation principles aligned with the company's long-term goals and ensuring these policies remain up to date,
- To contribute to the establishment of a management structure aligned with corporate strategies by evaluating the alignment of the competencies of personnel with managerial responsibilities with the company's future vision.

The Committee meets at least twice a year, depending on the criticality of agenda items and strategic planning. To ensure the effective conduct of these processes, meeting agendas are prepared by the Human Resources Directorate, while coordination is handled by the Office of the Secretary General

Investment Committee

First Name, Last Name	Role on the Committee	Corporate Title
Nedim UYSAL	Chairperson	Vice Chair of the Board of Directors
Muhittin BİLGET	Member	Member of the Board of Directors
Erkut ULUDAĞ	Member	Board of Directors Advisor
Mahmut ÖZTÜRK	Member	CEO

Investment processes are managed by the Investment Committee in accordance with strategic objectives and financial sustainability criteria. The Committee analyzes all investment requests based on legal regulations, financial returns, and operational efficiency criteria, thereby structuring the Board of Directors' decision-making processes.

The Committee carries out the following key responsibilities to ensure the effective management of the investment portfolio and oversight of investment processes:

- Analyzing investment projects in terms of regulatory compliance, their impact on current operations, and financial sustainability criteria,
- To identify the most cost-effective models by researching incentives, grants, and alternative financing sources during the investment implementation process,
- Establishing systems to monitor the performance of approved investments against established metrics and tracking projects' compliance with schedule and budget targets.

The Investment Committee meets quarterly to evaluate new proposals. It also regularly reports its evaluations and monitoring results to the Board of Directors.



EXECUTIVE BOARD

The translation of strategic objectives into operational processes and the coordination of group-wide activities are carried out in accordance with the Executive Committee's Operating Principles. In line with the principle of accountability, operational results and target achievements are presented to the Board of Directors and shareholders for evaluation through comprehensive performance reports prepared at the end of each fiscal year.

EXECUTIVE COMMITTEE STRUCTURE



Mahmut ÖZTÜRK
CEO



Kumru TINAZ
Director of Financial
Affairs and Finance



Filiz ERGİN
Human Resources
Director



Selim GÖKSU
Head of
Fasteners



Birol DURDU
Head of
New Businesses



Kuntay AYBERKİN
General Manager of
Standart Bolts



Kerim AKHİSAROĞLU
Director of Technology
and Digital
Transformation

EXECUTIVE COMMITTEE SUBCOMMITTEES

The committees operating under the Norm Holding Executive Board play a role in evaluating matters related to their areas of expertise and guiding decision-making processes. By conducting technical evaluations and developing recommendations, the committees contribute to the effective execution of operational processes. Within this structure, the final decision-making authority and responsibility rest with the Executive Board.

Committee membership is structured by taking into account the candidates' areas of expertise and experience. While meeting dates are set at the beginning of the year, the frequency of meetings may be increased depending on the agenda's workload. To ensure the transparency and traceability of processes, all work is documented; the prepared reports are submitted to the Executive Board, and issues deemed critical are presented to the Board of Directors. Additionally, at the end of each year, the committees review their activities and operating principles and submit any necessary updates to the Board of Directors for approval at.

PROCUREMENT COMMITTEE

Managed the procurement processes of Norm Holding and its affiliated companies, carried out initiatives aimed at optimizing costs, improving quality, and enhancing the efficiency of procurement processes, and presented the outcomes to the Executive Board.

BUSINESS DEVELOPMENT COMMITTEE

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

OCCUPATIONAL HEALTH AND SAFETY COMMITTEE

Monitored processes with a focus on employee health and safety, identified areas for improvement in line with regulatory requirements and best practices, and promoted their implementation across affiliated companies.

INNOVATION COMMITTEE

Guided innovation initiatives aimed at strengthening competitiveness, supported the development of new products, services, and processes, and developed analyses and recommendations in this area.

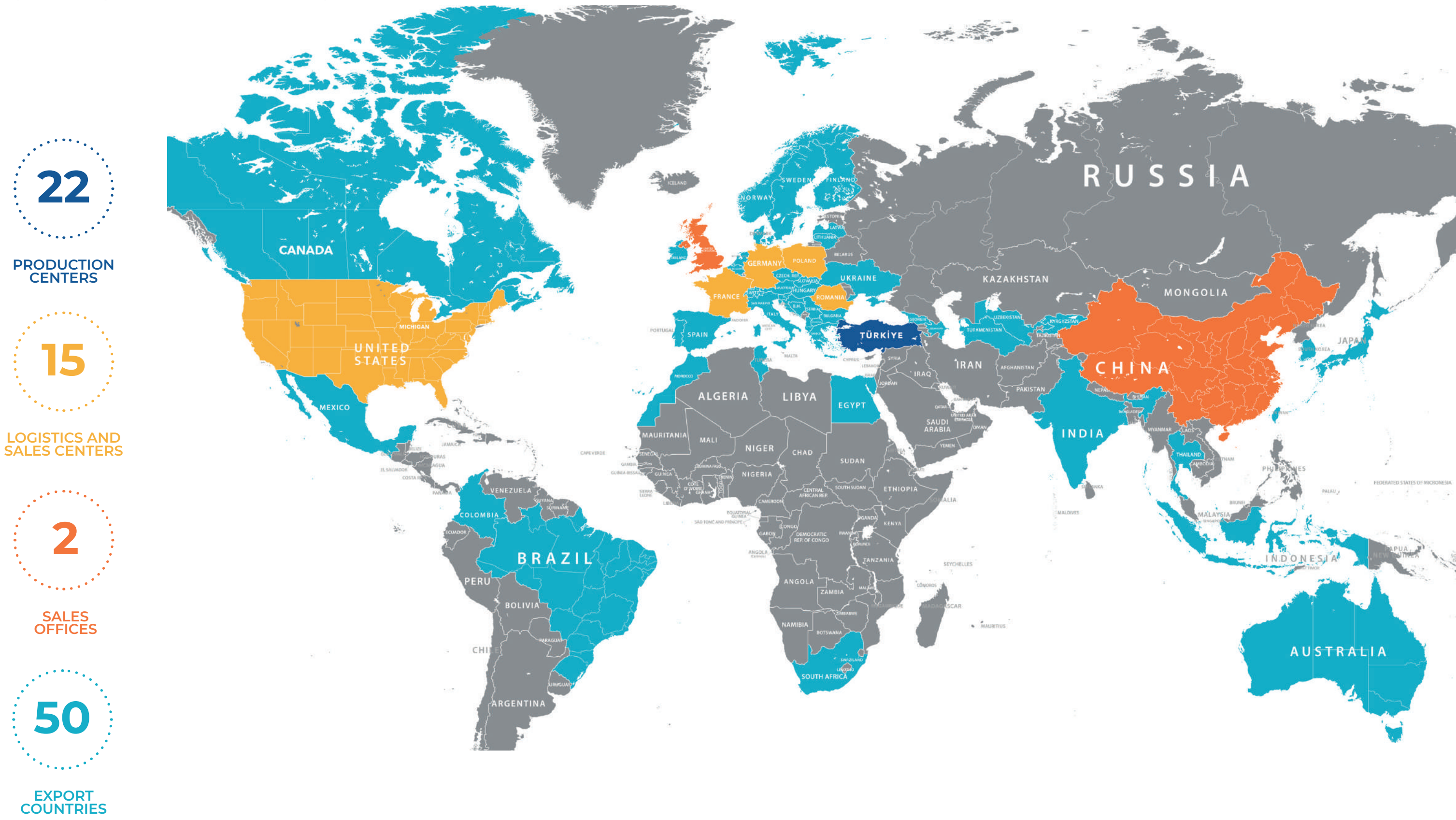
FINANCE COMMITTEE

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

SUSTAINABILITY EXECUTIVE BOARD

Ensured that the sustainability strategy was steered under the oversight of the Board of Directors and guided the Executive Board through an integrated framework covering climate, risk management, and corporate reporting processes.

REGIONS OF OPERATION



INTERNATIONAL OPERATIONS

Operations in global markets reach a wide geographic area through strategic sales and logistics centers located in the United States, Germany, Poland, Romania, and France. This international structure not only enables the supply of products to business partners worldwide but also allows for a faster and more effective response to customer needs through the local logistics network.

GERMANY



Founded in 2012, Norm Fasteners GmbH is located near Europe's largest automotive manufacturing centers. The company provides fastener supply, warehousing, and distribution services to a wide range of industries primarily the automotive industry and its suppliers through its extensive product portfolio. Operations conducted through its logistics center, which spans a total area of 3,910 m² and has a capacity of 5,517 pallets, form the hub of its extensive service network in the German and European markets.

Norm Fasteners GmbH focuses on the digitization of its operational processes. In this context, RPA projects that enhance efficiency in business processes have been implemented, in addition to customer SAP integrations. To improve traceability and speed in the supply chain, EDI (Electronic Data Interchange) and ASN (Advanced Shipping Notice) systems, automated order transfer, and warehouse optimization projects are being implemented.

By the end of 2025, EDI and ASN integration, portal integration, EDI order analyses, automated order transfer, and warehouse optimization projects were completed.

In 2025, Norm Fasteners GmbH continued its success in delivering high service quality and customer satisfaction by receiving an "A Performance Rating" from all its customers, just as it had in previous years.

Project work continues on the planned material handling automation machine, which is intended to support goals of improving occupational health and safety as well as enhancing efficiency and operational excellence; the system is scheduled to go live in 2026.

UNITED STATES



Norm Fasteners America, which began operations in 2018, supplies fasteners to primary and secondary industry groups primarily in the automotive and agricultural machinery sectors and provides logistics management and post-sales engineering support. The company, which is steadily increasing its presence in the North American market, continues to operate from its new logistics center, which spans 6,564 m² and has a capacity of 6,141 pallets.

In line with our philosophy of operational excellence, parts verification and technical inspection processes are carried out with meticulous care, and our regional presence is strengthened through strategic partnerships. As a recent example of this approach, Norm Fasteners America has been included on the list of pre-approved suppliers for the "Arrow 2.0" zero-emission electric vehicle project launched by the Automotive Parts Manufacturers Association of Canada (APMA).

With its robust logistics infrastructure and expertise in flexible solutions, Norm Fasteners America continues to achieve sustainable growth in the North American market.



FRANCE

Operations managed through the logistics center in France provide solutions for the automotive, steel construction, and industrial manufacturing sectors. The product portfolio, offered with varying size options and a range of coating alternatives, is managed in accordance with the ISO 9001 Quality Management System and ISO 14001 Environmental Management System standards. With over 20 years of industry experience, a reliable service network has been established in international markets since 2014.

Through 15 sales and logistics centers spread across 8 countries, Norm Fasteners currently serves more than 50 countries on 4 continents. This global network encompasses a service model that includes advanced engineering support, technical consulting, and professional customer relationship management.

POLAND



Norm Fasteners Poland serves business partners in the agriculture, automotive, construction, furniture, and PVC sectors. With approximately 2,500 m² of indoor space and a storage capacity of 4,150 pallets, the center operates as the logistics hub for Eastern European operations.

Having recently placed a strategic focus on the automotive sector, the company has strengthened its operational processes and completed the implementation of an ERP-based digital infrastructure. The rollout of this ERP-based digital infrastructure has enhanced efficiency and transparency in inventory management, order tracking, traceability, and logistics planning processes.

The quality standards, supply continuity, and operational reliability required by the automotive industry are among the core elements of the company's operations. In this regard, the company aims to complete the IATF certification process by 2026 to further strengthen compliance with automotive quality standards in its Polish operations.

ROMANIA

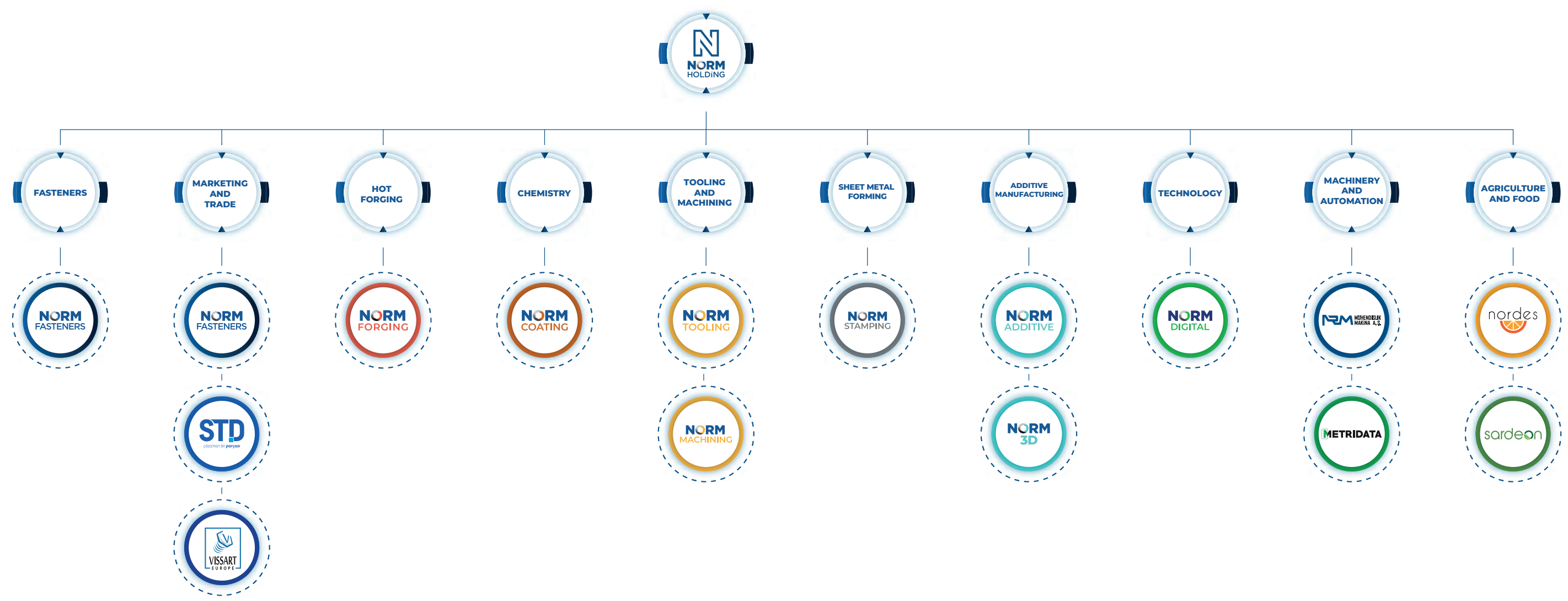


Sales and marketing operations in the region are conducted through Norm Fasteners Romania, which began operations in 2019. With a logistics center featuring 2,450 m² of covered space and a capacity of 3,500 pallets, the company supplies fasteners to the automotive, agricultural, construction, furniture, and PVC sectors.

Thanks to its proximity to automotive production centers and its regional sales network, Norm Fasteners Romania offers local support to customers and continues to expand its service capacity in the markets where it operates. As part of these efforts, the company earned the IATF 16949 certification in 2025, which covers quality management system requirements for the automotive sector.

As part of digitalization efforts, process automation solutions are being utilized, and various digital transformation projects are being carried out. The goal is to sustainably strengthen the company's market position by developing tailored solutions to meet customer needs and expanding the service network.

NORM HOLDING SUBSIDIARIES, AND THEIR BRANDS



NORM HOLDING'S AREAS OF OPERATION



FASTENERS

Under the Norm Fasteners umbrella brand, there is an integrated production structure that manages design, tooling, hot forging, and coating processes for bolts, nuts, screws, and washers all under one roof. With a broad logistics network stretching from the United States to China and strong R&D capabilities, the company maintains its leading position in the industry. By combining production capacity with the “Full-Service Provider” model applied in global markets, end-to-end solutions are offered to business partners across all processes, from design to logistics.

At its production facilities in Izmir and Salihli, the company supplies standard and custom fasteners to numerous sectors, primarily the automotive industry and its suppliers.

BOLTS

100,000 metric tons per year production capacity

NUT

70,000 metric tons per year production capacity

SCREWS

15,000 metric tons per year production capacity

WASHER

Production capacity of 300 million units per year

[Website](#) [Promotional Video](#)



MARKETING AND TRADE

In addition to fasteners manufactured under the Norm Holding umbrella, the company sells hardware products, power tools distributed by the company, and imported stainless steel fasteners. Through the STD brand, established in 1982, the company serves many strategic sectors including construction, energy, automotive, solar, and home appliances with a team of 170 experts. Exports are made to more than 50 countries worldwide, primarily in Europe, thereby increasing our presence in global markets.

Operational processes are carried out across a total of 30,500 m² of storage and logistics space, comprising **20,000 m² in the İzmir Atatürk Industrial Zone, 5,000 m² in Dilovası, and 5,500 m² in Ankara.** The company's nationwide network of operations is supported by **a storage area with a capacity of 45,000 pallets and a ready-stock capacity of approximately 150,000 metric tons.** Thanks to the high storage capacity at these centers, customers are provided with uninterrupted and rapid supply.

[Website](#)



HOT FORGING

Established in 2021, Norm Forging operates in a 20,000 m² covered area within the Manisa/Salihli Organized Industrial Zone. The company produces high-strength solutions for various industries, ranging from construction to energy. By placing the latest technologies in the hot forging industry at the center of its investment strategy, the company continuously modernizes its production processes. While making a difference in the sector with an innovative engineering approach, the company aims to maintain its strong and leading position in the global market.

[Website](#)



CHEMICALS

Established in 1998, Norm Coating operates a total of six production facilities in Izmir, Salihli, and Sakarya, providing advanced coating solutions for a wide range of sectors, including the automotive, home appliance, machinery, and furniture industries. With a production capacity capable of coating 40 m² every 10 minutes, the company performs a variety of coating processes ranging from electrolytic zinc coatings to zinc flake coatings, and from chemical sealing to thread masking applications. By utilizing coating technologies that meet global standards, the company enhances product durability while offering high-value-added solutions to business partners across various industrial sectors.

Zinc/zinc-nickel plating capacity: **750,000 m²/year**
Cataphoresis coating capacity: **3,000,000 m²/year**
Powder coating capacity: **2,500,000 units/year**
Liquid paint capacity: **800,000 units/year**
Brake disc painting capacity: **300,000 units/year**

[Website](#)



MOLDS AND MACHINING

Founded in 2003, Norm Tooling ranks among the industry's leading companies in the field of hybrid and steel mold manufacturing, thanks to the innovative techniques it applies in precision machining and sheet metal forming processes. The company supplies products to numerous sectors, primarily the automotive industry, as well as agriculture, home appliances, energy, electrical, and machinery. Production activities are carried out with a focus on high efficiency across two separate production facilities, totaling 10,000 m² of covered area (5,000 m² + 5,000 m²). Digital transformation and innovation are at the core of the company's strategy, and operations are conducted in line with a zero-defect production philosophy through fully automated production lines.

Machining processes are planned with full automation, and robotic systems are utilized in all production stages from raw material to finished product. Thanks to 100% camera-controlled sorting systems, processes are managed without human intervention and with high precision.

Mold production capacity: **400,000 units per year**

[Website](#)

NORM HOLDING'S AREAS OF OPERATION



METAL FORMING

In the field of hybrid and steel die manufacturing, the company ranks among the industry's leading firms thanks to innovative techniques applied in precision machining and sheet metal forming processes. Production activities are carried out at a 5,000 m² facility in Salihli, equipped with 20 mechanical press machines, 8 sorting machines, and 3 deburring lines. With a focus on digital transformation and innovation, the company operates in accordance with a zero-defect production philosophy through fully automated production lines. Forming processes requiring high precision are carried out using advanced technological infrastructure, and solutions tailored to the industry's needs are provided.

[Website](#)



ADDITIVE MANUFACTURING

Norm Additive, which began operations in 2021, offers comprehensive solutions in the field of additive manufacturing technologies to a wide range of sectors both domestically and internationally, primarily including the automotive (OEM and Tier 1), home appliances, aerospace, machinery manufacturing, and medical industries. Using this technology recognized as one of the flexible manufacturing methods of the future components that will provide high added value are identified in collaboration with customers; designs are developed and production is carried out by applying advanced engineering approaches, such as topology optimization, to metal and plastic parts.

Through Norm Additive and the Norm 3D brand, established in 2024, the production of parts with complex geometries that cannot be manufactured using traditional methods is carried out in accordance with design optimizations. In addition to manufacturing activities, the company offers under one roof the supply of machinery, equipment, and raw materials required for industrial 3D printing, along with technical service support. In this context, Norm 3D operates as the brand's sole authorized distributor in Turkey as part of a partnership with EOS GmbH.

Furthermore, all parts produced are inspected using the CMM (Coordinate Measuring Machine) and 3D scanning systems commissioned in 2024 and delivered to customers along with detailed measurement reports.

[Website](#)



TECHNOLOGY

Established in 2021 at the Dokuz Eylül University Technology Park (DEPARK) in Izmir, the technology subsidiary Norm Digital is positioned as a core element of the company's culture of digital transformation and innovation, and this approach is integrated into the operations of the Holding and its subsidiaries. Strategic, needs-based solutions are offered to solution partners in innovative fields such as RPA, IoT, artificial intelligence, advanced data analytics, cybersecurity, SAP/ERP consulting, and system and network services. In this context, the goal is to increase companies' efficiency and support their technological transformation processes through Normie a dynamic software robot developed using smart automation technologies and software development expertise and the production management system Ocea'N.

[Website](#)



MACHINERY AND AUTOMATION

By combining experience and expertise with the latest technologies, end-to-end services are provided to the manufacturing sector across all processes from project feasibility and design to installation and post-sales support.

Under the NRM Engineering brand, which began operations in 2014, advanced robotic automation systems are developed for stakeholders in the manufacturing sector. In line with the growing automation needs of the sector, the company operates in critical areas such as robotic applications, machine vision testing and measurement equipment, high-pressure aluminum casting lubrication robots, and robotic welding systems. Accordingly, the goal is to rank among the top five suppliers of optical cameras and quality control systems in the European market within the next five years.

Through Metridata, established in 2024, Industry 4.0 and artificial intelligence technologies are being integrated into production processes to develop high-precision solutions. Quality control processes are being digitized using industrial cameras and advanced image processing software; the goal is to reduce the likelihood of errors by accelerating data collection and analysis processes through AI-based systems.

[Website](#)



AGRICULTURE AND FOOD

Expertise in the fields of industry, trade, and technology is being applied to the agriculture and food sectors, and investments in these areas are being pursued with determination. Production is carried out in accordance with high-quality and hygiene standards, based on the efficient use of natural resources; healthy and reliable food products are offered to consumers through sustainable agricultural practices.

Under the Nordes brand, fruits sourced from various regions of Turkey are processed while preserving their natural characteristics; high-quality canned products that maintain their quality throughout transportation and consumption are delivered to different parts of the world.

[Nordes Website](#)

GROUP COMPANIES: NOTABLE INITIATIVES IN 2025

NORM FASTENERS BOLTS - SCREWS

DIGITAL TRANSFORMATION AND AUTOMATION

Paperless Factory Initiative

The paperless factory approach, launched with pilot programs in 2021, has been rolled out across all operations as of 2025. Process management and data traceability have been strengthened by migrating production tracking forms, maintenance processes, technical documentation, and quality procedures to digital platforms.

AI-Supported Process Control System

An AI-powered process control system developed for heat treatment processes analyzes historical production data to automatically manage process parameters. Operational efficiency has been improved by reducing the number of adjustments required during product changeovers.

Autonomous Guided Vehicle (AGV) Systems

Four AGV systems, implemented to automate in-plant logistics processes, have automated material feeding processes in heat treatment operations.

SUSTAINABLE PRODUCTION

Renewable Energy Investments

As part of solar power plant (GES) investments, efforts have continued to increase the use of renewable energy in production facilities

Electric Heat Treatment Furnaces

In line with the goal of reducing carbon emissions, 100% electric heat treatment furnaces have been put into operation.

Energy Efficiency Measures

Energy-efficiency projects carried out at the Izmir facilities have helped reduce energy consumption and improve operational performance.

OPERATIONAL DEVELOPMENT

Responsible Supply Chain Practices

The Norm Fasteners Izmir Bolt plant successfully completed the Responsible Supply Chain Initiative (RSCI) audit, demonstrating its compliance with the automotive industry's sustainability criteria through the RSCI Interim certificate.

PRIORITIES FOR THE COMING PERIOD

Expansion of Digital Factory Applications

We plan to expand the use of data collection systems, robot integrations, and digital factory applications.

Data Analytics and Digital Twin Technologies

The goal is to integrate digital twin, machine learning, and data analytics applications into quality processes.

AI-Powered Humanoid Robots

Pilot projects for the use of AI-powered humanoid robot technologies in production environments are planned to be launched in 2026.

NORM FASTENERS NUTS

DIGITAL FACTORY APPLICATIONS

IBA Data Monitoring System

The IBA Data Monitoring System has been implemented to enable the digital monitoring of process data from the hybrid heat treatment furnaces commissioned at the nut facilities. The system ensures that process data is recorded and analyzed, thereby enhancing traceability in production processes.

Expansion of the OCEAN System

The scope of use for tablets and the OCEAN system has been expanded in raw material preparation processes. This application enables the digital management of operational data and strengthens process tracking.

ENERGY EFFICIENCY AND RESOURCE MANAGEMENT

Roof-Mounted Solar Power Plant Investment

The rooftop solar power plant installed in the Phase 2 production area of the Salihli Nut Plant has been commissioned. With this investment, total solar energy production has increased by approximately 155% compared to 2024, reaching 2,905,245 kWh. During the year, approximately 20% of the plant's electricity consumption was met by renewable energy sources.

Energy Monitoring System

Thanks to the energy monitoring system installed throughout the facility which utilizes tablet applications in raw material preparation processes energy consumption is tracked in real time, and a data infrastructure is being established for energy efficiency initiatives through department-specific analyses.

Oil Recovery Project

Sustainability-focused improvement initiatives have been launched to extend the useful life of machine cooling oil used in cold forming machines by managing it through a closed-loop system, thereby reducing the need for new oil and increasing process efficiency. The project aims to optimize the consumption of natural resources and achieve a 25% reduction in the need for additional oil.

PRODUCTION INFRASTRUCTURE AND TECHNOLOGY INVESTMENTS

Salihli Nut Phase 2 Facility

The production lines from the second-phase investment at the Salihli facility have been commissioned, and the facility is now operating at full capacity. As part of the investment, production capacity has been increased to 70,000 metric tons, and cold-forming machines have been integrated into the production processes.

Deburring and Heat Treatment Facilities

Three automated deburring facilities and two hybrid heat treatment furnaces, whose installations were completed at the Salihli Nut facility, have been put into operation. Thanks to these investments, heat-treated products can now be manufactured on-site.

PRIORITIES FOR THE COMING PERIOD

Production Capacity and Automation Investments

Plans are in place to increase production capacity through investments in new tapping machines, a wire drawing machine, and a shot blasting facility.

MES and Energy Monitoring Applications

The goal is to expand the use of Manufacturing Execution System (MES) applications and develop energy monitoring projects.

AGV-Based Logistics System

The goal is to make in-house logistics processes more efficient and traceable by putting the newly installed AGV-based transport system into operation.

Resource Efficiency Initiatives

The goal is to increase resource efficiency by developing and expanding oil recovery applications.



PRODUCTION INFRASTRUCTURE AND TECHNOLOGY INVESTMENTS

Cathodic Electrocoating and Powder Coating Lines

Coating capacity has been increased with the new cataphoresis and powder coating lines commissioned at the Sakarya facility. Thanks to these investments, production capacity across various coating technologies has been expanded, broadening the scope of services offered to customers.

Electroplating and Energy Efficiency Initiatives

As a result of improvements made at the electrolytic plating facilities, two plants have been brought online. Additionally, significant improvements aimed at reducing electricity consumption have been implemented through rectifier investments at the Uysal-1 plant.

TRANSFORMATION AND AUTOMATION

Automation System

Infrastructure preparations for monitoring production processes in a digital environment have been completed. Work is continuing to implement the web-based automation system at the İzmir and Salihli locations.

Digitalization Initiatives at Coating Facilities

While digital transformation and modernization projects are ongoing at the lamellar coating plants, preparatory work has begun for digitization projects to be carried out at the Salihli zinc coating plant, with the projects targeted for completion in 2026.

R&D AND INNOVATION

Strengthening R&D Center Capabilities

As part of the R&D structure launched in 2023, 12 projects have been implemented to date, 13 TÜBİTAK projects have been carried out, 5 academic articles have been published, and 3 patent applications have been filed. During the same period, two new products developed were added to the product portfolio.

R&D Center Certification

The goal of becoming an R&D Center approved by the Ministry of Industry and Technology of the Republic of Turkey was achieved as of 2025.

PRIORITIES FOR THE COMING PERIOD

New Coating Technologies and Capacity Expansion

The goal is to increase production capacity with the commissioning of the new lamellar coating facility.

Digital Production Infrastructure

Efforts will continue to expand the adoption of digital transformation initiatives in coating facilities and to monitor production processes more effectively.

Chemical Development Activities

Within the scope of R&D activities, the development of chemical formulations, the reduction of reliance on external sources, and the development of high-value-added products are among the priority areas of focus.



PRODUCTION INFRASTRUCTURE AND TECHNOLOGY INVESTMENTS

New Factory and Press Line Investments

With the transition to the new factory site and the completed press line investments, the total number of production lines has reached 13. In line with these investments, production capacity has been increased while the production infrastructure has been strengthened.

DIGITAL TRANSFORMATION AND AUTOMATION

Production Monitoring System

As part of digital transformation efforts conducted via the SAP infrastructure, a production monitoring system that provides real-time data flow has been implemented. This enables line-based performance analyses, allowing for more effective tracking of production processes.

Robotic Automation Applications

Robotic automation, automatic transfer systems, and friction automation applications have been implemented to increase efficiency in production processes.

PRIORITIES FOR THE COMING PERIOD

Capacity Expansion and Digitalization

The goal is to continue investments aimed at increasing production capacity and to expand the adoption of digitalization and automation applications. In the long term, the plan is to bring total production capacity to 20,000 metric tons.

Sustainable Production Practices

We plan to continue efforts focused on resource efficiency, energy performance, and process optimization.



PRODUCTION AND APPLICATION DEVELOPMENT

Prototyping and Mass Production Projects

Throughout 2025, projects carried out across various sectors have leveraged the design flexibility and rapid production advantages offered by additive manufacturing technologies.

MANUFACTURING TECHNOLOGIES AND INFRASTRUCTURE

Metal and Polymer Manufacturing Capabilities

Production capabilities for metal and polymer materials have been expanded with new systems integrated into the production infrastructure. Additive manufacturing solutions tailored to the needs of various industries are offered using different alloys and engineering polymers.

ENGINEERING AND QUALITY COMPETENCIES

Reverse Engineering Applications

Thanks to the technical infrastructure developed, reverse engineering services are provided, and product development and improvement processes are carried out more effectively in line with customer needs.

NORM STAMPING

PRODUCTION INFRASTRUCTURE AND CAPACITY EXPANSION

Investment in a New Production Facility

With the new 10,000 m² production facility commissioned in 2025, the production infrastructure has been strengthened and operational capacity has been increased.

Growth in Production Volume

As a result of the new production facility and capacity-enhancing initiatives, total production volume has reached 600 million units.

PRODUCTION EFFICIENCY AND PRODUCT DEVELOPMENT

Increased Efficiency in Washer Production

Standard washer production capacity has been increased through mold optimization efforts and investments in new high-speed machines. Production efficiency has been improved by increasing the number of cavities per mold.

PRIORITIES FOR THE COMING PERIOD

Sustainable Growth and Production Capabilities

We aim to continue efforts to increase capacity, expand product diversity, and improve operational efficiency by leveraging the opportunities provided by the new production infrastructure.



EXPANSION INTO INTERNATIONAL MARKETS

Expansion of Operations into New Markets

In 2025, operations began in the Japanese and U.S. markets following the completion of sample production, technical evaluations, and supplier approval processes. Additionally, the scope of export operations was expanded through new customers acquired in the European and U.K. markets.

QUALITY AND CERTIFICATION ACHIEVEMENTS

Successful Outcomes in Audit Processes

In 2025, quality and certification processes were successfully maintained. The BRC audit was completed with an AA+ rating, the Higher Grade level was maintained in the IFS audit, and the BSCI and SMETA social compliance audits were successfully conducted.

PRIORITIES FOR THE COMING PERIOD

Traceability and Operational Efficiency

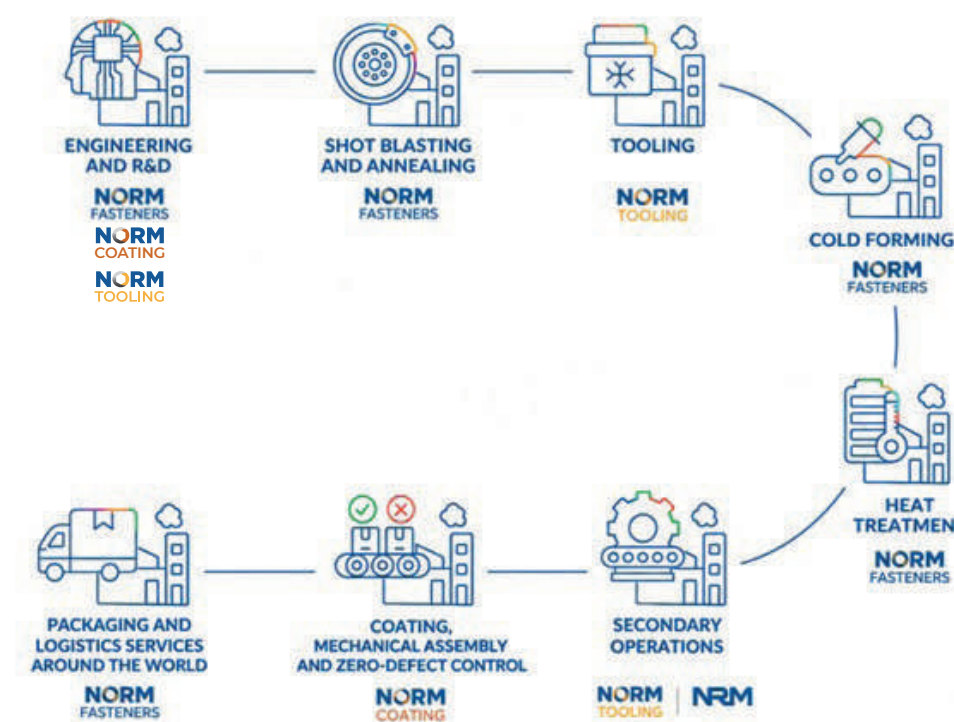
The goal is to develop a digitalization and traceability infrastructure to increase efficiency in production and planning processes and strengthen supply chain management.

Value-Added Products and New Markets

Sustaining growth in existing export markets, increasing product diversity, and raising the share of value-added products are among the priority areas of focus.

FASTENERS PRODUCTION OPERATIONS

Production processes ranging from design and mold manufacturing to final packaging are carried out using an integrated approach. Coating and quality control processes, carried out following core operations such as forming and heat treatment, contribute to the monitoring of product quality and operational performance at every stage of production. This structure, in which engineering, production, and logistics processes are carried out in harmony with one another, is managed in line with a sustainable production philosophy and a focus on efficiency.



*The production workflow for our highest-revenue operation is presented here.



SUPPLY CHAIN AND OPERATIONS MANAGEMENT

AI-Powered Warehouse Applications

Artificial intelligence-supported pick-and-place algorithms for warehouse operations have been developed and integrated with SAP systems. These applications have helped increase operational efficiency and reduce processing times.

Supply Chain Transformation Projects

Digital transformation projects have been implemented for our demand planning, inventory management, MRP, Kanban, contract coating, and reservation management processes. These initiatives have contributed to managing supply chain processes in a more agile, traceable, and efficient manner.

DIGITAL TRANSFORMATION AND CUSTOMER EXPERIENCE

STD Connect CRM Platform

The STD Connect platform, developed to manage customer relationship processes in a digital environment, has been launched. By integrating pre-sales, sales, and post-sales processes under a single framework, the customer experience is now managed in a data-driven manner.

PRIORITIES FOR THE COMING PERIOD

Digital Infrastructure and Data-Driven Management

The goals include expanding investments in digital infrastructure, promoting a data-driven management approach in the customer experience, and continuing efforts toward operational excellence.

Growth and New Markets

Increasing export volume and evaluating growth opportunities in new sectors are among the top priorities.



CUSTOM MACHINE AND AUTOMATION SOLUTIONS

Optical Quality Control Systems

Optical quality control machines developed for the fastener industry have been put into operation. These systems have increased precision and traceability in quality control processes.

Norm Tarım Asparagus Quality Control Machine

Installation of the quality control machine developed for Norm Tarım has been completed. As part of the project, quality control solutions for the agricultural sector have been added to the product portfolio.

DIGITALIZATION AND ENGINEERING INFRASTRUCTURE

Integrated Digital Systems

Automated data collection, ERP, and CAD integrations used in production, design, and assembly processes have been enhanced to strengthen the flow of data between processes.

PRIORITIES FOR THE COMING PERIOD

Expansion of the SCADA Infrastructure

We plan to make SCADA infrastructure standard in machines produced as of 2026.

Solutions for New Sectors

The goal is to expand the product portfolio by developing assembly and quality control machines for the pharmaceutical industry.

International Growth

Increasing operations in the European market and expanding the international customer network are among the top priorities.



SAP AND DIGITAL TRANSFORMATION PROGRAMS

S/4HANA Transformation

In 2025, the migration from version 1709 of the SAP S/4HANA system to version 2023 FPS2 was successfully completed. With this transformation, the enterprise application infrastructure was updated and the efficiency of digital processes was enhanced.

DATA ANALYTICS AND DECISION SUPPORT SYSTEMS

Power BI Dashboards

Power BI-based dashboards have been deployed to support decision-making processes. This has made it possible to monitor operational and managerial data more effectively.

PROCESS AUTOMATION AND EFFICIENCY

Integrated Process Management Applications

Data flow between processes has been automated through Fiori and Jira integration, ensuring that request and tracking mechanisms are executed more quickly and effectively.

Operational Efficiency Initiatives

Digital applications focused on cost management, supply chain processes, and operational control mechanisms have been implemented to support improvements in process performance.

SUPPLY CHAIN AND OPERATIONS MANAGEMENT

SAP Ariba and Smart Warehouse Applications

The SAP Ariba Supplier Portal was implemented for centralized procurement processes, and AI-powered placement and picking optimization applications were rolled out for warehouse operations.

Digitization of Logistics and Production Processes

A digital infrastructure has been established at the Salihli Logistics Center; traceability in production and logistics processes has been enhanced through inventory management, Kanban applications, and QR code-based tracking systems.



CORPORATE GOVERNANCE AND TRANSPARENCY

“As a result of efforts in the area of corporate governance, the independent corporate governance rating has risen to 9.29, and policies and practices have been restructured in line with global standards.”

Norm Holding’s corporate governance model is managed through an approach that prioritizes stakeholder trust and supports the creation of sustainable value.

The principles of transparency, accountability, fairness, and responsibility are integrated into all operational processes in accordance with international guidelines such as the OECD Principles of Corporate Governance.

The Board of Directors’ strategic oversight role supports transparency, participation, and the preservation of ethical values in decision-making processes. Taking current legal regulations into account, a culture of good governance is implemented as a strategic priority across all business units.

Comprehensive revision efforts aimed at ensuring a better understanding of management policies by all stakeholders were completed in 2025.

During this process, the Human Rights Policy, Quality Policy, **Compensation Policy for Board Members and Senior Executives**, and **Integrated Management Systems Policy** were updated in line with current global standards and stakeholder expectations. To ensure that the principle of responsible management is upheld throughout the value chain, regulations such as the Diversity, Equity, and Inclusion Policy, the Digital Communication Policy, the Announcement Procedure, the Policy Development Policy, the Sustainable Procurement Policy, and the Supplier Code of Ethics were implemented and shared with the public.

Audit and Ethics Compliance

Finansal verilerin ve sürdürülebilirlik performansının The accuracy of financial data and sustainability performance is verified through independent audit processes in accordance with national and international standards. The results of these audits, conducted by independent audit firms, are evaluated as part of the processes aimed at continuously improving corporate governance practices and strengthening the technical infrastructure.

The 2025 independent corporate governance rating reached 9.29 out of 10.

Fair Competition Principles and Compliance Processes

Fair and free competition principles are upheld in all markets where the company operates, and all commercial relationships are conducted in full compliance with competition laws. Norm Holding considers price-fixing agreements, market-sharing, and any form of collaboration or practice with competitors that could provide an unfair advantage to be contrary to its corporate ethical principles and does not accept them.

During the 2025 reporting period, there were no investigations, administrative sanctions, or legal proceedings against Norm Holding or its subsidiaries due to anti-competitive practices.

The **Intellectual and Industrial Property Rights Policy** is implemented to protect innovative ideas and solutions developed by employees, ensure ownership rights, and support their commercial value. This policy defines all processes from ownership of ideas to registration procedures, and from legal obligations to incentive mechanisms within a corporate framework.



INTERNATIONAL MANAGEMENT SYSTEM STANDARDS

Compliance with international standards in the areas of quality, environment, occupational health and safety, energy management, and information security is a fundamental principle in our operations. Management systems are regularly reviewed in accordance with the requirements of the relevant standards and verified through independent audits. This approach contributes to supporting the effectiveness and continuity of management systems across all group companies.

Quality Management Approach

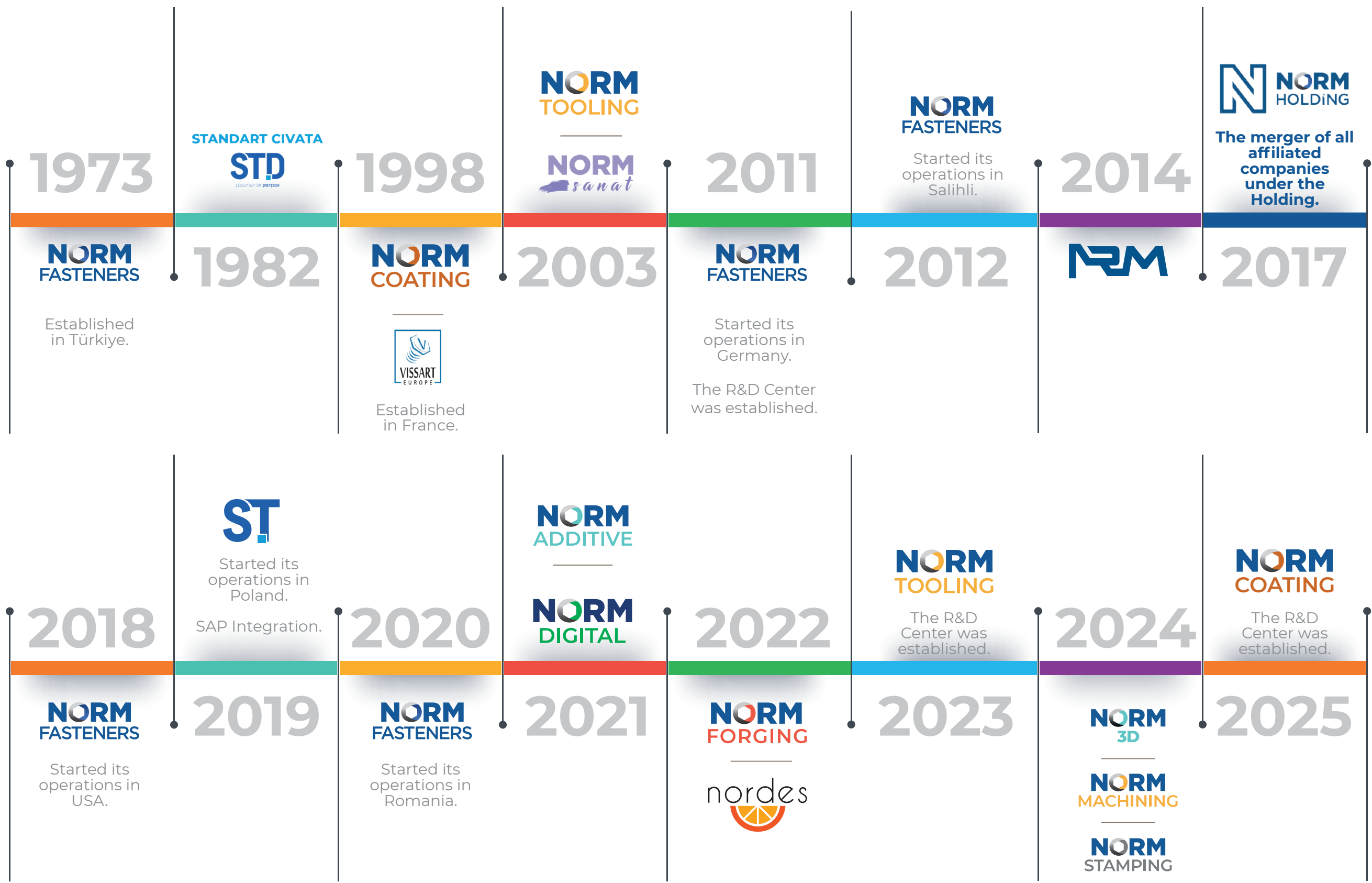
At Norm Holding, our approach to quality focuses not only on providing reliable, high-standard products and services that meet customer expectations but also on enhancing the efficiency of our processes. In line with this, our quality management system is regularly reviewed in accordance with technological advancements, industry requirements, and evolving needs.

The quality policy is implemented within a framework that supports technology- and education-driven development while upholding the principles of information security, ethical values, and social responsibility. By integrating the quality approach into all business processes, the company aims to maintain compliance with quality requirements in the sectors in which it operates and to strengthen its commitment to operational excellence.

Company	AS 9100	IATF 16949	ISO 9001	ISO 14001	ISO 27001	ISO 45001	ISO 50001	YYS*
Norm Holding					✓			
Norm Fasteners Bolts Izmir		✓	✓	✓	✓	✓	✓	
Norm Fasteners Bolts Salihli		✓	✓	✓	✓	✓	✓	
Norm Fasteners Bolts		✓	✓		✓			✓
Norm Fasteners Nuts Izmir		✓	✓	✓	✓	✓	✓	
Norm Fasteners Nuts Salihli		✓	✓	✓	✓	✓	✓	
Norm Fasteners (Warehouse)		✓			✓			
Norm Fasteners Bursa		✓			✓			
Norm Fasteners Gölcük		✓			✓			
Norm Fasteners Germany		✓						
Norm Fasteners America		✓						
Norm Fasteners Romania		✓						
Norm Coating Salihli		✓	✓	✓	✓	✓	✓	
Norm Coating Izmir		✓	✓	✓	✓	✓	✓	
Norm Coating Sakarya		✓	✓		✓			
Norm Tooling	✓	✓	✓	✓	✓	✓	✓	
Norm Forging			✓					
Norm Additive								
Norm Digital					✓			
Standart Bolts			✓		✓			✓
MS Screw		✓	✓	✓	✓	✓	✓	

NORM HOLDING

FROM PAST TO PRESENT



AWARDS AND ACHIEVEMENTS

“BRONZE AWARD FROM BRANDON HALL GROUP™”

Genç yeteneklere ulaşmak ve Norm Holding'in The DigiConnect Online Development Program, launched to reach young talent and increase Norm Holding's visibility among young professionals, was honored with a Bronze Award in the **“Best Talent Acquisition and Assessment Strategy”** category at the **2025 HCM Excellence Awards®** organized by the Brandon Hall Group™.



“A NEW STEP IN AVIATION FROM NORM TOOLING”

Norm Tooling has achieved a significant milestone in its mission to serve the aviation sector. The company has earned a Certificate of Approval confirming its compliance with the **EN 9100:2018 (equivalent to AS9100D)** and **ISO 9001:2015** quality standards, which are widely recognized in the aerospace industry.



“BREATH FOR THE FUTURE, PLANET MATTERS: THE 10,000-SAPLING NORM FOREST”

Norm Holding, in collaboration with the Aegean Forest Foundation, established the Norm Forest comprising 10,000 saplings in Ahmetli, Manisa. The project, carried out with the participation of Norm Volunteers, contributed to supporting biodiversity and protecting natural ecosystems.

The forest is expected to provide environmental benefits equivalent to offsetting 4,111 metric tons of carbon emissions in the long term.



“RANKED AMONG THE TOP 10 WORLDWIDE AT THE KAIZEN™ GLOBAL AWARD 2025”

Norm Fasteners was selected as the Turkish champion in all categories of the KAIZEN™ Award Turkey 2025, which recognizes achievements in continuous improvement, thereby earning the right to represent Turkey at the KAIZEN™ Global Award 2025 held in Madrid.

Competing against the national champions from 33 countries out of a total of 1,500 applications, Norm Fasteners ranked 6th globally, demonstrating its expertise in lean transformation and continuous improvement on an international stage.



“DOUBLE SUCCESS IN THE R&D 500 SURVEY”

In the “R&D 500: Turkey's Top R&D Spending Companies” study conducted by Turkishtime, Norm Fasteners Bolts and Norm Fasteners Nuts achieved significant rankings.

Norm Fasteners Bolt ranked 182nd on the list of the Top 500 Companies with the Highest R&D Expenditures and 93rd on the list of the Top 100 Companies by Number of Projects Conducted at the R&D Center.

Norm Fasteners Nuts, meanwhile, ranked 28th on the list of the Top 30 Companies by Design Center Expenditures and 14th on the list of the Top 30 Companies by Employment at Design Centers.



“CORPORATE RESPONSIBILITY SUMMIT”

The 16th Corporate Responsibility Summit, organized by the Turkish Corporate Responsibility Association in strategic partnership with ESİAD and with Norm Holding as the main sponsor, was held in Izmir for the first time. Bringing together representatives from the business world, financial institutions, civil society organizations, and academics, the summit featured discussions on current developments and best practices in sustainability and corporate responsibility under the theme of “Trust.”



AWARDS AND ACHIEVEMENTS

“SUCCESS AT THE SUSTAINABLE BUSINESS AWARDS”

The NEET PRO Program, launched under the leadership of Konak Municipality and in collaboration with the Izmir Konak Vocational Training Center, was honored with an award in the “Collaboration Private Sector, NGOs, Public Sector, Academia” category as part of the 2025 Sustainable Business Awards.



“NORM DIGITAL RANKS AMONG TURKEY'S TOP 50 MOST INNOVATIVE COMPANIES”

In the “Turkey's 50 Most Innovative Companies” study conducted by Fast Company Turkey, Norm Digital, with Veritas Core, ranked among Turkey's top 50 most innovative companies. In the study, which evaluated companies based on their innovation approaches, technological capabilities, and sectoral impact, Veritas Core was included on this list as a data-driven platform that creates a new area of interaction in pharmaceutical production processes through artificial intelligence technologies.



““SUPPLIER OF THE YEAR’ AWARD FROM HYUNDAI”

Norm Fasteners won the 2025 Supplier of the Year Award in the Business Development category, presented by the Hyundai Motor Group. This award serves as a significant indicator that Norm Fasteners' performance in terms of quality, reliability, and collaboration within the global supply chain has been recognized on an international scale.

“MULTIPLE ACHIEVEMENTS IN THE OSB STARS SURVEY”

In the OSB Stars Survey conducted by the Union of Organized Industrial Zones, Norm Fasteners Bolts Salihli, Norm Fasteners Bolts İzmir, and Norm Coating Sakarya achieved notable rankings in various categories.

Norm Fasteners Bolts Salihli ranked first in the category of companies with the highest increase in R&D spending and fifth in the category of companies with the highest increase in exports.

Norm Fasteners Bolts İzmir ranked 7th in the category for the company with the highest increase in sales and 5th in the category for the company with the highest increase in R&D spending.

Norm Coating Sakarya ranked fourth in the category of companies that increased employment the most.

“EXOLAYER COATING TECHNOLOGY REGISTERED”

The ExoLayer coating technology, developed by the Norm Coating R&D team, has been registered by the Turkish Patent and Trademark Office. ExoLayer stands out as a unique coating system consisting of four distinct layers, created by combining four different coating techniques.

Developed to provide high resistance against galvanic corrosion and harsh chemicals used in the agricultural sector, the technology emerged as one of the key outcomes of the formulation and performance enhancement processes conducted as part of the R&D efforts.

AWARDS AND ACHIEVEMENTS

“SILVER MEDAL FROM ECOVADIS”

Norm Fasteners Bolts earned a Silver Medal in an assessment conducted by EcoVadis, one of the world's leading sustainability assessment platforms.

With this result, the company ranked in the top 15% among all evaluated companies and in the top 4% among companies evaluated in the metal products manufacturing sector.



“A FIRST IN THE INDUSTRY FROM NORM FASTENERS”

Norm Fasteners made a first in the industry by implementing SAP's PP/DS (Production Planning and Detailed Scheduling) system the detailed scheduling module in its cold forming production process. Thanks to the system, optimal production plans are created while taking capacity constraints into account, thereby increasing the efficiency of planning processes.

“AMONG TURKEY'S HIGHEST CORPORATE GOVERNANCE RATINGS”

As a result of the evaluation conducted by SAHA Corporate Governance and Credit Rating Services Inc., Norm Holding's corporate governance rating rose to 9.29. This result positioned Norm Holding among the companies with the highest corporate governance ratings in Turkey among non-publicly traded companies.

First determined at 9.04 in 2022, our corporate governance rating has risen steadily in subsequent years, reaching 9.19, 9.26, and finally 9.29.



“NEW WAREHOUSE INVESTMENT BY NORM FASTENERS IN THE U.S.”

As part of its strategy to strengthen its presence in global markets, Norm Fasteners relocated its U.S. warehouse to a new location with approximately five times the shelving capacity. The new warehouse, with a total shelving capacity of 11,397 units, opened for service along with a specially designed quarantine area intended to boost operational efficiency.

“RISE IN CDP CLIMATE CHANGE SCORE”

Norm Fasteners Bolts has raised its score from C to B- in the CDP (Carbon Disclosure Project) 2025 Climate Change Assessment. This result serves as a significant indicator of the company's efforts to combat climate change and its systematic approach to managing its environmental impact.

“AWARD FROM THE FUTURE OF AI & CLOUD SUMMIT AWARDS”

The Demand Forecasting Project, developed by Norm Digital for STD, was honored with an award in the Best Data & Advanced Analytics category at the Future of AI & Cloud Summit Awards, organized by CXO Media and Future of Consultancy.

Developed using artificial intelligence and machine learning technologies, the project achieved prediction results that were 54.24% more accurate than those obtained using traditional methods.

“RANKED AMONG THE TOP 250 IN THE ANADOLU 500 SURVEY”

In the Anadolu 500 Survey, conducted annually by Ekonomist Magazine and covering companies headquartered in cities outside Ankara, Izmir, and Istanbul, Norm Fasteners Bolts Salihli ranked 217th.

“ISO 27001 CERTIFICATION FOR 12 OF OUR COMPANIES”

Twelve companies within Norm Holding completed the ISO 27001 Information Security Management System certification process simultaneously using an integrated model. This effort documented the compliance of corporate practices in the areas of information security, data integrity, and risk management with international standards.

“SUPPLY INDUSTRY ACHIEVEMENT AWARD FROM THE AUTOMOTIVE INDUSTRY ASSOCIATION”

Norm Fasteners was honored with the “Supply Industry Achievement Award” as part of the OSD Supply Industry Achievement Awards organized by the Automotive Industry Association (OSD).



AWARDS AND ACHIEVEMENTS

“R&D CENTER STATUS GRANTED TO NORM COATING”

Norm Coating has been granted R&D Center status by the Ministry of Industry and Technology of the Republic of Turkey. This status officially certifies the company's competencies in the fields of research, development, and innovation.



“TWO EXPORT AWARDS FOR NORM FASTENERS BOLTS”

At the awards ceremony organized by the Aegean Iron and Non-Ferrous Metals Exporters' Association, Norm Fasteners Bolts was named the “2025 Fastener Products Export Champion” in the fastener sector. The company was also honored with the “2025 Export Gold Award.”

“ACCEPTANCE INTO THE TÜBİTAK 1832 GREEN TRANSFORMATION IN INDUSTRY PROGRAM”

A project developed by the Norm Fasteners Bolts İzmir R&D Center aimed at developing ultra-high-strength classes of 14.8 and above has been awarded funding under the TÜBİTAK 1832 – Green Transformation in Industry 2024-3 Call, launched as part of the Turkey Green Industry Project, a collaboration between TÜBİTAK and KOSGEB.



“FIRST PLACE AWARD AT RDCONF 2025”

Norm Fasteners was awarded first place in the “Most Innovative Science-Based Project” category at RDCONF 2025 – 5th R&D and Innovation Awards. The study titled “Analytical Prediction and Experimental Validation of Bolt Self-Loosening under Vibration” presented an innovative analytical model capable of predicting the loosening behavior of bolts under vibration.

“NORM DIGITAL NAMED TO THE DELOITTE TECHNOLOGY FAST 50 TURKEY 2025 LIST”

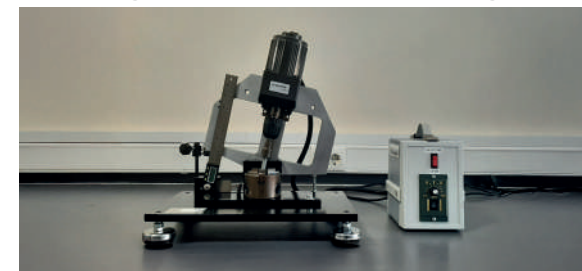
Norm Digital was included in the Deloitte Technology Fast 50 Turkey 2025 list. This achievement, earned through a program that evaluates Turkey's fastest-growing technology companies based on financial performance, technology focus, and sustainable growth criteria, highlights Norm Digital's expertise in the fields of artificial intelligence, data, and innovation.



“PATENT REGISTRATION FROM THE TURKISH PATENT AND TRADEMARK OFFICE”

The “Test Rig for Fasteners to Prevent Thread Galling,” developed by the Norm Fasteners R&D Center and for which a patent application was filed, has been registered by the Turkish Patent and Trademark Office.

Designed to prevent thread galling and test the developed fasteners, this invention simulates assembly conditions as closely as possible to real-world scenarios in both manual assembly processes and mass production applications involving robotic components. As a result, it contributes to ensuring safe and trouble-free fastening.



“NORM DIGITAL RANKS AMONG THE 500 FASTEST-GROWING TECHNOLOGY COMPANIES IN EMEA”

Norm Digital has been included in the EMEA Technology Fast 500 list published by Deloitte. This achievement, recognized in an evaluation that brings together the fastest-growing technology companies in the Europe, Middle East, and Africa region, highlights Norm Digital's performance in the areas of data-driven solutions, innovation, and sustainable growth.

SUSTAINABLE FINANCIAL PERFORMANCE



At Norm Holding, financial performance management is conducted on the basis of sustainable growth, a strong liquidity structure, and a balanced approach to financing. In line with a long-term value creation approach, investment decisions and the financing structure are shaped by taking into account strategic priorities, the risk-return balance, and operational needs.

Investment decisions are made with the goals of strengthening production infrastructure, developing technological capabilities, and improving operational processes.

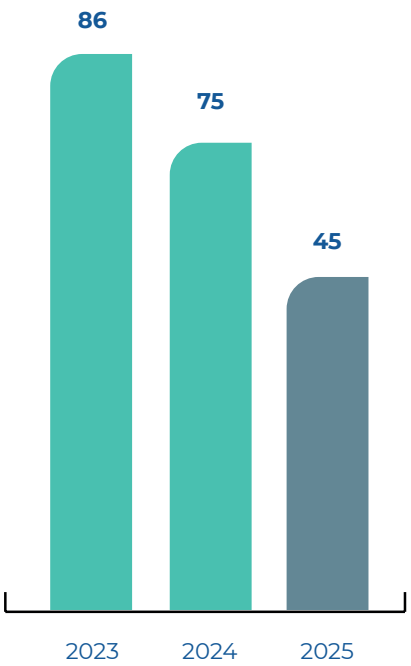
In investment planning, environmental and social impacts are considered alongside financial indicators; energy and resource efficiency, occupational health and safety, and technology-driven development areas including digital transformation are evaluated collectively.

The investments made in 2025 were implemented with the aim of improving production processes, increasing energy and resource efficiency, and expanding the adoption of digital transformation initiatives.

CONSOLIDATED NET SALES (EUR MILLION)



COMBINED INVESTMENTS (EUR MILLION)



STAKEHOLDER COMMUNICATION

“Stakeholder expectations and priorities are taken into account in determining the sustainability approach and strategic decisions.”

As part of the sustainability approach, the views and expectations of all stakeholders including employees, customers, suppliers, investors, and civil society organizations are evaluated in decision-making processes. Accordingly, stakeholder feedback is collected at regular intervals through open communication channels.

Norm Holding adopts a communication approach that not only shares information with its stakeholders but also evaluates the opinions and suggestions received, transforming them into areas for improvement and development. Surveys, focus group studies, industry partnerships, and digital communication platforms are among the key tools that support the continuity of this interaction.

The dynamics and stakeholder structures of the sectors in which the Group companies operate vary. To effectively manage these differences, company-specific stakeholder analyses are conducted, and communication methods and strategic priorities are determined. Data collected at the company level is consolidated across the entire Holding to create Norm Holding's **“Joint Stakeholder Communication Map.”** This framework supports the addressing of strategic priorities with a shared understanding throughout the value chain, while guiding the development of initiatives tailored to the expectations and needs of each stakeholder group.

Results of the “Corporate Reputation Survey”

Regularly monitoring stakeholder opinions, expectations, and assessments is crucial for improving communication processes and identifying priority issues. In this context, the “Corporate Reputation Survey” launched for the first time in 2024 analyzes the assessments of various stakeholder groups regarding Norm Holding; the findings are used to enhance stakeholder relations and communication efforts.

** In the Corporate Reputation Survey, a Reputation Management Score (RMS) of 70 or higher indicates a high level of reputation.*

Suppliers	92
Local Opinion Leaders	89
Existing Customers	88
Vocational High School Students	81
Semi-Potential Customers	80
Local Community in İzmir	78
Local Community in Salihli	76
University Students	76
National Opinion Leaders	76
Office Employees	74
Shop-Floor Employees	70

These results demonstrate that Norm Holding is perceived as a reliable, reputable, and value-creating organization by all stakeholder groups, ranging from suppliers to customers, and from employees to the local community. Norm Holding views this strong reputation as a key outcome of its sustainability approach.

Stakeholder Dialogue and Communication Platforms

Stakeholder Group	Communication Frequency	Communication Channels
Press and Media Organizations	Twice a month	Press Releases
	Once a month	Interviews and Discussions
	Every two months	Press Conferences and Meetings
	Once a year	Activity and Sustainability Reports
	As needed	Special Situation Announcements
Employees	Daily	Email, Intranet (mobile and web), Digital Information Screens
	Monthly	Rewards System
	Once every 3 months	N'Haber Magazine, Focus Group Discussions
	Four times a year	Performance Management System
	Once every two years	Employee Opinion Surveys
Public Institutions	Once a year	Activity and Sustainability Reports , Statutory Audits
	At least once a year	Joint Projects and Corporate Partnerships
	As needed	Consultation Meetings and Discussions, Institutional Meetings
Vocational Schools, Universities, and Academies	Ongoing	Training and Technical Support Programs, Sponsorship Activities, Academic Conferences and Seminars, Meetings and Discussions, Joint Projects, Scientific Articles and Publications
	Once a year	Activity and Sustainability Reports
Customers	Once a year	Activity and Sustainability Reports, Meetings and Discussions
	Once a year/As needed	Customer Satisfaction Surveys
	Four times a year	Customer Newsletters (Digital)
	Ongoing	Corporate Website and Social Media Channels
	At least once a year	Trade Shows
	As needed	Technical Training, Product Briefings, and Seminars, Customer Audits and Sustainability Assessments, Reputation Surveys, Sustainability Surveys, and Feedback Studies, Meetings, Site Tours, and One-on-One Meetings, Special Situation Announcements
Norm Holding Companies	Ongoing	Working Groups, Strategic Project Partnerships
	Once a year	Activity and Sustainability Reports
Civil Society Organizations	Ongoing	Membership in Sustainability Working Groups, Committees, and Boards of Directors, Memberships in Sector-Specific Associations and Platforms, Joint Projects and Sustainability Initiatives, Stakeholder Meetings and Discussions
Suppliers and Contractors	Ongoing	Award Ceremonies and Success Sharing
	Once every two months	OHS Committee Meetings
	Once a year	Activity and Sustainability Reports, Vocational and Technical Training
	As needed	Briefings on Norm Holding's Working Principles, One-on-One Meetings

CORPORATE MEMBERSHIPS

To support the sharing of industry knowledge, develop opportunities for collaboration, and closely monitor developments in the sectors where it operates, the company holds memberships in various associations, unions, platforms, and professional organizations. Through these memberships, Norm Holding contributes to areas of common interest within its sectors and strengthens engagement with relevant stakeholders.

ASSOCIATIONS, INSTITUTIONS, AND NGOS WE ARE MEMBERS OF

- AIAG - Automotive Industry Action Group
- BESİAD - Fasteners Manufacturers and Businesspeople Association
- BEYSAD - Association of White Goods Manufacturers
- Brampton Board of Trade (Brampton Chamber of Commerce)
- BTSO - Bursa Chamber of Commerce and Industry
- EBSO - Aegean Region Chamber of Industry
- Aegean Region Chamber of Industry Foundation
- EGİAD - Aegean Young Businesspeople Association
- EİB - Aegean Exporters' Associations
- ESİAD - Aegean Industrialists and Businesspeople Association
- GÖRSİAD - Görükle Industrialists and Businesspeople Association
- HUKD - Aviation and Space Cluster Association
- HİSİAD - Hardware Industrialists and Businesspeople Association
- ICFG - International Cold Forging Group
- İAOSB - İzmir Atatürk Organized Industrial Zone Directorate
- İAOSB Foundation
- IECCC - Izmir Economic Development Coordination Council
- İMSAD - Association of Construction Materials Manufacturers
- Izmir Katip Celebi University
- Izmir Chamber Of Commerce Foundation

ASSOCIATIONS, INSTITUTIONS, AND NGOS WE ARE MEMBERS OF

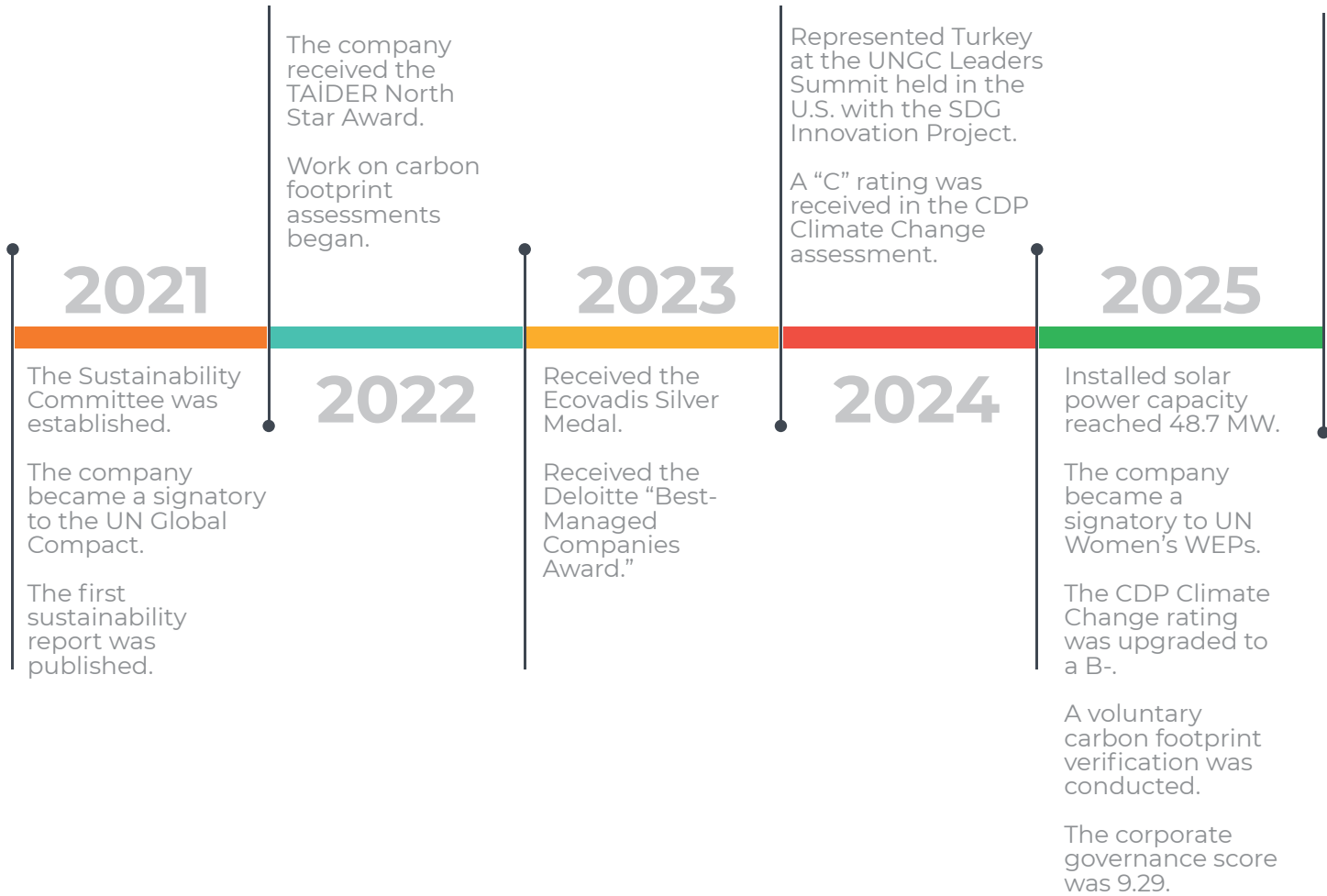
- IZTO - Izmir Chamber of Commerce
- KALDER - Turkish Quality Association
- Maksder - Furniture Accessories Manufacturers Association
- MBOT - Mississauga Board of Trade
- NOSAB - Nilüfer Organized Industrial Zone
- OAİB - Central Anatolia Machinery and Components Exporters' Association
- PÜKAB - Window Manufacturers' Quality Association
- Salihli OSB - Salihli Organized Industrial Zone
- TAİDER - Family Business Association
- TAYSAD - Association of Automotive Parts Suppliers
- TİDE - Turkish Institute of Internal Auditors
- TİM - Turkish Exporters' Assembly
- TKSD - Turkish Corporate Responsibility Association)
- TOBB Turkish Hardware Industry Council
- TOBB Turkey Automotive Supply Industry Council
- TÜSİAD - Turkish Industrialists' and Businessmen's Association
- TÜYİDER - Association of All Surface Treatments
- UKUB - National Mold Manufacturers Association
- International Authorized Economic Operator (AEO) Association
- UN Global Compact
- UNGC Women's Empowerment Principles (WEPs)



FUTURE MATTERS



THE JOURNEY TOWARD SUSTAINABILITY



SUSTAINABILITY STRATEGY

“The sustainability strategy, developed in line with the **FUTURE MATTERS**” vision across four key focus areas, establishes a roadmap for the future by addressing economic, environmental, and social impacts through a holistic approach.”

HUMAN MATTERS



Aims to create a fair, safe, and development-focused environment where employees can realize their full potential.

PLANET MATTERS



Symbolizes an operational transformation that promotes the efficient use of resources and includes clear commitments to combating the climate crisis.

TECHNOLOGY MATTERS



Represents the transformation of digitalization and R&D capabilities into smart industrial solutions that generate environmental and social benefits.

WORK MATTERS



Encompasses business models that adhere to ethical principles, prioritize stakeholder well-being, and support sustainability principles throughout the value chain.

NORM HOLDING SUSTAINABILITY STRATEGY 2024-2028

Macro Themes by Priority

- | | |
|--|--|
| 1. Transition to Low Carbon Economy | 4. Diversity, Equity, and Inclusion |
| 2. Resource Management | 5. Circular Product and Process Design |
| 3. Occupational Health, Safety and Employee Well-being | 6. Twin Transition |
| | 7. Sustainable Supply Chain |



	NORM HOLDING'S APPROACH TO THE ISSUE	PRIORITY AREA	STRATEGIC OBJECTIVES	KPI	2025 VALUE	
PLANET MATTERS	As part of efforts to combat climate change, decarbonization initiatives aim to reduce greenhouse gas emissions from operational processes, increase the use of renewable energy, and improve energy efficiency in production processes.	Transition to a Low-Carbon Economy	• Achieve net-zero Scope 1 and Scope 2 emissions by 2050.	• Carbon Footprint Measurements (metric tons of CO ₂ eq)	• Scope 1 + Scope 2 (location-based) emissions: 95,019.58 tCO ₂ eq	17 ADVANCING FOR THE GOALS
			• Reduce Scope 1 and Scope 2 emissions by 50% by 2030 compared to the 2021 base year.	• Carbon Footprint Measurements (metric tons of CO ₂ eq)	• Scope 1 + Scope 2 (market-based) emissions: 73,071.92 tCO ₂ eq	13 CLIMATE ACTION
			• Reduce energy consumption per unit of production by 33% by 2030 compared to 2021.	• Energy Intensity (MWh/metric ton)	• Norm Fasteners Bolts: 2.39	12 RESOURCES CONSUMPTION AND PRODUCTION
					• Norm Fasteners Screws: 2.221	7 AFFORDABLE AND CLEAN ENERGY
PLANET MATTERS	In line with the circular economy approach, the focus is on reducing hazardous and non-hazardous waste generated by operations at the source. Within the scope of water resource conservation and water stress management, efforts are underway to reduce water consumption per product at production facilities.	Resource Efficiency	• Achieve the Zero Waste target for both hazardous and non-hazardous waste by 2050.	• Amount of Hazardous Waste (kg)	• Amount of hazardous waste: 20,383.95	
				• Amount of Non-Hazardous Waste (kg)	• Amount of non-hazardous waste 2,382.45	
			• To reduce the amount of water withdrawn per product at production facilities by 30% by 2030 compared to the 2020 base year.	• Water Intensity (m ³ /ton)	• Norm Fasteners Bolts (İzmir Bolts): 1.63	
					• Norm Fasteners Screw (MS Screw): 2.50	
HUMAN MATTERS	We focus on strengthening a culture of safety across all business units; in line with our vision of zero workplace accidents, we conduct OSH training and process monitoring in compliance with legal requirements to prevent hazardous behaviors and increase employee awareness.	Occupational Health and Safety	To consistently achieve the goal of zero workplace accidents in all facilities and processes where operations are conducted.	• Accident Severity Rate (%)	• Accident Severity Rate: 0.21	17 ADVANCING FOR THE GOALS
				• Accident Frequency Rate (%)	• Accident Frequency Rate: 12.94	10 RESOURCES CONSUMPTION AND PRODUCTION
	To foster a work environment that takes employees' views and expectations into account, satisfaction and engagement levels are monitored through regular surveys and focus group studies. In line with a culture of continuous learning, training activities that support employee development are conducted.	Talent Management and Employee Engagement	Raise the Employee Satisfaction Rate to 90% by 2030.	• Employee Satisfaction and Engagement Rate (%)	• Employee Engagement Rate: 74%	8 RESOURCES CONSUMPTION AND PRODUCTION
				• Total Training Hours and Training Hours per Employee	• Employee Satisfaction Rate: 82%	
	In line with practices that support equal opportunity, efforts are underway to increase the employment and representation of women in management positions and STEM fields. In human resources practices, a fair and inclusive approach is adopted, taking into account global gender equality principles.	Diversity, Equity, and Inclusion: Gender Equality	Increase the proportion of female employees to 35% by 2030.	• Percentage of Female Employees (%)	• Total training hours: 81,448	5 GENDER EQUALITY
				• STEM Employee Ratio	• Average training hours per employee: 21.92 hours	4 QUALITY EDUCATION
			To reach a 50% proportion of female employees in STEM positions by 2030.		• Percentage of Female Employees: 12.2%	
			To increase the percentage of women in senior management to 30%, in mid-level management to 35%, and across all management levels to 33% by 2030.	• Demographic Age and Gender Distributions	• Percentage of female employees in STEM positions: 33%	

	NORM HOLDING'S APPROACH TO THE ISSUE	PRIORITY AREA	STRATEGIC OBJECTIVES	KPI	2025 VALUE	
TECHNOLOGY MATTERS	We are focusing on product and process development initiatives that support the circular economy approach, extend product lifespans, increase material efficiency, and reduce resource consumption. In this context, efforts are ongoing to increase R&D investments and university-industry collaborations.	R&D and Innovation / Circular Product and Process Design	To increase the ratio of total R&D expenditures to revenue to 2% by 2030.	• R&D Expenditures as a Percentage of Revenue (%)	• Norm Fasteners Nuts: 0.21% • Norm Fasteners Bolts: 2.61% • Norm Tooling: 1.28%	17 INNOVATION FOR THE FUTURE
			Increase the number of copyrights and registered patents by 2030.	• Total Number of Copyright and Patent Applications/Approvals	• The number of patent applications, which totaled 48 in 2024, was increased to 57 in 2025	12 INNOVATION FOR THE FUTURE
			Increase the number of R&D center projects focused on circularity and efficiency by 2030.	• Number of Ongoing R&D Center Projects and Academic Theses	• Number of university collaboration projects: 1 • Number of university collaboration theses: 6	9 INNOVATION FOR THE FUTURE
	Efforts are underway to reduce carbon emissions throughout the supply chain. Increasing the use of sustainable resources in raw material procurement and supporting suppliers to operate in accordance with corporate ethical guidelines are also among the priority areas of work.	Sustainable Supply Chain	Reduce supply chain-related carbon emissions by 50% by 2050 compared to the 2024 base year.	• Scope 3 Carbon Emissions (metric tons of CO ₂ eq)	• Work on calculating Scope 3 emissions is ongoing.	8 INNOVATION FOR THE FUTURE
			Ensure that 100% of key suppliers implement ISO 14001 and ISO 45001 management systems by 2030.	• Percentage of Suppliers Who Have Completed Certification (%)	• ISO 14001 Environmental Management System: 41% • ISO 45001 Occupational Health and Safety Management System: 34%	
			By 2026, source 80% of the raw materials used in products from sustainable (recycled/renewable) sources.	• Sustainable Raw Material Procurement Rate (%)	• Sustainable Raw Material Procurement Rate: 62%	
WORK MATTERS	In production, priority is given to the use of circular raw materials as part of the environmental impact criteria applied to inputs.	Product Quality and Safety	Ensure full compliance with the Supplier Code of Ethics by all key suppliers by 2030.	• Supplier Code of Ethics Signing Rate (%)	• Supplier Code of Ethics Signing Rate: 20%	
	Efforts are carried out to reduce environmental impacts across the supply chain. In raw material procurement, evaluating suppliers against environmental and social criteria and supporting supplier development are among the priority areas.	Sustainable Supply Chain Management	Reduce emissions from input products by 50%.	• Recycled material use ratio (%)	• The share of iron and steel raw materials sourced from suppliers using electric arc furnace (EAF) technology reached 82%.	17 INNOVATION FOR THE FUTURE
			Reduce supply chain carbon emissions by 50% compared to 2024 by 2050.	• Upstream carbon emissions (tonCO ₂ eq)	• Scope 3 calculation work is ongoing.	12 INNOVATION FOR THE FUTURE
			Ensure that 100% of key suppliers implement the ISO 14001 Environmental Management System and the ISO 45001 Occupational Health and Safety Management System by 2030.	• Percentage of suppliers completing certification (%)	• Supplier management-system information is being tracked, including ISO 14001 Environmental Management System and ISO 45001 Occupational Health and Safety Management System certifications.	10 INNOVATION FOR THE FUTURE
			Source 80% of the raw materials used in products from sustainable (recycled or renewable) sources by 2026.	• Percentage of sustainable raw materials (%)	• The share of inputs produced using electric arc furnace (EAF) technology is 80%.	8 INNOVATION FOR THE FUTURE
			Ensure that all key suppliers comply with Norm Holding's Supplier Code of Conduct by 2030.	• Percentage of suppliers signing the policy (%)	• The share of suppliers covered by the Supplier Code of Conduct acceptance mechanism is 30%.	4 INNOVATION FOR THE FUTURE

PRIORITIZATION ANALYSIS

When determining sustainability priorities, an approach recognized by global reporting standards was adopted. In this process, the ESRS, along with GRI, SASB, and other relevant international sustainability reporting frameworks, as well as sector-specific expectations, were taken into account.

Priority issue analysis serves as a key tool in the development and updating of the sustainability strategy.

The Stakeholder Engagement Study conducted in 2021 was reassessed in 2024 in light of changing regulatory requirements, supply chain expectations, and sectoral developments.

To ensure that sustainability priorities remain aligned with corporate strategies and that current developments are reflected in the process, the materiality analysis is planned to be reviewed every three years and updated as necessary.

Stakeholder Structure and Engagement Methodology

As part of the materiality analysis, stakeholder groups with whom the company interacts throughout its value chain were engaged in the process. Accordingly, stakeholders who directly or indirectly influence Norm Holding's operations or are affected by them were included in the assessment process.

Employees within the holding company, various customer groups, business partners, suppliers, academic

institutions, investors, and financial institutions were among the stakeholder groups that contributed their views and assessments as part of the analysis.

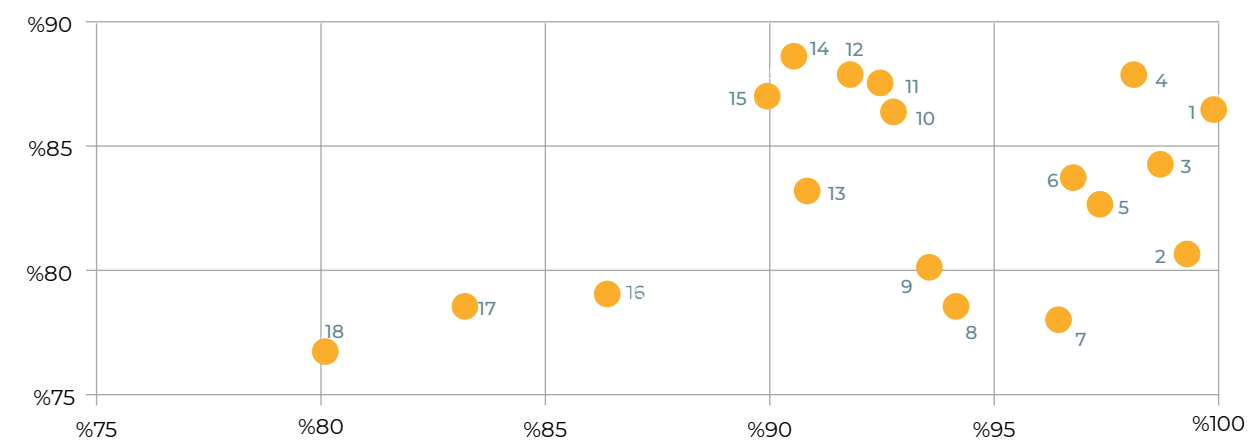
As part of stakeholder engagement, opinions and assessments were collected through digital surveys. The analysis placed importance on ensuring balanced representation of different stakeholder groups; a total of 246 stakeholders including 18 organizations operating on an international scale contributed to the study. The qualitative and quantitative data obtained were used in the materiality analysis during the evaluation process.

Strategic Grouping of Priority Issues

The 18 topics we evaluated under the headings of environmental, social, and corporate governance were assessed using a prioritization matrix and form the basis of our sustainability priorities for 2024–2028.

Based on the analysis results, the topics were classified into three groups: "very high priority," "high priority," and "medium priority."

The identified priority issues form the focus areas of our sustainability efforts. To strengthen the link between these issues and our corporate goals and to track performance, they are addressed under the strategic headings "HUMAN MATTERS", "PLANET MATTERS", "TECHNOLOGY MATTERS" and "WORK MATTERS".



VERY HIGH HIGH MATERIALITY

1. Transition to a Low-Carbon Economy
2. Twin Transition (Digital and Green Transition)
3. Corporate Governance and Transparency
4. Efficient Use of Resources
5. Occupational Health and Safety and Employee Well-being
6. Circular Product and Process Design and Innovation
7. Sustainable Supply Chain Management

HIGH MATERIALITY

8. Diversity, Equity, and Inclusion
9. Human Rights
10. Information Security
11. Air Quality
12. Water Efficiency and Wastewater Management
13. Business Model Resilience and Risk Management
14. Business Ethics
15. Customer Satisfaction

MEDIUM MATERIALITY

16. Biodiversity Conservation / Ecological Impact
17. Contribution to Socioeconomic Development
18. Responsible Investment Approach

SUSTAINABILITY MANAGEMENT

Sustainability management is carried out under the supervision of the Board of Directors; this ensures that sustainability strategies and policies are integrated into business processes and implemented company-wide. The Sustainability Committee monitors activities related to sustainability and climate change, evaluates risk management and corporate reporting processes, and submits decisions requiring approval to the Executive Board for review.

The Committee, which has been active since 2021, is responsible for developing policies focused on combating the climate crisis, resource efficiency, and social benefit. The Committee's core working framework is based on setting sustainability targets and tracking these targets across all group companies using concrete key performance indicators (KPIs).

The Committee's primary responsibilities include the following:

- Defining environmental, social, and governance (ESG)-focused targets and periodically analyzing their achievement rates,
- Identifying sustainability-related risks, integrating them into the Corporate Risk Management system, and reporting critical risks to the Board of Directors through the Early Risk Detection Committee,
- Ensuring that sustainability policies become an integral part of operational processes.

Sustainability initiatives are managed through the Sustainability Directorate, which reports to the Holding CEO, and the Sustainability Executive Committee, one of the Executive Board's committees. The Sustainability Executive Committee meets regularly once a month; it evaluates climate change, risk management, and corporate reporting processes, coordinates the implementation of the sustainability strategy under the ownership of the Board of Directors, and ensures that sustainability initiatives are effectively carried out across the company. The Committee held eight meetings during the 2025 fiscal year and regularly briefed the Board of Directors each quarter on performance developments and strategic steps.



Sustainability Committee Operating Principles: 

SUSTAINABILITY-FOCUSED RISK MANAGEMENT

“In addition to financial and operational risks, risks related to sustainability and climate change are also assessed within the framework of the corporate risk management system.”

Risks and opportunities are assessed using a systematic approach to ensure business continuity and support the achievement of long-term goals. Risk management efforts contribute to mitigating the effects of uncertainties and ensuring that potential opportunities are evaluated in a timely manner. **The Early Risk Detection Committee**, operating under the supervision of the Board of Directors, is responsible for the effective implementation of the corporate risk management system and for identifying and assessing risks at an early stage.

Norm Holding implements its risk management processes within a multi-layered structure that extends across all levels of the company. Within this framework, financial, operational, and external environmental risks, as well as risks related to sustainability and climate change, are monitored at the committee level.

Risks prioritized by the Sustainability Committee are integrated into corporate risk management processes in accordance with the assessment of the Early Risk Detection Committee. The Early Risk Detection Committee continues its efforts to strengthen internal control processes and promote risk awareness throughout the organization as part of the Corporate Risk Management system.

The effectiveness of these processes is audited by the **Internal Audit Department** using a risk-based approach. Within the scope of these activities, conducted under the authority of the Audit Committee, findings regarding the adequacy of internal control systems, legal compliance, and efficiency are shared with the Committee, and necessary improvement and corrective actions are tracked.

Corporate Risk Assessment Approach

In the risk assessment process, teams utilize SWOT and PESTLE-D analyses to evaluate internal and external factors that may affect operations and to monitor compliance obligations.

Processes are managed within the framework of the **ISO 14001, ISO 45001, and ISO 50001 Integrated Management Systems (IMS)** standards to improve performance and prevent adverse effects.

Risk Assessment and Action Mechanism

Identified risks and opportunities are analyzed using the **L-type 5x5 matrix method** based on impact (severity) and probability values. In this context:

- Responsibility for each action plan is assigned to the relevant units, and implementation processes are regularly reported to the Committee.
- All risks are tracked on a risk map and reviewed regularly by risk teams.
- Issues with a priority score of 15 or higher are classified as “important” or “critical” and included in priority action plans.
- Environmental aspects are assessed using the Environmental Aspects and Impacts Assessment Table; the potential impacts of climate change-related risks such as drought, flooding, and wildfires on ecosystems are analyzed.
- All action plans are recorded through the QDMS, responsible parties are assigned, and progress is monitored periodically.
- Appropriate risk management methods are determined based on the nature of the risks.

Risk and Opportunity Management Process

- 1 Identifying Risks and Opportunities
- 2 Impact and Probability Analysis (5x5)
- 3 Prioritization and Risk Scoring
- 4 Developing Action Plans
- 5 Tracking and Periodic Monitoring via QDMS

Climate Change-Related Risk and Opportunity Management

The Sustainability Committee and **the Directorate of Sustainability and Management Systems** carry out the processes of identifying, assessing, and monitoring risks and opportunities related to sustainability and climate change. The work conducted within this scope contributes to the assessment processes of the Early Risk Detection Committee.

The Sustainability Committee meets once every two months to conduct technical analyses, evaluate stakeholder feedback, and monitor industry developments.

These efforts support the effective management of risks related to sustainability and climate change and the evaluation of emerging opportunities.

Up-to-date risk and opportunity assessments prepared by the Committee are submitted directly to the Board of Directors annually or as needed. Risks prioritized by the Sustainability Committee and deemed to be of strategic importance are addressed by the Early Risk Detection Committee as necessary and integrated into the Enterprise Risk Management processes.

In accordance with TSRS compliance, a comprehensive Risk and Opportunity Inventory study was conducted in 2024. As part of the study, potential impacts under various climate scenarios were analyzed. The scenario analyses took into account the STEPS, APS, and NZE scenarios published by the International Energy Agency (IEA), as well as the IPCC’s RCP 2.6 and RCP 8.5 models.

- **Physical and Transition Risks:** Physical risks and transition risks that climate change may cause are assessed at every stage of the value chain (upstream, downstream, and direct operations), along with their impacts on operations, the market, and reputation.
- **Ecosystem Analysis:** Activities that could disrupt ecosystem balance by increasing greenhouse gas emissions and pollutant dispersion are analyzed within the framework of “**adverse impacts on the ecosystem**”; efforts are underway to mitigate risks and evaluate opportunities in these areas.

As a result of the studies conducted in 2025, a total of 32 risks were identified. Of these risks, 21 were classified as critical, and action plans were prepared. The remaining 11 risks were categorized as significant and are being monitored using a monitoring-based approach. **Additionally, a total of 19 risks assessed as climate change-related were identified, 6 of which were classified as critical risks.**

“As a result of studies conducted in 2025, 19 climate change-related risks were identified, 6 of which were classified as “critical” and prioritized in risk management processes.”

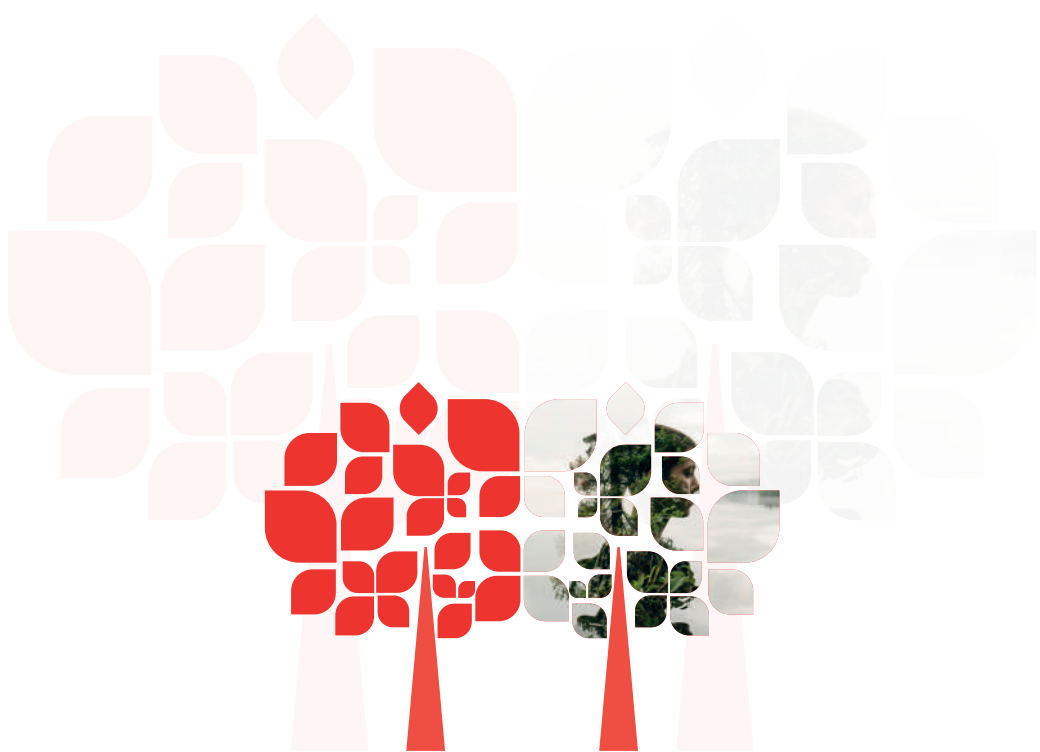


HUMAN MATTERS



HUMAN MATTERS

“Human Matters” focuses on the development, well-being, and workplace experience of human resources the foundation of success. In this regard, priority is given to creating a work environment where employees can realize their potential, develop themselves, and make meaningful contributions. The employee experience is addressed from a holistic perspective; talent management, training and development, diversity and inclusion, and employee engagement initiatives are evaluated together. While creating a safe, fair, and development-supportive work environment, the goal is to develop employees’ knowledge, skills, and competencies in line with future needs. Progress is regularly monitored through targets and performance indicators established in accordance with this approach.



PRIORITY AREA	STRATEGIC GOAL	TARGET YEAR	KPI	2025 PROGRESS STATUS
Occupational Health and Safety (OHS)	Zero Workplace Accidents	-	- Accident Severity Rate (%) - Accident Frequency Rate (%) - Occupational Disease Rate (ODR) - OSH Training Duration per Employee and Contractor	- In 2025, the accident frequency rate increased by 7.48% and the accident severity rate by 23.5% compared to the previous year. Efforts to reduce accident frequency and severity rates are ongoing to improve occupational safety and health performance, and necessary actions are being implemented in line with the goal of zero workplace accidents. - Regular training is provided to employees to raise occupational health and safety awareness, prevent hazardous behaviors, and promote a safety culture. Basic occupational health and safety, emergency response, single-point, and instructional training are conducted through both in-person and remote methods. Within this scope, a total of 27,623 hours of occupational health and safety training were provided in 2025.
	Increase the Employee Satisfaction Rate to 90%	2030	- Employee Satisfaction (%) - Average Tenure (Years)	- An Employee Opinion Survey is conducted every two years to regularly assess employee opinions and expectations. The employee opinion survey conducted in 2026 revealed an engagement rate of 74%. - Focus group meetings are held with the voluntary participation of field and office employees. - Pulse Surveys are conducted regularly to monitor the impact of implemented initiatives on the employee experience and to identify areas for improvement.
Talent Management and Employee Engagement	To maintain the Employee Engagement Rate	2025	Employee Engagement (%)	
	Increase the average training duration per employee	2025	- Total Training Hours - Average Training Duration Per Employee	- In 2025, the total training duration provided to employees was 81,448 hours, and the average training duration per employee reached 21.92 hours. Training sessions were conducted under various headings, including professional development (5,436 hours), personal development (5,359 hours), occupational health and safety (27,623 hours), and other topics (43,030 hours). - A total of 4,719 hours of environmental training were provided, with 2,567 employees participating in these sessions. - The number of employees who completed ethics training was recorded as 3,653. As a result of the training and development activities carried out during the year, the goal of increasing the average training duration per employee was successfully achieved.
Diversity, Equity, and Inclusion	- The percentage of women in STEM positions Increase the percentage of women in STEM positions to 50% by 2030. - The percentage of women in senior management to 30% - Increase the percentage of women in mid-level management positions to 35% - Increase the proportion of women in all management levels to 33%	2030	- Percentage of Female Employees (%) - Number of New Hires - Employee Distribution by Tenure - Employee Turnover Rate (%) - Number of Positions Filled by Internal Candidates - Total Number of Open Positions	- In 2025, the percentage of female employees was 12.2%, while the percentage of female employees in STEM positions was 33%. - When examining the representation of women in management levels, the percentage of women in senior management was 16.7%, and in middle management, it was 18.7%. The representation of women in other management levels reached 28.8%. - Efforts to increase the representation of women are ongoing, and relevant indicators are monitored regularly.
	Becoming a signatory to the Women's Empowerment Principles (WEPs)	2025	Completion of the WEPs Signing Process	Efforts to become a signatory to the Women's Empowerment Principles (WEPs) were completed, and the company became a WEPs signatory in 2025. As part of the process, a current status assessment was conducted using the WEPs Self-Assessment Tool, and action plans were developed for areas requiring improvement. The target set in this regard was successfully achieved.

OCCUPATIONAL HEALTH AND SAFETY

OHS TRAINING VIDEO APPLICATION

With the “On-Site Safety Rules and Risk Awareness Training Video” application implemented at the entrances to Norm Fasteners Nuts İzmir, Norm Coating İzmir 2, and the İzmir Logistics Center, visitors and contractors are informed about on-site safety rules and potential risks prior to entering the facility. There are plans to expand this application to other locations in the near future.

Norm Holding’s approach to occupational health and safety is based on identifying risks before they arise, creating safe working environments, and strengthening employee participation. In line with this, preventive measures are implemented across all operations to foster a culture of safety and achieve the goal of zero workplace accidents.

Occupational health and safety practices are carried out in accordance with legal requirements and international management system standards. Coordination of the ISO 45001 Occupational Health and Safety Management System is provided by the Directorate of Sustainability and Integrated Management Systems within the framework of the Integrated Management System. OHS specialists are assigned to relevant business units according to the needs of their areas of operation, contributing to the effective implementation of on-site practices.

Under the OHS management system, risk assessments are regularly updated, and work environments and operational processes are evaluated for potential hazards. When unsafe conditions or behaviors are identified, the necessary corrective and preventive actions are implemented.

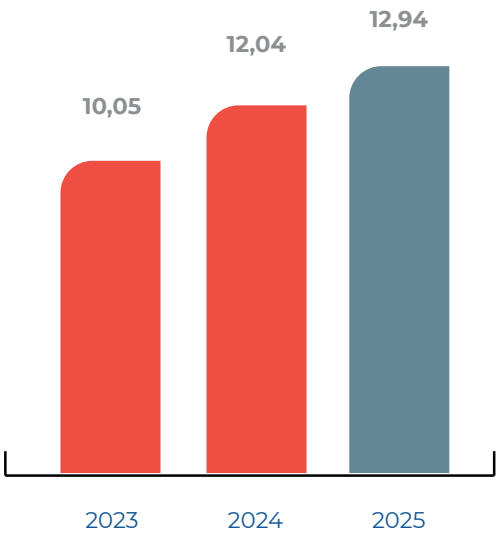
RISK MANAGEMENT AND CONTINUOUS IMPROVEMENT

Periodic inspections of machinery, equipment, and technical infrastructure at the facilities are conducted in a planned manner, taking into account operational areas, hazard classes, and operational requirements. Nonconformities identified as a result of these inspections are documented, and necessary corrective actions are planned.

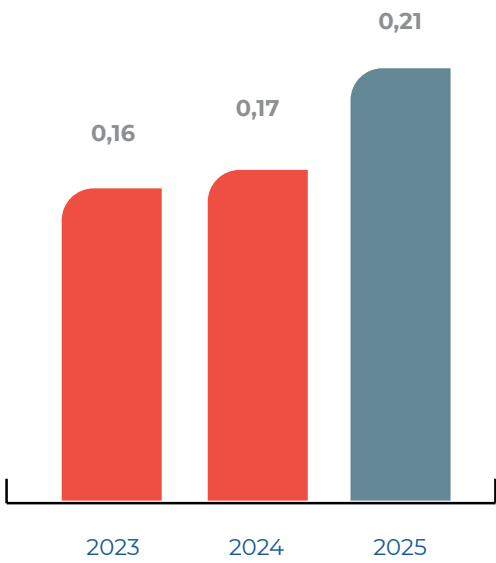
The Incident Reporting Module within the QDMS is used to monitor occupational health and safety performance. Through this module, workplace accidents, near-miss incidents, and nonconformities are recorded; the tracking of initiated actions is carried out, thereby strengthening the traceability of processes.



Accident Frequency Rate (AFR)



Accident Severity Rate (ASR)



Improving Visibility Safety in Crane Operations

As part of our occupational health and safety initiatives, cameras and imaging equipment have been integrated into the crane systems used in loading and unloading operations. This improvement has expanded operators’ field of view and enabled safer monitoring of load movements.

As a result of this implementation, the risk of reel overturns has been reduced, near-miss incidents have been prevented, and a safer working environment has been created during operations.

Safe and Efficient Production Practices in Machining

As part of an improvement project carried out on CNC lathe machines, the fixture design used in the product feeding system was redesigned. The modification ensured that products are transferred to the machine in a controlled manner, reducing product drops and associated quality losses.

At the same time, workplace safety was improved by eliminating the need for operator intervention that could arise from products and chips becoming jammed on the exit conveyor. As a result of the project, product losses were reduced by **41%**, while the occupational health and safety risk score for the relevant process was lowered from **level 12 to level 4**.

HSE REPRESENTATIVE PROGRAM EXPANDING

The SEÇ (Health, Safety, and Environment) Representative program, implemented at Norm Fasteners facilities, was expanded to different locations in 2025.

Under this program, employees actively contribute to identifying occupational health and safety risks on-site and to improvement processes.

Unsafe conditions, unsafe behaviors, and near-miss incidents reported by HSE representatives are evaluated with the relevant departments, and the follow-up of identified actions is conducted regularly. The program aims to increase employee participation and strengthen the occupational health and safety culture.

DIVERSITY, EQUITY, AND INCLUSION

At Norm Holding, we believe that different perspectives, experiences, and competencies add value to our organization. We are committed to maintaining a work environment where our employees can develop their potential, feel safe, and have access to equal opportunities. Our people-centered approach guides all our processes from the employee experience to our ways of working and the relationships we build with our stakeholders.

This approach is supported by our **Diversity, Equity, and Inclusion Policy**, published in 2025.

Merit, competence, and performance are the guiding principles in our hiring, talent management, career development, training, and compensation processes.

Discrimination based on language, race, gender, religion, disability, or other personal characteristics is not permitted; our goal is to maintain an inclusive work environment that ensures equal opportunity for all employees. We enforce a **zero-tolerance** policy against all forms of discrimination.

In line with gender equality goals, the aim is to increase the percentage of female employees to 35% by 2030.

In this context, the proportion of female employees has risen from 11.1% in 2024 to 12.2% in 2025.

ACCOUNTABILITY AND FUTURE APPROACH

Norm Holding's performance in the areas of human rights and inclusion is regularly monitored through defined key performance indicators (KPIs). The results are shared with relevant stakeholders, and feedback processes are conducted.

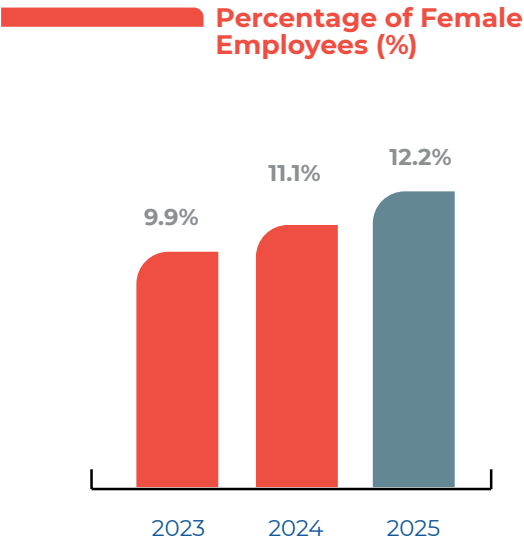
In the coming period, the goal is to expand this approach beyond the company's own operations to include the supply chain as well. Through sector-specific collaborations and the sharing of best practices, efforts are ongoing to strengthen human rights and an inclusive work culture across the entire value chain.



A COMMITMENT STRENGTHENED BY THE WEPS

As a participant in the United Nations Global Compact (UNGC), activities are conducted in accordance with universal human rights principles. In this context, the United Nations Women's Empowerment Principles (WEPs) were signed in 2025.

In line with this commitment, which supports the strengthening of women's participation in the workforce and their representation in decision-making processes, the goal is to expand the scope of efforts in the area of gender equality. Accordingly, participation in the Business Against Domestic Violence (BADV) initiative is planned for 2026. As part of this initiative, the company plans to carry out activities aimed at raising awareness about the prevention of workplace violence and harassment, strengthening existing practices, and supporting an inclusive work environment.



Norm Holding Diversity, Equity, and Inclusion Policy:

EMPLOYEE SATISFACTION AND ENGAGEMENT



In 2025, 24 internal job postings were published, and 99 positions were successfully filled through internal rotation.

We place great importance on maintaining a fair and supportive work environment where employees feel valued. In this regard, employee engagement is regularly measured, and the feedback received is evaluated to improve the work environment and the employee experience.

Career development programs, benefits, and initiatives that support employees' social lives are among the key elements of this approach.

As part of the "Shape Your Career" internal job posting system, which is designed to support employees in advancing their careers within the organization, open positions are first presented to current employees for consideration.

This program enables employees to take on different roles and responsibilities and gain new experiences.

In 2025, 24 internal job postings were published, and 99 positions were successfully filled through internal rotation.

BENEFITS AND SUPPORT PROGRAMS

Various initiatives are implemented to support employees' work-life balance, particularly regarding parenting. In this context, female employees are ensured the right to take their maternity leave in full and without interruption in accordance with their legal rights; their return to their positions with the same role and working conditions after leave is guaranteed. Employees who become fathers are granted five additional days of leave in addition to their statutory paternity leave.

Various training programs are conducted to support employees' professional and personal development. These training activities not only help our employees enhance their knowledge and skills but also enable them to adapt to changing job requirements and support their career advancement.

EMPLOYEE SATISFACTION AND ENGAGEMENT

81,448 HOURS OF TRAINING

Training and development activities are conducted in various fields to help employees enhance their knowledge and skills and to support their career development. Within this framework, a total of 81,448 hours of training were provided across different categories in 2025.

EMPLOYEE FEEDBACK AND EVALUATION PROCESSES

Various feedback tools are utilized to assess employees' expectations, suggestions, and satisfaction levels. As part of this effort, the Employee Opinion Survey is conducted every two years in collaboration with an independent organization.

The survey, which covers group companies both domestically and internationally, evaluates topics such as the work environment, management practices, career development, benefits, and overall satisfaction.

The survey results are analyzed by the independent organization and shared with relevant managers and employees. The findings help identify strengths and areas for improvement while guiding enhancement initiatives. Between survey periods, Pulse Surveys are conducted to track changes in the employee experience, and employee feedback is monitored on a regular basis.

FOCUS GROUP DISCUSSIONS AND IMPROVEMENT INITIATIVES

To comprehensively evaluate the results of the Employee Opinion Survey and better understand areas for improvement, focus group discussions are held with the voluntary participation of field and office employees.

Based on the views and suggestions shared during these discussions, each group company is developing action plans tailored to its specific needs and work structure.

The implementation status of the identified actions is regularly monitored, and the results obtained are evaluated as part of improvement efforts.

NUMBER OF EMPLOYEES TAKING MATERNITY AND PATERNITY LEAVE

KADIN	20
ERKEK	202

NUMBER OF EMPLOYEES PARTICIPATING IN TRAINING PROGRAMS BY EMPLOYMENT TYPE

	BLUE COLLAR	WHITE COLLAR
2023	3,541	994
2024	3,452	949
2025	3,332	958

TRAINING HOURS PROVIDED TO EMPLOYEES BY TYPE OF TRAINING

	PROFESSIONEL DEVELOPMENT	PERSONEL DEVELOPMENT	OHS	OTHER
2023	18,000	1,612	18,868	37,994
2024	10,519	516	17,384	45,355
2025	5,436	5,354	27,623	43,030



“BIZ BIZE” MEETINGS

“Biz Bize” Meetings are one of the key communication platforms where current developments, goals, and priority agenda items are shared with employees. These meetings also provide employees with the opportunity to directly share their views, suggestions, and expectations with leaders.

Throughout 2025, **55 in-person meetings** were held across all locations to bring employees together, contributing to the strengthening of mutual communication, transparency, and employee engagement.



EMPLOYEE WELL-BEING AND CORPORATE CULTURE

Norm Holding draws its greatest strength from its employees and the corporate culture they build together. Across all areas of operation from design to production, and from offices to the field the company places importance not only on work outcomes but also on the health, happiness, and well-being of its employees.

While developing initiatives that support employees in maintaining a balanced work-life integration, the company also prioritizes strengthening internal interaction and solidarity

In this context, employee clubs are supported through events in the areas of sports, art, culture, and social responsibility, and shared spaces are created where different teams can come together.

It is believed that these initiatives, which enable employees to discover their interests and develop their talents, strengthen the corporate culture and contribute to employee engagement. It is believed that, in addition to working together, learning together, sharing experiences, and celebrating successes are key elements of a strong work culture.

In 2025, Norm Holding contributed to creating social and environmental value by making investments and expenditures totaling 3,434,331 TL as part of its support activities for art, education, the community, and employees, in addition to the Norm Forest and Norm Volunteers projects.



N'AKTIF PROGRAM

Launched to support employees' interests outside of work, increase social interaction, and strengthen internal engagement, the **N'Aktif social clubs platform** is among the initiatives that enhance the employee experience. Offering activities tailored to diverse interests, the program supports employees' physical, mental, and social well-being while also contributing to maintaining a healthy work-life balance.

THROUGH THE UNIFYING POWER OF MUSIC

The **Norm Band**, formed within the **N'Aktif Music Club**, met with employees at the second "Music at Norm" concert. At the event held on March 14 at the STD Izmir campus, employees enjoyed pleasant moments accompanied by the unifying power of music.

Bringing together employees from different teams for a shared experience, the concert was one of the special events designed to foster social interaction and internal organizational commitment. Enlivened by the stage performances of the Norm Band members, the event served as a gathering where employees came together to enjoy each other's company.



SPECIAL PERFORMANCE BY THE N'AKTIF DANCE CLUB FOR APRIL 23

Employees and their children from the N'Aktif Dance Club participated in folk dance, modern dance, and horon lessons for two months to prepare a special performance for April 23. Carried out with great enthusiasm and dedication, this effort brought the Norm family together for a shared event.

This special performance, prepared for April 23 National Sovereignty and Children's Day, brought Norm families together for a shared event and created colorful moments thanks to the children's energy and the employees' voluntary contributions.

AT THE N'AKTIF DO-IT-YOURSELF CLUB'S EBRU WORKSHOP

The **N'Aktif DIY Club** gathered at the Ebru Workshop, led by Norm Art instructor Gülperi Çelik Yıldız. Throughout the workshop, participants had the opportunity to learn the intricacies of the traditional art of ebru while showcasing their creative sides by creating their own designs.

The event not only allowed employees to explore their creativity but also provided a setting for enjoyable and colorful moments.



ART WORKSHOP EVENT

Members of the **N'Aktif DIY Club** gathered at painting workshops held on May 5 and July 3. Participants had the opportunity to express their creativity on canvas while creating their own works by experimenting with different techniques.

The workshop, where different stories emerged with every brushstroke, turned into a special experience where employees set aside time for art, shared the joy of creating, and experienced inspiring moments.

A FUN GATHERING SHAPED BY CLAY

The **N'Aktif DIY Salihli Club** gathered at the ceramics workshop held at Salihli Art Studio. Participants had the opportunity to experience the basic techniques of ceramic art while enjoying the process of creating their own designs.

The event, which highlighted creativity and manual dexterity, offered employees a unique experience outside their daily work routines.

EMPLOYEE WELL-BEING AND CORPORATE CULTURE

DOUBLE CHAMPIONSHIP FOR THE SOCCER TEAM

The Norm Holding Soccer Team capped off the year with two trophies, first winning the **NCL Fall Season Silver League** championship and then claiming the title of Izmir champion in the Business Cup. This success served as a powerful demonstration of team spirit, solidarity, and a culture of working together toward shared goals.

THE UNIFYING POWER OF SPORTS: CORPORATE SPORTS TEAMS

To support employees' active lifestyles and strengthen internal interaction, corporate sports teams competing in volleyball, soccer, and basketball are supported. The teams, which prepared for various events through regular training sessions throughout the year, achieved significant successes in different categories at inter-company tournaments. In addition to supporting employees' physical well-being, these sports activities also contribute to strengthening a culture of teamwork, solidarity, and working together toward common goals.

PEDAL FOR EDUCATION

The **N'Aktif Cycling Club** participated in the "Pedal for Education" event organized by the Aegean Contemporary Education Foundation (EÇEV). During the event, employees pedaled to raise awareness about equal opportunities in education.

Carried out in the spirit of solidarity and volunteerism, this journey not only supported education but also turned into an unforgettable experience.

A HEIST THING" PERFORMED IN SALIHLI

As part of an event organized by the N'Aktif Organization Club, the comedy play titled "**A Heist Thing**", staged by the İAOSB Theater Club, was presented at the **Salihli Zafer Keskiner Theater Hall** for employees and their families.

The audience enjoyed an unforgettable evening thanks to the play's entertaining story and outstanding acting performances. The event served as a vibrant gathering where employees and their families came together through cultural and artistic activities.

TREKKING IN HARMONY WITH NATURE

Members of the **N'Aktif Healthy Living Club** gathered for a trekking event held in Salihli. Participants completed an 8-kilometer trail in the Adala Hermos Canyon, one of the key sites of the Kula and Salihli UNESCO Global Geopark.

The participants, who had the opportunity to discover the area's natural beauty, enjoyed a pleasant day immersed in nature.



DOUBLE CHAMPIONSHIP FOR THE NORM HOLDING VOLLEYBALL TEAM

The Norm Holding Volleyball Team achieved a significant milestone by winning the Business Volley Cup in Izmir for the third consecutive year. The team secured the championship through the determination, team spirit, and consistent performance it demonstrated throughout the tournament, showcasing remarkable consistency with this third consecutive victory.

Following its victory at the Business Volley Cup Izmir, the Norm Holding Volleyball Team also claimed the championship at the Izmir Metropolitan Municipality Volleyball Tournament. The team, which finished the season with two trophies, achieved a major success through its fighting spirit, teamwork, and consistent performance.



NORM HOLDING BASKETBALL TEAM WINS NCL TEK POTA İZMİR CHAMPIONSHIP

The Norm Holding Basketball Team finished as champion of the NCL Tek Pota Izmir Tournament. The fighting spirit, team spirit, and solidarity displayed throughout the tournament played a key role in this success.

HAND IN HAND FOR OUR FURRY FRIENDS

Norm Gönüllülerinin, Çeşme'de meydana gelen As part of an in-kind aid campaign organized by Norm Volunteers to help meet the needs of animals affected by the fire in Çeşme and under the care of the Çeşme Street Animal Protection Association (ÇESAL), donations collected from various locations were delivered to the association.

Additionally, throughout the year, the Pati Dostları Team operating under the Norm Volunteers umbrella provided support to help stray animals find safe homes. As part of these efforts, the first adoption process was successfully completed, and a furry friend was reunited with its new family.

These efforts demonstrated that solidarity is approached not only among humans but also with a sense of responsibility that extends to all living beings.

A PROJECT THAT BRINGS CURIOSITY AND LEARNING TOGETHER

As part of the "**A Fresh Start**" Project, carried out in collaboration with the Aegean Contemporary Education Foundation (EÇEV), support was provided to help children in Izmir and Salihli gain new experiences in the fields of science, technology, art, and sports. The project aimed to build children's self-confidence, foster their sense of curiosity, and help them discover their potential. Norm Volunteers took on the roles of instructors and facilitators as part of the project, working directly with the children. By sharing their knowledge and experience, they helped the children acquire new skills, while the activities provided an experience that encouraged both learning and creativity.

EMPLOYEE WELL-BEING AND CORPORATE CULTURE

NORM VOLUNTEERS

The company embraces the philosophy that social impact is strengthened not only through corporate projects but also through the knowledge, experience, and volunteer contributions of its employees. In line with this, employees are encouraged to actively participate in social responsibility initiatives, and the development of collaborative solutions addressing societal needs is supported.

As part of this approach, the Norm Volunteers Platform, launched in 2024, operates as a structure where employees come together on a voluntary basis to develop projects focused on social benefit.

Through this platform, which consists of nearly 100 volunteer employees, projects are carried out in various fields such as education, the protection of stray animals, reforestation efforts, and support for people with disabilities.

Projects proposed by volunteers are evaluated and shaped in alignment with the Sustainable Development Goals prioritized by Norm Holding. Through initiatives coordinated by the Corporate Communications team, a participatory culture of volunteerism is fostered, enabling employees to make direct contributions to social development.

WITH THE WARMTH OF SOLIDARITY

Through a volunteer initiative carried out by Norm Volunteers in collaboration with the Street Soup Kitchens Mutual Aid Association as part of the “**A Bowl of Hope Project**”, support was provided to those in need at various locations across Izmir. The event served as a meaningful example highlighting the importance of solidarity in social life.

Aimed at providing support for one of the most basic needs nutrition this initiative was among the efforts that reinforced the role of solidarity and sharing in creating social benefit.



STEPS TOWARD HOPE IN EDUCATION

Through the participation of Norm Volunteers, the N'Aktif Running Club, and the Norm Holding Running Team in the marathon held in Çeşme, support was provided for the Aegean Contemporary Education Foundation's (EÇEV) “**If One More Child Goes to School, a Thousand Futures Will Be Brightened!**” project.

The event, where every step contributed to a child's educational journey, brought together the unifying power of sports with the spirit of solidarity. Thanks to the volunteers' participation, third place was achieved in both the Corporate Donation Category and the Corporate Team Division. The event stood out as a meaningful gathering that not only supported education but also strengthened a culture of sharing and solidarity.



BREATHING LIFE INTO NATURE WITH NORM FOREST

Led by Norm volunteers and in collaboration with the Aegean Forest Foundation, 10,000 saplings were planted in the Manisa Ahmetli reforestation area. This initiative contributed to nature in line with the carbon-neutral goal while also supporting the objective of leaving a greener future for future generations.

Each sapling served as a meaningful example of how to strengthen our connection with nature and embrace environmental responsibility through volunteerism.



SOLIDARITY GROWING THROUGH VOLUNTEERING

A meaningful volunteer initiative focused on solidarity was carried out through the participation of Norm Volunteers in the mandarin orange harvest organized by LÖSEV at the Seferihisar Natural Life Farm. The mandarin oranges collected during the event were transformed into a meaningful contribution that reflected the power of volunteerism, sharing, and solidarity.

The harvested mandarins were distributed to LÖSEV families, primarily children and adult patients receiving treatment at LÖSANTE Hospital. A portion of the produce was also sent to underprivileged schools as part of LÖSEV's “**Goodness Has Come to My Country's Village Schools**” project.

Organized through the voluntary contributions of employees, the event served as a meaningful example of social benefit initiatives that strengthen community solidarity and reach diverse segments of society.



TALENT MANAGEMENT

The talent management approach, which lies at the heart of human resources processes, aims to ensure the sustainable transfer of organizational knowledge, develop leadership capacity, and establish sustainable succession planning mechanisms for critical positions.

The corporate culture, shaped by the **“Together with You”** motto, is founded on customer focus, teamwork, diversity and inclusion, and a commitment to environmental and social responsibility.

PERFORMANCE AND POTENTIAL ASSESSMENT APPROACH

Employees' development processes are supported within the framework of a **Performance Management System (PMS)** based on transparent and measurable criteria.

To manage the performance of office employees with a focus on continuous improvement, the **OKR (Objectives and Key Results)** methodology has been implemented since 2021.

Within this framework, individual goals are set in alignment with company and business unit priorities and tracked according to **SMART (Specific, Measurable, Achievable, Realistic, and Time-bound)** criteria. Through the WOKR Platform, which has been in use since 2022, regular one-on-one meetings are held between employees and managers, and goal progress is monitored throughout the year.

Employees' performance outcomes and areas for development are addressed as part of the evaluation processes conducted throughout the year. **The Performance-Potential Matrix (9-Box)** used in this process ensures a holistic assessment of employees not only of their current performance results but also of the responsibilities they may assume in the future and their development potential.

The results obtained are used to create short-, medium-, and long-term succession plans for critical positions, to identify career development opportunities, and to implement talent management practices.

In addition to the performance evaluation processes conducted for white-collar office employees, the performance of blue-collar field employees is also tracked via a digital platform developed by Norm Digital. Performance targets set by the relevant business unit managers, method teams, and Human Resources are evaluated at the end of the year; the results are used in the creation of development plans and in talent management processes.

DEVELOPMENT AND COMPETENCY PROGRAMS

As part of talent management, various programs and initiatives are implemented to develop employees' competencies and enhance internal knowledge sharing:



NORM ACADEMY

Training and development activities are structured and carried out under the Norm Academy umbrella, which was launched in 2018.

In addition to mandatory technical and legal training, Norm Academy offers content focused on digital transformation, industry trends, and future competencies. The goal is to support employees in both their current role competencies and their future-oriented skills.

NORMENTOR MENTORING PROGRAM

The program aims to strengthen the sharing of knowledge and experience within the company. It also supports employee development while contributing to increased interaction among teams from different departments and the spread of a culture of learning.

The program began in 2024 and was completed in 2025. A total of 34 mentors and 61 mentees participated in the program, including 7 female mentors and 33 female mentees.

NORM INTERNSHIP PROGRAM

The program enables young talents to bridge the gap between the knowledge they have acquired during their education and the professional world. Designed for vocational high school students as well as undergraduate and graduate students, the program offers participants the opportunity to gain firsthand experience in various business fields, experience a professional work environment, and collaborate with expert teams.

Offered with both short- and long-term options, the program helps students explore their areas of interest and shape their career goals. Students who successfully complete the internship may be given priority consideration during the evaluation process for open positions. In 2025, a total of 70 students gained experience through the Norm Internship Program.



NORM ONLINE DEVELOPMENT PLATFORM

In addition to mandatory training, the platform provides access to a variety of courses in leadership, digital competencies, technical knowledge, and personal development. This enables employees to shape their own development journeys according to their individual needs and interests.

N'TALENT PROGRAM

The program enables young talents continuing their education to gain a close understanding of professional work life and take their first steps on their career journeys at an early stage. Under the program, which is designed for undergraduate and graduate students, participants work part-time at group companies, becoming involved in real-world business processes and gaining experience working with teams.

Throughout the program, students develop their technical and professional competencies through projects they take on, while also benefiting from mentoring and development opportunities. By combining academic studies with work experience, this program gives participants the opportunity to gain firsthand insight into the corporate work environment and shape their career goals. In 2025, 6 students gained part-time work experience through the N'Talent Program.

THE POWER OF THE FIELD, THE POWER OF NORM

Launched in 2018, this program is designed to support the development of leaders working in the field. Tailored for employees who take on team management responsibilities, the program offers training in areas such as communication, employee relations, and team management. The program helps participants strengthen their leadership skills and guide their teams more effectively.

TALENT MANAGEMENT

ACADEMIC AND PROFESSIONAL DEVELOPMENT SUPPORT

To support employees’ continuous learning and development, various opportunities are offered for master’s and doctoral programs, foreign language training, and professional certification programs. These supports help employees advance in their areas of expertise and acquire new competencies.

DigiConnect ONLINE DEVELOPMENT PROGRAM

This is an online development program designed to help university students gain a close understanding of the business world and support their professional development. Held during the summer and winter sessions, the program offers participants the opportunity to gain knowledge about corporate life and acquire new perspectives through content prepared in various fields.

By offering the chance to meet with Norm Holding experts, the program supports students’ career planning while also helping them establish early connections with the business world. Participants who successfully complete the program may be given priority consideration in evaluations for recent graduate programs and suitable positions. In 2025, 21 students were included in the development process under the DigiConnect Program.

CAREER EVENTS AND UNIVERSITY PARTNERSHIPS

Various partnerships with universities are being carried out to support the career development of young talents and help them connect with the business world at an early stage. As part of these efforts, the centers engage with students through career days, promotional events, and various other activities, providing information on career and internship opportunities.

In addition to these initiatives with universities, the company also engages with students and recent graduates through platforms such as Youthall, Yetgen, and similar ones.

NORM VOCATIONAL TRAINING UNITS GRADUATED THEIR STUDENTS

In 2025, a total of 200 students received report cards at Norm Vocational Training Centers, while 52 students celebrated their graduation. Having developed their vocational knowledge and skills, the students marked an important milestone in their educational journey.

VOCATIONAL TRAINING CENTER

The Vocational Training Unit and Apprenticeship Program were launched in İzmir in 2007 and in Salihli in 2015 with the aim of training qualified workforce for the sector and supporting the participation of young people who, for various reasons, were unable to continue their formal education in the workforce by helping them acquire vocational skills.

Under the Vocational Training Unit, students receive theoretical instruction one day a week in accordance with the curriculum set by the Turkish Ministry of National Education, while gaining practical experience through on-the-job training four days a week.

In addition to vocational training, technical training, digital literacy workshops, project-based activities, seminars, and technical and cultural events are organized to support students’ personal and professional development. The program not only helps students develop their professional competencies but also prepares them for the workforce and fosters a sense of responsibility.

To date, a total of 259 students have graduated from the centers, and 107 of these graduates have continued their careers within Norm Holding. As of 2025, a total of 171 students are enrolled in the centers.

HUMAN RIGHTS

At Norm Holding, operations are conducted within the framework of an approach that respects human dignity and an ethical management philosophy. In this context, following comprehensive review processes conducted in 2024, the Human Rights Policy was updated as of 2025 to create a more inclusive and actionable framework.

The updated policy aims to integrate respect for human rights into all operational processes and business models.

This approach is based on the principles of the following international standards and instruments:

- The Universal Declaration of Human Rights,
- The UN Guiding Principles on Business and Human Rights,
- The ILO Core Conventions,
- The UN Global Compact (UNGC)

Within this framework, a zero-tolerance policy toward child labor, forced labor, discrimination, and harassment is adopted; and the maintenance of a safe, fair, and respectful work environment for all employees is supported.

KEY PRACTICES OF THE HUMAN RIGHTS APPROACH

Within the scope of the human rights approach, supporting employee development, upholding the principle of equal pay for equal work, and strengthening occupational health and safety practices are among the top priorities. In this context, the following practices are implemented:

DIVERSITY AND INCLUSION

Training programs are conducted for employees on combating discrimination and promoting equal opportunity; the goal is to foster an inclusive work environment where differences are valued.

VIOLATION PREVENTION AND SANCTIONS

Monitoring and evaluation mechanisms are in place to detect and prevent potential rights violations at an early stage. In the event of adverse situations, the necessary procedures are carried out in accordance with relevant legislation.

INDEPENDENT REPORTING MECHANISM

Situations that violate ethical principles and potential human rights violations can be reported via the Ethics Hotline on a confidential basis. The identities of those making reports are protected, and all submissions are handled within the scope of independent evaluation processes.

CONTRIBUTION TO SOCIO-ECONOMIC DEVELOPMENT

Norm Holding views creating social value as a key component of its approach to sustainable growth. It considers it a priority to support the economic value it generates through projects that contribute to society in the regions where it operates. In this regard, it focuses not only on today's needs but also on initiatives that will contribute to the long-term development of society.

In line with this sense of responsibility, it supports the development of society in various fields such as quality education, culture, and the arts. It aims to contribute to social development and create long-term social value through high-quality, sustainable projects that encompass diverse segments of society.

NORM ART

Launched in 2003 with a vision for social development, Norm Art has hosted over 150 exhibitions since its inception, supporting the region's artistic vitality and making art accessible to all.

Through educational programs held annually in May and October, adults who embrace art as a hobby are equipped with new skills, while young talents preparing for fine arts academies receive professional support for their development. In this way, a cultural space for learning and creation is established within the production sectors, thereby supporting social contribution.

"FREEDOM" EXHIBITION

The "Freedom" exhibition, featuring works by Norm Art course participants, opened to art lovers on January 10, 2025. The exhibition, held at the Urla Municipality Aryom Culture and Arts Center, showcased a mixed collection of works consisting of portraits of women.

Curated by Gültekin Yıldız, the exhibition served as an important gathering point that highlighted the unifying and transformative power of art while enabling students to share their artistic creations from throughout the year with a wide audience. It also provided a significant platform for students to showcase their works to art lovers.

MUSIC: A GATHERING OF EXPERIENCE AND SHARING

Based on the understanding that art develops through experience and multiplies through sharing, a master class was held at Yaşar University's Department of Music with the participation of pianist Emre Yavuz. During the session, the students' selected pieces were evaluated, and suggestions were shared regarding their technical development and musical interpretation.

During the event, which featured important works of classical music by composers such as Beethoven, Schubert, and Schumann, students had the opportunity to gain different perspectives on interpreting the pieces and conveying them to the audience.

Norm Sanat continues to support initiatives that bring artists and young talents together and to offer opportunities for growth in the field of culture and the arts.



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Norm Holding has continued its educational investments aimed at developing a qualified workforce. The Private İAOSB Nedim Uysal Vocational and Technical Anatolian High School, operating within this framework, has contributed to the development of individuals with the technical competencies required by the industry. Thanks to its fully equipped educational infrastructure, students have developed their professional knowledge and skills by participating in hands-on training in the fields of industrial automation, electrical/electronic and mechanical technologies.

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İZMİR ATATÜRK ORGANIZED INDUSTRIAL ZONE NEDİM UYSAL VOCATIONAL AND TECHNICAL ANATOLIAN HIGH SCHOOL

Founded in 2014, the school is named after Nedim Uysal, the Founder and Honorary Chairperson of Directors of Norm Holding. Located within the İzmir Atatürk Organized Industrial Zone, the high school serves as an educational center preparing the engineers and technical experts of the future.

At the school, students receive a 100% scholarship-funded education in modern classrooms as well as workshops and laboratories equipped with the latest technologies. Through this model, which combines theoretical knowledge with practical application, the goal is for students to graduate with the skills needed to shape industrial production and technological advancements.

Norm Holding has continued its educational investments aimed at developing a qualified workforce. Operating within this framework, the Private İAOSB Nedim Uysal Vocational and Technical Anatolian High School has contributed to the development of individuals possessing the technical competencies required by the industry. Thanks to a fully equipped educational infrastructure, students have developed their professional knowledge and skills by receiving hands-on training in the fields of industrial automation, electrical-electronics, and mechanical technologies.

SUPPORT FOR THE "BOTH WORK AND EDUCATION" PROJECT

As part of the "Both Work and Education" program run by the Cevdet İnci Education Foundation and aimed at supporting women's participation in the workforce through vocational training Norm Holding hosted female trainees at its Norm Tooling facilities.

Enriched by a facility tour, technical training sessions, and hands-on activities led by Human Resources teams, the program included activities designed to help participants gain a closer understanding of the manufacturing sector and support their professional development.



PLANET MATTERS



PLANET MATTERS

“Planet Matters” constitutes the environmental dimension of the sustainable growth philosophy. Climate change, increasing pressure on natural resources, and evolving regulatory expectations have made the effective management of environmental impacts more critical than ever. Accordingly, environmental issues are addressed not only in the context of the impacts of operations but also as a key component of future-oriented decisions and priorities.

When conducting operations, environmental impacts such as energy, emissions, water, and waste management are addressed from a holistic perspective, with a focus on the efficient use of resources, the widespread adoption of circular economy practices, and support for the transition to a low-carbon economy. Practices that enhance operational efficiency are evaluated alongside environmental performance targets; the goal is to build a structure better prepared for future needs while reducing environmental impacts. Progress toward the targets and performance indicators established under this approach is regularly monitored, and the journey toward creating sustainable value is pursued with determination.

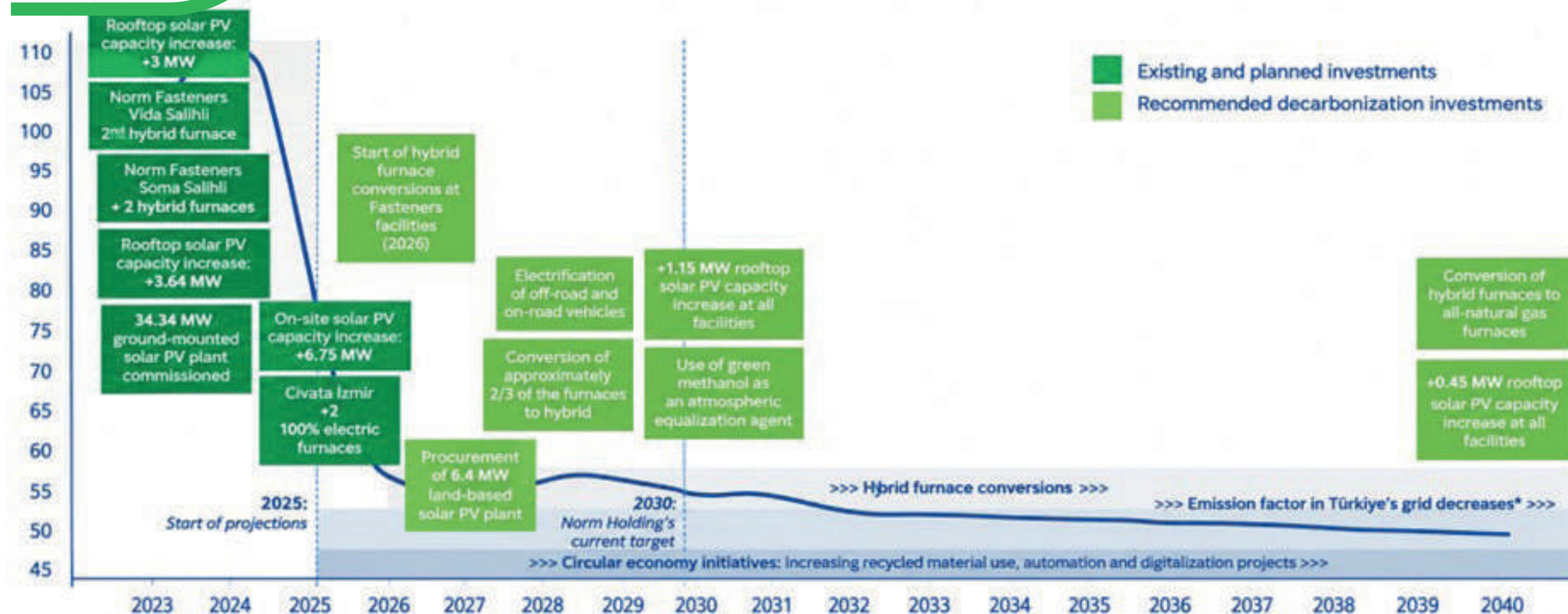


PRIORITY TOPIC	STRATEGIC GOAL	TARGET YEAR	KPI	2025 PROGRESS STATUS
TRANSITION TO A LOW-CARBON ECONOMY	Achieve net-zero emissions for Scope 1 and Scope 2 emissions	2050	Scope 1 and Scope 2 Emissions (tCO ₂ e)	- In 2025, Scope 1 emissions were calculated as 40,993.03 tCO₂e and Scope 2 emissions as 54,026.55 tCO₂e. - Scope 1 + Scope 2 (location-based) emissions: 95,019.58 tCO₂e - Scope 1 + Scope 2 (market-based) emissions: 73,071.92 tCO₂e
	Reduce Scope 1 and Scope 2 emissions by 50% compared to 2021	2030	Carbon Footprint Emissions (tCO ₂ e)	Under the decarbonization roadmap, a gradual transition toward the defined 2030 emission reduction target is planned for the local facilities of Norm Fasteners Bolts, Norm Fasteners Nuts, Norm Fasteners Screws and Norm Coating.
	Reduce energy consumption per unit of production by 33% compared to 2021	2030	Energy Intensity (MWh/metric ton)	- The energy intensity indicator is monitored across all production companies based on energy consumption per unit of production (MWh/ton), using 2021 as the base year. - In 2025, energy intensity was 2.38 MWh/ton at Norm Fasteners Bolts İzmir, 1.94 MWh/ton at Norm Fasteners Bolts Salihli, 2.22 MWh/ton at Norm Fasteners Screws, 1.49 MWh/ton at Norm Fasteners Nuts, and 0.55 MWh/ton at Norm Coating. - Energy-efficiency projects and process-improvement initiatives aimed at reducing energy consumption per unit of production are ongoing.
RESOURCE EFFICIENCY	Achieving the zero-waste target for both hazardous and non-hazardous waste	2050	Amount of Hazardous and Non-Hazardous Waste (kg)	In 2025, 20,399.55 tons of hazardous waste and 2,382.45 tons of non-hazardous waste were generated. Total waste increased by 2.59% compared to the previous year.
	Reduce the amount of water withdrawn per product at production facilities by 30% compared to the 2020 base year	2030	Water Intensity (m ³ /ton)	- The water-intensity indicator is monitored across all production companies based on water consumption per unit of product (m³/ton). - In 2025, water intensity was 1.65 m³/ton at Norm Fasteners Bolts İzmir, 1.13 m³/ton at Norm Fasteners Bolts Salihli, 2.50 m³/ton at Norm Fasteners Screws, and 1.11 m³/ton at Norm Fasteners Nuts. Compared to the previous year, water intensity decreased by 27% at Norm Fasteners Bolts Salihli, 46.67% at Norm Fasteners Screws, and 33% at Norm Fasteners Nuts.

DECARBONIZATION STRATEGY AND EMISSION REDUCTION ROADMAP

DECARBONIZATION TARGET

The goal is to reduce Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030 and to achieve net-zero emissions by 2050.



The effects of climate change are impacting many areas of our operations. Therefore, the transition to a low-carbon economy is approached as a comprehensive transformation process that includes not only measures to reduce emissions but also efforts to increase efficiency in energy and resource use.

In this regard, activities related to the measurement, monitoring, and management of greenhouse gas emissions are carried out in accordance with the ISO 14064-1 Standard.

Under the coordination of the sustainability team, Scope 1 and Scope 2 emissions are regularly calculated, and performance results are monitored. The data obtained is used to determine priorities for emissions reduction and to establish climate targets.

DECARBONIZATION STRATEGY

Short-, medium-, and long-term goals have been established as part of efforts to combat climate change. In this context, the company aims to reduce Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030 and increase renewable energy production capacity by 50% during the same period.

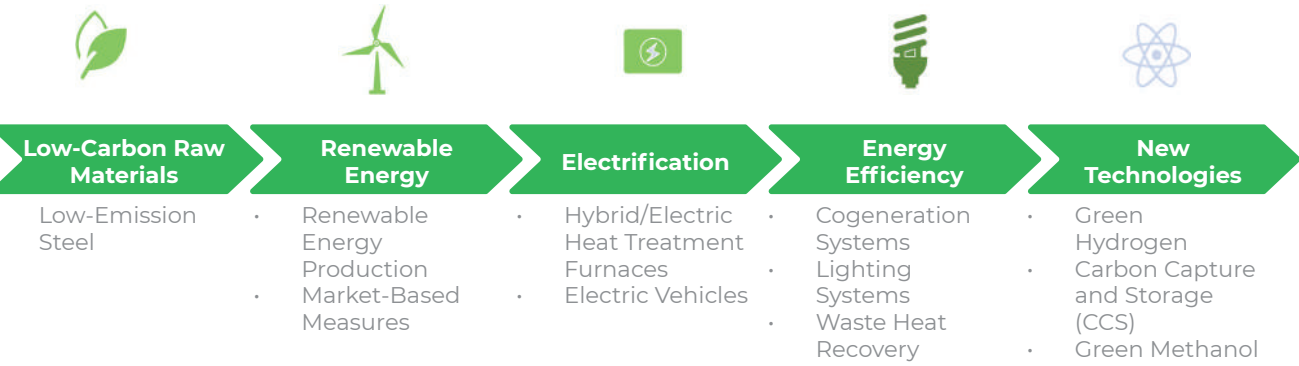
In line with the Paris Climate Agreement's goal of limiting global temperature rise to 1.5°C, the company is committed to achieving "net-zero" emissions by 2050.

The Decarbonization Strategy was developed to identify priority areas for reducing greenhouse gas emissions from operations and to create transformation plans for these areas. As part of this effort, a detailed study was conducted covering Norm Fasteners and Norm Coating, companies operating in the fastener and coating sectors.

It is intended that the investments planned under the decarbonization roadmap will continue through 2040 in accordance with the prioritization and implementation schedule.

PRIORITIZED TECHNOLOGY AREAS IN THE DECARBONIZATION ROADMAP

As part of the decarbonization roadmap studies, various technology options were evaluated based on emission reduction potential, technology readiness level, and cost criteria. The technology areas prioritized as a result of these analyses are presented below.



These areas are prioritized based on their emission reduction potential and feasibility criteria and are integrated into relevant investment plans.

The widespread use of low-carbon raw materials is viewed as a key area of impact, particularly in terms of reducing Scope 3 emissions. In this regard, efforts are underway to increase the use of recycled steel, and it is projected that this shift could result in emission reductions of up to 80% compared to traditional production methods.

Renewable energy investments are one of the priority areas in the decarbonization roadmap. The goal is to meet a higher proportion of electricity demand from renewable sources through investments in rooftop and ground-mounted solar power plants.

The study, covering four companies and seven facilities, included emission profile analyses, evaluations of current practices, and scenario studies for the future.

As part of the study, Scope 1, Scope 2, and Scope 3 emission sources were examined on a facility-by-facility basis, and long-term reduction potentials were identified by evaluating different decarbonization scenarios.

The analyses show that a significant portion of emissions originates from the value chain. When direct emissions from operations are examined based on 2025 data, it is observed that 97% of Scope 1 emissions stem from natural gas consumption, while all Scope 2 emissions result from electricity consumption.

In 2025, Scope 1 and 2 greenhouse gas emissions totaled 94,946.14 tCO₂e under the location-based approach and 72,998.47 tCO₂e under the market-based approach. Due to the impact of renewable electricity procurement and energy purchasing preferences, the market-based calculation showed emissions that were 21,947.67 tCO₂e (23.2%) lower than the location-based calculation. Compared to 2024, total emissions increased by 6.4% under the location-based method, while they decreased by 18.3% under the market-based method.

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DECARBONIZATION GOAL

With the commissioning of the Akçenger Solar Power Plant in Bergama, Izmir, in 2025, total installed capacity reached 48.7 MW. Thanks to this investment, the company has reached a level where it can meet more than 60% of its electricity needs through solar energy, marking significant progress toward Norm Holding’s decarbonization goals.

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2030 EMISSIONS REDUCTION SCENARIO

The scenario analyses conducted indicate that, under the reference scenario where current practices continue, a 6.7% reduction in Scope 1 and Scope 2 emissions could be achieved by 2030. The scenario analyses show that the emission reduction potential remains limited if current practices continue.

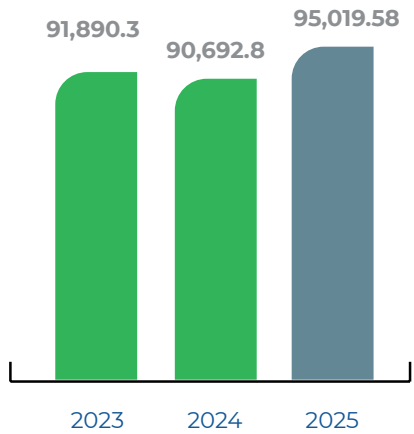
However, with the implementation of planned transformation projects, there is a potential for a 44% reduction in Scope 1 and Scope 2 emissions by 2030.

This result indicates that the 42% science-based reduction threshold recommended by the Science Based Targets initiative (SBTi) could be exceeded.

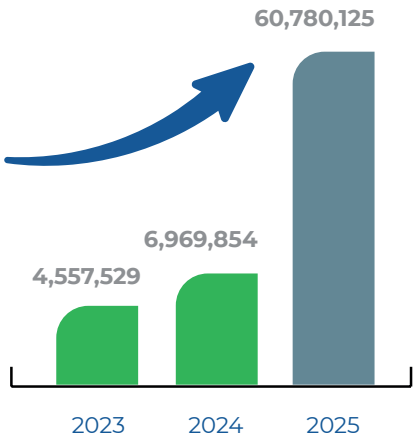
According to projections, 25.5% of the emission reductions are expected to come from hybrid furnace applications, 9% from solar energy investments, and 9.5% from electric vehicles and other transformation initiatives.

In this regard, the decarbonization strategy encompasses not only reducing emissions from operations but also promoting the adoption of lower-carbon practices throughout the supply chain.

Greenhouse Gas Emissions (Scope 1 + 2, tCO₂e)



Solar Power Plant Generation Volume (kWh)



RENEWABLE ENERGY AND SOLAR POWER PLANT INVESTMENTS

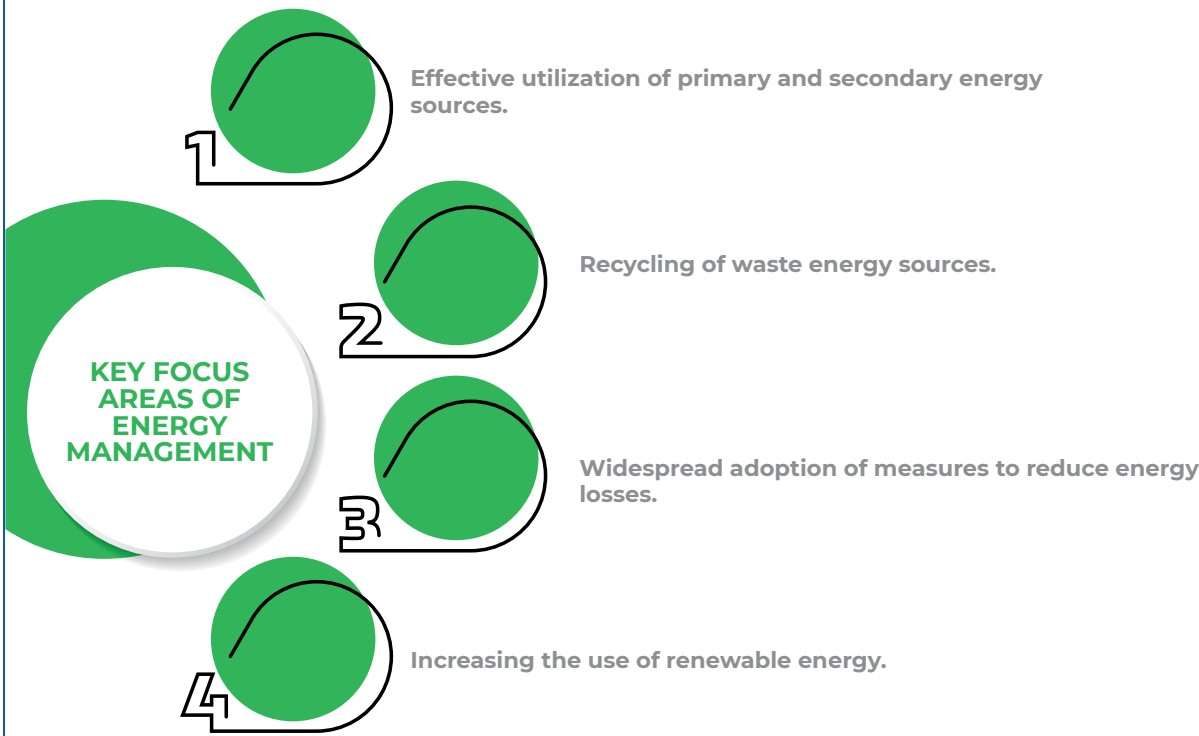
Through solar power plant projects carried out as part of renewable energy investments, installed capacity has increased by more than 50% compared to 2021. The long-term goal is to meet a larger portion of energy needs from renewable sources.

With the commissioning of the Akçenger Solar Power Plant in Bergama, Izmir, in 2025, total installed capacity reached 48.7 MW. Thanks to this investment, more than 60% of electricity needs can now be met through solar energy. The Akçenger solar power plant investment not only represents a significant step toward meeting the 2030 carbon emission reduction targets but also supports a low-carbon production approach.

Energy efficiency and electrification projects implemented at production facilities are helping to reduce energy consumption and greenhouse gas emissions.

ENERGY PERFORMANCE MANAGEMENT

Energy, a key input in production processes, is among the top priorities in terms of operational efficiency and resource management. Accordingly, efforts to monitor energy performance and ensure the efficient use of energy resources are carried out in line with the Integrated Management System approach.



Energy performance is regularly tracked using defined indicators; the results are evaluated at monthly executive meetings and reported to senior management.

In addition, the effectiveness of the energy management system is periodically assessed through internal audits, Management Review (MR) meetings, and independent audits.

As part of energy management initiatives, measures are being implemented to increase the use of renewable energy. In line with this, by 2025, the entire electricity consumption of the İzmir Bolts, Salihli Bolts, and İzmir Nuts facilities was met through renewable energy sources via I-REC certificates, while 25% of the electricity consumption at the Salihli Nuts facility was supported by renewable energy sources. The I-RECs used are based on renewable electricity generated at Norm Holding's ground-mounted solar power plants.

The expansion of renewable energy use is addressed in conjunction with energy efficiency measures; it contributes to reducing energy-related environmental impacts and supporting a low-carbon production approach.

ELECTRICITY COVERED BY I-REC CERTIFICATES	KWH	ENERGY COVERAGE RATIO
Izmir Bolts	13,232,323	100%
Salihli Bolt	22,407,170	100%
Izmir Nuts	10,142,855	100%
Salihli Nuts	4,724,328	25%

ENERGY INTENSITY (MWH/METRIC TON)					
	Norm Fasteners Bolts	Norm Fasteners Screws	Norm Fasteners Salihli	Norm Fasteners Nuts	Norm Coating*
2023	2	2.16	1.74	1.13	0.62
2024	2.26	2.44	1.93	1.27	0.56
2025	2.39	2.22	1.94	1.49	0.55

* Norm Coating is tracked based on MWh/unit.

ENERGY MANAGEMENT MODEL

- 1 Monitoring Energy Consumption Data
- 2 Assessing Energy Performance
- 3 Performance Tracking at the Management Level
- 4 Internal Audits and Management Review Processes
- 5 Identifying Areas for Improvement and Tracking Actions

ENERGY MANAGEMENT SYSTEM

Energy management activities are conducted in accordance with the **ISO 50001 Energy Management System**; energy management systems are implemented in energy-intensive facilities.

Training and certification initiatives continue to strengthen institutional capacity in the field of energy management. Within this framework, efforts are made to enhance the technical competencies of energy managers, with the goal of promoting the widespread adoption of energy efficiency practices.

ENERGY PERFORMANCE MANAGEMENT



ENERGY EFFICIENCY PROJECT AT THE PHOSPHATE COATING FACILITY

As part of the project carried out within Norm Coating, the drying and lubrication processes at the phosphate coating plant were redesigned to improve energy efficiency and process performance. As part of the project, the drying process was converted to a fully automated system, and a more efficient drying infrastructure was established to replace electric resistance systems.

Through this project:

- The drying and lubrication processes were made to operate automatically and in sync.
 - Reduced energy and water consumption.
- Waiting times in the production line have been eliminated.
- A 21% increase in production capacity was achieved.



INCREASING EFFICIENCY THROUGH WASTE HEAT RECOVERY AT THE NORM FASTENERS SCREW PLANT

As part of improvement efforts in heat treatment processes, waste heat has begun to be utilized to heat intermediate wash water. Whereas heating elements were previously used to bring the wash water to the desired temperature, the implemented improvements have reduced the need for additional energy by utilizing waste energy generated during the processes.

As part of this initiative, the operating times of heating elements and fans have been significantly reduced, supporting lower energy consumption and increased operational efficiency. Additionally, the project has contributed to reducing emissions from the stack, thereby helping to limit environmental impacts.

As a result of the implementation, an annual energy savings of 202,176 kWh was achieved.

IMPROVING ENERGY EFFICIENCY THROUGH CHEMICAL OPTIMIZATION

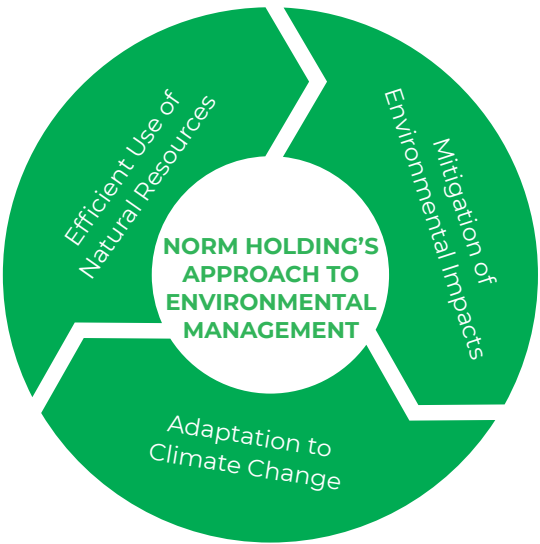
As part of improvement efforts in coating processes, the chemicals used in pretreatment baths were reevaluated. Based on the analyses conducted, the facility switched to alternative chemicals capable of delivering the same cleaning performance at lower temperatures.

Thanks to this change, the operating temperature of the pretreatment baths was lowered, reducing natural gas consumption and improving energy consumption per metric ton. At the same time, resource efficiency was increased by optimizing chemical usage.



ENVIRONMENTAL MANAGEMENT APPROACH

Environmental impacts resulting from production activities are regularly assessed; environmental performance is monitored, and improvement initiatives are carried out in line with established targets.



Environmental and energy management processes are carried out under the coordination of **the Directorate of Sustainability and Integrated Management Systems**, in alignment with the quality, occupational health and safety, and sustainability management systems.

Environmental impacts are assessed under the ISO 14001 Environmental Management System implemented at all facilities; legal requirements are followed, and priority is given to managing environmental risks before they arise.

Environmental management practices are carried out in accordance with **the Integrated Management System Policy, the Code of Ethics**, and relevant corporate policies. In addition to maintaining legal compliance, environmental management efforts aim to ensure the efficient use of resources, reduce environmental impacts, and improve environmental performance.

ENVIRONMENTAL RISK AND IMPACT MANAGEMENT

At Norm Holding, risk and opportunity analyses, environmental aspect assessments, and internal audit activities are conducted to effectively manage environmental impacts. As part of these efforts, potential environmental

impacts arising from operations are analyzed, priority risk areas are identified, and necessary improvement measures are planned.

Information related to environmental and energy management is tracked via the QDMS platform, and the implementation processes for relevant actions are managed digitally. Findings from risk and opportunity assessments and environmental aspect analyses are integrated into investment decisions, operational improvement initiatives, and environmental performance targets. In this way, efforts to reduce environmental impacts are regularly reviewed, and new opportunities for improvement are evaluated.

ENVIRONMENTAL AWARENESS AND IMPROVEMENT INITIATIVES

To enhance the effectiveness of the environmental management approach, emphasis is placed on developing employees' knowledge and awareness of environmental issues.

Efforts to improve environmental performance are supported by investments in the environmental and energy sectors. Investments are made to optimize resource use, increase energy efficiency, and reduce greenhouse gas emissions; the results achieved are evaluated in line with environmental targets. In this context, a total of 6.4 million euros was invested in environmental and energy management in 2025.

MONITORING OF AIR EMISSIONS

Air emissions generated at production facilities are regularly monitored and managed in accordance with relevant regulatory requirements. In this context, air pollutant parameters such as CO, SO₂, NO_x, TOC, and VOC are measured by authorized accredited laboratories.

Analysis conducted in 2025 confirmed that all emission levels remained below the limits specified in the regulations.

	Number of Employees Receiving Environmental Training	Hours of Environmental Training Provided to Employees
2023	1,263	1,662
2024	2,885	4,457
2025	2,567	4,719

Norm Holding Integrated Management System Policy:

WASTE REDUCTION AND RECOVERY PRACTICES

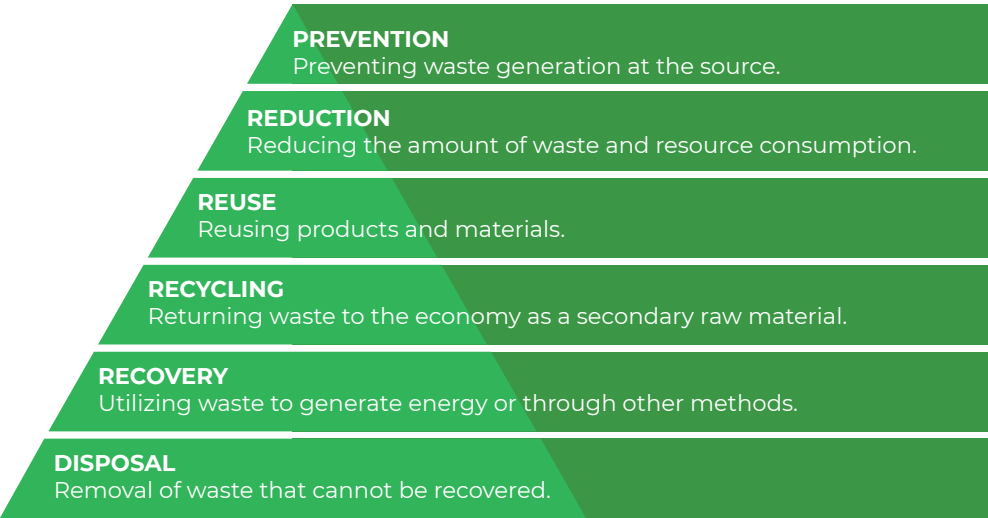
“In 2025, waste and byproducts generated at the facilities were analyzed in detail to examine their potential for utilization in various sectors. Through initiatives conducted in line with the industrial symbiosis approach, the goal is to increase opportunities for reuse and recovery rather than disposing of waste.”

Increasing resource consumption and pressure on natural resources are making the prevention of waste generation and the revaluation of generated waste increasingly important. Accordingly, waste management processes are carried out with the aim of reducing the environmental impact of waste and increasing recovery opportunities.

The waste management approach is based on a hierarchy that prioritizes waste prevention at the source.

Within this framework, the goals include reducing the amount of waste, evaluating opportunities for reuse, and promoting recycling and recovery practices.

WASTE MANAGEMENT HIERARCHY



WASTE REDUCTION AND RECOVERY PRACTICES

As part of waste management efforts, initiatives are being implemented to reduce waste generation and increase recovery opportunities. In this regard, the goal is **to reduce the total waste per product by 15% and packaging waste by 50%** by 2030, compared to the 2020 baseline.

Indicators related to waste performance are regularly monitored, and progress toward these targets is evaluated.

At the facilities:

- Increasing The Use Of Recyclable Packaging,
- Reducing Paper And Cardboard Waste,
- Limiting The Generation Of Hazardous Waste,
- And Improving Resource Efficiency

are being implemented.

These initiatives aim to reduce the amount of waste, use resources more efficiently, and increase recovery rates.

Norm Fasteners’ bolt and nut facilities, along with Norm Coating’s locations in Izmir and Salihli, have been awarded the **“Zero Waste Certificate”** by the Ministry of Environment, Urbanization, and Climate Change of the Republic of Turkey.

As part of the Zero Waste initiatives, training programs are conducted to raise employee awareness regarding waste prevention, reduction, reuse, and recycling processes.

Thanks to these efforts, the total amount of waste has decreased by 2.59% compared to 2024.

CIRCULAR PRODUCT – PROCESS DESIGN AND INNOVATION

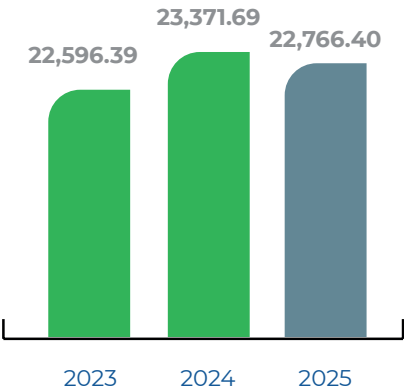
In line with the circular economy approach, efforts are underway to revalue waste and byproducts generated from production processes. In this context, the focus is on industrial symbiosis applications to increase resource efficiency and support the conversion of waste into economic value.

In 2025, waste and byproducts generated at the facilities were analyzed in detail to assess potential collaboration opportunities for their utilization across different sectors.

In this regard, the company contributed as a pioneer user to the industrial symbiosis initiatives coordinated by the Izmir Development Agency (IZKA); as a result of the analyses conducted and stakeholder collaborations, a process was initiated to integrate sandblasting waste into the circular economy.

This approach, which focuses on the reuse, recovery, and utilization of waste as raw materials in different sectors rather than disposal, aims to both optimize resource use and support circular production models.

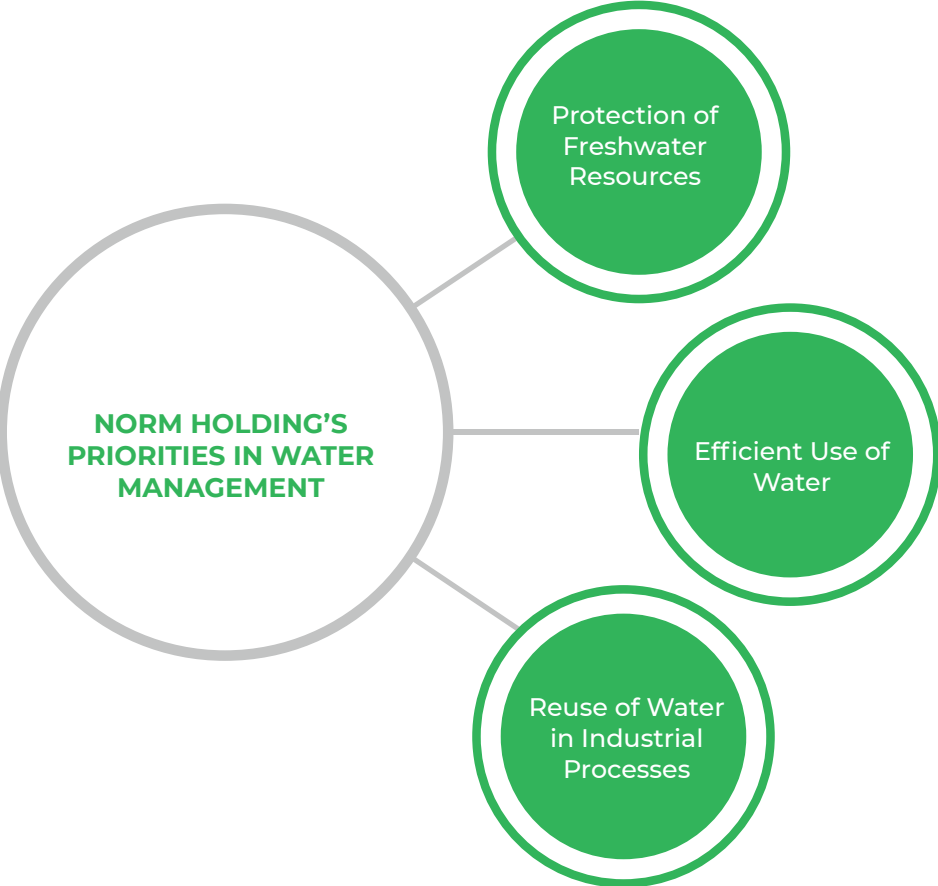
Total Waste Amount



WATER EFFICIENCY AND WASTEWATER MANAGEMENT

“
The goal is to reduce the amount of water withdrawn per product by 30% by 2030, compared to the 2020 baseline.
”

At a time when pressure on water resources is steadily increasing, the efficient use of water and keeping consumption under control are among the key indicators of environmental performance. In this regard, Norm Holding's water management initiatives are being carried out in line with the established targets.



In this context, the goal is to reduce the amount of water withdrawn per product by 30% by 2030, compared to the 2020 baseline.

In line with this target, water performance is regularly monitored, and progress toward the goals is evaluated.

WASTEWATER MANAGEMENT

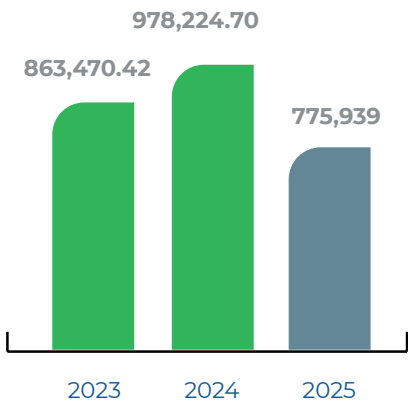
Industrial and domestic wastewater is generated as a result of operations at Norm Holding facilities. Industrial wastewater is treated through the necessary processes at the pretreatment plants located within Norm Fasteners and Norm Coating, and then discharged in a controlled manner into the Organized Industrial Zone's sewer infrastructure in accordance with relevant regulations and discharge criteria. Domestic wastewater and other wastewater generated from auxiliary processes are also managed through the relevant infrastructure systems.

Water consumption has decreased by 20.2% compared to 2024.

WATER INTENSITY (m³/metric ton)					
	Norm Fasteners Bolts	Norm Fasteners Screws	Norm Fasteners Salihli	Norm Fasteners Nuts	Norm Coating*
2023	1.32	2.21	1.46	2.69	5.37
2024	1.74	3	1.55	2	5.55
2025	1.63	2.5	1.13	1.38	3.73

* Norm Coating is tracked based on m³/unit.

Total Water Consumption



TECHNOLOGY MATTERS





TECHNOLOGY MATTERS



“Technology Matters” is one of the key elements in maintaining competitive strength, responding to customers’ changing expectations, and supporting sustainable growth in the sectors in which we operate. Digitalization, innovation, and technological transformation are reshaping the way business is conducted. In this regard, Norm Holding views technology investments as a strategic area that enables the evaluation of future opportunities.

The focus is on the continuous improvement of products, processes, and services through R&D, innovation, and digital transformation initiatives. Evaluating new technologies, strengthening data-driven decision-making mechanisms, and increasing operational efficiency are among the priority areas of work. While developing technological capabilities, the goal is to generate innovative solutions and promote the widespread adoption of practices that support sustainable growth.

PRIORITY TOPIC	STRATEGIC GOAL	HEDEF YILI	KPI	2025 PROGRESS STATUS
Twin Transformation	Increase the Digital Maturity Level Index*	2025	Digital Maturity Level Index Score	• As a result of digital projects carried out in 2025, the Digital Maturity Level increased by 29.5 points compared to the previous year. The Digital Maturity Level, which has been tracked since 2022, has reached 165.8 points.
	Increase RPA-based process automation	2025	Number of Processes Transferred to Normie (Units)	• In line with efforts to migrate processes to digital platforms, the number of processes transferred to Normie has risen to 395. Thanks to the automation implementations carried out, a monthly labor savings of 19,575 hours has been achieved, and the efficiency of operational processes has been enhanced.
R&D and Innovation: Circular Product and Process Design	Increase the share of R&D expenditures in revenue to 2%	2030	R&D Expenditures as a Percentage of Revenue (%)	• Investments in R&D activities have continued, with the ratio of R&D expenditures to revenue standing at 1.28% for Tooling, 2.61% for Bolts, and 0.21% for Nuts.
	Increase the number of patents and registrations	2030	Number of Patents and Copyrights	• As part of efforts to develop innovative products and technologies, 9 patent applications were filed during the year. This brings Norm Holding's total number of patent applications to 57.
		2030	Number of R&D Center Projects	• Projects aimed at extending product lifecycles, optimizing material usage, reducing waste generation, and improving energy efficiency were carried out at R&D centers. In this context, 246.3 million TL was allocated to digitalization and R&D investments; one project and six thesis studies were completed in collaboration with universities.

* “The term “Digital Maturity Level” represents the “impact index” calculation developed internally and tracked cumulatively based on the effects of digital projects carried out each year. This index aims to measure the prevalence of digital transformation activities and their contribution to the organization.

DIGITAL AND GREEN TRANSITION

“While operational processes are made more efficient through data analytics, artificial intelligence, automation, and digital traceability applications, sustainability performance is tracked more effectively, and decision-making processes are supported by data-driven approaches.”

Digital technologies and sustainability-focused initiatives play a key role in helping companies adapt to changing business conditions and maintain their competitive edge. Norm Holding views digital transformation and green transformation as two complementary strategic areas and integrates this “twin transformation” approach into its business processes. Within this framework, data-driven management principles and digital technologies are leveraged to create more efficient, traceable, and environmentally responsible processes.

THE IMPACT OF DIGITAL TRANSFORMATION ON OPERATIONS

In line with Norm Holding’s twin transformation approach, digital technologies are being integrated into operational processes.

- Data analytics,
- The Internet of Things (IoT),
- Robotic Process Automation,
- Artificial intelligence-powered systems

enable many processes to be monitored in real time, and decision-making mechanisms are supported by data-driven approaches.

Thanks to the digital traceability infrastructure established in production processes, operational data and performance metrics are tracked in real time. Additionally, **Robotic Process Automation (RPA)** applications are used to migrate manually executed business processes to a digital environment, thereby increasing operational efficiency.

Thanks to the transparency and traceability provided by digital systems, carbon footprint data is tracked more effectively, contributing to the assessment of sustainability performance. Furthermore, digital solutions integrated into production and support processes help identify occupational health and safety risks in advance and support the creation of safer work environments.

Digitalization and sustainability initiatives carried out under the twin transformation approach are coordinated by the Directorate of Technology and Digital Transformation.

OPERATIONAL CONTRIBUTIONS OF DIGITAL TECHNOLOGIES

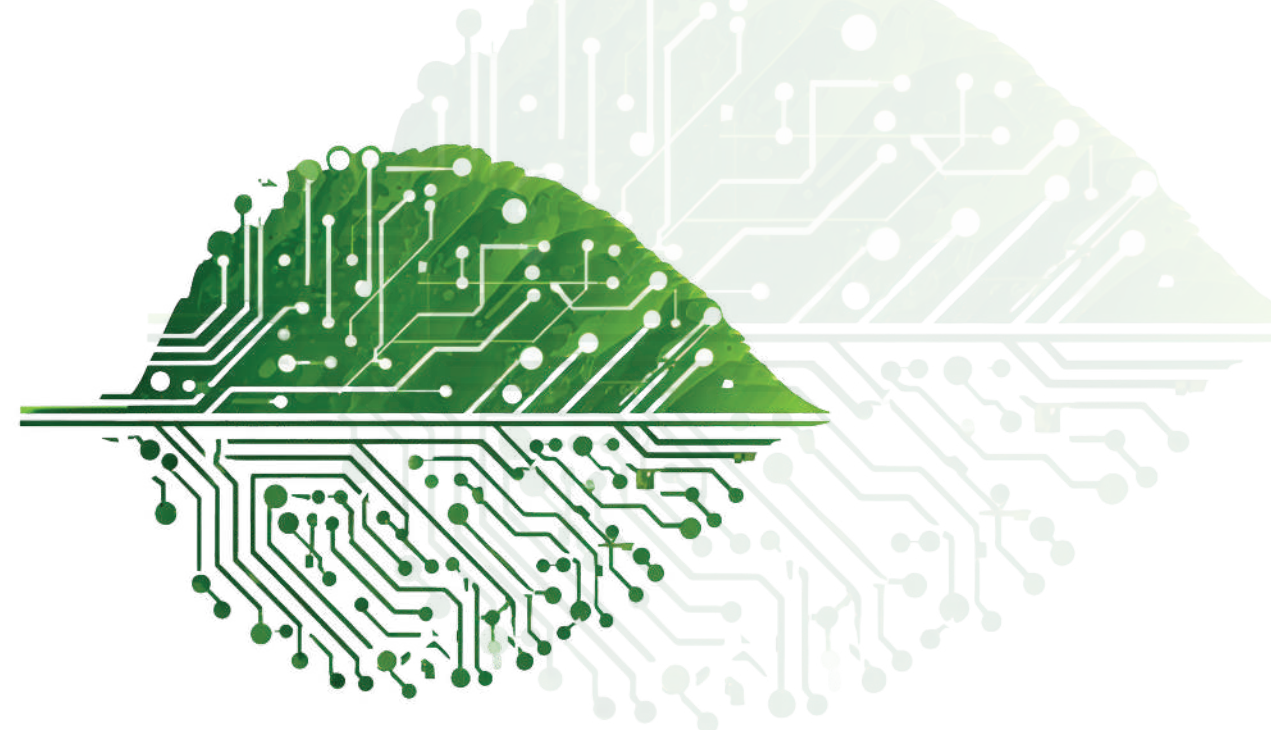
- Real-Time Monitoring
- Data-Driven Decision Making
- Rapid Response Capability
- More Effective Process

DEVELOPMENT OF DIGITAL COMPETENCIES

For the Twin Transformation to progress in a sustainable and effective manner, it depends not only on the technological infrastructure but also on the development of employees’ digital competencies. In this regard, the **Digital Transformation Academy** aims to enhance employees’ digital skills and ensure that the concept of digital transformation becomes an integral part of Norm Holding’s corporate culture.

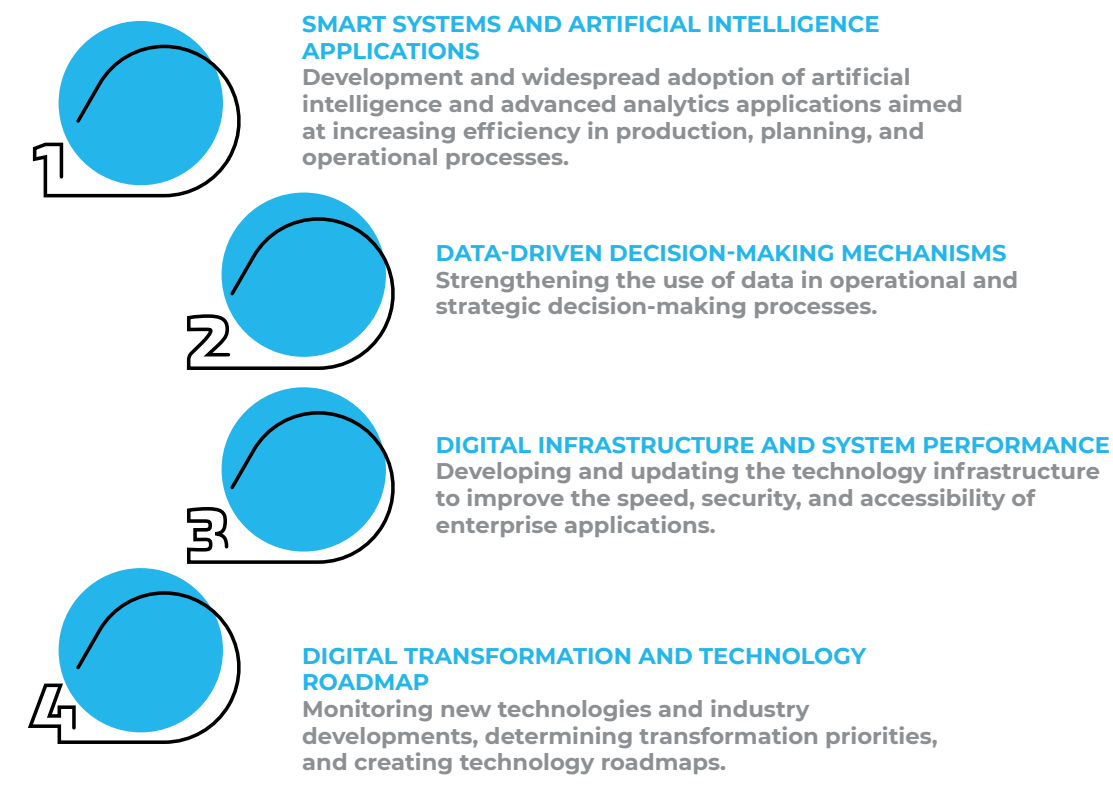
Training and awareness initiatives help employees adapt to digital transformation processes and contribute to the adoption of this approach throughout Norm Holding.

The results of these initiatives are also tracked through digital maturity level indicators. **The company’s Digital Maturity Level Index** reached 165.8 in 2025.



DIGITAL ETHICS AND RESPONSIBLE TECHNOLOGY USE

Human rights, data privacy, and information security principles are upheld throughout the digital transformation processes. In this regard, the published Digital Communication Policy defines the rules governing communication and data usage in digital environments, as well as the principles of ethical conduct.



DIGITAL AND GREEN TRANSITION

TECHNOLOGY AND DIGITAL TRANSFORMATION PROJECTS COMPLETED IN 2025

SAP UPGRADE PROJECT

A project was carried out to migrate from SAP S/4HANA version 1709 to SAP S/4HANA Cloud Private Edition version 2023 FPS02, with the aim of bringing the SAP infrastructure into alignment with current technologies. As part of the project, which encompassed 21 companies, 26 production sites, 89 integration points, and more than 1,500 users, technical analyses, system compatibility checks, integration and user testing, and go-live activities were carried out.

With this project:

- Reporting and data processing performance were improved.
- User and permission management was transformed into a more centralized structure.
- Data privacy and security measures were strengthened.
- Security mechanisms used in external system integrations were enhanced.

QR MOLD TRACKING SYSTEM INTEGRATION PROJECT FOR NUT OPERATIONS

A QR code-based mold tracking system was integrated into the SAP infrastructure to enable digital tracking of the lifecycle of molds used in nut manufacturing facilities. As part of the project, a unique identification structure was created for each mold, allowing usage, revision, and performance data to be tracked through the system.

With this project:

- The traceability of data regarding the service life, revision frequency, and performance of molds was improved.
- It enabled analysis by supplier, raw material, machine, and operator.
- It contributed to the improvement of maintenance planning.
- Decision-making processes regarding future mold investments were supported by data.

CENTRALIZED PROCUREMENT SUPPLIER PORTAL (SAP ARIBA) PROJECT

The SAP Ariba Supplier Portal was implemented to enable end-to-end digital management of supplier management and procurement operations in centralized procurement processes. As part of the project, the processes of request for proposal (RFP), evaluation, contract management, and procurement were configured to be executed through a single platform.

With this project:

- Standardization and transparency in procurement processes were enhanced.
- A centralized supplier management structure integrated with the SAP infrastructure was established.
- The digital management of proposal, contract, and procurement processes was enabled.
- Digital bidding applications and automation-supported workflows have been widely adopted.

STD CUSTOMER FASTENER INVENTORY MANAGEMENT (STENCO) PROJECT

The STENCO Project, developed in-house at STD, aimed to manage the inventory management services provided to customers digitally using the Kanban approach. Thanks to the software infrastructure developed entirely with internal resources, field operations, inventory movements, and order processes became trackable through a single platform.

With this project:

- Supported the more systematic execution of inventory management processes on the customer side.
- The traceability of field operations, inventory movements, and order processes was enhanced.

STD CUSTOMER RELATIONSHIP MANAGEMENT (STD CONNECT) PROJECT

With the STD Connect Project, developed in line with the needs of STD sales teams, customer relationship management processes began to be managed through a digital platform. The system, developed entirely with internal resources, brought together processes such as customer and prospect management, visit planning, event tracking, performance monitoring, and complaint management under one roof.

With this project:

- A centralized system was established to manage customer and prospect information.
- Support has been provided for visit planning, event tracking, and recording customer interactions.
- Performance and goal tracking processes have been moved to a digital environment.

SAP PP/DS PRODUCTION PLANNING PROJECT

At Norm Fasteners, SAP's PP/DS (Production Planning and Detailed Scheduling) system was implemented to enable more effective planning of cold forming production processes. With the system integrated into production planning processes, the company began creating more optimized production plans that take capacity constraints and operational requirements into account.

With this project:

- Production planning and detailed scheduling processes were supported by a digital infrastructure.
- More optimized production plans were created by taking capacity constraints into account.
- It supported the more effective management of order-based production processes.
- The planning structure aimed at improving delivery performance was strengthened.

ROBOTIC PROCESS AUTOMATION (RPA) AND LOW-CODE APPLICATIONS

As part of digital transformation efforts, applications aimed at digitizing business processes using robotic process automation and low-code platforms were widely adopted. Within this scope, 98 business processes were migrated to a digital environment during the year, and solutions developed to reduce the operational workload resulted in a gain equivalent to 11 full-time employees.

As of year-end, 386 actively used RPA solutions supported the execution of processes in a faster, error-free, and standardized manner.

While process automation was enhanced through digital workflows developed on low-code platforms, 250,054 workflows were executed through the systems throughout the year. This helped increase data visibility in operational processes, reduce the manual workload, and improve process efficiency.

PREPARATIONS FOR DIGITAL TRANSFORMATION IN PRODUCTION SYSTEMS

As part of efforts toward the digital transformation of production management systems, preparations were made for the transition to a web-based MES (Manufacturing Execution System) platform. In this context, field analyses were conducted at 9 production sites and on approximately 1,400 pieces of equipment.

Through these efforts, foundational preparations were completed to enable more effective monitoring of production processes, strengthen data integrity, and develop the digital production infrastructure.

INFORMATION SECURITY AND CYBER RESILIENCE

“
No data loss resulting from data breaches or cyberattacks occurred in 2025.
”

Norm Holding protects the confidentiality, integrity, and availability of personal and commercial data belonging to its employees, customers, suppliers, and all business partners in full compliance with applicable laws and regulations. Information security processes are structured in accordance with the internationally recognized **ISO 27001 Information Security Management System** and are managed within the framework of the **Information Security Policy** and the **Information Security Roles and Responsibilities Procedure**.

Business continuity plans and emergency response scenarios are regularly reviewed and updated to minimize operational disruptions in the event of potential cyber incidents and data breaches.

Information security is supported not only by technical measures but also by employee awareness and corporate culture. In this context, training programs focused on technical and behavioral competencies are conducted to enhance employees' information security awareness. In the event of a violation of information security principles, relevant disciplinary processes and legal procedures are implemented.

No data loss resulting from a data breach or cyberattack occurred in 2025.

Norm Holding Information Security Policy: 

R&D AND INNOVATION

R&D activities are approached from a broad perspective, ranging from new product development to production technologies, digitalization, material development, and sustainability-focused solutions. Norm Holding aims to develop products that create higher added value and provide innovative solutions to customers' evolving needs through the continuous development of its technology and engineering capabilities.

The goal is to increase the share of R&D expenditures in total revenue to 2% by 2030 and to allocate at least 30% of these investments to sustainable product development projects.

In line with this goal, we are gradually increasing the share of our R&D investments.

OUR R&D AND INNOVATION INFRASTRUCTURE

Our three R&D centers and one design center operate as centers of expertise where work is conducted to develop innovative products and technologies.

The teams working at these centers conduct research in the areas of product development, production technologies, materials development, and process improvement.

The Norm R&D Center, one of Norm Holding's R&D centers, achieved R&D Center status in 2023. A team of 18 experts works at the center, which operates in the fields of machining, cold forming tooling, and aerospace. The R&D Center audit conducted in 2025 was successfully completed.

R&D AND INNOVATION FOCUS AREAS

- VALUE-ADDED PRODUCT DEVELOPMENT
- MANUFACTURING TECHNOLOGIES AND PROCESS IMPROVEMENT
- SUSTAINABLE PRODUCT AND MATERIAL SOLUTIONS
- DIGITALIZATION AND SMART MANUFACTURING APPLICATIONS
- ENERGY EFFICIENCY AND RESOURCE OPTIMIZATION
- TECHNOLOGIES SUPPORTING ENVIRONMENTAL PERFORMANCE
- UNIVERSITY-INDUSTRY COLLABORATIONS

“
The goal is to increase the share of R&D expenditures in total revenue to 2% by 2030 and to allocate at least 30% of these investments to sustainable product development projects.
”

R&D AND INNOVATION

INNOVATION CAPABILITIES STRENGTHENED THROUGH PARTNERSHIPS

Various projects are being carried out with universities, research centers, R&D and design-focused organizations, and private sector companies; work environments that bring together different disciplines are being created. These efforts contribute to the evaluation of new technologies and the development of innovative solutions.

In this context;

- Izmir Katip Celebi University,
- Manisa Celal Bayar University,
- Izmir Institute of Technology,
- Izmir University of Economics,
- Dokuz Eylül University,
- Gaziantep University



are collaborating on joint projects in the areas of product, process, and technology development. While the transfer of academic knowledge and research outcomes into practical applications is supported through university-industry partnerships, the goal is to develop value-added solutions through Norm Holding's R&D efforts.

DIGITAL ENGINEERING AND ANALYTICAL STUDIES

As part of R&D activities, finite element simulations, data-driven analysis methods, and engineering design software are utilized to enhance the effectiveness of product development efforts.

In this context, specialized design and calculation software has been developed for the **TETLIGHT®** and **HEXLIGHT®** product groups.

The software tools developed are intended to ensure standardization in product development processes while reducing design times and increasing operational reliability. In addition, studies are being conducted to analyze the dynamic behavior of fasteners under vibration by utilizing artificial intelligence and machine learning applications.

2025 R&D, Innovation Projects, and Developments

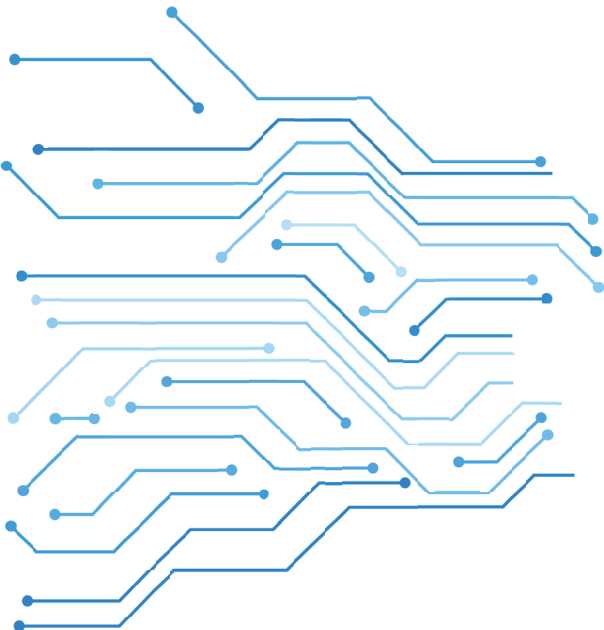
As part of sustainability and green transformation initiatives, priority is given to developing products, processes, and technologies that contribute to reducing environmental impacts. While Norm Holding's technology development capacity is strengthened through local and international collaborations, projects supporting sustainable growth objectives are being carried out. In 2025, a total of 13 projects were undertaken at Norm Holding's R&D centers.

TECHNOLOGY AND DIGITAL TRANSFORMATION PROJECTS COMPLETED IN 2025

TÜBİTAK 1832 – GREEN TRANSFORMATION IN INDUSTRY PROJECT

The project, developed by the Norm Fasteners Bolts R&D Center in Izmir and focused on the development of ultra-high-strength classes of 14.8 and above, was awarded funding under the TÜBİTAK 1832 – Green Transformation in Industry 2024-3 Call for Proposals, launched as part of the Turkey Green Industry Project.

The project aims to incorporate ultra-high-strength products into the commercial product portfolio; reduce raw material, energy, chemical, and water consumption; and increase labor and energy efficiency through new heat treatment processes.



ZINC RECOVERY FROM ELECTROPLATING WASTE PROJECT

Conducted in collaboration between Norm Coating and Izmir Katip Çelebi University and supported under the TÜBİTAK 1505 Program, this project aims to reevaluate waste sludge generated from electroplating processes. Within the scope of the project, research is being conducted to recover zinc from the waste sludge and use it as a raw material in manufacturing processes.

With this project:

- The recovery of valuable metals from electroplating waste is targeted.
- The recovered zinc is intended to be reused in production processes.
- It supports the reduction of primary raw material consumption and the improvement of resource efficiency.

PATENT APPLICATION FOR A VIBRATION- AND IMPACT-RESISTANT FASTENER

The Steadibolt™ fastener, which provides high resistance to loosening under vibration and impact, has been developed, and a patent application for the product has been filed with the Turkish Patent and Trademark Office. Thanks to its one-piece construction and special geometry, the product provides mechanical locking without the need for additional assembly components, offering an innovative solution to enhance connection reliability.

NEW CLUTCH SYSTEM DEVELOPED THROUGH R&D COLLABORATION

As part of an R&D collaboration aimed at developing a new system for assembling clutch sub-assemblies used in the automotive industry, a patent application was filed in 2025. The developed solution aims to simplify assembly and disassembly processes, enhance connection reliability, and reduce the need for additional components.

PATENT AND TRADEMARK REGISTRATION PROCESSES FOR THE TETLIGHT® PRODUCT GROUP

TETLIGHT® is an innovative fastener product group developed as part of R&D activities, designed to reduce product weight while minimizing stripping issues that may occur during assembly.

The first patent application for the TETLIGHT® product group was filed in 2024, and an international PCT patent application was filed in 2025.

As a result of these efforts, a total of 3 national and 3 international (PCT) patent applications have been filed for the TETLIGHT® product family, and the TETLIGHT® trademark has been registered at the national level. Practices supporting the circular economy approach are being developed.



DEVELOPMENT OF THE FLANGED CAP NUT PRODUCT

As part of R&D and engineering efforts conducted in line with customer needs, a flanged cap nut has been added to the cap nut product line. The new product not only expands the existing product portfolio but also increases the variety of solutions available for different application areas.

NEW COATING TECHNOLOGY FOR FASTENER STRUCTURES

Norm Holding's R&D unit has developed a new coating formulation for screws used in structural fasteners. Prototype applications conducted as part of the three-layer coating system have been successfully completed, and testing to verify strength, performance, and resistance to environmental effects is ongoing.

The developed coating technology aims to enhance the performance and service life of fasteners used in outdoor environments.

R&D AND INNOVATION



FIRST PLACE AWARD AT RDCONF 2025

The study titled “Analytical Prediction and Experimental Validation of Bolt Self-Loosening under Vibration,” was awarded first place in the **“Most Innovative Science-Based Project”** category at the R&D and Innovation Awards.



PRODUCT AND PROCESS DEVELOPMENT ACTIVITIES

Throughout 2025, we continued our efforts to develop new products and processes in the field of fasteners.

As part of these efforts, the design process for the HEXLIGHT® Extra hybrid bolt, for which a patent application has been filed, was completed; prototype production was carried out; and mechanical performance tests were successfully concluded.

As for the **NOW LIVE®** one-way safety bolt, the head geometry was re-engineered as part of ongoing design development efforts; thanks to a new structure that provides high torque resistance in tight installation spaces, the product has reached its first commercial application.

As part of efforts to increase production efficiency, the geometry, material, hardness, and coating parameters of the forming blades used in cold forming processes were analyzed to determine optimal design criteria. Based on the results obtained, the goals were to extend tool life and reduce production costs.

Additionally, as part of R&D activities, technical specifications and standard documents were prepared for the patented product portfolio, leading to the establishment of **Norm Standards**. These efforts aim to strengthen standardization and traceability in production, testing, and quality control processes.

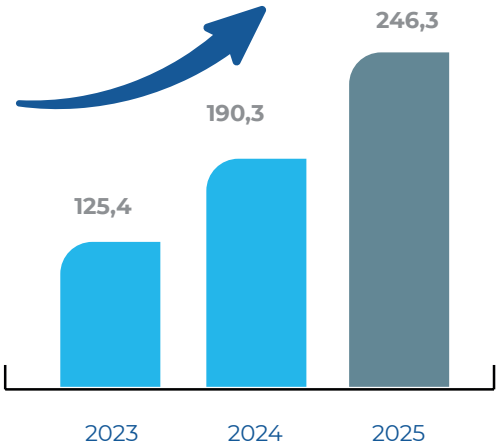
SCIENTIFIC PUBLICATIONS AND KNOWLEDGE PRODUCTION

The knowledge accumulated through R&D efforts is shared on national and international platforms through scientific publications. In 2025, studies prepared by R&D teams were published in international journals and presented at various conferences.

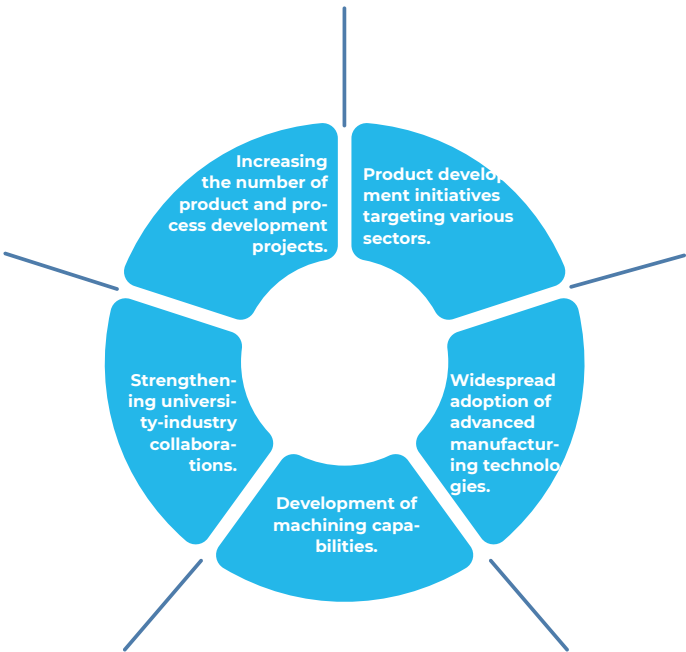
In addition, as in previous years, the outputs from R&D projects were compiled in the **“Norm Fasteners R&D Center Publications”** book and shared with the industry and academia.

The amount of investment in R&D and digitalization increased by approximately 29% compared to 2024, reaching 246.3 million TL.

R&D and Digitalization Investment Amount (TL million)



2026 R&D PRIORITIES



NUMBER OF NEW PRODUCTS PRODUCED

	Norm Fasteners Nuts	Norm Fasteners Bolts	Norm Tooling
2023	440	1,372	4,404
2024	425	1,365	4,105
2025	423	1,673	7,364

NUMBER OF EMPLOYEES AT R&D AND DESIGN CENTERS

	Norm Fasteners Nuts	Norm Fasteners Bolts	Norm Tooling
2023	19	55	21
2024	19	58	21
2025	20	60	17

WORK MATTERS



WORK MATTERS



“**Work Matters**”, reflects our approach to contributing to economic and social development in the regions where we operate. In today’s world, where the business community’s impact on society is becoming increasingly visible, sustainable growth must be supported not only by economic success but also by the capacity to create social value. In line with this understanding, Norm Holding adopts an approach that takes into account the expectations of its employees, business partners, customers, and the communities in which it operates.

The goal is to strengthen social impact through social investment initiatives , volunteer programs, education-focused projects, and partnerships developed with stakeholders. While developing initiatives that are responsive to the needs of the community, inclusive, and participatory, the aim is to create long-term social value and contribute to the sustainable development of the regions where the company operates.

PRIORITY AREA	STRATEGIC GOAL	TARGET YEAR	KPI	2024 PROGRESS STATUS
Product Safety and Quality	Reduce emissions from input materials by 50%	2030	Recycled Material Usage Rate (%)	The share of iron and steel raw materials produced using electric arc furnace (EAF) technology reached 62%.
	Establish a Supplier Development Program	2025*	Number of High-Risk Suppliers	- Based on the results of the ESG assessments, development efforts aimed at sustainable procurement practices have continued, with priority given to the 13 suppliers identified as high-risk. - As part of the development program for suppliers, training sessions were conducted on sustainability and the Carbon Border Adjustment Mechanism (CBAM).
Corporate Governance	Prepare the Corporate Governance Compliance Report	2025	Deadline Compliance Rate (%)	- Efforts to improve corporate governance practices continued. - Norm Holding’s corporate governance score rose from 9.19 to 9.29. - The Corporate Governance Compliance Report is published on the company’s website.
Sustainable Supply Chain	Reduce supply chain-related carbon emissions by 50% compared to the 2024 base year	2050	Upstream Carbon Emissions (tCO ₂ e)	Work on calculating Scope 3 emissions is ongoing.
	Ensure that all key suppliers implement ISO 14001 and ISO 45001 management systems	2030	Percentage of Suppliers with Certification (%)	In 2025, the percentages of suppliers holding ISO 14001 and ISO 45001 management system certifications were 41% and 34%, respectively.
	Source 80% of the raw materials used in products from sustainable sources (recycled or renewable)	2026	Sustainable Raw Material Ratio (%)	In 2025, the procurement rate of input products produced using EAF reached 62.
	Ensure that all key suppliers comply with Norm Holding’s Supplier Code of Ethics	2030	Percentage of Suppliers Who Have Signed the Policy (%)	In 2025, the percentage of suppliers who signed the Code of Conduct was 20%

[*] The target year has been updated to 2025 to allow for the comprehensive structuring of the program, the preparation of training modules for prioritized high-risk suppliers, and the alignment of relevant teams with their annual OKR processes.

BUSINESS ETHICS AND COMPLIANCE

“In 2025, ethics training was provided to 3,653 employees, supporting the widespread promotion of ethical awareness throughout Norm Holding.”



Operations are conducted in full compliance with ethical standards and legal regulations. The principles of transparency, integrity, and accountability guide Norm Holding’s corporate governance approach and its relationships with stakeholders.

CODE OF ETHICS AND SCOPE

The Code of Ethics applies to employees, managers, and business partners with the aim of fostering a fair, transparent, and responsible work culture. Norm Holding’s ethical management approach is implemented within a comprehensive management framework in accordance with the **Code of Ethics Operations Policy**, as well as policies and procedures regarding conflicts of interest, whistleblowing and reporting mechanisms, and the fight against bribery and corruption.

Operational processes are defined and regularly reviewed to support the effective implementation of ethical principles and practices.

In this context, a zero-tolerance policy is applied in the following key areas:

- **Workplace Principles:** Zero tolerance for discrimination, harassment, and bullying; support for occupational health and safety practices; and the protection of a dignified work environment.
- **Information and Corporate Security:** Protection of company assets, management of information security processes, and protection of confidential information.
- **Transparent Business Practices:** Preventing conflicts of interest, managing gift and hospitality practices, combating corruption, and ensuring compliance with legal and ethical principles in relationships with third parties.

As a reflection of our zero-tolerance approach to harassment, the **Harassment Prevention Policy** was published in 2025.

Norm Holding Harassment Prevention Policy: 
Norm Holding Code of Ethics and Operations Policy:

“

ETHICS HOTLINE

To detect and prevent unethical behavior, Norm Holding has implemented an “Ethics Hotline” mechanism managed by an independent service provider. Employees and other stakeholders can anonymously report issues such as discrimination, workplace bullying, bribery, conflicts of interest, and information security breaches via telephone (444 38 45) or email (normholding@etikhat.com.tr).



”

ETHICS HOTLINE REPORTING EVALUATION AND DECISION-MAKING PROCESSES

Reports submitted via the Ethics Hotline are recorded in accordance with confidentiality principles and forwarded to the Ethics Committee through the Ethics Committee Secretary. The Ethics Committee operates as an independent and impartial body; it evaluates potential violations and coordinates the necessary actions.

ETHICS COMMITTEE

FIRST NAME, LAST NAME	COMMITTEE ROLE	ROLE AT NORM HOLDING
Mustafa Sabri DOÇRUSOY	Chair	Member of the Board of Directors
Duygu UYSAL SİMROOĞLU	Vice Chair	Member of the Board of Directors
Nedim UYSAL	Member*	Vice Chair of the Board of Directors
Kumru TINAZ	Member	Member of the Executive Board / Director of Finance and Financial Affairs
Filiz ERGİN	Member / Secretary of the Ethics Committee	Member of the Executive Board / Director of Human Resources
Zeynep SAĞDIÇ YÜCEL	Member*	Secretary of the Board of Directors and Legal Counsel

Norm Holding Code of Ethics: 

BUSINESS ETHICS AND COMPLIANCE

The following operational steps are followed in managing these processes.

- 1

Receipt of Reports: Reports submitted through the Ethics Hotline are logged.
- 2

Preliminary Review and Evaluation: Reports are subjected to an evaluation process based on their content.
- 3

Referral to Relevant Units: Reports are referred to the appropriate units based on their nature. Reports involving misconduct are evaluated by the Internal Audit Department, while reports of ethical violations are evaluated by the relevant management units.
- 4

Feedback and Process Monitoring: Feedback is received from the relevant units within the specified time-frame, and the process is monitored on a regular basis.
- 5

Ethics Committee Review: If deemed necessary or if there is a need for further evaluation, the matter is placed on the Ethics Committee's agenda.
- 6

Development of an Action Plan: The Ethics Committee conducts an evaluation and develops the necessary action plans.

In 2025, 36 reports were received through the ethics communication channels.

Ethics Communication Channel Number of Reports	
Fasteners	11
New Businesses	25

ETHICS MANAGEMENT

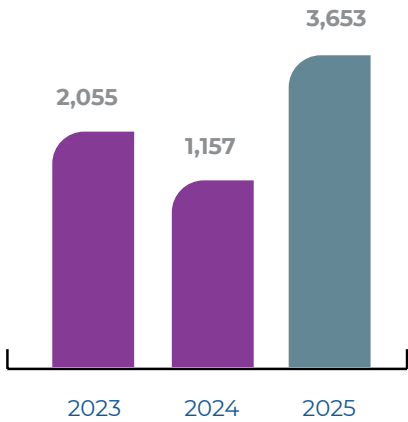
At Norm Holding, policy updates aimed at maintaining the effectiveness of the ethics management system are carried out under the coordination of the Human Resources department; these updates are evaluated in line with the opinions of the Ethics Committee and the Internal Audit Department, reviewed by the Executive Board, and implemented upon approval by the Board of Directors.

Training activities are conducted on a regular basis to ensure that all employees embrace ethical principles and incorporate them into their daily work processes.

In this context, a total of 3,653 employees received ethics training in 2025.

Failure to report situations that violate ethical principles or making misleading statements is also considered an ethical violation.

Number of Employees Who Received Ethics Training



TRANSPARENCY, IMPARTIALITY, AND CONFLICT OF INTEREST MANAGEMENT

At Norm Holding, it is fundamental that operational activities and decision-making processes remain unaffected by personal interests, private relationships, or external activities. The Conflict of Interest Policy implemented in this regard provides a framework for employees and managers to perform their duties in an impartial and objective manner.

The policy has been designed to prevent and manage situations that could lead to conflicts of interest.

Within Norm Holding, the use of company resources, duties, and authorities for personal gain is not permitted. Employees are expected to report situations that could lead to a conflict of interest within the scope of their work relationships in accordance with the principle of transparency and to support the relevant processes.

COMBATING BRIBERY AND CORRUPTION

Measures to prevent the risks of bribery and corruption in business operations are implemented as part of Norm Holding's compliance processes. The Anti-Bribery and Anti-Corruption Policy and Code of Ethics, implemented within this framework, define the fundamental principles and responsibilities that employees, managers, suppliers, and other third parties must adhere to.

The policy aims to prevent the receipt of improper benefits, the influence of decision-making processes by personal interests, and behaviors that could lead to unethical practices in business relationships. Accordingly, employees and suppliers are expected to act in accordance with the relevant policies and procedures.

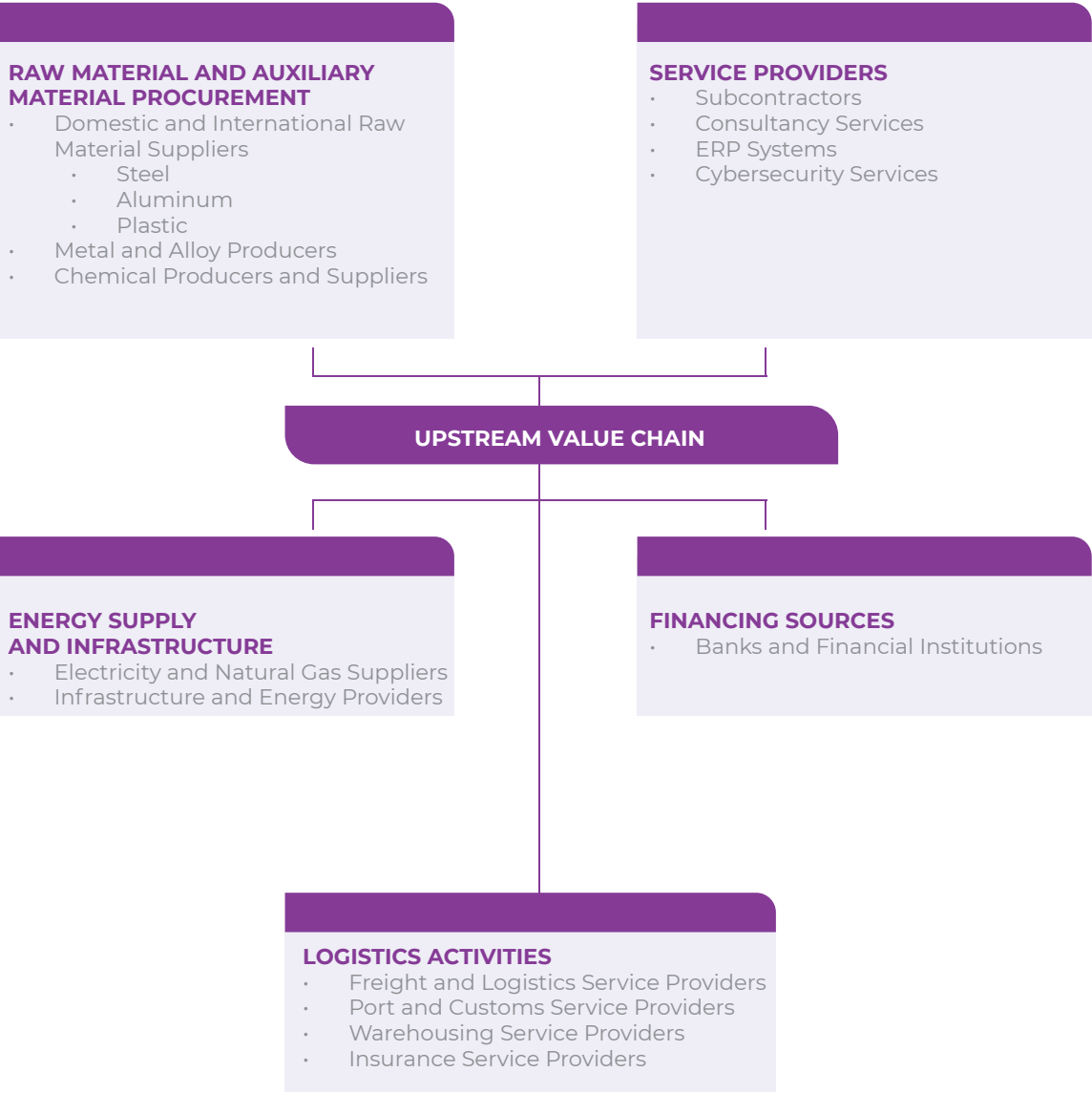
The management of anti-bribery and anti-corruption processes is carried out under the coordination of the Ethics Committee, the Internal Audit Department, and relevant management units. Policy updates are regularly reviewed in light of changes in legislation and operational risks.

At Norm Holding, care is taken to ensure that gifts, hospitality, travel, and similar practices do not become factors that could influence business decisions. In this context, employees are expected to act in accordance with ethical principles and relevant policies and procedures in all business relationships.

BUSINESS MODEL AND VALUE CHAIN

Norm Holding's value chain extends from upstream processes beginning with the procurement of raw materials, energy, and services through operations involving R&D and low-carbon production activities, to downstream processes encompassing logistics, sales, and distribution networks. Within this framework, the sustainability approach supports the assessment of environmental and social impacts, risks, and opportunities at every stage of the value chain.

By integrating the sustainability approach into operations, the company ensures that environmental and social risks are managed at every stage from raw materials to the final product and that a responsible growth approach is reflected in its operations.



SUSTAINABLE AND RESPONSIBLE SUPPLY CHAIN

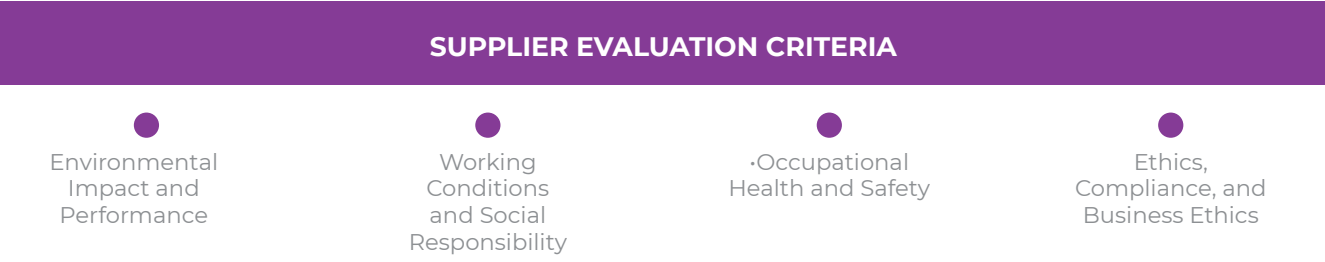
Norm Holding’s supply chain sustainability performance is supported by the strength of its local supply network and an ESG-focused evaluation approach.

The supply chain plays a key role in disseminating the sustainability approach throughout the value chain. Accordingly, in addition to quality, continuity, and cost criteria, environmental, social, and ethical factors are also taken into account in procurement and supply processes

SUPPLIER EVALUATION AND PARTNERSHIPS

In supplier evaluation processes, the strategic importance of procurement categories and supply risks are also taken into account. In this context, ESG risk assessments are conducted for specific direct procurement categories, and supplier prioritization efforts are carried out based on the results obtained.

In evaluations conducted for critical raw material categories, criteria related to suppliers’ production methods and environmental performance are also taken into account. This aims to incentivize suppliers that adopt low-emission production practices and reduce environmental risks stemming from the supply chain.



ETHICAL AND RESPONSIBLE SOURCING APPROACH

Norm Holding’s **Sustainable Procurement Policy** establishes the fundamental framework for integrating environmental, social, and governance criteria into decision-making mechanisms throughout the procurement process. Under this policy, transparency, an ethical approach, respect for human rights, accountability, and collaboration are recognized as core principles.

The Supplier Code of Ethics and the Supplier Handbook, which support this approach, define the fundamental principles and standards expected of suppliers. These principles and standards include:

- Respecting human rights; preventing child labor, forced labor, and human rights violations.
- Respecting employees’ rights to organize and engage in collective bargaining.
- Complying with applicable laws regarding wages, working hours, and benefits.
- Supporting diversity, equal opportunities, and an inclusive work environment; preventing all forms of discrimination.
- Ensuring a safe and healthy work environment by effectively managing occupational health and safety practices.
- To ensure product and process safety; to regularly conduct risk management, emergency preparedness, and employee training.
- Adopt an honest and transparent business approach by avoiding conflicts of interest, bribery, corruption, money laundering, and unethical practices.
- To comply with competition law, international trade regulations, data privacy, intellectual property rights, and confidentiality obligations.
- Support the efficient use of natural resources; develop practices aimed at reducing greenhouse gas emissions, increasing the use of renewable energy, and effectively managing water resources as part of efforts to combat climate change.
- Contribute to improving environmental performance by managing waste, wastewater, emissions, noise, and other environmental impacts.
- Support the protection of forests, sustainable land use, and the responsible management of products that pose a risk of deforestation.
- To safeguard the well-being of local communities and manage the social impacts of our operations with a responsible approach.

For our Commercial Group procurement, 84% of our suppliers are domestic, while 16% are international. For our Industrial Group procurement, 92% of our suppliers are domestic, and 8% are international.

DIGITALIZATION AND TRACEABILITY IN THE SUPPLY CHAIN

Digital infrastructure is utilized to strengthen a data-driven management approach in supply chain processes. Performance data related to suppliers is regularly evaluated, and the results are used as a decision-support tool in procurement processes.

Environmental and social risk analyses are conducted for critical suppliers, and efforts are underway to effectively manage supply chain-related risks.

SUPPLIER SUSTAINABILITY ASSESSMENTS

The Supplier ESG Assessment System is implemented to comprehensively evaluate supplier performance. Under this system, suppliers are assessed based on:

- Performance – 45%
- Quality – 45%
- Sustainability – 10%

As part of the system, suppliers are analyzed using an evaluation model consisting of these criteria.

As a result of the ESG risk assessments conducted in 2025, 13 suppliers were classified as high-risk; efforts to develop sustainable procurement practices have continued with a focus on these suppliers.

SUSTAINABILITY ASSESSMENT LEVELS

LEVEL	SCORE RANGE
Excellent	100–90
Good	70–89
Acceptable	50–69
Moderate risk	30–49
High Risk	0–29

Norm Holding Sustainable Procurement Policy:
Norm Holding Supplier Code of Ethics Guide:

SUSTAINABLE AND RESPONSIBLE SUPPLY CHAIN

SUPPLY CHAIN ESG GOALS

The targets established in the environmental, social, and governance (ESG) areas, in line with a sustainable supply chain approach, form the roadmap guiding initiatives in the supply chain sector.

- 1 Reduce supply chain-related carbon emissions by 50% compared to the base year by 2050.
- 2 Ensure that all strategic suppliers have ISO 14001 and ISO 45001 management systems in place by 2030.
- 3 Source 80% of raw materials used from recycled or renewable sources by 2026.
- 4 Maintain a zero-tolerance approach to child labor and forced labor in the supply chain.
- 5 Train all procurement teams on sustainability issues by 2026.
- 6 Ensure that all suppliers operate in compliance with the Norm Holding Code of Ethics by 2030.

ETHICAL STANDARDS AND COMPLIANCE IN THE SUPPLY CHAIN

To support the adoption of Norm Holding's ethical principles and standards throughout the supply chain, **the Supplier Code of Ethics**, which outlines the working principles expected of suppliers, was published in 2025. This initiative established a common framework for the ethical expectations and fundamental working principles shared with business partners.

Suppliers are expected to prioritize practices that respect human rights, such as fair compensation, safe working conditions, and support for diversity.

ZERO TOLERANCE
An uncompromising stance against child labor and forced labor.

FAIR LABOR
Adoption of fair practices regarding wages and working hours.

EQUAL OPPORTUNITY
Prevention of discrimination and promotion of diversity.

SAFE ENVIRONMENT
Full compliance with occupational safety and health (OSH) standards and risk management.

ETHICS AND TRANSPARENCY
Combating corruption and ensuring transparency in the supply chain.

CUSTOMER SATISFACTION

The customer satisfaction approach is based on accurately understanding customers' needs and expectations to deliver high-quality, reliable, and innovative solutions. Customer feedback is regularly evaluated and used as a guiding factor in improving service processes.

In the customer satisfaction surveys conducted in 2025, the domestic customer satisfaction score was 4.29, while the international customer satisfaction score was 4.01.

CUSTOMER FEEDBACK AND COMPLAINT MANAGEMENT

Requests, suggestions, and feedback from customers are received through various communication channels and evaluated by the relevant departments. Based on this feedback, necessary actions are planned, resolution processes are carried out, and the results are used to improve service quality.

CUSTOMER FEEDBACK PROCESS

- 1 Submitting Requests, Suggestions, and Complaints
- 2 Evaluation of Feedback
- 3 Review by the Relevant Departments
- 4 Implementation of Solutions and Improvement Initiatives
- 5 Enhancing the Customer Experience

PROTECTION OF CUSTOMER DATA

Customer information and commercial data are protected in accordance with the **Information Security Policy**, applicable legislation, and relevant standards.

There were no incidents involving breaches of customer privacy in 2025.



ANNEXES

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BIOGRAPHIES OF BOARD OF DIRECTORS MEMBERS

MEHMET FATİH UYSAL

Chairperson

M. Fatih Uysal, who graduated from the Department of Business Administration at the Faculty of Economics and Administrative Sciences of Dokuz Eylül University in 1983, began his professional career in 1982 as General Manager at STD, one of the companies in the Norm Holding group. In 1995, Uysal became Vice Chairperson at Norm Fasteners Bolts, and as of 2013, he has continued in his role as Chairperson at Norm Holding. Uysal ; is a Board Member of the Aegean Exporters' Associations, Chairperson of the Aegean Iron and Non-Ferrous Metals Exporters' Association, a Member of the Executive Board of the Turkish Education Foundation, a Trustee of the Izmir Chamber of Commerce Education and Health Foundation, a Member of the Assembly of the Union of Chambers and Commodity Exchanges of Turkey, and a member of TÜSİAD, TİM, TAİDER, KALDER, ESİAD, EGİAD, and the Salihli Cultural and Solidarity Association.



NEDİM UYSAL

Vice Chairperson of the Board of Directors

A graduate of the İzmir American College, Nedim Uysal completed his university education in the Department of Economics at Michigan State University's College of Social Sciences. Having completed internships in various departments primarily in production at Norm Fasteners Bolts since his middle school years, Uysal joined Norm Holding in 2009. He assumed the role of CEO in the fourth quarter of 2019. Uysal has spearheaded successful initiatives in strengthening the global presence of Norm Holding and its brands, strategic restructuring, corporate governance, digital transformation, and sustainability focusing on maximizing revenue streams through risk management as well as investments in new markets for fasteners. Nedim Uysal, who currently serves as Deputy Chairperson of Directors at Norm Holding, also actively participates in the activities of BESİAD, EGİAD, and TAİDER.



CEYHUN ARAZ

Member of the Board of Directors

Ceyhun Araz completed his bachelor's and master's degrees in the Department of Industrial Engineering at Dokuz Eylül University and earned his Ph.D. from the same university after completing his doctoral research in supply chain management. In 2010, Araz was appointed as an Assistant Professor and established the Department of Industrial Engineering at Manisa Celal Bayar University. With over 40 academic publications and more than 1,500 international citations, Araz was promoted to Associate Professor in Industrial Engineering in 2018. Araz, who serves on the boards of directors of various industrial and technology companies, has been with Norm Holding since 2015.



MUSTAFA SABRİ DOĞRUSOY

Member of the Board of Directors

Mustafa Sabri Doğrusoy earned his bachelor's degree in Engineering from Yıldız Technical University, followed by an accelerated bachelor's and master's degree program at the Faculty of Business Administration at Istanbul University, where he received his MBA. Concurrently, he pursued graduate studies in Computer Engineering at Yıldız Technical University. As a strategy and investment consultant, he advises companies on topics such as management, organization, strategic planning, institutionalization, and building corporate culture. Doğrusoy, who teaches courses in graduate and doctoral programs at universities as a visiting lecturer, currently serves as a member of the Advisory Board at a foundation university. Having served as a Board Member of the Turkish Corporate Governance Association (TKYD) from 2015 to 2019, Doğrusoy has served as an Independent Board Member at multiple publicly traded companies since 2012, in accordance with capital markets regulations, and as a Board Member and Board Advisor at numerous other companies. TÜSİAD, the Turkish Corporate Governance Association (TKYD), and KALDER are among the business associations of which he is a member. He has been serving at Norm Holding since 2020. In addition to his role as a member of the Norm Holding Board of Directors, Doğrusoy has served as Chair of the Holding's Sustainability Committee since 2024.



DUYGU UYSAL SİMROOĞLU

Member of the Board of Directors

Duygu Uysal Simrooğlu, who completed her undergraduate studies in the Department of Theater, Literature, and the Arts at New York University, has been pursuing dance training since 2018 and is professionally involved in various dance genres and visual arts. Duygu Uysal Simrooğlu served as producer and artistic director of the "Feminen" dance project, which was staged in September 2023 as part of the IKSEV Izmir European Jazz Festival. From 2021 to 2023, Simrooğlu served as Chair of the Norm Holding Sustainability Committee, leading the company's sustainability initiatives, and has been a member of the Norm Holding Board of Directors since 2017.

MUHİTTİN BİLGET

Member of the Board of Directors

A graduate of Ankara University's Faculty of Political Science, Muhittin Bilget completed his master's degree in the Department of Economics at Vanderbilt University in the United States. Bilget served as a Sworn Bank Auditor for the Prime Ministry of the Republic of Turkey and as Deputy Chairperson of Sworn Bank Auditors from 1979 to 1993; his final public sector position was as Economic and Commercial Counselor at the Embassy of the Republic of Turkey in Ottawa, Canada, from 1993 to 1995. Bilget, who has held senior management positions in the private sector since 1996, is a Sworn-in Certified Public Accountant and holds a license as an Independent Auditor. Bilget, who has been with Norm Holding since 2019, also serves as Chairperson of Directors of the Salihli Organized Industrial Zone, as a Member of the Izmir Metropolitan Municipality Economic Development and Coordination Board, and as Chairman of the Economic Monitoring Group at the Aegean Industrialists and Businesspeople Association.

ERKUT ULUDAĞ

Member of Board of Directors

Erkut Uludağ graduated from Kadıköy Anadolu High School and then earned a bachelor's degree in Civil Engineering from Istanbul Technical University (İTÜ). He received a master's degree in Civil Engineering and an MBA from the University of Michigan. Uludağ began his career in 1993 in the automotive sector in the U.S. From 1997 to 2004, he worked at the Chicago office of the global consulting firm Kearney, providing consulting services to global companies on operational and cost optimization, mergers, strategy development, and sector-specific investments for private equity funds. From 2004 to 2012, he served as a managing partner at the strategic consulting firm Roland Berger. Through EU Corporate Consulting, the firm he founded in 2013, Uludağ provides consulting services in the areas of acquisitions, mergers, and strategy development. Uludağ, who serves on the boards of directors of various industrial companies, has been serving as a Board Advisor at Norm Holding since 2018.



PERFORMANCE INDICATORS

SOCIAL PERFORMANCE INDICATORS

TOTAL NUMBER OF EMPLOYEES	2023	2024	2025
	4,129	3,824	3,786

NUMBER OF EMPLOYEES BY GENDER	UNIT	2023	2024	2025
WOMEN	PEOPLE	409	426	460
	RATIO	9.9%	11.1%	12.2%
MALE	PEOPLE	3,720	3,398	3,326
	RATIO	90.1%	88.9%	87.8%

NUMBER OF EMPLOYEES BY CATEGORY	UNIT	2023	2024	2025
OFFICE EMPLOYEES	WOMEN	345	345	334
	MALE	559	584	527
FIELD WORKER	WOMEN	64	81	126
	MALE	3,161	2,814	2,799

NUMBER OF EMPLOYEES BY EDUCATION LEVEL*	2023	2024	2025
ELEMENTARY SCHOOL AND BELOW	10	8	6
HIGH SCHOOL	57	54	44
COLLEGE AND ABOVE	788	826	765

* These figures do not include the number of employees working abroad.

NUMBER OF EMPLOYEES BY EMPLOYMENT TYPE*	UNIT	2023	2024	2025
PART-TIME	WOMEN	0	0	0
	MALE	0	0	0
FULL-TIME	WOMEN	394	411	440
	MALE	3,659	3,336	3,274

* These figures do not include the number of employees working abroad.

NUMBER OF EMPLOYEES & PERCENTAGE BY AGE DISTRIBUTION	Unit	2023	2024	2025
AGES 18-30	WOMEN	178	191	162
	PERCENTAGE	8.9%	10.7%	10.4%
	MALE	1,831	1,589	1,391
	PERCENTAGE	91.1%	89.3%	89.6%
	WOMEN	163	165	208
	PERCENTAGE	10.9%	11.7%	14.1%
AGES 31-40	MALE	1,330	1,242	1,267
	PERCENTAGE	89.1%	88.3%	85.9%
	WOMEN	54	52	65
	PERCENTAGE	10.3%	10.1%	10.4%
	MALE	468	465	560
	PERCENTAGE	89.7%	89.9%	89.6%
AGES 41-50	WOMEN	10	13	18
	PERCENTAGE	13.5%	14.1%	17%
	MALE	64	79	88
	PERCENTAGE	86.5%	85.9%	83%
	WOMEN	0	0	1
	PERCENTAGE	%0	%0	50%
AGES 51-60	MALE	4	2	1
	PERCENTAGE	100%	100%	50%
	WOMEN	0	0	0
	PERCENTAGE	%0	%0	0
	MALE	0	0	0
	PERCENTAGE	0	0	0
OVER 60	WOMEN	0	0	0
	PERCENTAGE	%0	%0	0
	MALE	0	0	0
	PERCENTAGE	%0	%0	0
	WOMEN	0	0	0
	PERCENTAGE	%0	%0	0

NUMBER OF EMPLOYEES BY CONTRACT TYPE*	Unit	2023	2024	2025
INDEFINITE-TERM	WOMEN	409	426	460
	MALE	3,720	3,398	3,326
FIXED-TERM	WOMEN	0	0	0
	MALE	0	0	0

SOCIAL PERFORMANCE INDICATORS

NUMBER OF EMPLOYEES BY REGION*	Unit	2023	2024	2025
ANKARA	Women	3	3	4
	MEN	21	18	18
BURSA	WOMEN	7	5	5
	MEN	14	14	13
DILOVASI	WOMEN	5	4	3
	MEN	20	25	19
GÖLCÜK	WOMEN	5	4	3
	MEN	10	14	14
IZMIR	WOMEN	336	343	329
	MEN	1,743	1,604	1,553
SAKARYA	WOMEN	5	14	25
	MEN	22	40	45
SALIHLI	WOMEN	33	38	71
	MEN	1,829	1,621	1,612

* These figures do not include the number of employees working abroad.

NUMBER OF EMPLOYEES WITH DISABILITIES	UNIT	2023	2024	2025
	WOMEN	14	15	17
	RATIO	14.6%	15.6%	17.3%
	MALE	82	81	81
	RATIO	85.4%	84.4%	82.7%

AVERAGE YEARS OF SERVICE BY GENDER*	UNIT	2023	2024	2025
	WOMEN	4.51	4.56	4.27
	MEN	5.29	5.89	6.28

* Includes figures from abroad.

NUMBER OF NEW HIRES	2023	2024	2025
WHITE-COLLAR	205	169	136
BLUE-COLLAR	569	327	423

NUMBER OF EMPLOYEES WHO LEFT THE COMPANY	2023	2024	2025
WHITE-COLLAR	107	112	105
BLUE-COLLAR	295	281	256

NUMBER OF EMPLOYEES BY MANAGEMENT CATEGORY	Unit	2023	2024	2025
Senior management*	Women	5	5	4
	Percentage	23.8%	21.7%	16.7%
	Male	16	18	20
	Percentage	76.2%	78.3%	83.3%
	Women	13	16	14
	Percentage	18.8%	21.3%	18.7%
Middle Management**	Male	56	59	61
	Percentage	81.2%	78.7%	81.3%
	Women	24	17	23
Other***	Percentage	28.2%	21.5%	28.8%
	Male	61	62	57
	Percentage	71.8%	78.5%	71.3

* Senior Management: President/Director/General Manager/CEO

** Middle Management: Plant Manager/Group Manager/Manager/Specialist

*** Other: Manager

NUMBER OF STEM EMPLOYEES				
UNIT		2023	2024	2025
NUMBER OF FEMALE EMPLOYEES		172	176	153
NUMBER OF MALE EMPLOYEES		339	356	311
PERCENTAGE OF FEMALE EMPLOYEES		34%	33%	33
PERCENTAGE OF MALE EMPLOYEES		66	67	67

NUMBER OF NEW HIRES BY GENDER	Unit	2023	2024	2025
WOMEN	People	118	90	124
	Ratio	15.2%	18.1%	22.2%
Male	People	656	406	435
	Ratio	84.8%	81.9%	77.8%

SUCCESS RATE OF ORIENTATION AND RETENTION PROGRAMS FOR NEW HIRES	UNIT	2023	2024	2025
0–2-YEAR RESIGNATION RATE	PERCENT	20.50%	22.64%	26.46%

SOCIAL PERFORMANCE INDICATORS

NUMBER OF NEW HIRES BY AGE		UNIT	2023	2024	2025
AGES 18–30	PERSON		587	352	373
	RATIO		75.8%	71.0%	66.6%
AGES 31–40	PERSON		162	121	153
	RATIO		20.9%	24.4%	27.3%
AGES 41–50	PERSON		25	22	32
	RATIO		3.2%	4.4%	5.7%
AGES 51–60	PERSON		0	1	2
	RATIO		%0	%0	%0
OVER 60	PERSON		0	0	0
	RATIO		%0	%0	%0

NUMBER OF EMPLOYEES WHO LEFT THEIR JOBS BY GENDER		UNIT	2023	2024	2025
WOMEN	PEOPLE		48	56	60
	PERCENTAGE		11.9%	14.2%	16.6%
MALE	PEOPLE		354	337	301
	PERCENTAGE		88.1%	85.8%	83.4%

NUMBER OF EMPLOYEES WHO LEFT THEIR JOBS BY AGE		UNIT	2023	2024	2025
AGES 18–30	PERSON		279	259	220
	PERCENTAGE		69.4%	65.9%	60.9%
AGES 31–40	PERSON		95	110	108
	PERCENTAGE		23.6%	28%	29.9%
AGES 41–50	PERSON		24	21	29
	PERCENTAGE		6%	5.3%	8%
AGES 51–60	PERSON		3	3	4
	PERCENTAGE		0.7%	0.8%	1.1%
OVER 60	PERSON		1	0	0
	PERCENTAGE		0.2%	0%	0%

NUMBER OF EMPLOYEES ELIGIBLE FOR MATERNITY & PATERNITY LEAVE		2023	2024	2025
WOMEN		9	11	20
MALE		215	205	202

NUMBER OF EMPLOYEES TAKING MATERNITY & PATERNITY LEAVE		2023	2024	2025
WOMEN		9	11	20
MALE		215	205	202

NUMBER OF EMPLOYEES RETURNING FROM MATERNITY AND PATERNITY LEAVE		2023	2024	2025
WOMEN		9	7	17
MALE		215	205	202

NUMBER OF EMPLOYEES RETURNING TO WORK AFTER MATERNITY OR PATERNITY LEAVE AND CONTINUING TO WORK FOR AT LEAST 12 MONTHS		2023	2024	2025
WOMEN		8	7	17
MALE		166	181	161

EMPLOYEE ENGAGEMENT AND SATISFACTION SCORE (%)	UNIT	2021	2023	2025	2026
EMPLOYEE ENGAGEMENT*	SCORE	71	59	-	74
EMPLOYEE SATISFACTION**	SCORE	82	73	-	82

* Employee engagement is measured every two years. No employee survey was conducted in 2025.
** Employee satisfaction is measured every two years.

TRAINING HOURS AND NUMBER OF PARTICIPANTS BY EMPLOYEE CATEGORY		UNIT	2023	2024	2025
SENIOR MANAGERS	PERSON-HOURS		568	341	511
	PERSON		19	24	25
MID-LEVEL MANAGERS	PERSON-HOURS		3,347	1,708	1,622
	PERSON		62	65	67
OTHER EMPLOYEES	PERSON-HOURS		72,560	71,724	79,315
	PERSON		4,454	4,312	4,198

SOCIAL PERFORMANCE INDICATORS

TRAINING HOURS AND NUMBER OF PARTICIPANTS BY EMPLOYMENT TYPE				
	UNIT	2023	2024	2025
BLUE-COLLAR	PERSON-HOURS	47,652	50,390	62,587
	PEOPLE	3,541	3,452	3,332
WHITE-COLLAR	PERSON-HOURS	28,822	23,383	18,861
	PEOPLE	994	949	958

TRAINING HOURS AND NUMBER OF PARTICIPANTS BY GENDER				
	UNIT	2023	2024	2025
MALE	PERSON-HOURS	64,982	63,024	70,618
	PEOPLE	4,072	3,932	3,741
WOMEN	PERSON-HOURS	11,492	10,749	10,829
	PEOPLE	463	469	549

TRAINING HOURS PROVIDED TO EMPLOYEES BY TYPE				
	UNIT	2023	2024	2025
PROFESSIONAL DEVELOPMENT	HOURS	18,000	10,519	5,436
PERSONAL DEVELOPMENT	HOURS	1,612	516	5,359
OSH	HOURS	18,868	17,384	27,623
OTHER	HOURS	37,994	45,355	43,030

NUMBER OF EMPLOYEES PARTICIPATING IN ETHICS TRAINING				
	UNIT	2023	2024	2025
PEOPLE		2,055	1,157	3,653

NUMBER OF EMPLOYEES PARTICIPATING IN ENVIRONMENTAL TRAINING AND TRAINING DURATION				
	UNIT	2023	2024	2025
TRAINING HOURS	HOURS	1,662	4,457	4,719
NUMBER OF EMPLOYEES RECEIVING TRAINING	PEOPLE	1,263	2,885	2,567

NUMBER OF EMPLOYEES RECEIVING OSH TRAINING				
	UNIT	2023	2024	2025
OSH TRAINING	(PERSON-HOURS)	42,654	24,496	
NUMBER OF EMPLOYEES RECEIVING TRAINING	PEOPLE	4,129	3,824	

2023				
2024				
2025				
ACCIDENT FREQUENCY RATE (AFR)*		10.05	12.04	12.94
LOST DAY RATE (LDR)				
ACCIDENT SEVERITY RATE (ASR)**		0.16	0.17	0.21
NUMBER OF WORKPLACE ACCIDENTS				
NUMBER OF FATAL ACCIDENTS		0	0	0
NEAR MISSES		184	384	
* (Lost Time Injury Rate) (Number of Accidents × 1,000,000) / Total Working Hours				
** (Severity Rate) (Days Lost × 1,000) / Total Working Hours				
*** The ILO (International Labor Organization) calculation methodology was used.				

2023				
2024				
2025				
NUMBER OF LOST-TIME ACCIDENTS		80	91	101
DAYS LOST		1,305	1,315	1,621
NUMBER OF ACCIDENTS WITHOUT LOST DAYS		57	84	86
**** Norm Holding’s consolidated occupational health and safety data includes figures from Norm Fasteners Bolt, Norm Fasteners Screw, Norm Fasteners Nut, Norm Coating, Norm Tooling, Norm Forging, NRM Engineering, and STD.				

NUMBER OF SUPPLIERS*				
	UNIT	2023	2024	2025
NUMBER OF OVERSEAS SUPPLIERS	NUMBER	37	40	32
	RATIO	18%	18%	16%
NUMBER OF DOMESTIC SUPPLIERS	NUMBER	173	184	172
	RATIO	82%	82%	84%
* Data covers only Commercial Group purchasing activities.				

NUMBER OF NEWLY ONBOARDED SUPPLIERS*				
	UNIT	2023	2024	2025
DOMESTIC	UNITS	9	11	3
INTERNATIONAL	UNITS	53	35	48
* Data covers only Commercial Group purchasing activities.				

NUMBER OF SUPPLIERS*				
	UNIT	2023	2024	2025
NUMBER OF OVERSEAS SUPPLIERS	NUMBER	139	199	123
	PERCENTAGE	12%	9%	8%
NUMBER OF DOMESTIC SUPPLIERS	NUMBER	1,048	1,969	1,372
	PERCENTAGE	88%	91%	92%
* Data covers only the Industry Group’s procurement activities.				

ENVIRONMENTAL PERFORMANCE INDICATORS

AMOUNT OF NON-RENEWABLE DIRECT ENERGY CONSUMPTION	UNIT	2023	2024	2025
GASOLINE	LITER	170,342	204,233	204,330
DIESEL	LITER	377,720	100,007	101,901
NATURAL GAS	m³	18,814,351	20,237,615	20,288,051

INDIRECT NON-RENEWABLE ENERGY CONSUMPTION	UNIT	2023	2024	2025
GRID ELECTRICITY	kWh	120,323,140	112,828,033	125,091,749

ENERGY SOURCED FROM RENEWABLE ENERGY SOURCES	UNIT	2023	2024	2025
SOLAR POWER GENERATION	kWh	4,557,529	6,969,854	60,780,124

GREENHOUSE GAS EMISSIONS	UNIT	2023	2024	2025
SCOPE 1	tCO ₂ e	41,770.84	40,150.10	40,993.02
SCOPE 2	tCO ₂ e	50,119.46	50,542.70	54,026.56

SCOPE 1 GREENHOUSE GAS EMISSIONS BY GROUP COMPANIES	UNIT	2023	2024	2025
NORM FASTENERS SALIHLI BOLT	tCO ₂ e	13,611.16	12,742.65	14,435.16
NORM FASTENERS IZMIR BOLTS	tCO ₂ e	11,521.86	8,735.08	7,785.54
NORM COATING	tCO ₂ e	5,257.26	6,950.72	6,824.11
NORM FASTENERS NUT	tCO ₂ e	5,681.98	5,670.08	6,562.92
STANDART CIVATA (STD)	tCO ₂ e	597.25	820.30	364.71
NORM FASTENERS BOLT	tCO ₂ e	-	509.54	1,139.46
NORM TOOLING	tCO ₂ e	172.27	175.49	148.19
ST TRADING	tCO ₂ e	68.1	57.43	83.58
NORM FASTENERS ROMANIA	tCO ₂ e	46.1	57.39	53.28
NORM FORGING	tCO ₂ e	-	51.99	226.75
NORM FASTENERS GERMANY	tCO ₂ e	38.11	49.02	69.13
NORM FASTENERS BURSA	tCO ₂ e	70.71	41.68	27.98
NRM ENGINEERING	tCO ₂ e	20.17	32.12	20.31
NORM FASTENERS USA	tCO ₂ e	17.18	21.01	147.16
NORM STAMPING	tCO ₂ e	-	15.97	-
NORM FASTENERS GOLCUTK	tCO ₂ e	469.22	12.20	11.35
MS SCREW	tCO ₂ e	3,793.95	3,577.2	3,019.93

SCOPE 2 (LOCATION-BASED + MARKET-BASED) GREENHOUSE GAS EMISSIONS BY GROUP COMPANIES	UNIT	2023	2024	2025
NORM FASTENERS SALIHLI BOLT	tCO ₂ e	12,688.77	9,630.72	9,752.05
NORM FASTENERS IZMIR BOLTS	tCO ₂ e	6,451.28	6,118.34	5,742.82
NORM COATING	tCO ₂ e	16,085.11	17,487.54	18,684.97
NORM FASTENERS NUT	tCO ₂ e	6,972.74	7,757.67	11,554.79
STANDART CIVATA (STD)	tCO ₂ e	215.48	205.26	197.56
NORM FASTENERS BOLT	tCO ₂ e	-	204.44	359.97
NORM TOOLING	tCO ₂ e	1,883.90	1,858.45	1,852
ST TRADING	tCO ₂ e	29.30	25.61	29.31
NORM FASTENERS ROMANIA	tCO ₂ e	7.69	16.82	9.35
NORM FORGING	tCO ₂ e	-	1,069.58	690.89
NORM FASTENERS GERMANY	tCO ₂ e	26.19	23.87	89.8
NORM FASTENERS BURSA	tCO ₂ e	18.71	22.21	22.69
NRM ENGINEERING	tCO ₂ e	119.07	80.13	54.018
NORM FASTENERS USA	tCO ₂ e	117.93	153.60	113.4
NORM STAMPING	tCO ₂ e	-	306.77	341
NORM FASTENERS GOLCUK	tCO ₂ e	28.09	27.74	40.93
MS SCREW	tCO ₂ e	4,864.13	4,839.24	4,490.86

ENERGY INTENSITY	UNIT	2023	2024	2025
Norm Fasteners Bolts	MWh/metric ton	2	2.26	2.39
Norm Fasteners Screws	MWh/metric ton	2.16	2.44	2.22
Norm Fasteners Salihli	MWh/metric ton	1.74	1.93	1.94
Norm Fasteners Nuts	MWh/metric ton	1.13	1.27	1.49
Norm Coating	MWh/metric ton	0.62	0.56	0.55

CARBON INTENSITY (SCOPE 1 & 2)	UNIT	2023	2024	2025
Norm Fasteners Bolts Izmir	tonCO ₂ e / ton unit	0.55	0.579	0.589
Norm Fasteners Salihli	tonCO ₂ e / ton unit	0.44	0.473	0.456
Norm Fasteners Screws	tonCO ₂ e / ton unit	0.55	0.685	0.591
Norm Fasteners Nuts	tonCO ₂ e / ton unit	0.31	0.344	0.693
Norm Coating	tonCO ₂ e / total unit	0.18	0.183	0.170

ENVIRONMENTAL PERFORMANCE INDICATORS

WASTE AMOUNT BY TYPE*	UNIT	2023	2024	2025
HAZARDOUS WASTE	TONS	3,299.18	20,518.88	20,383.95
NON-HAZARDOUS WASTE	TONS	19,297.21	2,852.81	2,382.45

*As a result of updates made to the waste classification approach during the year, certain types of waste have begun to be managed directly as hazardous waste. Due to this change, there have been differences in the amounts of hazardous and non-hazardous waste compared to previous years.

ELECTRICITY COVERED BY I-REC CERTIFICATES	UNIT	2025	ENERGY COVERAGE RATIO
IZMIR BOLTS	kWh	13,232,323	100%
SALIHILI BOLT	kWh	22,407,170	100%
IZMIR NUT	kWh	10,142,855	100%
SALIHILI NUT	kWh	4,724,328	100%

WASTE AMOUNT BY DISPOSAL METHOD	Unit	2023	2024	2025
Energy Recovery	Tons	-	-	-
Recovery	Tons	22,596.31	23,371.31	22,715.45
Landfill	Tons	-	-	-
Waste Incineration	Tons	-	-	-
Other Disposal Method	Tons	0.09	0.3860	50.95

TOTAL WATER WITHDRAWN	Unit	2023	2024	2025
Third-Party Water (Municipal Water, etc.)	Megaliters	863.47	978.22	775.93

WASTEWATER DISCHARGE	UNIT	2023	2024	2025
GROUNDWATER	MEGALITERS	-		
SEAWATER	MEGALITERS	-		
THIRD-PARTY WATER (SEWAGE, ETC.)	m³	777,123.38	880,402.23	698,345.57

WATER CONSUMPTION	Unit	2023	2024	2025
	m³	863,70.42	978,224.70	775,939

ARTESIAN WATER CONSUMPTION (M³)	UNIT	2023	2024	2025
NORM FASTENERS SALIHILI	m³	20,108	18,000	1,588
NORM FASTENERS NUTS SALIHILI	m³	29,995	30,000	26,268
NORM COATING SALIHILI	m³	98,130	179,260	194,068

WATER INTENSITY	UNIT	2023	2024	2025
NORM FASTENERS BOLTS - IZMIR BOLTS	m³/ton	1.32	1.74	1.63
NORM FASTENERS SCREW - MS VIDA	m³/ton	2.21	3.00	2.50
NORM FASTENERS SALIHILI BOLT	m³/ton	1.46	1.55	1.13
NORM FASTENERS NUTS	m³/ton	2.69	2.00	1.38
NORM COATING	m³/ton	5.37	5.55	3.73

SUSTAINABILITY INVESTMENTS INVESTMENT AMOUNT	Unit	2023	2024	2025
	Million Euros	4.2	17.3	6.4

FINANCIAL PERFORMANCE INDICATORS

NET SALES AND INVESTMENTS	UNIT	2023	2024	2025
CONSOLIDATED NET SALES	MILLIONS OF EUROS	501	450	424
COMBINED INVESTMENTS	MILLIONS OF EUROS	86	75	45
NUMBER OF PATENT APPLICATIONS	UNIT	2023	2024	2025
NORM FASTENERS NUTS	PIECE	1	1	0
NORM FASTENERS BOLTS	PIECE	6	5	9
NORM	ADET	1	1	0
NUMBER OF NEW PRODUCTS PRODUCED	UNIT	2023	2024	2025
NORM FASTENERS NUTS	PIECES	440	425	423
NORM FASTENERS BOLTS	PIECES	1,372	1,365	1,673
NORM TOOLING	PIECES	4,404	4,105	7,364
TWIN TRANSITION & R&D & INNOVATION INVESTMENT AMOUNT	BIRIM	2023	2024	2025
	MILLION TL	125.4	190.3	246.3
NUMBER OF R&D EMPLOYEES	UNIT	2023	2024	2025
NORM FASTENERS NUTS	PERSON	19	19	20
NORM FASTENERS BOLTS	PERSON	55	58	60
NORM TOOLING	PERSON	21	21	17
UNIVERSITY PARTNERSHIPS	UNIT	2023	2024	2025
PROJECTS	NUMBER	13	3	1
THESES	NUMBER	8	9	6
NUMBER OF ROBOT-AUTOMATED PROJECTS	UNIT	2023	2024	2025
	UNITS	208	347	395
R&D INVESTMENT AS A PERCENTAGE OF REVENUE	UNIT	2023	2024	2025
NORM FASTENERS NUT	%	0.30%	0.33%	0.21%
NORM FASTENERS BOLTS	%	1.45%	2.45%	2.61%
NORM TOOLING	%	0.00%	1.00%	1.28%

GRI İÇERİK İNDEKSİ

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
GENERAL DISCLOSURES			
GRI 2: General Disclosures 2021	2-1 Organizational details	About Norm Holding Norm Holding Affiliated Companies and Brands Norm Holding Areas of Operation	7 - 35 - 37
	2-2 Entities included in the organization's sustainability reporting	About the Report	6
	2-3 Reporting period, frequency and contact point	About the Report	6
	2-4 Restatements of information	No information has been restated in the report.	-
	2-5 External assurance	No external assurance has been conducted.	-
	2-6 Activities, value chain and other business relationships	Regions of Operation International Operations Norm Holding Areas of Operation Production Operations	31 - 33 - 37 - 45
	2-7 Employees	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Metrics	87 - 91 - 151
	2-8 Workers who are not employees	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Metrics	87 - 91 - 151
	2-9 Governance structure and composition	Norm Holding Governance Structure Committees Reporting to the Board of Directors	21 - 25
	2-10 Nomination and selection of the highest governance body	Norm Holding Governance Structure Committees Reporting to the Board of Directors	21 - 25
	2-11 Chair of the highest governance body	Norm Holding Governance Structure Committees Reporting to the Board of Directors	21 - 25
	2-12 Role of the highest governance body in overseeing the management of impacts	Norm Holding Governance Structure Committees Reporting to the Board of Directors	21 - 25
	2-13 Delegation of responsibility for managing impacts	Norm Holding Governance Structure Committees Reporting to the Board of Directors	21 - 25
	2-14 Role of the highest governance body in sustainability reporting	Committees Reporting to the Board of Directors Sustainability Management	25 - 77
	2-15 Conflicts of interest	Ethics and Compliance	137
	2-16 Communication of critical concerns	Ethics and Compliance	137
	2-17 Collective knowledge of the highest governance body	Norm Holding Governance Structure Committees Reporting to the Board of Directors	21 - 25

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Norm Holding Governance Structure Committees Reporting to the Board of Directors	21 - 25
	2-19 Remuneration policies	Norm Holding Governance Structure Diversity, Equity, and Inclusion	21- 86
	2-20 Process to determine remuneration	Norm Holding Governance Structure Diversity, Equity, and Inclusion	21- 86
	2-21 Annual total compensation ratio	No external assurance has been conducted.	-
	2-22 Statement on sustainable development strategy	Sustainability Strategy	71
	2-23 Policy commitments	Corporate Governance and Transparency	49
	2-24 Embedding policy commitments	Corporate Governance and Transparency	49
	2-25 Processes to remediate negative impacts	Ethics and Compliance	137
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Compliance	137
	2-27 Compliance with laws and regulations	Ethics and Compliance	137
	2-28 Membership associations	Corporate Memberships	66
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	65
	2-30 Collective bargaining agreements	Diversity, Equity, and Inclusion	86
MATERIAL TOPICS			
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	Materiality analysis	76
	3-2 List of material topics	Materiality analysis	76
	3-3 Management of material topics	Materiality analysis	76
TRANSITION TO A LOW-CARBON ECONOMY			
GRI 302: ENERGY 2016	3-3 Management of material topics	Energy Performance Management Environmental Performance Metrics	110 - 158
	302-1 Energy consumption within the organization	Energy Performance Management Environmental Performance Metrics	110 - 158
	302-2 Energy consumption outside the organization	Energy Performance Management Environmental Performance Metrics	110 - 158
	302-3 Energy intensity	Energy Performance Management Environmental Performance Metrics	110 - 158
	302-4 Reduction of energy consumption	Energy Performance Management Environmental Performance Metrics	110 - 158
	302-5 Reductions in energy requirements of products and services	Energy Performance Management Environmental Performance Metrics	110 - 158

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
GRI 305: EMISSIONS 2016	3-3 Management of material topics	Decarbonization Strategy and Emissions Reduction Roadmap Environmental Performance Metrics	106 - 158
	305-1 Direct (Scope 1) GHG emissions	Decarbonization Strategy and Emissions Reduction Roadmap Environmental Performance Metrics	106 - 158
	305-2 Energy indirect (Scope 2) GHG emissions	Decarbonization Strategy and Emissions Reduction Roadmap Environmental Performance Metrics	106 - 158
	305-3 Other indirect (Scope 3) GHG emissions	Decarbonization Strategy and Emissions Reduction Roadmap Environmental Performance Metrics	106 - 158
	305-4 GHG emissions intensity	Decarbonization Strategy and Emissions Reduction Roadmap Environmental Performance Metrics	106 - 158
	305-5 Reduction of GHG emissions	Decarbonization Strategy and Emissions Reduction Roadmap Environmental Performance Metrics	106 - 158
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	305-6 Emissions of ozone-depleting substances (ODS)	Decarbonization Strategy and Emissions Reduction Roadmap Environmental Performance Metrics	106 - 158
		Environmental Management Approach	113
	3-3 Management of material topics	Environmental Management Approach	113
	307-1 Non-compliance with environmental laws and regulations	Environmental Management Approach	113
TWIN TRANSITION (DIGITAL AND GREEN TRANSITION)			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Digital and Green Transformation R&D and Innovation	122 - 127
CORPORATE GOVERNANCE AND TRANSPARENCY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Committees Reporting to the Board of Directors Corporate Governance and Transparency	24 - 49
EFFICIENT USE OF RESOURCES			
GRI 301: MATERIALS 2016	3-3 Management of material topics	Waste Reduction and Recovery Practices	114
	301-1 Materials used by weight or volume	Waste Reduction and Recovery Practices	114
	301-2 Recycled input materials used	Waste Reduction and Recovery Practices	114
	301-3 Reclaimed products and their packaging materials	Waste Reduction and Recovery Practices	114

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
GRI 306: WASTE 2020	3-3 Management of material topics	Waste Reduction and Recovery Practices Environmental Performance Metrics	114 -158
	306-1 Waste generation and significant waste-related impacts	Waste Reduction and Recovery Practices Environmental Performance Metrics	114 -158
	306-2 Management of significant waste-related impacts	Waste Reduction and Recovery Practices Environmental Performance Metrics	114 -158
	306-3 Waste generated	Waste Reduction and Recovery Practices Environmental Performance Metrics	114 -158
	306-4 Waste diverted from disposal	Waste Reduction and Recovery Practices Environmental Performance Metrics	114 -158
	306-5 Waste directed to disposal	Waste Reduction and Recovery Practices Environmental Performance Metrics	114 -158
OCCUPATIONAL HEALTH AND SAFETY AND EMPLOYEE WELL-BEING			
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	3-3 Management of material topics	Occupational Health and Safety	84
	403-1 Occupational health and safety management system	Occupational Health and Safety	84
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	84
	403-3 Occupational health services	Occupational Health and Safety	84
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	84
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	84
	403-6 Promotion of worker health	Occupational Health and Safety	84
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	84
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety Social Performance Metrics	84 - 150
	403-9 Work-related injuries	Occupational Health and Safety Social Performance Metrics	84 - 150
	403-10 Work-related ill health	Occupational Health and Safety Social Performance Metrics	84 -150
CIRCULAR PRODUCT - PROCESS DESIGN AND INNOVATION			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Waste Reduction and Recovery Practices	114

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
SUSTAINABLE SUPPLY CHAIN MANAGEMENT			
GRI 204: PROCUREMENT PRACTICES 2016	3-3 Management of material topics	Sustainable and Responsible Supply Chain Management	142
	204-1 Proportion of spending on local suppliers	Sustainable and Responsible Supply Chain Management	142
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	3-3 Management of material topics	Sustainable and Responsible Supply Chain Management	142
	308-1 New suppliers that were screened using environmental criteria	Sustainable and Responsible Supply Chain Management	142
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable and Responsible Supply Chain Management	142
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	3-3 Management of material topics	Sustainable and Responsible Supply Chain Management	142
	414-1 New suppliers that were screened using social criteria	Sustainable and Responsible Supply Chain Management	142
DIVERSITY, EQUITY, AND INCLUSION			
GRI 401: EMPLOYMENT 2016	3-3 Management of material topics	Diversity, Equity, and Inclusion	86
	401-1 New employee hires and employee turnover	Diversity, Equity, and Inclusion Social Performance Metrics	86 - 150
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Diversity, Equity, and Inclusion Social Performance Metrics	86 - 150
	401-3 Parental leave	Diversity, Equity, and Inclusion	86
GRI 404: TRAINING AND EDUCATION 2016	3-3 Management of material topics	Employee Satisfaction and Engagement Sosyal Performan Göstergeleri	87 - 150
	404-1 Average hours of training per year per employee	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Indicators	87 -90 - 150
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Indicators	87 -90 - 150
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Indicators	87 -90 - 150
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	3-3 Management of material topics	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Indicators	87 -90 - 150
	405-1 Diversity of governance bodies and employees	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Indicators	87 -90 - 150
	405-2 Ratio of basic salary and remuneration of women to men	Employee Satisfaction and Engagement Employee Well-being and Corporate Culture Social Performance Indicators	87 -90 - 150

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
HUMAN RIGHTS			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Human Rights	99
INFORMATION SECURITY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Information Security	126
AIR QUALITY			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Environmental Management Approach	113
WATER EFFICIENCY AND WASTEWATER MANAGEMENT			
GRI 303: WATER AND EFFLUENTS 2018	3-3 Management of material topics	Water Efficiency and Wastewater Management Environmental Performance Metrics	116 - 158
	303-1 Interactions with water as a shared resource	Water Efficiency and Wastewater Management Environmental Performance Metrics	116 - 158
	303-2 Management of water discharge-related impacts	Water Efficiency and Wastewater Management Environmental Performance Metrics	116 - 158
	303-3 Water withdrawal	Water Efficiency and Wastewater Management Environmental Performance Metrics	116 - 158
	303-4 Water discharge	Water Efficiency and Wastewater Management Environmental Performance Metrics	116 - 158
	303-5 Water consumption	Water Efficiency and Wastewater Management Environmental Performance Metrics	116 - 158
BUSINESS MODEL RESILIENCE AND RISK MANAGEMENT			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Committees Reporting to the Board of Directors Sustainability-Focused Risk Management	24 - 78
BUSINESS ETHICS			
GRI 205: ANTI-CORRUPTION 2016	3-3 Management of material topics	Ethics and Compliance	137
	205-1 Operations assessed for risks related to corruption	Ethics and Compliance	137
	205-2 Communication and training about anti-corruption policies and procedures	Ethics and Compliance	137
	205-3 Confirmed incidents of corruption and actions taken	Ethics and Compliance	137
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	3-3 Management of material topics	Ethics and Compliance	137
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics and Compliance	137
GRI 406: NON-DISCRIMINATION 2016	3-3 Management of material topics	Ethics and Compliance	137
	406-1 Incidents of discrimination and corrective actions taken	Ethics and Compliance	137

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016	3-3 Management of material topics	Ethics and Compliance	137
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Ethics and Compliance	137
GRI 408: CHILD LABOR 2016	3-3 Management of material topics	Ethics and Compliance	137
	408-1 Operations and suppliers at significant risk for incidents of child labor	Ethics and Compliance	137
GRI 409: FORCED OR COMPULSORY LABOR 2016	3-3 Management of material topics	Ethics and Compliance	137
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights Ethics and Compliance	99 - 137
CUSTOMER SATISFACTION			
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	3-3 Management of material topics	Customer Satisfaction	145
	416-1 Assessment of the health and safety impacts of product and service categories	Customer Satisfaction	145
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Satisfaction	145
BIODIVERSITY CONSERVATION / ECOLOGICAL IMPACT			
GRI 304: BIODIVERSITY 2016	3-3 Management of material topics	Materiality analysis	76
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	-
	304-2 Significant impacts of activities, products and services on biodiversity	-	-
	304-3 Habitats protected or restored	-	-
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	-	-
CONTRIBUTION TO SOCIOECONOMIC DEVELOPMENT			
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	Contribution to Socioeconomic Development	100

GRI STANDARD	DESCRIPTION	SECTION	PAGE NO.
RESPONSIBLE INVESTMENT APPROACH			
GRI 201: ECONOMIC PERFORMANCE 2016	3-3 Management of material issues	Sustainable Financial Performance Financial Performance Indicators	62 - 162
	201-1 Direct economic value generated and distributed	Sustainable Financial Performance Financial Performance Indicators	62 - 162
	201-2 Financial implications and other risks and opportunities due to climate change	Sustainable Financial Performance Financial Performance Indicators	62 - 162
	201-3 Defined benefit plan obligations and other retirement plans	Sustainable Financial Performance Financial Performance Indicators	62 - 162
	201-4 Financial assistance received from government	Sustainable Financial Performance Financial Performance Indicators	62 - 162
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	3-3 Management of material topics	Sustainable Financial Performance Financial Performance Indicators	62 - 162
	203-1 Infrastructure investments and services supported	Sustainable Financial Performance Financial Performance Indicators	62 - 162
	203-2 Significant indirect economic impacts	Sustainable Financial Performance Financial Performance Indicators	62 - 162

GLOBAL COMPACT – UNGC

Topic	Principles	İLGİLİ BÖLÜM
HUMAN RIGHTS	Principle 1: Business should support and respect internationally proclaimed human rights.	99
	Principle 2: The business community should not be complicit in human rights violations.	
Labor Standards	Principle 3: The business community should support workers' freedom of association and collective bargaining.	137 137 137 137
	Principle 4: The practice of forced and compulsory labor must be eliminated.	
	Principle 5: All forms of child labor must be eliminated.	
	Principle 6: Discrimination in hiring and job placement must be eliminated.	
Environment	Principle 7: The business community should support a precautionary approach to environmental issues.	103 103
	Principle 8: It should support all activities and initiatives that enhance environmental responsibility.	
Combating Corruption	Principle 9: The business community should support the development and widespread adoption of environmentally friendly technologies.	139
	Principle 10: The business community must combat all forms of corruption, including bribery and extortion.	

UN WOMEN’S EMPOWERMENT PRINCIPLES (WEPS)

Principle
Principle 1: Ensure high-level organizational leadership for gender equality.
Principle 2: Treat all women and men fairly in the workplace, respect human rights and the principle of non-discrimination, and support these principles.
Principle 3: Ensure the health, safety, and well-being of all female and male employees.
Principle 4: Supporting educational, training, and professional development opportunities for women.
Principle 5: Implementing entrepreneurial development, supply chain, and marketing strategies to empower women.
Principle 6: Promoting equality through social initiatives and advocacy efforts.
Principle 7: Evaluating and publicly reporting on achievements related to gender equality.
* Norm Holding became a signatory to the United Nations Women's Empowerment Principles (WEPs) in 2025 and has committed to upholding these seven core principles.

GLOSSARY OF ABBREVIATIONS AND TECHNICAL TERMS

Word/Abbreviation	Explanation
9-Box (Performance-Potential Matrix)	A talent management tool that enables the simultaneous assessment of employees' current performance and their future development and leadership potential.
AGV – Automated Guided Vehicle	Automated Guided Vehicle
APS – Announced Pledges Scenario	Announced Pledges Scenario: A scenario based on the assumption that countries will fulfill their announced climate and energy commitments on time and in full.
ASN – Advanced Shipment Notification	Advanced Shipment Notification
BADV – Business Against Domestic Violence	Business Against Domestic Violence Initiative
CAD – Computer-Aided Design	Computer-Aided Design
CMM – Coordinate Measuring Machine	Coordinate Measuring Machine
CRM – Customer Relationship Management	Customer Relationship Management
ESG	Environmental, Social, and Governance
EDI – Electronic Data Interchange	Electronic Data Interchange
ERP – Enterprise Resource Planning	Enterprise Resource Planning
ESRS – European Sustainability Reporting Standards	European Sustainability Reporting Standards
GES	Solar Power Plant
GRI – Global Reporting Initiative	Global Reporting Initiative
IATF – International Automotive Task Force	International Automotive Task Force
IEA – International Energy Agency	International Energy Agency
IoT – Internet of Things	Internet of Things

Word/Abbreviation	Explanation
IPCC – Intergovernmental Panel on Climate Change	Intergovernmental Panel on Climate Change
Jira	A project management and task tracking platform used to plan, track, and manage projects, tasks, and workflows.
Kanban	A planning and control method that enables the visual management of workflows, where tasks and material flow are tracked using cards.
KAO	Accident Severity Rate
KPI – Key Performance Indicator	Key Performance Indicator
KRY	Enterprise Risk Management
KSO	Accident Frequency Rate
L-Type Risk Matrix (5x5 Risk Assessment Matrix)	A risk assessment method that prioritizes risks by scoring them based on their probability and impact levels.
MES – Manufacturing Execution System	Manufacturing Execution System
MRP – Material Requirements Planning	Material Requirements Planning
NZE – Net Zero Emissions by 2050 Scenario	2050 Net Zero Emissions Scenario: An energy and climate scenario based on achieving net-zero greenhouse gas emissions by 2050 on a global scale.
ODR – Occupational Disease Rate	Occupational Disease Rate
OECD – Organization for Economic Co-operation and Development	Organization for Economic Co-operation and Development
OEM – Original Equipment Manufacturer	Original Equipment Manufacturer
OKR – Objectives and Key Results	Objectives and Key Results)
OSB	Organized Industrial Zone
PESTLE-D – Political, Economic, Social, Technological, Legal, Environmental, and Digital Analysis	Analysis of Political, Economic, Social, Technological, Legal, Environmental, and Digital Factors: A strategic analysis method used to evaluate external environmental factors—including political, economic, social, technological, legal, environmental, and digital factors—that may affect an organization's operations.
Power BI	A business intelligence and data analytics platform that enables the analysis and visualization of data, as well as its monitoring through interactive reports and dashboards.
PP/DS	Production Planning and Detailed Scheduling
PYS	Performance Management System
QDMS – Quality Document Management System	Quality Document Management System
RCP 2.6 / RCP 8.5: Representative Concentration Pathway	Representative Concentration Pathway: A set of scenarios representing different climate change projections regarding greenhouse gas emissions and atmospheric concentrations.
RPA	Robotic Process Automation
S4HANA – SAP Business Suite 4 SAP HANA	SAP's next-generation enterprise resource planning (ERP) system that enables the integrated management of business processes such as finance, procurement, production, logistics, and human resources.

Word/Abbreviation	Explanation
SAP – Systems, Applications, and Products in Data Processing	Data Processing Systems, Applications, and Products
SAP Fiori	A user experience (UX) platform that provides access to applications within SAP systems through user-friendly interfaces.
SASB – Sustainability Accounting Standards Board	Sustainability Accounting Standards Board
SBTi – Science Based Targets Initiative	Science-Based Targets Initiative
SCADA – Supervisory Control and Data Acquisition	Centralized Monitoring, Control, and Data Collection System
SEÇ	Health, Safety, Environment
SDGs	Sustainable Development Goals
CBAM	Carbon Border Adjustment Mechanism
SMART – Specific, Measurable, Achievable, Relevant, Time-bound	It is a goal-management approach that ensures goals are set in a way that is clear, measurable, achievable, relevant, and tied to a specific time frame.
STEM – Science, Technology, Engineering, and Mathematics	Science, Technology, Engineering, and Mathematics
STEPS – Stated Policies Scenario	Stated Policies Scenario: An energy transition scenario based on the assumption that current energy and climate policies announced by governments will continue to be implemented.
SWOT – Strengths, Weaknesses, Opportunities, Threats	Strengths, Weaknesses, Opportunities, Threats: A strategic analysis method used to identify an organization's strengths and weaknesses, as well as the opportunities and threats it faces, by evaluating its internal and external environments.
Tier 1	Tier 1: The first-tier business partner or supplier in the value chain or supply chain that directly provides goods or services to the primary customer or end manufacturer.
TOC – Total Organic Carbon	Total Organic Carbon
TSRS	Turkish Sustainability Reporting Standards
UN Global Compact	United Nations Global Compact
UN WEPs	Women's Empowerment Principles
VOC – Volatile Organic Compounds	Volatile Organic Compounds
YGG	Management Review

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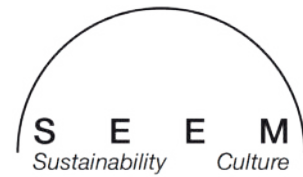
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