

2021 SUSTAINABILITY REPORT



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About the Report

GRI: 102-45, 102-46

Last year, we published our first sustainability report. This report was highly appreciated by our stakeholders. We are pleased to share with you in this second report our management performance, targets, and sustainability efforts we have carried out in line with our sustainability strategy, with the aim of updating and sharing our sustainability values every year. The 2021 Sustainability Report, published by Norm Holding, details the activities of Norm Holding and its affiliated companies from January 1 to December 31, 2021. Under the direction of the Norm Holding Sustainability Committee and with the assistance of our relevant units, the data was collected. Our report's environmental, social, and economic results were presented to our stakeholders under the headings Work Matters, Planet Matters,

Technology Matters and Human Life Matters. Consulting services were provided by SUCSR Corporate Sustainability Consulting during the preparation of our report.

Our report has been prepared in accordance with the GRI Standards "Core" option developed by the Global Reporting Initiative (GRI). At the same time, our report outlines our plans to comply with the United Nations (UN) Global Compact (UNGC), which we signed in 2021, and to contribute to the Sustainable Development Goals.

Norm Holding Sustainability Report 2021 has been prepared in two languages, Turkish and English, and has not undergone external audit.

You can forward any questions and comments regarding our reports and sustainability efforts to
sustainability@normholding.com

Senior Management Messages

Dear Stakeholders,

We left behind a year marked by the pandemic and the economic agenda, as well as the consequences of the climate crisis. With the continuation of the pandemic in 2021, there were significant changes on a global scale. Changes and extraordinary conditions have also provided us with the opportunity to make significant gains. Although the global recovery process began with normalization steps taken in the first quarter of the year, there were fluctuations due to the pandemic's increase in the last quarter. The importance of proper supply chain management in business operation processes was realized as a result of the supply chain problems encountered during this process. On the other hand, because of the global consequences of the climate

crisis, we continue to act in accordance with our understanding of "Future Matters" in order to ensure a sustainable future.

While the global economy expanded by 5.6% in 2021, our economy expanded by 11%. Due to the global chip crisis in the automotive industry, where we are the largest supplier, the total automotive production in our country decreased by 2% in 2021. While sales of automobiles and light commercial vehicles decreased by 4.6% compared to the previous year, Turkey increased its total automotive exports by 2% based on units and ranked sixth in the European automotive sales rankings in 2021. In Europe, annual automobile sales were comparable to the previous year. Despite negative developments in the sector, Norm Fasteners, one of our subsidiaries, saw a 39% increase in

automotive sector sales of its bolt product group compared to the previous year, and a 48% increase in automotive sector sales of its nut product group compared to the previous year. Thanks to the prudent investments we made and our extensive supplier network, we ended 2021 with a successful financial report.

We carried on investing in 2021 as well, adhering to the sustainable growth strategy we created to guarantee sustainable development. By spending more than 28 million TL on research and development and innovation, we highlight the value we add to technology while spending more than 70 million TL to protect the environment. We'll keep working hard to invest in our new businesses, like the 2021 launches of Norm Digital and Norm Additive.

We are aware that the effects of climate



Fatih Uysal
Chairperson

change are one of the greatest risks to humanity. We have created and outlined our current sustainability strategy for 2021 in order to best manage the risks that could materialize in this direction. We created a plan and made numerous progress throughout the year. We finished target determination efforts for the Holding and its affiliated companies while taking into account our top priorities, and we made action plans. We ratified the United Nations Global Compact (UNGC) this year, which strives for a comprehensive and sustainable global economy. Our

understanding of sustainability is built on three cornerstones: integrated risk management, corporate governance approach, and economic performance. I would like to say that we are focused on ensuring a sustainable future through our work. While leaving behind a challenging year, as it has been for the past 49 years, I hope that we will continue to grow together in the coming period by focusing our investments on digital transformation, R&D studies, and environmental improvements.



Our goal is to increase the awareness and impact of sustainability for our country, and then for all our stakeholders.

Dear Business Partners and Colleagues,

In the past year, we have encountered numerous obstacles and uncertainties, including the pandemic, rising energy and logistics costs, and supply chain issues. Global social, economic, and environmental changes necessitated a reevaluation of all business models in response to the arduous conditions they imposed. Despite all the difficult circumstances, our nation was able to maintain its economic growth momentum in 2021. In this process, which includes challenging conditions and risks, we have worked diligently to achieve our objectives by adapting to economic shifts in accordance with our risk management, and we have achieved success. We were able to quickly adapt to the changing business models and pandemic conditions as a result of our digital transformation strategy, in which we continued to invest and made it a corporate culture.

Many awards were bestowed upon Norm Holding and its affiliated companies in 2021. We value our employees and prioritize their happiness. With our human resource practices, which we carried out in this direction, and our understanding that supports equality of opportunity and diversity, we were entitled to receive the “Turkey’s Best Workplace” and “Respect for People” awards. As a member of the UN Global Compact, it is one of our most important responsibilities to protect our employees’ rights and to provide a safe working environment for them by acting in accordance with our ethical principles and our continuous improvement policy. We organized trainings for our employees’ personal and professional development in order to improve their competencies and increase their loyalty. In 2021, we will have strengthened our leadership understanding and leadership model with a team-based perspective. With its result-oriented and transformational structure, the Norm

Holding Leadership Model combines the goal of our Norm leaders to be role models by inspiring their teammates. In this context, as Norm Holding, we were entitled to receive an award with the “ENLider Sensin” Leadership Development Program.

With our understanding of “Future Matters” in 2021, we made significant advancements in the area of sustainability, which we believe is essential for the survival of our planet. Thanks to the work carried out under the leadership of our Sustainability Committee, we have structured the activities of all our subsidiaries in the light of our sustainability strategy. For the purpose of promoting sustainability and integrating it into our corporate culture, our Sustainability Committee arranges training sessions. To contribute to the Sustainable Development Goals, we will continue our work in the areas of equal opportunity and diversity, water and waste management, energy



Nedim Uysal
CEO - Vice Chairperson



and emission management, ethical principles, corporate governance, responsible investments, risk and opportunity management, supply chain management, fight against bribery and corruption, occupational health and safety digitalization and automation, R&D and innovation.

We have conducted carbon footprint measurement studies in 2021 in order to reduce the negative impact we have on the environment, in a total of 25 campuses and 13 companies, 21 of which are domestic and 4 of which are international, by tracking our greenhouse gas emissions. We calculated our scope 1 and 2 emissions for 2021 as a result of our carbon footprint measurement studies, and we calculated our environmental impact based on emissions during the reporting period.

As Norm Holding, we are among Turkey's leading companies in R&D investments. While our total revenue has doubled, our investments in R&D and innovation have quadrupled. Among the Organized Industrial Zones, we became one of the companies with the most R&D

investments and the most patented products. With the strategic agreements we've signed, we're making strides toward becoming the world's largest fastener supplier. We founded Norm Digital to provide consulting and services in the fields of information technology, machine learning and artificial intelligence, robotic process automation, and other areas that have grown in popularity in recent years. Norm Digital, which we established with the vision of focusing on digital transformation, is one of the first 10 companies in Turkey to use RPA. Our Norm Digital company has implemented products that offer cutting-edge solutions in 2021, and has developed products operating in different fields under the names of Normie, Vinter and Ocea'N. As Norm Holding, we established our Norm Additive company in 2021, following our principle of "Forward-thinking steps, always in pursuit of excellence" by putting forward the vision of bringing advanced manufacturing capability to the additive manufacturing field.

While we continue to carry out our current business in 2021, we started to structure our "together forward" strategy within the company, and to walk towards the same goal with all our companies, departments and colleagues.

As a result of our experience and the customer demands we have encountered over the years, we have conducted customer segmentation studies in order to provide a better Norm experience to our customers, and we have established the KAM (Key Account Management) department within our organizational structure, where the customers with the highest transaction volume are gathered. Through this department, we began to provide global service to our customers, particularly OEMs, from a single point of contact. Believing in gender equality in society and at all stages, Norm Holding's KAM team, 50% of whom are "women," had a share of sales in turnover of 29% in 2018, increasing to 31% in 2020, when the

pandemic and various crises occurred, and 32% in 2021.

I believe we will repeat our success with the projects and studies we developed in 2021 in 2022. I'd like to express my heartfelt gratitude to my esteemed colleagues and all of our business partners who have been at the heart of our success for the past 49 years.

Dear Stakeholders,

We are pleased to present our second sustainability report as Norm Holding, which we established in 1973 and which is now one of Turkey's largest companies in the fastener industry.

The "pandemic year" actually changed a lot of things economically, environmentally, and socially all over the world. We have experienced the fallout of our era, known as the Anthropocene, in which nature was destroyed by human hands. This disaster affected every country and all people on the planet, from the largest economies to the smallest. After the pandemic, we recommitted ourselves to making "sustainability" a top priority.

As a holding that has consistently ranked among the top five in Europe and the top twelve globally since its founding, with more than 3,000 employees, operations in seven countries, 20 companies, 12 production facilities, 4 R&D and Design Centers, and exports to more than 35 countries, and as one of the locomotive companies in our country's fastener industry, we plan our investments

responsibly. We are aware of the need to make efficient use of the world's and our nation's resources in order to preserve and protect this invaluable inheritance for future generations.

The only way Sustainable Development can be achieved is through a collective effort to produce a "common" solution to global problems. With this belief, Norm Holding and its affiliated companies signed and participated in the United Nations Global Compact in 2021. We have aligned all of our business objectives with these principles and the United Nations Development Program's Sustainable Development Goals.

As Norm Holding, we continue to focus on a wide range of important issues, including Climate Change and Energy Consumption, Water and Waste Management, R&D and Innovation, Digitalization and Automation in all of our business sectors. In this direction, we have ensured that all non-hazardous waste from our businesses is sent to recycling centers.

Within the context of Gender Equality, we continue to work and develop to

ensure that women and men have equal participation in the economy and social life. As one of the leading companies in our industry in this regard, with a ratio of 23.1% women in managerial positions and 33.9% women in white-collar positions, we are aware that we must continue to develop in this area.

Together with the Working Groups which are under the direction of the Sustainability Committee, we manage sustainability. Together with our committees, we decide our company's goals and commitments under the categories of Planet, People, Society, and Welfare using the "Stakeholder Capitalism" approach outlined by the World Economic Forum. We place a high value on employee development and adhere to Norm Holding's vision for business ethics in every area we operate in as well as all points along our value chain. We value the growth of our employees and suppliers, as evidenced by the 26,196 hours of Occupational Health and Safety training we offer.

With our more than 3,000 employees, Norm Holding will keep working to



Duygu Uysal Simrooğlu

*Sustainability
Committee President -
Member of Board of Directors*

advance social development while upholding the values of diversity, inclusion, and the sustainability of the world's resources.

The views and support of you, our esteemed stakeholders, are very important to us on this long journey.

Hoping to grow and share this great "value" together...

About Norm Holding

“We continue to grow with the values we add to our national industry and the respect we show for the society we live in, we develop our “norms” and bring them together with the requirements of our time.”

49 Years of Success...

Since the day we were established as Norm Holding, we have worked to be a leader in the industry, and in the 49 years we have been in business, we have had a lot of success. Our actions are guided by a vision that is full of accomplishments and awards, constantly evolving without sacrificing quality, and produced using the most recent technologies. The automotive main and sub-industries, as well as the spare parts, white goods, electronics, technology, furniture, construction, and machinery sectors, are where we primarily conduct our business on a national and international level. With our production capacity, quality, creative human resources approach that we built on our values, and our superior technology that we develop every year, we have managed to become the top business

in our nation in the fasteners sector, which is our locomotive power. We are proud that our Norm Holding companies are among the top 500 industrial enterprises in Turkey. With the projects and companies we developed in 2021, we are on our way to becoming a holding that provides sustainable growth in 2022, in line with the goal of being the sector leader that we have adopted and implemented since the beginning. Our journey began with a double-stroke machine in 1973, and today we are positioned in the top 5 in Europe and the top 12 in the world in the fastener sector. Today, as Norm Holding; we have over 3000 employees and operate in 7 countries; we have 20 companies, 12 production centers, 4 R&D and design centers, and we export to over 35 countries.

Our Mission

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

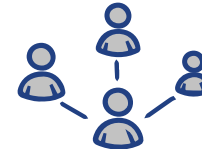
Our Vision

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

Our Values



We make a difference for our customers



We believe in team power.



We constantly improve our norms and ourselves.



We act fairly and respectfully.



We add value to society and the environment.

About Norm Holding

Norm Holding – Vision 2025

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



Norm Holding Companies

NORM FASTENERS

Norm Fasteners began manufacturing bolts with a double-headed set machine in Izmir Bornova in 1973, continued its growth by acquiring numerous companies, and eventually grew into a large conglomerate. In 1994, the Izmir Atatürk Organized Industrial Zone was designated as the site for the construction of a brand-new, cutting-edge facility, which is currently operational. Since then, Norm Fasteners has been the solution partner of leading manufacturers and prestigious brands in the automotive, white goods, electronics, furniture, construction, and machinery industries, both domestically and internationally.

NORM COATING

In 1999, Norm Coating entered the coatings industry with the installation of the first Automatic Electrolytic Zinc Coating Line, which had been commissioned in 1998. With 586 employees in 5 factories and a 2020 production capacity of 140,000 tons/year, the company provides the coating for fasteners for a variety of industries, including automotive, white goods, construction, machinery, furniture, aviation, biomechanics, and railways.

NORM TOOLING

In 2006, the company began producing molds for Norm Fasteners and tooling special parts. Norm Tooling is capable of producing 60,000 diamond molds and 350,000 steel molds annually with its 250 employees and 9,000 square meters of enclosed space.

NORM ADDITIVE

In 2021, it provides production and engineering services in the field of additive manufacturing technologies to companies in Turkey and abroad in the white goods, aviation, machinery manufacturing, general manufacturing, and medical sectors. Norm Additive, which aims to produce low-volume special parts at a low cost, aims to produce parts that can be made production-ready through design arrangements and the additive manufacturing method.



It has been serving as a technology company that produces robotic automation systems for all manufacturing companies since 2014. It employs 68 people and operates in the fields of robot applications, machine vision test and measurement equipment, one-to-one product control systems, high pressure aluminum casting lubrication robots, delta robots, robotic welding

systems, assembly apparatus, and machine applications on an area of 3,500 m².

NORM DIGITAL

It was established in Dokuz Eylül University Technopark in 2021. (Depark). Norm Digital provides consulting and technology services to leading companies in the sector both at home and abroad in areas such as RPA robotic process automation, IoT, artificial intelligence, advanced data analysis, and cyber security.



It was founded in 1982. STD continues to operate on a total area of 30,600 m² in the Izmir Atatürk Organized Industrial Zone, Dilovası, and Ankara. With its understanding of quality products and services, it provides services in the field of fasteners and hardware as part of the solution with its expert staff in 67 cities in Turkey and more than 50 countries in Europe.

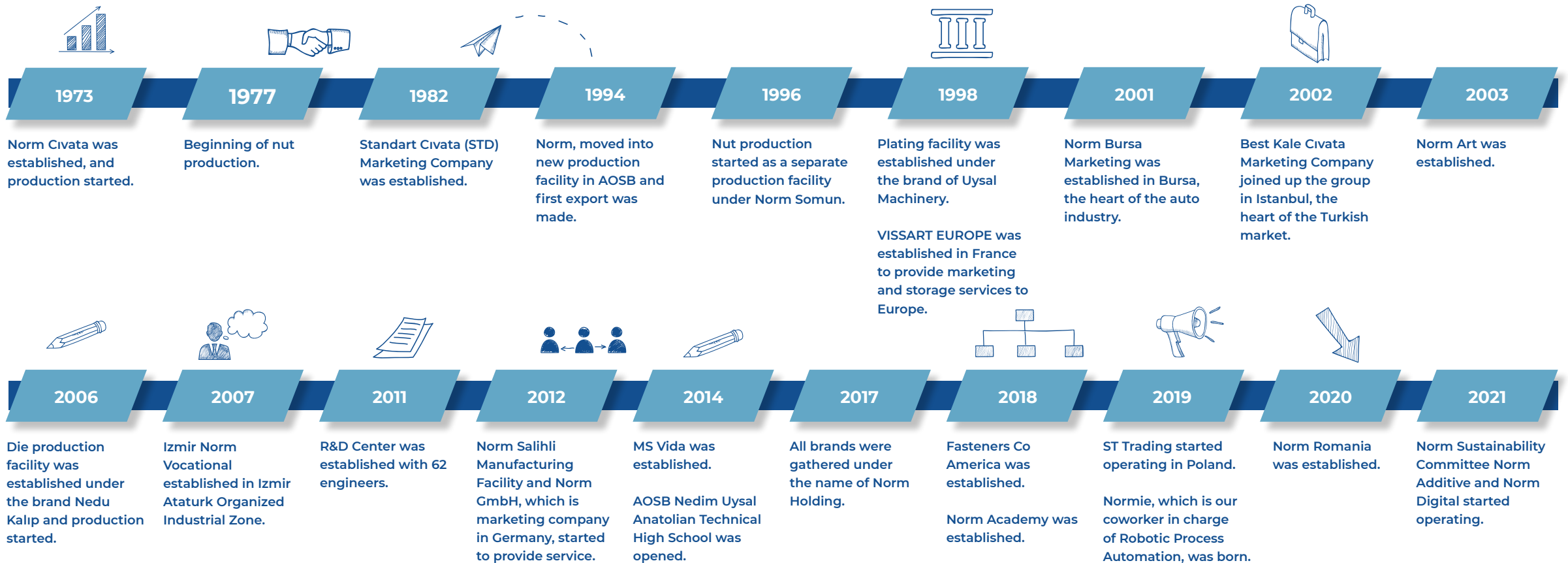
Milestones of Norm Holding

Norm Holding has transformed its journey, which started with a double-stroke machine in 1973, into a vision full of achievements and awards that competes with the world today, develops without sacrificing quality, producing with technology.

Norm Holding has achieved to be the leading company in Turkey in the fastener market, which is its locomotive power, with the help of its production capacity, quality, values on which innovative human resources perspective built, and technology constantly developing.

Having more than 3,000 employees, 20 companies, and 12 production centers, 7 of which are overseas, Norm Holding operates the business, particularly in the automotive main and sub-industry as well as spare parts, appliances, electronics, technology, furniture, construction, and industrial machinery

sectors in domestic and global markets. As Norm Holding, we export to more than 50 countries; we are among the top 5 in Europe and the top 12 in the world in the fastener market.



Norm Holding in Numbers

More than **3,000**
employees

Service located
in **7 countries**

20 companies

12
production
centers

11 logistics
centers

4 R&D and
design centers

Export to
more than **50**
countries

13 registered patents,
6 utility models, 6
industrial designs

Environmental
investment
of more than
70,000,000 TL

R&D and innovation
investment of more
than **28,000,000 TL**

5 awards

More than **2200**
customers
across all our
companies

100% recycling of
non-hazardous
waste

3,500 hours of
additional workforce
with Normie

23.1% rate of
women working
in managerial
positions

33.9% white-
collar women
employee rate

26,196 hours of
Occupational
Health and
Safety training

Collaborations and Initiatives

Memberships and Initiatives We Support

We ratified the United Nations Global Compact (UNGC) in 2021, which strives for a comprehensive and sustainable global economy. As Norm Holding, we are committed to adhering to the Global Compact's ten basic universal principles in order to ensure sustainable development. We are members of the Izmir Chamber of Commerce as Norm Holding, STD, and Norm Fasteners Bolt Izmir branches. We are members of the Aegean Region Chamber of Industry as Norm Tooling, STD, and Norm Fasteners Bolt, and of TOBB Turkey Automotive Supply Industry Council as Norm Holding.

Non-Profit Organizations We Are Members Of

ESİAD	AEGEAN EXPORTERS' ASSOCIATIONS
EGİAD	AEGEAN EXPORTERS' ASSOCIATIONS IRON AND NON-FERROUS METALS
TÜSİAD	İZMİR METROPOLITAN MUNICIPALITY / İZMİR ECONOMIC DEVELOPMENT BOARD
TAİDER	ÇEVMER
BESİAD BOARD OF DIRECTORS	BOARD OF TRUSTEES OF İAOSB FOUNDATION
ORGANIZED REGIONAL DIRECTORATE	İZMİR ÇİĞLİ ROTARY
KALDER	SALİHLİLER CULTURE AND SOLIDARITY ASSOCIATION
İYTE ADVISORY BOARD MEETINGS (İzmir Institute of Technology)	TASİAD (ALL ELEVATOR INDUSTRIALISTS AND BUSINESSMEN ASSOCIATION)
TEV YK MEETINGS (Turkish Education Foundation)	PÜKAP (WINDOW MANUFACTURERS QUALITY ASSOCIATION)
CHAMBER OF COMMERCE	İMSAD (CONSTRUCTION MATERIALS INDUSTRIALIST ASSOCIATION)
TOBB	ÇATI-DER (ROOF INDUSTRIALISTS AND BUSINESSMEN ASSOCIATION)
TİM	TAYSAD Board Membership
EBSO	Salihli Organized Industrial Zone Board Member
EBSO-44.Group Other Metal Products Industry Professional Committee	



KATILIMCI / PARTICIPANT

Sorumlu iş uygulamalarının geliştirilmesi, bu uygulamaların hayata geçmesi ve açıklanması için tüm dünyada yer alan ve gönüllü liderlik platformu olan **UN Global Compact**'e katıldığımızı açıklamaktan mutluluk duyarız.

Bu duyuru ile hepimizin istediği dünyayı yaratmak için sorumlu iş eylemleri gerçekleştirmeye kendini adanmış binlerce şirketin arasında yerimizi aldık.

UN Global Compact; şirketleri, operasyonlarını ve stratejilerini insan hakları, çalışma, çevre ve yolsuzlukla mücadele alanlarında evrensel olarak kabul edilmiş on ilkeyle uyumlu hale getirmeye ve Sürdürülebilir Kalkınma Hedefleri doğrultusunda adım atmaya çağırır.

Girişimin bir katılımcısı olarak, **UN Global Compact** web sitesindeki profilimizi buraya tıklayarak ziyaret edebilir ve en son sürdürülebilirlik çalışmalarımız hakkında daha fazla bilgi edinebilirsiniz.




KADINLARA YÖNELİK ŞİDDET

Kadınlara yönelik şiddete #KayıtsızKalmayın

Siz de atesbocekleri.info adresine girin, sesinizi kaydedin. Kadınlar ve şiddetin arasında mesafe koyun, şiddete engel olun.



Awards and Achievements

Norm Holding and its affiliated companies received
**5 awards in 2021 and
 14 awards in 2022.**

As Norm Holding, we were deemed worthy of the Bronze Award in the **SAP Quality** Award given by SAP in 2021.

We received the Special Achievement Category award at the **TÜSiAD SD² Project Award** Ceremony.

We were named the **“33rd company making the most R&D investments”** and the **“17th company receiving the most patents”** at the Stars of the OIZ Award Ceremony, thanks to the R&D studies we conducted within Norm Holding.

At the KINCENTRIC Best Employers Award Ceremony, our Norm Fasteners, Norm Coating and Norm Tooling companies achieved success by receiving the **“Turkey’s Best Employers”** award.

As Norm Holding, we were deemed worthy of the **“Respect for Human 2020”** award of Kariyer.net in 2021 with our understanding of Human Value.

Developments After The Activity Period

TAİDER North Star Sustainability Award to Norm Holding

At the TAİDER 5th North Star Award Ceremony, where companies are awarded in the categories of “Corporate Governance”, “Society”, “Employees” and “Environment” in the field of sustainability, as Norm Holding, we were entitled to receive the North Star award for our work in the field of sustainability.



Grand Prize for “ENLider Sensin” Program

The winners of the 2022 Human Resources Excellence Awards, organized by Brandon Hall Group, were determined by a jury evaluation. As Norm Holding, we were entitled to receive a silver award with the “ENLider Sensin” Leadership Development Program in the “Best Leadership Development Programs” category.



Norm Holding Among Turkey’s Leading Companies with R&D Investments

In the “R&D 250: Turkey’s Top R&D Spending Companies” study, which was conducted for the ninth time this year by Turkishtime, our Norm Fasteners Bolt company rose 21 places compared to the previous year and ranked 203rd among the top 250 companies with the budget allocated to R&D studies. Furthermore, it was ranked 71st in the “Top 100 According to the Number of Projects Conducted in the R&D Center” list this year, as well as in the “Top 50 According to the Number of Design Registrations Received” and “Top 50 According to the Number of Utility Models Received” lists.



“Normie” Won The 20th Golden Spider Awards

The website of Normie, the dynamic software robot developed by our Norm Digital company to save employees from repetitive tasks, was chosen as the “first” by the jury vote in the Golden Spider Awards’ Information and Technology category, to which 1,071 projects applied this year.



Developments After The Activity Period

Norm Holding Takes Place in EBSO 100 with 3 Companies

As Norm Holding, our three companies were named to the Aegean Region Chamber of Industry's annual list of "İzmir's 100 Largest Industrial Enterprises" in 2021. (EBSO). The list of 100 large industrial establishments whose production is in İzmir is announced based on sales from production; Norm Fasteners Bolt, one of our group companies, ranked 36th, Norm Fasteners Nuts ranked 46th, and Norm Coating ranked 71st.



A+ Credit Rating from JCR Eurasia Rating to 3 Companies of Norm Holding

In the rating conducted by JCR Eurasia Rating, Norm Fasteners Bolts, Norm Fasteners Nuts, and Norm Fasteners Screws companies received an A+ Long Term National Institution Credit Rating, and were thus entitled to be in the highest credit quality rating group. This was made possible by the sustainability approach and strong financial management infrastructure that Norm Holding has been applying for years.



Best R&D Project of the Year Award from İZTEK

Our Norm Fasteners Bolt R&D Center was awarded "Best R&D Project of the Year" at the İZTEK Innovation R&D and Technology Awards 2022 for the "Artificial Intelligence Supported Mobile Application Determining the Dimensions and Standards of Fasteners" project, which was developed in collaboration with Kalybe.AI.



3 Grand Awards to Norm Holding from the Stars of Export Award Ceremony

As Norm Holding, at the "Stars of Export" Award Ceremony organized by Aegean Ferrous and Non-Ferrous Metals Exporters' Association within the body of Aegean Exporters' Associations; we received 2 big awards with Norm Fasteners Bolt and STD, one of our group companies, and the "Doyen of the Industry" award on behalf of our Honorary Chairperson of the Board, Nedim Uysal. At the ceremony, our Norm Fasteners company was named "Other Iron and Steel Products Export Champion" and received a gold award from the Aegean Ferrous and Non-Ferrous Metals Exporters' Association. Our STD company received the bronze award.



The Activity Period

We Participated in the Signing Ceremony Organized by UN Global Compact Turkey

As Norm Holding, we attended the signing ceremony held for the institutions participating in the UN Global Compact from Turkey in the 2021-2022 period, within the scope of our support to the efforts of Global Compact Turkey. At the ceremony held at the InterContinental Hotel on March 25, 2022, Duygu Uysal Simrooğlu, Member of the Board of Directors and Sustainability Committee President, signed on behalf of our company.



Norm Holding Takes Place in ISO 500 and Second 500 Lists with 4 Companies

As Norm Holding, four of our companies were named to the "ICI Turkey's Top 500 Industrial Enterprises" and "ISO Turkey's Second Top 500 Industrial Enterprises" lists published annually by the Istanbul Chamber of Industry (ISO). One of our group companies, Norm Fasteners Bolt ranked 428th in the "Top 500" list based on sales from production, Norm Fasteners Nuts ranked 21st, Norm Fasteners Bolt Salihli ranked 56th and Norm Coating ranked 342th in the "Second 500" list.



Norm Holding's Food Company Nordes Established

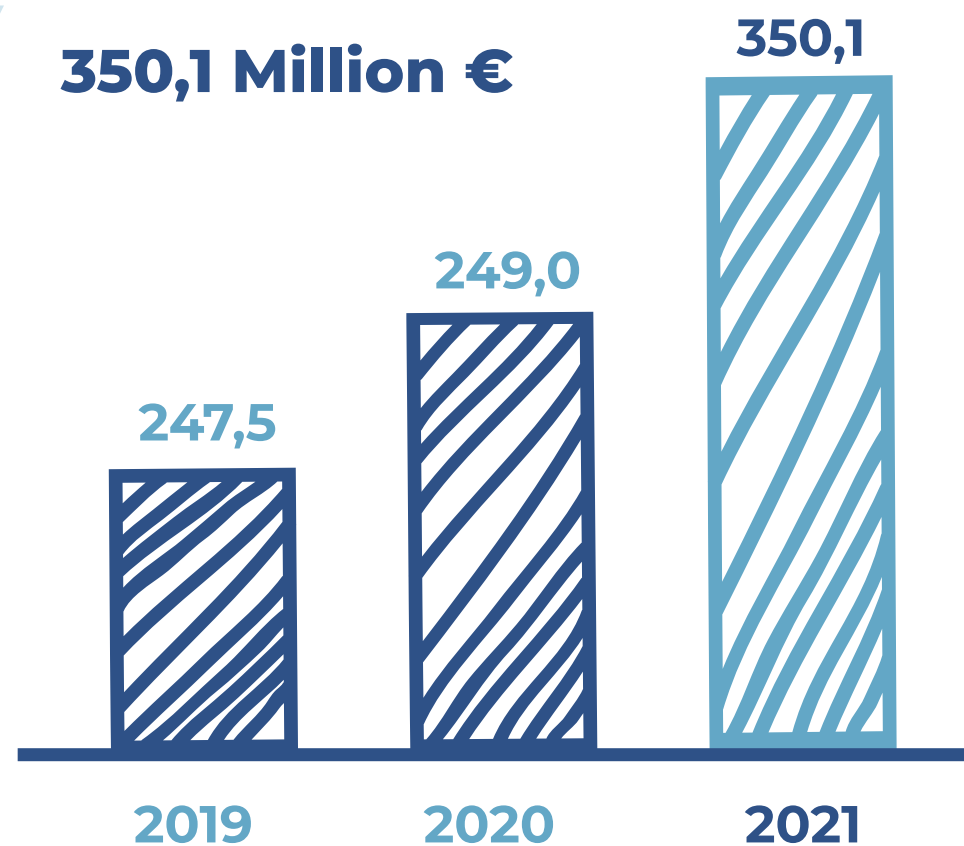
Nordes Gıda Sanayi ve Ticaret A.Ş. was registered in the Trade Registry Gazette dated 12 August 2022 and entered business life as a half partnership with Sardes Gıda Sanayi ve Tarım Ürünleri Ticaret İthalat İhracat LTD. ŞTİ. Nordes will offer compote forms of strawberry, cherry, cherry, plum, grape, tangerine, grapefruit, and orange fruits in tin cans and glass jars for all European,, particularly EU countries, Japanese, Australian, South Korean, and U.S. markets. Our company, which will primarily employ women, will employ up to 460-500 people varying on a seasonal basis. We intend to complete the Nordes production site by the end of 2022, and to begin production with the first fruit of the season, "canned strawberries," in May 2023, following the assembly of the machinery park.



Economic Performance

Consolidated Net Sales

Million €



Economic Performance

In 2021, we increased our revenue compared to the previous year and achieved a total consolidated revenue of 350.1 million Euros. We prioritize research and development (R&D) and innovation in the context of sustainable growth, and we adopt the notion of technological development. While our overall revenue increased, we increased our investments in R&D and innovation by four fold, totaling about 28 million Turkish Lira. In our Norm Fasteners Bolt company, we invested 1.2% in R&D this year. Norm Fasteners Bolt additionally has a JCR rating of A+. With our understanding of “Value for the World,” we invested 18 million TL in environmental protection in 2021. In 2021, we gave back to society by investing roughly 300 thousand TL due to our desire to create value for people.

For Norm Fasteners, 2021 was a successful year in which modernization works and new investments were put into effect in all production facilities.

Norm Coating, on the other hand, has grown by 64.54% in 2021 compared to the previous year and coated 130,000 tons of products. In-group (bolt, nut, screw) customers constituted 99.83% of the works carried out within the body of Norm Coating in 2021. In 2021, 13.98 million euros were invested in Norm Coating. Wet paint facility in Sakarya and Izmir locations, Sakarya hanger zinc-nickel and cataphoresis facilities were among these investments.

Norm Tooling realized many technological investments and produced 184,512 molds in 2021 with an increase

of 70% compared to the previous year. While 12,809,664 units were produced in the secondary processing department in 2020, 17,870,782 units were produced in 2021 with an increase of 40%.

Norm Additive was established in 2021 and is expected to grow by 12% and 13.3%, respectively in the metal and polymer market until 2028 in particular. The market volume of these two materials is predicted to be around 24 billion dollars.

NRM Engineering closed 2021 with a growth of 167% year on year and a turnover of 47.1 million TL, and made an investment of 9 million TL.

Norm Digital began its R&D efforts right after its establishment in 2021, producing products that offer cutting-edge

technology solutions and some of which were put into use in the same year. Norm Digital works with its global partnerships, collaborations and the licenses of leading solution partners in their fields and invests in these areas.

STD (Standard Civata), sold 50,000 tons to 67 cities in the country in 2021. Year on year, it achieved an increase of 43% in its sales revenues and 70% in its export revenues from Turkey.

Corporate Management

Mehmet Fatih Uysal -3- Chairperson

Fatih Uysal, graduated from Dokuz Eylül University, Faculty of Economics and Administrative Sciences, Department of Business Administration in 1983, started his professional career in 1982 as General Director in STD, one of Norm Holding companies. Becoming Deputy Chairperson of Board of Directors in 1995 in Norm Civata company, Fatih UYSAL has been continuing his career as Chairperson of Board of Directors of Norm Holding since 2013. Uysal, who became the Vice Chairperson of the Board of Directors at Norm Civata in 1995, continues his duty as the Chairperson of the Board of Directors of Norm Holding as of 2013. Uysal serves as a Board Member at TAYSAD, BESİAD and Aegean Exporters' Associations; İzmir AOSB Vice Chair, Coordination Board Member at İBB İzmir Economic Development Board, Executive Board Member at Turkish Education Foundation; Member of Parliament in the Union of Chambers and Commodity Exchanges of Türkiye and a member of ESİAD and EGİAD.

Nedim Uysal -1- CEO – Vice Chairperson

Nedim Uysal, who graduated from İzmir American College, received his bachelor's degree from Department of Economics at Michigan State University. Uysal, who did internship in different business units of Norm Fasteners Bolts company since his middle school years, started his professional career in Norm Holding right after graduating from the university. Nedim Uysal currently serves as CEO and Deputy Chair of the Board of Directors at Norm Holding.

Duygu Uysal Simrooğlu -2- Member of Board of Directors - Sustainability Committee President

Graduating from İzmir American College in 2010, Duygu Uysal Simrooğlu completed her bachelor's degree in Drama and Arts at New York University. Having a professional interest in various dance styles and visual arts, Simrooğlu also completed a yoga instructor training program. Her carrier began as a founder and designer in Noble Textile and Design Co in 2016.



Corporate Management

Muhittin Bilget -5-

Member of Board of Directors

Graduating from the Faculty of Political Sciences at Ankara University, Muhittin Bilget received a master's degree in Economy at Vanderbilt University in the USA. Having worked as TR Prime Ministry Bank Examiner and Vice Chair of Bank Examiners Board between 1979 and 1993, he served as Economy and Commercial Counsellor in Turkish Embassy in Ottawa Canada between 1993 and 1995, which was his last civil service. Having been

working as a senior manager in the private sector since 1996, Muhittin Bilget possesses Certified Public Accountant and Independent Auditor license. He currently performs as Deputy Chairperson of the Board of Directors of Salihli Organized Industry Zone, Member of İzmir Economy and Development Coordination Board, Independent Member of Board of Directors of Mistral GYO A.Ş., and Chairperson of Roundtable for Economy, Revenue and Finance.

Ceyhun Araz -4-

Member of Board of Directors

Ceyhun Araz received both bachelor's and master's degrees in Industrial Engineering at Dokuz Eylül University. He then obtained his Ph.D. degree in Supply Chain Management from the same university. In 2010, he received the title of Associate Professor and established the Department of Industrial Engineering at Manisa Celal Bayar University. Having more than 40 articles and 1.500 citations, Ceyhun Araz was appointed associate professor in the

field of Industrial Engineering in 2018. Serving as a board member in various industrial and technology companies, he has been working in Norm Holding since 2015.

Advisory Board



Mustafa Doğrusoy

Mustafa Doğrusoy studied both Businesses at Istanbul University and a Computer Engineering master's degree at Yildiz Technical University simultaneously and graduated with an MBA degree.

As a Strategy and Investment Consultant, he provided consultancy services for corporations in various fields including Administration, Organization, Strategical Planning, Change Management, Goal Setting, Vision Development, Restructuring, Setting and Implementation of Performance Assessment systems, Formation of New Organizations and their managements, Institutionalization, Building of Organizational Culture. He has recently been working on Corporate Management, Corporate Risk Management, Corporate Financing, Institutionalization of Family Businesses, and CMB Communiqués for Corporations in the Stock Market. He participated in projects regarding financial status analysis and reporting, establishing fiscal discipline and

budgeting process, and the public offering processes of corporations, regarding Investment Consultancy. He provided his services for ensuring that the corporations can use finances from foreign markets, project financing based on the industry from foreign sources, designation of partners, corporate merger, transfer and sales operations regarding corporate finance and consultancy topics. In the year of 2012, he concluded a representation agreement to organize a suitable structuralizing in accordance with the local legislations for a foreign corporation planning to operate in Turkey.

He teaches Corporate Management, Institutionalization, Risk Management, Forming of Management Boards, their structures and efficient operation, and strategical organization of corporations in graduate programs of universities as an adjunct lecturer; He is also working as a member of the Advisory Board of a private university. He was awarded Contribution to Corporate Management

because of his studies on the Business Life and the Economy of Turkey. He was a member of the Board of Management of the Corporate Governance Association of Turkey between the years of 2015 – 2019. In accordance with the Capital Market legislation, he has worked as a member of the Independent Board of Directors in various corporations in the stock market since 2012.

Advisory Board



Erkut Uludağ

Erkut Uludağ is a graduate of Kadikoy Anatolian High School as well as the Civil Engineering department of ITU. He completed his master's degree education in Civil Engineering Department of Michigan University in USA in the year of 1993 and his MBA Master's in Business Administration degree in 1998. Uludag who started his career in automotive sub industry in USA in 1993, provided consultancy services regarding operational and cost improvement, mergers, strategy development and lucrativeness in addition to sectoral investment in private capital funds to global corporations in automotive,

telecom, energy and financing industries while he was working in the Chicago office of Kearney, a global consultancy corporation, between the years of 1997-2004. Between the years of 2004 and 2012, as an executive of Roland Berger strategical consultancy corporation, provided his services as a consultant regarding strategical development, operational improvement, new product development and regional growth, corporate acquisition and merger and integration to global corporations in automotive, steel, telecom, food, construction, retail, chemistry, private capital and banking industries in America, Europe and Turkey. Uludag, as the general manager of EU Kurumsal Danismanlik corporation which he founded in 2013, provides consultation services to foreign and domestic large-scale corporations and family businesses, regarding the fields of acquisitions, mergers and strategical development. Uludag who is a member of the boards of management of various industrial corporations, works in Norm Holding since the year of 2018.



Zafer Uran Zaman

Zafer Uran Zaman, throughout his professional life of more than 40 years, provided services for engineering, start-up process management, general management, being a member of board of management, management of sustainability processes for corporations of various industries in Bulgaria, Iraq, Iran, Libya, Egypt, India, Taiwan, Russia, Morocco, Tunis, Ukraine, India, Romania, Lithuania, Czech Republic, Slovakia and Turkey.

Zafer Uran Zaman who was also a member of European boards of international corporations, was

responsible for 40.000 employees in 19 different regions located in Europe, Russia, Turkey and North Africa.

He is highly experienced in the creation, development, modernization and control of process procedures. Additionally, he is an expert of lean management and lean production applications in automotive industries.

Zaman who was a member of TAYSAD Board of Consultancy, is now a Member of the Board of Management of TAYSAD. He worked as a visiting scholar in the field of Lean Production at several universities and institutions, including Yeditepe University, Kocaeli University.

Corporate Management

We take a responsible, accountable, ethical, and transparent approach to corporate governance. We care about the interests of the stakeholders with whom we interact in every area in which we conduct business. We strive to ensure that the strong collaborations we have established in the business lines with which we are in contact are long-lasting and create value that is sustainable. Our approach to corporate governance is one of the pillars of ensuring the sustainability of our holding companies. Thanks to our management structure, we monitor risks and opportunities, actions taken and targets set at the level of the Board of Directors. The performance indicators of senior management and staff should, in our opinion, also include company targets that will be established in areas like supply chain and climate change. It is not sufficient, we believe, to limit performance indicators to financial results.

The Board of Directors is the highest

governance body charged with carrying out tasks like establishing corporate governance, defining strategic goals, determining the human and financial resources required, monitoring management performance, and making sure that all of our operations comply with established laws, internal rules, and policies in the holding and its subsidiaries.

Norm Holding Corporate Governance Compliance Report

Norm Holding, despite not being a publicly traded company, intends to follow the Corporate Governance Principles II-17.1 communiqué issued by the Capital Markets Board in accordance with Capital Markets Law No. 6322. Despite the fact that it is not a publicly traded company, it continues to work to meet high corporate governance standards. Good management practices that will contribute to the company culture in accordance with the global perspective and local management understanding;



We are working day by day to improve the administrative, technical, and legal infrastructure works.

Norm Holding adheres to the OECD Corporate Governance Principles as well as the corporate governance principles established by our country's regulatory bodies, both on a national and international scale.

We have implemented the following policies as an example of good management in accordance with the Corporate Governance Principles within Norm Holding in 2021 and until the report is prepared in 2022:

- Internal Directive of the Board of Directors
- General Assembly Internal Directive
- Working Principles of the Board of Directors

- Working Principles of the Executive Board
- Working Principles of the Audit Committee
- Corporate Governance Committee Working Principles
- Working Principles of Early Detection of Risk Committee
- Sustainability Committee Working Principles
- Working Principles of Salary and Nomination Committee
- Investment Committee Working Principles
- Financial Affairs and Finance Committee Working Principles
- Pricing Committee (Fasteners) Working Principles
- Digital Transformation Committee Working Principles

Corporate Management

- Business Development Committee Working Principles
- Disclosure Policy
- Donation and Aid Policy
- Commercial Information and Confidentiality Policy
- Intellectual and Industrial Property Policy
- Ethical Working Rules
- Profit Distribution Policy
- Remuneration Policy of Board Members and Senior Executives
- Anti-Bribery and Anti-Corruption Policy
- Ethical Code of Conduct Operations Policy
- Conflict of Interest Policy
- Norm Holding Social Media Policy
- Gift and Hospitality Policy
- Anti-Bribery and Anti-Corruption Policy
- Notice and Notification Policy
- Human Resources Policy

Norm Holding Board of Directors Operations

The Norm Holding Board of Directors' performance is measured annually, and the results are transparently examined by the board. Different people perform the duties of Chairperson of the Board of Directors and CEO. The proportion of non-company members on the Board of Directors is 40%. Members of the Board of Directors may hold additional responsibilities outside of the company, taking into account their contributions to the company's operations. These members' work experience and experience are at a level that strengthens the structure of the company's Board of Directors. The values of the Board of Directors' competency matrix score are checked on a regular basis. The Board of Directors established its targets at the start of 2021, and the Board of Directors Efficiency Report was prepared and presented to shareholders

at the end of the year. In 2021, the Board convened twelve times. In 2021, all members of the Board of Directors attended all Board of Directors meetings. The General Secretariat Office of the Board of Directors distributes the meeting agenda and information documents related to the agenda prior to the meeting, and the meeting resolution and follow-up notes are presented to all Board of Directors stakeholders. Signature authorizations have been detailed in the internal directive of the Board of Directors prepared in accordance with article 367 and article 371/7 of the Turkish Commercial Code, based on titles and names in the signature circular. There is "Manager Liability Insurance" for the Board of Directors and the company's top executives. Article 395 of the Turkish Commercial Code allows members of the Board of Directors to conduct business with the company on their own behalf or on behalf of a third party without the approval of the General Assembly.

In addition, members of the Board of Directors may serve on the Board of Directors of the company's subsidiaries.

Committees Established within the Board of Directors

Within the scope of Corporate Governance Principles, there are 6 committees in total within the Norm Holding Board of Directors. The duties and responsibilities of the Remuneration and Nomination Committee are carried out by the Corporate Governance Committee.

1. Audit Committee
2. Corporate Governance Committee
3. Early Detection of Risk Committee
4. Sustainability Committee
5. Remuneration and Nomination Committee
6. Investment Committee

Corporate Management

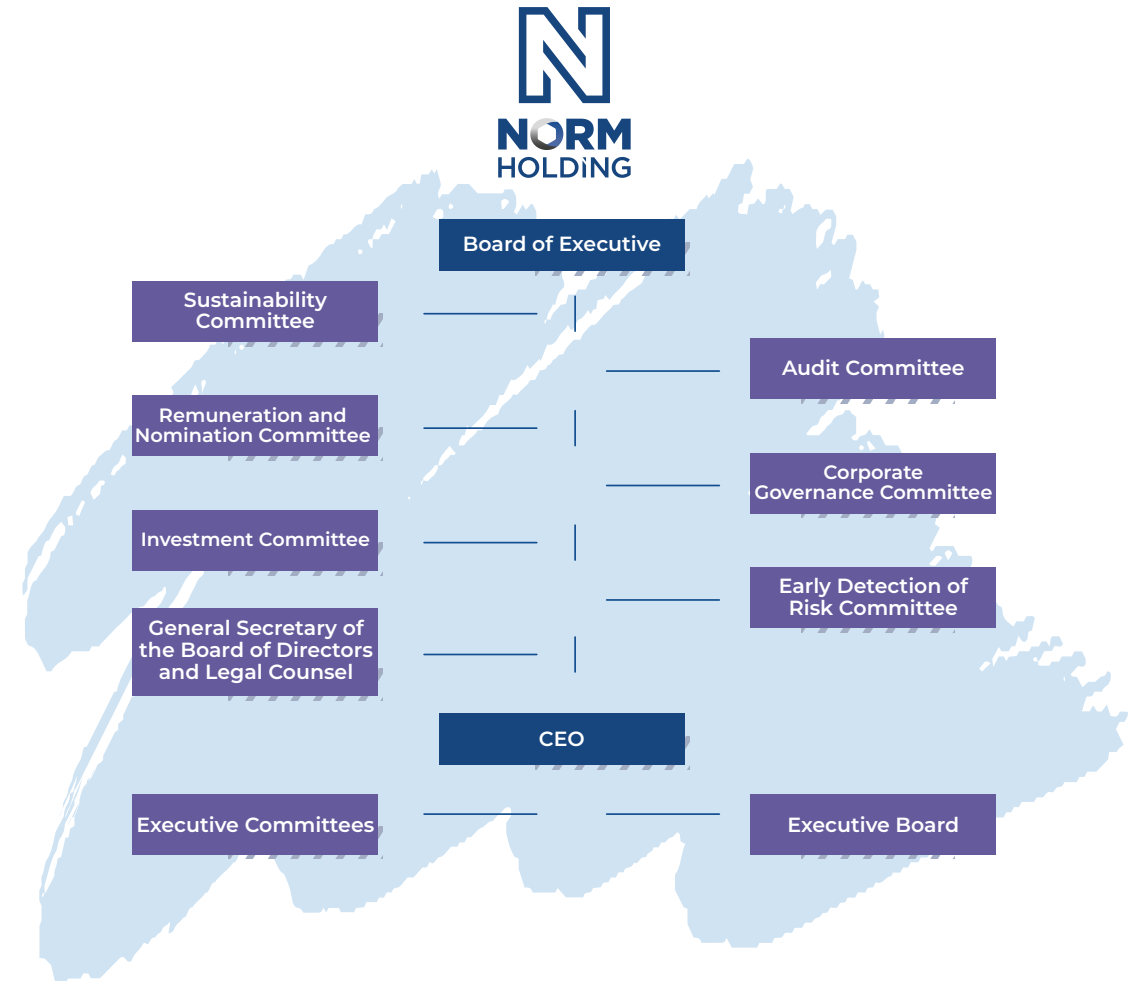
Evaluation of the Board of Directors on the Efficiency of the Committees

The committees formed by the Board of Directors have fulfilled their duties and responsibilities with regard to the issues outlined in their duties and working principles, and have taken care to convene as frequently as necessary for their work to be effective. The Board of Directors provided all of the necessary resources and support for the committees to carry out their responsibilities. The committees provided both written and verbal updates to the Board of Directors regarding their activities.

Audit Committee

The Audit Committee oversees the operation and adequacy of the accounting, financial reporting, and internal control systems of Norm Holding and its subsidiaries, as well as the implementation controls of the internal and external audit processes. Audit

Committee; monitors compliance of Norm Holding and its subsidiaries with the Capital Markets Board's Corporate Governance Principles, the Turkish Commercial Code, the Public Oversight Accounting and Auditing Standards Authority, the Turkish Auditing Standards Authority, the Turkish Accounting Standards, and other applicable laws, and makes recommendations to the Board of Directors for corrective action when necessary. The choice of the independent audit firm, which simultaneously examines the accuracy, transparency, and conformity of the financial statements and other financial information with the law and international accounting standards, ensures the beginning of the independent audit process by drafting the necessary contracts and coordinating with the independent audit firm's efforts at each stage. It notifies the opinion of the independent audit firm in writing to the Board of Directors.



Corporate Management

The Audit Committee convened 5 times regarding the activities of 2021. The Audit Committee presented the annual report regarding the activities in 2021 to the Norm Holding Board of Directors dated January 24, 2022 and was accepted by the Board of Directors and made a decision.

Corporate Governance Committee

The Corporate Governance Committee was established in order to ensure that the Norm Holding Board of Directors carries out its duties and responsibilities effectively, to monitor the compliance of Norm Holding and its subsidiaries with the Capital Markets Board's Corporate Governance Principles, the Turkish Commercial Code, and other management-related laws, and to take corrective action when necessary. In addition, the Committee plays an active role in the implementation of practices that enhance company performance, as well as the review of systems and procedures established

or to be established by subsidiaries. It recommends to the Board of Directors the committees to be established within the company and coordinates the implementation of the appropriate committees.

The Corporate Governance Committee convened 6 times regarding the activities of 2021.

The Audit Committee presented the annual report regarding the activities in 2021 to the Norm Holding Board of Directors dated January 24, 2022 and was accepted by the Board of Directors and made a decision.

Early Detection of Risk Committee

This committee was established to implement the Corporate Risk Management methods and practices deemed necessary by Norm Holding and its subsidiaries, as well as to review and assess the created systems and processes.

It prioritizes risks, identifies these risks under the headings Financial Risks, Strategic Risks, Operational Risks, and External Environmental Risks, monitors the risk map, establishes risk teams, and makes recommendations to the Board of Directors regarding the implementation of risk management and employee understanding.

In this context, the Early Detection of Risk Committee convened 3 times regarding the activities of 2021.

The Audit Committee presented the annual report regarding the activities in 2021 to the Norm Holding Board of Directors dated January 24, 2022 and was accepted by the Board of Directors and made a decision.



Corporate Management

Sustainability Committee

This committee has been established to monitor Norm Holding's and its subsidiaries' compliance with the Capital Markets Board's Corporate Governance Principles, the Turkish Commercial Code and other legislation, and the United Nations Development Goals, and to make recommendations to the Board of Directors regarding any necessary remedial action. In addition, it actively contributes to the realization of Norm Holding's and its subsidiaries' future-oriented strategies and objectives by maximizing the company's and the nation's resources. It is at the forefront of addressing economic, environmental, social, and cultural dimensions, as well as tangible assets and human resources, and programming them correctly for the future of Norm Holding and its subsidiaries. The following are the duties and responsibilities of the Sustainability Committee:

- Sustainability Committee, conducts studies on the United Nations Sustainable Development Goals, "Transition to Environment and Low Carbon Economy and Efficiency", "Protecting the Environment, Waste and Recycling", "Sustainable Industry and Circular Economy", "Sustainable Agriculture and Access to Food", "Social Inclusion and Inclusion" and "Sustainable Finance and Risk Management" for Norm Holding and its subsidiaries; it keeps the procedures related to processes and activities up-to-date on these issues, and determines communication practices related to sustainability.
- It conducts research for the holding and its affiliated companies to become members of local and international non-governmental organizations, and submits its proposals to the Board of Directors.
- It determines the performance criteria for Norm Holding's and its subsidiaries' sustainability goals and practices, contributes to the development of standards, monitors performance in accordance with targets, and ensures the participation of all relevant units in the process.
- It ensures that the employees of Norm Holding and its subsidiaries are aware of the company's sustainability policy, goals, and practices, and works to internalize sustainability concerns among the workforce.
- It coordinates communication and participation so that the sustainability policy of Norm Holding is adopted by all stakeholders of Norm Holding.
- In order to ensure the effectiveness of the work, it provides the authorization and coordination of these groups by establishing sub-working groups/ groups within the body of Norm Holding and presenting it to the Board of Directors so that Norm Holding and its subsidiaries can implement the United Nations Sustainable Development Goals. These working groups are comprised of individuals with sufficient experience and understanding of sustainability. The committee directs the work of the working groups. The committee determines the subjects and objectives of the working groups and conveys them to the Norm Holding Executive Board for their input on the names and responsibilities determined according to the company and departments in terms of human resources.
- In accordance with the committee's decisions, working groups are responsible for establishing objectives, implementing and monitoring sustainability studies, and completing other sustainability-related tasks. It transmits its studies and reports to the committee. The members of

Corporate Management

the working groups also participate and contribute to the work of the committee when necessary.

- The Committee participates in the active work of its members from local and international non-governmental organizations working on issues of sustainability in our nation. It monitors all developments in non-governmental organizations of which it is not a member and presents to the Board of Directors any studies that may benefit Norm Holding and its subsidiaries.
- The Committee evaluates the sustainability efforts of Norm Holding and its subsidiaries on a regular basis and makes suggestions for improvement to the Board of Directors of Norm Holding. It ensures that the works overlap with Norm Holding's sustainability policies and Norm Holding expectations.

The committee convenes at least once a month. The frequency of meetings can be increased according to the efficiency of the studies and the intensity of the agenda deemed necessary. The Sustainability Committee presented the annual report regarding the activities in 2021 to the Norm Holding Board of Directors dated February 28, 2022, and this report was accepted and decided upon by the Board of Directors.

Remuneration and Nomination Committee

The Remuneration and Nomination Committee is a subcommittee of the Corporate Governance Committee. Its duties include conducting studies in accordance with the company's remuneration policy, as well as identifying, selecting, and recommending managers with senior and managerial responsibilities at director and higher levels.



Investment Committee

In all units of Norm Holding and its subsidiaries, examines the development of existing works, new investments at any scale with the issues of investment machinery, equipment, renovation for investment purposes, compliance with all regulations in investments, makes the necessary revisions in response to internal and external changes, and makes recommendations to the Board of Directors for the research and use of financing models, including incentives and grants. This committee is also responsible for monitoring the

operability of the system by providing follow-up with performance criteria, monitoring economic, social, and political developments on a global and regional scale, evaluating the effects of these developments on current activities, and determining strategies to enhance the company's competitiveness. The Investment Committee evaluates the Executive Board's suggestions for all types of Norm Holding and its subsidiaries' investments, monitors the company's strengths and weaknesses with internal analyses, opportunities and threats with external analyses, monitors the strategies and projects approved by

Corporate Management

the Board of Directors, and monitors legal developments and the effects of activities.

The committee convenes at least once every three months. This number may be increased by the committee's decision, depending on the effectiveness of the studies and the intensity of the agenda deemed necessary.

In this context, the Investment Committee convened 3 times regarding the activities of 2021.

Risk and Opportunity Management

Our understanding of risk management enables the early identification of risks that could threaten the existence, development, and continuity of the company, the implementation of necessary measures in response to identified risks, and the centralized

management of risks. In 2021, we established the Norm Holding Early Detection of Risk Committee to identify, monitor, and control the risks to which Norm Holding and its affiliated companies may be exposed, and to enhance the efficacy of our risk management processes. The Early Detection of Risk Committee consists of at least five members determined by our Norm Holding Board members.

The goal of the Enterprise Risk Management Project is to integrate risk and opportunity analyses into business processes by 2022. We chose three pilot firms (Norm Fasteners-Screws Business Unit, Norm Tooling, and STD) to execute the project. In 2021, we established a web-based Enterprise Risk Management System in order to guarantee the longevity of the project's work and to



preserve corporate memory. Enterprise Risk Management System is a system that works in integration with all company processes defined on the Integrated Management System (QDMS) used by Norm Holding, and it is used to create and monitor the risk records of the processes available in the QDMS. We record pertinent risk records in the Enterprise Risk Management System, systematically monitor them, and report on them. Through the Enterprise Risk Management System, we carry out the action plans created after risk assessments and the follow-up processes for these actions.

The “action planning” and “action follow-up” phases of the project are still ongoing for our pilot companies. With the dissemination of the project, Norm Holding aims to identify potential events that will disrupt the operation of all our processes and to manage our risks in a comprehensive and centralized manner by planning the necessary actions following root cause analysis and impact/result assessment.

Corporate Management

Norm Holding Ethics Committee

Name, Surname	Position in Committee	Position in Norm Holding
Mustafa DOĞRUSOY	Chair	Board Advisor
Duygu UYSAL SİMROOĞLU	Vice Chair	Board Member
Mahmut ÖZTÜRK	Member	Head of Industry Group
Caner MELEK	Member	Head of Trade Group
Kumru TINAZ	Member	Director of Finance
Filiz ERGİN	Member	Director of Human Resources
Yıldız Seher ÜÇER	Secretary	Internal Audit Executive

An Ethical and Transparent Management Approach

GRI: 102-40

As Norm Holding, in our companies, “Norm Holding Ethical Working Rules” outline the ethical guidelines that must be adhered to in order to provide respectful, honest, and responsible business relations to employees and institutions and to foster a peaceful work environment. The purpose of these rules is to inform and remind employees of the ethical rules that must be followed, their responsibilities in this regard, and what to do in situations

where ethical rules are not followed. As Norm Holding, we express our ethical working rules under four main titles: Human Rights, Occupational Health and Safety, Ethical Rules of Conduct, and Environment. In general, we adhere to the principles of legal compliance, respect for personal rights, equality, honesty, environmental consciousness, and fair competition. We support the ethics understanding determined within the scope of Ethical Code of Conduct Operations Policy with the Conflict of Interest Policy, Gift and Hospitality Policy,

Notice and Notification Policy ve Anti-Bribery ve Anti-Corruption Policy. Our first duty, within the scope of our corporate social responsibilities, which include all of our employees and business partners, is to respect our employees and customers and to create a professional work environment. It is the most basic responsibility of all Norm Holding employees to remember and apply the Norm Holding Code of Ethics in all aspects of our professional lives. Being a member of Norm Holding entails acting and behaving in accordance with the general principles of “business ethics” toward employees, customers, suppliers, all stakeholders, and society, as well as accepting responsibility for the widespread adoption of these principles by all parties.

We are committed to preventing forced labor, child labor, human trafficking, harassment and violence, insults, discrimination (nationality, race, gender,

ethnicity, religion, language, marital status, physical or mental disability, political orientation), corruption, bribery, blackmail, abuse, privacy violations, and conflicts of interest in personal and corporate data. It is our policy in competitive situations to act in a way that does not disrupt market conditions. We believe that incorporating ethical principles into corporate structures allows companies to increase profitability while ensuring long-term growth, as well as quickly avoid legal and social risks. As a member of the UN Global Compact, we are committed to acting in accordance with our ethical principles in accordance with our continuous improvement policy, to protect our employees’ rights and to create a safe working environment for them, particularly senior management, as the entire Norm Holding.

We established an Ethics Committee in the Ethical Working Rules Operations Policy to evaluate whether the work done

Corporate Management

is ethical or to apply in the case of an unethical situation. When notifications of violations of ethical rules are received, our Ethics Committee is responsible for guiding employees to act in accordance with ethical rules and for overseeing the investigation and resolution of the issue.

Our employees and business partners can reach our tip off referral line (444 3845) and e-mail address (normholding@etikhat.com.tr) to report any ethical violation in line with the principles we adopt. Our Norm Holding Ethics Committee is has the responsibility of evaluating violations and taking appropriate action. You can find detailed information about our ethical working rules at https://normholding.com/wp-content/uploads/2022/07/norm_holding_etik_calisma_2022.pdf

As Norm Holding, on the subject of our ethical principles, the following training has been provided:

- 141 hours at our Norm Fasteners Bolt company
- 102 hours at our company Norm Fasteners Nuts
- 4 hours at our Norm Fasteners Bursa company
- 339 hours at our Norm Coating company
- 78 hours at our Norm Tooling company
- 26 hours at our NRM Engineering company
- 1 hour at our Norm Digital company
- 4 hours in our STD company
- making a total of 695 hours of training.

Anti-Bribery and Anti-Corruption Management

GRI: 102-40

Bribery and corruption are strictly prohibited and are against our Norm Holding principles. We have a tip-off line managed by an independent service provider that is accessible to our employees and business partners, as well as an Ethics Committee, the working principles of which are defined in the Norm Holding Code of Ethics Operations Policy. Furthermore, through its Anti-Bribery and Anti-Corruption Policy, Norm Holding declares its adherence to the principles of compliance with relevant anti-bribery laws and aims to create a guide for the identification and prevention of potential bribery and corruption activities in order to protect its reputation and honesty.

Bribes cannot be given or received under any circumstances within Norm Holding, according to the company's Anti-Bribery and Anti-Corruption Policy. Gifts from institutions and organizations related to business may not be given or received, except as specified in the Norm Holding Gift and Hospitality Policy. Any illegal or unregistered gift that will bring the company into disrepute or create a conflict of interest cannot be accepted or given. When corruption or bribery is discovered, disciplinary and judicial processes are initiated. Official statistics cannot be altered in any way. In the event of discrepancies in analysis and records, the internal audit team and the Ethics Committee are notified.

Norm Holding and Sustainability: Future Matters



We put forward our approaches and commitments in 4 different areas that we have identified under the Future Matters framework.

The Foundations of Our Sustainability Approach

As Norm Holding, we have built our sustainability understanding on three pillars under the heading of Future Matters.

Our understanding of corporate governance, which we have expanded across our entire value chain, is our economic performance, which will allow us to build our common future in a more equitable and inclusive manner, and our integrated risk management, which will allow this performance to be displayed while protecting the planet and its resources and supporting climate action.

Work Matters



As Norm Holding, we continue our development by conducting effective risk and opportunity analyses with stakeholder participation, in accordance with the ESG

(Environment, Social, and Governance) criteria, which serve as the foundation for the global understanding of responsible investing.

Developing the value we create as a result of our activities in a way that satisfies the needs and expectations of our customers and presenting it to our stakeholders in a quality and secure manner is our primary objective and the driving force behind this objective.

With our **“Work Matters”** business strategy, we aim to reduce input-based emissions, support the development of suppliers, increase operational excellence and efficiency, boost customer satisfaction, conduct ESG assessments of all investments with a responsible approach, and communicate our ethical business understanding to our stakeholders through a corporate governance compliance report.





We focus on equal opportunities, gender equality and diversity.

Planet Matters



As Norm Holding, we are aware that climate change poses the greatest threat to humanity. Supporting climate action is the way to control this change without disrupting the natural balance of the planet or accelerating the loss of biodiversity.

We plan our activities to prevent climate change and ensure the climate resilience of our value creation and sharing activities against potential changes, we make strategic applications in this direction, and we monitor and report our performance.

In our **“Planet Matters”** business approach, we aim to provide active participation and support in the global fight against climate change, reducing carbon footprint and other emissions in all scopes, accelerating efforts for energy efficiency, protecting fresh water, and, as a result, more effectively

implementing waste management.

Technology Matters



We recognize the importance of developing a business understanding based on scientific foundations in order to solve the problems that threaten our common future. As a result, we conduct all of our activities in accordance with scientific facts.

We pay attention to scientifically explained issues and set clear targets to enable the achievement of common goals when planning and managing our activities. While we are developing our technology, we are also concerned with adapting to the digitalizing world, and we are constantly working in this direction.

In our **“Technology Matters”** business approach, we focus our R&D and innovation efforts on providing our stakeholders

with access to more efficient and durable products, as one of the facilitators of the transition to a low-carbon economy, and for this purpose, we are constantly improving and digitizing our technology, as well as aligning with the global market.

Human Life Matters



We believe in the importance of achieving sustainable development success, of creating an ecosystem that understands and meets future expectations and needs, and of supporting the human development of all stakeholders in our value chain, particularly internal stakeholders in this environment.

We recognize that it is our corporate responsibility to assist each stakeholder in our value chain in developing their unique talents and competencies. We fulfill this responsibility by fostering a more equitable and inclusive workplace for all employees

and extending it throughout our entire value chain.

We aim to achieve and document the Zero Occupational Accident target in all of our fields of activity in our **“Human Life Matters”** business approach, to put the corporate commitment of all our employees on an objective ground, and to create an inclusive and equitable opportunity environment for everyone by increasing their talents and competencies in line with the needs of the future.

FUTURE MATTERS



Work Matters

Responsible Investments

Customer Expectations and Satisfaction

Product Quality and Safety



Planet Matters

Climate Crisis

Water and Waste Management



Technology Matters

Digitalization and Automation

R&D and Innovation



Human Life Matters

Talent Management

Equal Opportunity and Diversity

Occupational Health and Safety

FOUNDATIONS

CORPORATE GOVERNANCE

ECONOMIC PERFORMANCE

INTEGRATED RISK MANAGEMENT



Sustainability Management

We set our sustainability roadmap in 2021 and took many steps on this journey throughout the year.

With the participation of the Sustainability Committee, Executive Board, and Board of Directors, we completed target setting studies for Norm Holding and its affiliated companies and developed action plans.

The Sustainability Committee is in charge of sustainability studies at Norm Holding and its subsidiaries. Committee; It is in charge of determining and implementing strategies, policies, and projects to improve sustainability performance in the social, environmental, managerial, and economic fields. The Committee also plans and executes trainings on the spread of sustainability and its incorporation into the Norm Holding

culture.

At least three members of the Norm Holding Sustainability Committee are selected from the Board of Directors and the Board of Directors' advisors, as well as, when necessary, Norm Holding executives who are not Board members, professional managers from the relevant departments of Norm Holding and its subsidiaries, and individuals who do not work for Norm Holding. However, temporary work is possible for specialists. The Manager of Brand Management and Corporate Communications coordinates the committee. In 2021, the committee consisted of the CEO, two members of the Board of Directors, a consultant to the Board of Directors, the General Secretary of the Board of Directors, and the Manager of Corporate Communications. During the 2022 activity period, a Sustainability Specialist was added to the committee.

To ensure the efficacy of their committee work, Norm Holding has established five working groups: R&D and Innovation, Environment, Digital Transformation, Human and Society, and Corporate Governance. The committee provides the target focus of the working groups and the follow-up of the action plans for the priority issues. Working groups are responsible for:

- Submitting project proposals
- Sharing their knowledge on the subjects they focus on with all employees
- Ensuring the dissemination of projects and good practices, to undertake that they are realized
- Keeping track of alignment between business units
- Monitoring compliance with targets.

The activities carried out by the Sustainability Committee in 2021 are as follows:

- “Sustainability Priorities” have been updated, taking into account the

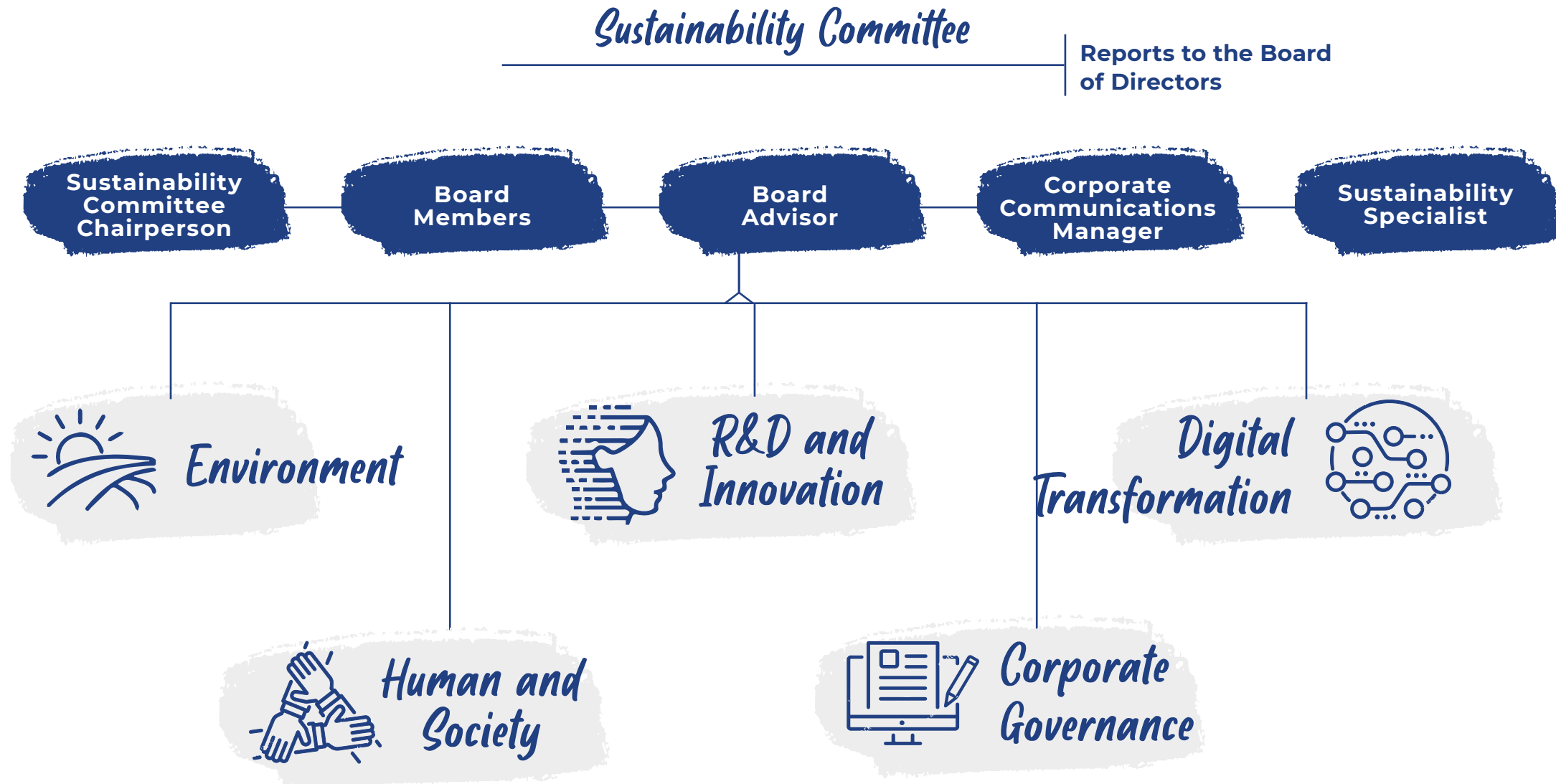
developments in the world.

- Sustainability goals were determined and action plans were created.
- Became a United Nation Global Compacy signatory. A panel was organized for all employees with the participation of UNGC. Participated as a speaker at the Sustainability Launch, organized in cooperation with the ESIAD Sustainability Committee and UNGC.
- A consultant firm was determined for corporate carbon footprint measurement.
- Norm Holding Sustainability Report for 2020 has been published.
- Sustainability Trainings were given.

Participated Webinars and Panels

<p>FEBRUARY</p> <p>FBN World Investment Forum-Family Business Conference</p>	<p>MARCH</p> <p>Uludağ Zirvesi Sürdürülebilir Yönetim</p>	<p>APRIL</p> <p>S360 & BCORP Better Business</p>	<p>APRIL</p> <p>TÜSİAD European Green Deal Webinar: Industry's Needs for Adaption</p>	<p>APRIL</p> <p>SKD Reporting Matters</p>	<p>MAY</p> <p>Bilgi University Factors affecting support for potential carbon tax in Turkey</p>	<p>MAY</p> <p>Association for Sustainable Economics and Finance Studies European Green Deal Workshop Notes from a Long-Term Strategy Perspective</p>	<p>JUNE</p> <p>TÜSİAD European Green Deal</p>	<p>JUNE</p> <p>UNGC Global Summit</p>
<p>JUNE</p> <p>Plastic Oceans International "The True Value of Healthy Oceans"</p>	<p>JUNE</p> <p>UNDP Turkey Conversations in Climate-ish - Towards the Climate Summit in Glasgow</p>	<p>SEPTEMBER</p> <p>Business Plastic Initiative Business Plastics Initiative İPG Plastics Commitments Guide Launch</p>	<p>NOVEMBER</p> <p>TARKEM Innovative Learning Center in Kontak</p>	<p>NOVEMBER</p> <p>UNGC 4th Briefing on Regulatory Trends in the EU and at the International Level</p>	<p>NOVEMBER</p> <p>Dünya Gazetesi Aegean Economic Forum 2021</p>	<p>NOVEMBER</p> <p>HBR Sustainability summit 2021</p>	<p>NOVEMBER</p> <p>BEYSAD The Importance of Sustainable Business Models</p>	<p>NOVEMBER</p> <p>UNGC How to Advance Women's Leadership in Climate Action</p>

NORM SUSTAINABILITY COMMITTEE AND SUB-WORKING GROUPS STRUCTURE





Sustainability Priorities

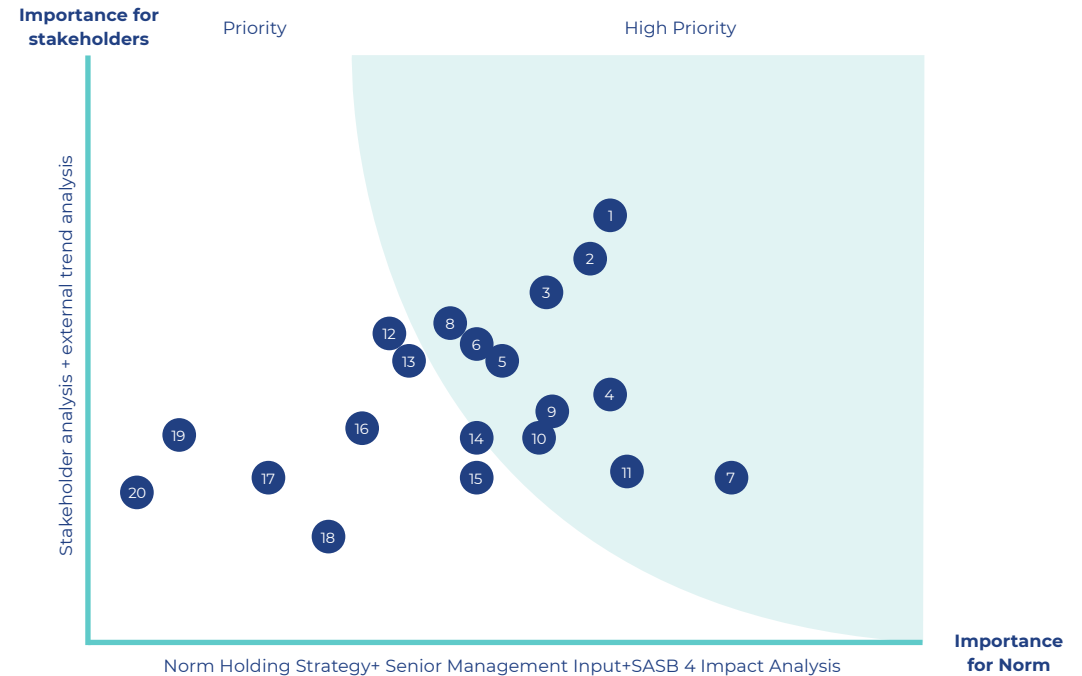
GRI: 102-43, 102-44, 102-47

We recognize the significance of basing our strategies and goals on issues that are key indicators of sustainability. We established Norm Holding’s sustainability priorities in 2020, which will be in effect for two years. We created a multi-layered materiality matrix while conducting this study, which carried out the process of determining sustainability issues in accordance with the AA1000 Stakeholder Engagement Standard, knowing that Norm Holding has a large stakeholder network and many variables that affect its performance.

During this process, we completed the internal and external stakeholder mapping and defined all stakeholders’ relationships with Norm Holding. We used an online survey to collect feedback from internal stakeholders, international organizations in the external stakeholder category, universities, customers, NGOs/associations,

financial institutions, and suppliers. In addition to stakeholder feedback, we analyzed global sustainability trends in the analysis. The 11th Development Plan, the European Green Deal, the Sustainability Accounting Standards Board (SASB) issues prepared specifically for sectors, and the Sustainable Development Goals Industry Index, as well as the priority issues of similar local and global companies, are among these trends. We examined the stakeholders’ top priorities, taking into account the report we prepared as part of the Norm Holding strategy and Leadership Workshop. As a result, the Norm Holding sustainability priorities matrix, which we developed, serves as the foundation for our business model.

In 2021, the material issues were re-evaluated and updated by the Sustainability Committee, and although the issue of “Equal Opportunity and Diversity” appeared in the priority group,



it was evaluated in the high priority issues group by the committee’s decision.

You can find the priority issues we have determined and our management style in the table below.

- 1 Climate Change and Energy Consumption
- 2 Product Safety and Quality
- 3 R&D and Innovation
- 4 Operational Excellence and Efficiency
- 5 Occupational Health and Safety
- 6 Talent Management and Employee Loyalty
- 7 Digitalization and Automation
- 8 Water and Waste Management
- 9 Customer Expectations and Satisfaction
- 10 Responsible Investment Approach
- 11 Corporate Governance
- 12 Esponsible Resource Management and Procurement
- 13 Human Rights and Fair Work Conditions
- 14 Equal Opportunity and Diversity
- 15 Risk Management
- 16 Work Ethic
- 17 Multi Stakeholder Initiatives and Collaborations
- 18 Contribution to Local Socioeconomic Development
- 19 Biodiversity
- 20 Community Investments

Priority Level	Issue	Associated SDGs	How we manage
Highest	Climate change and energy consumption		In the scope of combatting climate crisis, we are working to reduce greenhouse gas emissions and achieve a carbon neutral state. In this context, we invest in energy efficiency and renewable energy sources, identify climate risks, and measure their impact on our business.
	Product safety and quality		We adopt high product safety standards so that our customers always have access to safe products, also develop projects and applications for the protection and development of product quality standards.
	R&D and innovation		Innovative and responsible products and production are significant. To this aim, we invest in R&D and develop products that meet the today and future needs of our clients.
	Operational excellence and efficiency		By improving business processes and operations, we emphasize efficiency, increase our competitive advantage while reducing our environmental impact.
	Occupational health and Safety		Protecting the physical and mental health of employees in all business processes is among the most important issues for both our business and our employees, who are our most valuable stakeholders. We take the necessary measures to provide a healthy and safe work environment.
	Talent management and employee engagement		We are working to hire and retaining next-generation talents, and to develop them through personal development and career planning practices. In that regard, we regularly measure the loyalty and satisfaction of our employees and carry out projects and practices to enhance them.
	Digitization and automation		Digitalization and automation play a vital role in increasing efficiency and safety in all processes. As Norm Holding, we both invest in new technology and digitalization, and increase automation in all business processes.
	Water and waste management		In our production-based business model, we adopt the "Zero Waste" approach and aim to recycle and reused. We also aim to reduce the consumption of water and other valuable natural resources and to prevent environmental pollution.
	Customer expectations and satisfaction		We collect the expectations and feedback of our customers, one of our most important stakeholders, through effective communication channels, and ensure that satisfaction is kept high with quality products/services.
	Responsible investment approach		We aim to preserve environmental, social, and corporate governance principles in new investment decisions. In the new products and services, we develop, we focus on social and/or environmental benefits.
Corporate governance		We adopt fair, transparent, accountable, and responsible corporate governance.	

Priority Level	Issue	Associated SDGs	How we manage
Critical	Responsible resource management and procurement		It is aimed to integrate environmental, social, and ethical conditions into the supply chain management, and monitor it; we also aim to develop our suppliers in our sustainability transformation along with us.
	Human rights and fair working conditions		Protecting employee rights along the entire value chain is an important issue for Norm Holding and its subsidiaries. In this regard, we care about preventing all kinds of discrimination and creating a fair and equal working environment for everyone.
	Equal opportunity and diversity		We consider equality of opportunity and diversity in the business environment, especially starting from recruitment processes. We do not discriminate based on religion, language, race, gender, ethnicity, sexual orientation, or disability.
	Business ethics		We manage Norm Holding and its subsidiaries with an ethical business approach and prevent unfair competition.
	Risk management		We continue our efforts to manage financial and non-financial risks in an integrated manner.
	Biodiversity		Although the regions where we operate does not host a vast biodiversity, we care about the protection of all living species and habitats.
	Social Investment programs		We develop strategic and long-term social investment programs that benefit both the Holding and the society.
	Multi-stakeholder initiatives and collaborations		In 2021, we signed the United Nations Global Compact. We aim to continue to be a member of local and global initiatives and to establish collaborations for the creation of value on a larger scale in the field of sustainability.
	Contribution to local socioeconomic development		We contribute to development by creating employment in the regions where we carry out all our operations, especially in Izmir and its surroundings.

Our Value Chain for the Future

GRI: 102-49

As Norm Holding, we are objectifying and implementing the four main focus areas of our sustainability understanding in a manner that has become pervasive across our value chain. We monitor our performance in our focus areas by expanding its scope day by day throughout our entire value chain, we measure and report by setting measurable key success targets.

1. Ring: Planet Matters

We take care to ensure that all production inputs required for our operations are produced in a manner that contributes to the preservation of the planet's delicate balances, their healthy and secure supply, and the fight against climate change. We aim to comply with all the necessary waste and energy management principles to protect fresh water, which is humanity's most limited resource, to reduce all environmental impacts of activities, and

to achieve climate neutrality, whose parameters have been established by scientific research.

2. Ring: Human Life Matters

We pay the utmost attention to the unconditional implementation of occupational health and safety, both in our enterprises and in all actors of our eco and social system that affect and contribute to the activities of these enterprises, and to the creation of an inclusive and equitable work environment for all.

Providing the competencies and competencies that all of our employees and external stakeholders in our ecosystem, particularly in our industry, will need to maintain their existence in a future shaped by advancing technologies, as well as providing continuous awareness and talent management trainings for this

purpose, are among our most important accomplishments, and we closely monitor our performance.

3. Ring: Technology Matters

In the portion of our value chain, from raw materials to our warehouses, that falls under our direct administrative control, we strive to feed all of our processes with the most advanced technology, as well as to digitize and harmonize the portions of this area that come before and after. In addition to prioritizing the improvement of our technology, the expansion of our automation capacity, and the digitization of our ecosystem by allocating more resources to R&D each year, we are also committed to developing innovative projects to meet the needs of the future.

4. Ring: Work Matters

By analyzing the needs of tomorrow based on the needs of today, we ensure that we meet the needs and expectations of our customers by making responsible investments in our value chain and delivering high-quality, safe products and services.

We strive to ensure that our corporate goals, business ethics, and service production quality objectives are clearly understood throughout our value chain, and ultimately to ensure customer satisfaction and loyalty, we track and improve our performance on a daily basis.

NORM HOLDING VALUE CHAIN

GRI: 102-49

NORM APPROACH and INPUTS	VALUE GENERATION and PERFORMANCE			OUTPUTS	SUSTAINABLE VALUES
	Industry	Service	Art		

We strive to ensure that our corporate goals, business ethics, and service production quality objectives are clearly understood throughout our value chain, and ultimately to ensure customer satisfaction and loyalty, we track and improve our performance on a daily basis.



We aim to comply with all the necessary waste and energy management principles to protect fresh water, which is humanity's most limited resource, to reduce all environmental impacts of activities, and to achieve climate neutrality, whose parameters have been established by scientific research. We prioritize providing the competencies and qualifications that all our stakeholders in our ecosystem, particularly in our industry, will need to maintain their existence in a technologically shaped future.

Work Matters

By analyzing the needs of tomorrow based on the needs of today, we ensure that we meet the needs and expectations of our customers by making responsible investments in our value chain and delivering high-quality, safe products and services.

7 Countries, 20 Companies
 12 Production and 11 Logistics Centers
 Product Safety and Quality
 Operational Excellence and Efficiency
 Responsible Investing



Export to 50+ Countries
 5 Awards and 2000+ Customers

Contribution to the Global Economy
 Customer Satisfaction

Planet Matters

We take care to ensure that all production inputs required for our operations are produced in a manner that contributes to the preservation of the planet's delicate balances, their healthy and secure supply, and the fight against climate change.

100% Non-Hazardous Waste Recycling
 744,342 kWh Solar Energy Generation
 Energy Consumption and Efficiency
 Water and Waste Management
 Combating Climate Change and Resilience



70 Million TL
 Environmental Investment

Compliant with Planet
 Support for Development

Human Life Matters

We pay the utmost attention to the unconditional implementation of occupational health and safety, both in our enterprises and in all actors of our eco and social system that affect and contribute to the activities of these enterprises, and to the creation of an inclusive and equitable work environment for all.

23% Female Management Position
 34% Female White Collar Employees
 26,196 Hours of Training for OHS
 Talent Management and Employee Loyalty
 Equal Opportunity and Diversity



3,000+ Employees

Equality and Inclusion
 Contribution to Employment

Technology Matters

In the portion of our value chain, from raw materials to our warehouses, that falls under our direct administrative control, we strive to feed all of our processes with the most advanced technology, as well as to digitize and harmonize the portions of this area that come before and after.

4 R&D and Design Center
 3,500 Hours of Additional Labor with Normie
 R&D and Innovation
 Digitization and Automation
 28 Million TL R&D Investment



13 Registered Patents
 6 Utility Models
 6 Industrial Design

Technological Progress
 Access to Good Technology

Goals

GRI: 102-49



Planet Matters



High Priority Issues	Holding Goals	Goal Year
Climate Change and Energy Consumption	Net zero emissions target-Scope 1 and 2 emissions	2050
	50% reduction of carbon footprint emissions by 2021 - Scope 1 and 2 emissions	2030
	Increasing renewable energy production by 100% in Salihli campuses and 50% in İzmir campuses compared to 2021	2030
	Increasing energy efficiency	2030
	Reducing energy consumption per production	2030
	Resetting the coal consumption	2030
Water and Waste Management	Zero Waste target (hazardous and non-hazardous waste)	2050
	Reducing the amount of water withdrawn per product in production facilities compared to the base year 2020	2030
	Increasing the water recycling and reuse rate to 50% compared to the base year 2020	2030
	Reducing the total amount of waste per product	2030
	Providing 50% reduction in packaging waste	2030
	Increasing waste recovery to 90%	2023
	Completely eliminating the use of disposable plastic and disposable cups in the office	2025

Goals

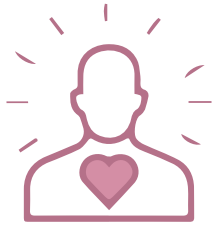


Technology Matters



High Priority Issues	Holding Goals	Goal Year
R&D and Innovation	Increasing R&D spending to 2%	2030
	Increasing the rate of sustainable product projects	2030
	Creating a roadmap for the transition to a low carbon economy: Products with low energy density, reduced weight, longer life	2023
	Increasing intellectual and industrial rights applications	2025
	Increasing the number of scientific publications	2025
Digitization and Automation	Increasing the digital maturity level index	2025
	Increasing RPA process automations	2025
	Completing Digital Transformation Academy trainings	2025

Goals



Human Life Matters



High Priority Issues	Holding Goals	Goal Year
Occupational Health and Safety (OHS)	Zero work accidents	-
	Creating an employee welfare and well-being program	2023
Talent Management and Employee Loyalty	Increasing the work-life balance score in the Norm Employee Opinion Survey	2023
	Increasing employee loyalty rate	2025
	Working on an Agile organizational structure	2024
	Planning developments in line with individual development plans	2023
	Increasing the rate of women employees [50% of women working in STEM positions, 30% of women working in senior management, 35% in lower management positions, 33% in all management positions]	2030
Equal Opportunity and Diversity	Being a signatory of the UN Women Empowerment Principles	2025

Goals



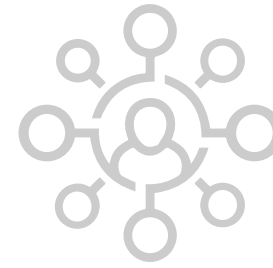
Work Matters



High Priority Issues	Holding Goals	Goal Year
Product Safety and Quality	50% reduction in emissions from input products	2030
	Ensuring zero defect in the product	2025
	Reducing poor quality costs	2025
	Establishing a supplier development program	2024
	Evaluate supplier sustainability (ESG) performance	2023
Operational Excellence and Efficiency	Increasing efficiency in production	2025
	100% compliance with the production plan	2025
Customer Expectations and Satisfaction	Increasing the customer satisfaction rate	2030
	Increasing customer loyalty	2030
	Increasing the number of engineering offices	2025
Responsible Investment Approach	Making an ESG assessment during investment	2024
	Creating a responsible purchasing policy	2023
Corporate Governance	Preparing a compliance report with Corporate Governance Principles	2023*
	Setting up the Enterprise Risk Management system	2023
	Identifying risk management metrics	2023
	Developing ethical advice and reporting mechanisms	2023**

* This target was achieved in 2021. The results were shared with the public in the 2021 annual report and on the website.

** This target was achieved in 2022. The Ethics Committee was established in 2022, and the Ethics Line is constantly operating.



Stakeholder Relations

GRI: 102-40, 102-42, 102-43

The Stakeholder Capitalism Indicators developed by the World Economic Forum (WEF) aim to increase transparency and accountability regarding the creation of sustainable values by corporations. As Norm Holding, we understand the significance of effectively managing the supply chain with a sustainability strategy, promoting sustainability throughout the entire value chain, and a stakeholder-centric approach.

In this direction, we establish two-way communication with all our stakeholders. We maintain open communication with our stakeholders by utilizing a variety of dialogue platforms, and we continue to strive for high communication rates that help us understand and meet their expectations.

Stakeholder Group Communication Form	Communication Type
Employees	<ul style="list-style-type: none"> Mailing (Euromessage) Intranet (mobile and web) N'Haber magazine Screens Employee engagement research and surveys Focus groups Reward system (seniority rewards) Performance Management System (PMS)
Media	<ul style="list-style-type: none"> Annual report and sustainability report Press releases Interviews and talks Meetings and talks Special case statements
Vocational Schools, Universities and Academy	<ul style="list-style-type: none"> Training and technical support Sponsorships Annual report and sustainability report Academic congresses and seminars Meetings and talks Joint projects Articles and publications Joint research

Stakeholder Group Communication Form	Communication Type
Norm Holding Companies	<ul style="list-style-type: none"> Annual report and sustainability report Working groups Project partnerships
Public Institutions	<ul style="list-style-type: none"> Annual report and sustainability report Audits Meetings and talks Training Joint projects (TUBITAK-IMM)
Suppliers and Subcontractors	<ul style="list-style-type: none"> Annual report and sustainability report Norm Holding Working Principles One-on-one meetings OHS committees Award ceremony Training
Non-Governmental Organizations	<ul style="list-style-type: none"> Annual report and sustainability report working groups, committee and board memberships Memberships Joint projects and initiatives Meetings and talks

¹What Is Stakeholder Capitalism, World Economic Forum

WORK MATTERS



We say Work Matters to support the transformation and development of society and the business world, especially our customers. While ensuring this transformation with high value-added, high quality, safe and innovative products, we support the development of the sectors and regions in which we operate, thanks to the responsible investment approach we have adopted as the Holding.

Work Matters



As Norm Holding, we aim to have a lasting impact on society and promote sustainable development through our business practices. To meet the expectations of our business partners, suppliers, and customers, we make investments that provide benefits in the environmental, social, and governance spheres. We aim to create value for our stakeholders by focusing on production excellence and efficiency. In 2021, the investments we make and the companies we establish within our organization are guided by the principles of digitalization and innovation, and we anticipate opportunities. By closely following technological developments, we continue our R&D and innovation activities without slowing down. We believe in the power of digital transformation and work in this direction.

Under the leadership of our Sustainability Committee; In order to adapt to the

developing world and to carry the added value we have provided so far to future generations, we are taking a step on a very difficult and enjoyable journey with our Corporate Governance and R&D and Innovation working groups by saying it's **“Work Matters”**. Our working groups; consist of Sustainability Management, Corporate Governance, Risk Management, Business Ethics, Anti-Bribery and Anti-Corruption, Information Security, Customer Expectations and Supply Chain sub-working groups. Our goal as the Corporate Governance and R&D and Innovation working groups is to increase the contribution we make to all of our stakeholders, the country, and the global economy on a daily basis by ensuring that the management systems that carry the Norm Holding to the present are in sync with the concept of sustainability.



Responsible Investments

We support increased responsible investment in new sectors in our immediate vicinity, particularly in the Aegean region where we operate. We prioritize responsible investments in our portfolio as investors and work to make our current portfolio more responsible. As Norm Holding, as Norm Holding, we put forward our principle of **“Forward-thinking steps, always in pursuit of excellence”** by putting forward the vision of bringing advanced manufacturing capability to the additive manufacturing field. We established our Norm Additive company with this perspective. The primary goal of the company is to design and manufacture high-tech industrial products using domestic resources and labor, rather than relying on foreign sources. We hope to gain

technical expertise in this manufacturing method and have a say in this market by taking an early step into the field of additive manufacturing, which is seen as the production technology of the future. Norm Digital, which we established with the vision of focusing on digital transformation, is one of the first 10 companies in Turkey to use RPA. The system that Norm Digital focuses on to strengthen the mechanism that accelerates the company’s operations, directs it to zero errors, meets the needs of the global market, and is the leader; network, cyber security, software, operational excellence and process management, technological transformation, and robotic processes that automate business in the most efficient and fastest way. With numerous activities

throughout the year, Norm Digital, which we established in 2021, played an important role in our companies’ digital transformation. We intend to expand into many more industries in the future, not just fasteners.

In this journey to create value, we support the transformation of industry and logistics with our products, particularly in the automotive sector. We provide the most personal and exclusive service to our customers by opening logistics centers in Romania and the United States.



We support the increase of responsible investments in new sectors in our nearby geography, especially in the Aegean Region where we operate.

Customer Expectations and Satisfaction

We responded to the needs of the sectors in 2021 with a focus on customer focus, which is one of our priority areas, and as a result, customer satisfaction, which has been ongoing for many years. We have 436 customers as of 2021, with 190 of them being domestic. We manufacture for a variety of industries, including the automotive main industry (OEM), domestic and international wholesalers, and consumer durables, primarily for corporate customers. We offer customer relations training as part of our executive training program, "ENLider Sensin."

Every year, Norm Holding conducts satisfaction and loyalty surveys that cover all of our customers in order to identify our strong and open areas and to ensure excellence in customer service quality, and we value our customers' opinions about us. We receive regular feedback from these surveys and make corrections in the areas where we are lacking.

In 2021, 25% of customers took part in a customer satisfaction survey. As a result of

the survey, we received a satisfaction rating of 4.08 out of 5 from both domestic and international customers. We track customer loyalty using the net recommendation score from the Customer Satisfaction Survey. This survey yielded a 36% response rate. We evaluate the results of the Customer Satisfaction Survey, which we conduct on a yearly basis in collaboration with the Board of Directors. We compare previous years and targets using the results to determine the necessary actions for improvement. We intend to improve performance in accordance with the results.

We carry out our work with the importance we attach to digital transformation, and we aim to move the customer experience forward. We can quickly confirm orders and allow automatic order entry with our new customer portal, the dynamic software robot Normie. We not only provide quick turnaround to customers by effectively utilizing the Normie platform, but we also save labor as a result of increased automation in business processes.

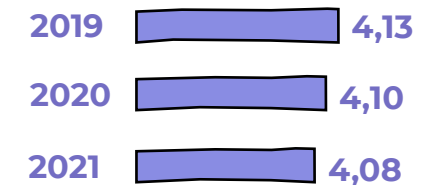
As a result of our experience and the customer demands we have encountered over the years, we have conducted customer segmentation studies in order to provide a better Norm experience to our customers, and we have established the KAM (Key Account Management) department within our organizational structure, where the customers with the highest transaction volume are gathered. Through this department, we began to provide global service to our customers, particularly OEMs, from a single point of contact.

Since the establishment of our KAM department, where primarily our A / A+ customers congregate; we have provided a higher level of service and achieved new gains through regular, competent, and effective communication.

Far East companies were added to the OEM customer portfolio for the first time in Norm history, and Hyundai Assan was added to our customer portfolio. We have held and continue to hold meetings with automotive



Customer Satisfaction Survey Results



companies that produce green and renewable business solutions, particularly electrification, regardless of assembly, both in line with Norm Holding's sustainability goals and with the motivation to pay our debt to the world and nature we live on. Believing in gender equality in society and at all stages, Norm Holding's KAM team, 50% of whom are "women," had a share of sales in turnover of 29% in 2018, increasing to 31% in 2020, when the pandemic and various crises occurred, and 32% in 2021. With the right strategy and price policies, we increased our turnover by 27% compared to the same period the previous year in 2022, while maintaining our 30% share of sales.

Product Quality and Safety

Producing high-quality, safe products is one of our top priorities. To ensure high quality and safety conditions, we go above and beyond the obligations imposed by national legislation, utilizing international management standard certificates in production processes. We take care to produce and develop in a way that fulfills the requirements of the standards we have. We aim to obtain ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 50001 Energy Management System certificates in 2023 at our Norm Fasteners Nuts, Norm Fasteners Salihli Screws and Bolts, MS Vida companies by making a difference in production, particularly with the certificates we have within Norm Fasteners. We have 11 certificates in our Norm Cıvata company within Norm Fasteners. In addition to the certificates within our Norm Coating company, we aim to obtain ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System and ISO 50001 Energy

Management System certificates in 2022. Norm Tooling has also started to work to obtain the IATF 16949 Automotive Quality Management System and AS 9100 certificate, which is important for entry into the aviation industry, in 2023. We have also added the ISO 9001 Quality Management System certification to our ST Trading Poland to our plans.



We go beyond national regulatory obligations to ensure high quality and safety requirements.

		IATF 16949	ISO 9001	ISO 14001	ISO 45001	ISO 50001	EN 14399-1	EN 15048-1	ISO 4032	ISO 4014	ISO 4017	TS EN ISO 13918	ISO 27001	YS
Norm Fasteners	Norm Cıvata San. Tic. A.Ş.	X	X	X	X	X	X	X	X	X	X	X	X	X
	Norm Somun San. Tic. A.Ş.	X	X				X	X	X					
	Norm Salihli Vida ve Cıvata Mak. San. Tic. A.Ş.	X	X							X	X			
	MS Vida Makina San. ve Tic. A.Ş.	X	X											
	Norm Bursa Birleştirme Elemanları ve Konstruksiyon San. Tic. A. Ş	X	X											
Norm Coating		X	X											
Norm Tooling			X											
STD			X										X	X
Norm Fasteners Germany		X	X											
Norm Fasteners America		X	X											

Operational Excellence

GRI: 102-49

The Kaizen method, which we use to make continuous improvements in our factories, is carried out with the participation of all of our employees. Every quarter, our employees were rewarded for the suggestions they made and the kaizens they completed. Given that bolt production produces an average of 120 bolts per minute, even a one-minute improvement provides a significant annual capacity gain.

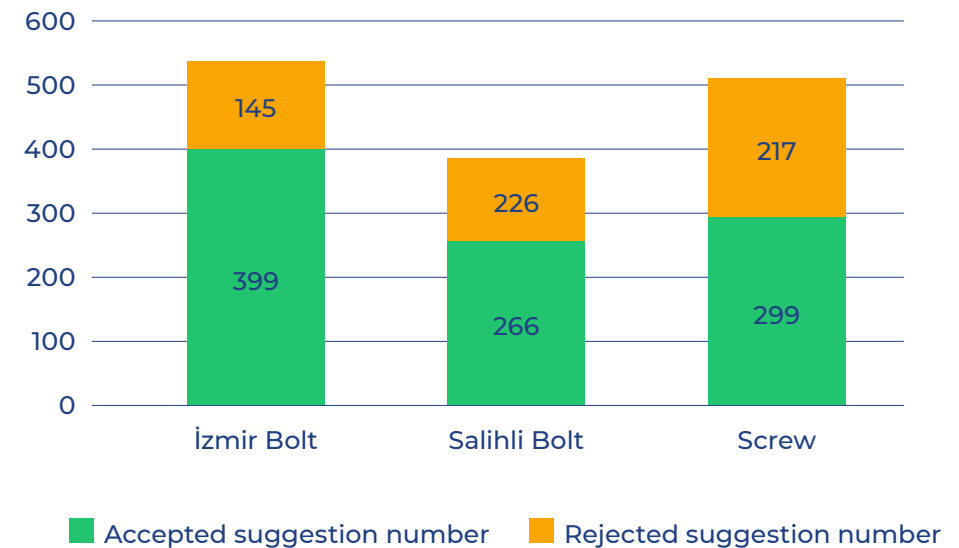
We can clearly define the improvement areas using the Doruk Production Management System (MES-Manufacturing Execution System), which we use in the cold forming process in bolt production facilities. In 2021, studies for the establishment of the Doruk Production Management System in screw cold forming processes began. This management system will go into effect in 2022.

Optical measurement systems, which were installed in the cold forming process in 2021

to eliminate operator-based variability in quality, began to operate in production halls. Definitions are entered into the system for each reference, and automatically measured values are transferred to the system as spc data. The new measurement method is expected to be used in all cold forming halls by 2022.

The pilot area of Salihli Bolts has been selected for automatic parameter adjustment by creating product-based recipes in the heat treatment furnaces where we provide the mechanical properties of the bolt, and with this application, it is aimed to prevent operator errors. The project, which was completed in 2021, will be commissioned at the Izmir Bolts furnaces in 2022. As a result, the furnace parameters, which require extensive experience, will be recorded for each basic product.

2021 Bolts Business Unit Suggestion Numbers



Supply Chain Management

GRI: 102-49

Quality is an essential component for our products to compete in the global market, and the parts we receive from our suppliers have a direct impact on our quality. In this context, we monitor quality, delivery, products, and processes, as well as apply our knowledge of continuous improvement throughout the supply chain. We also expect our suppliers to adhere to and implement legal requirements. Our supplier handbook, which we created for our suppliers, serves as a guide in this direction.

As of 2021, we had 1,476 suppliers, 1,304 of which were local. Our suppliers are divided into three categories: direct purchase suppliers, technical material suppliers, and indirect purchase suppliers. Direct Purchasing Suppliers are those from whom we purchase materials such as raw materials that directly affect the product; Technical Materials Suppliers are those from whom we purchase machinery spare parts and other factory purchases that serve factory enterprises; and Indirect Purchase Suppliers

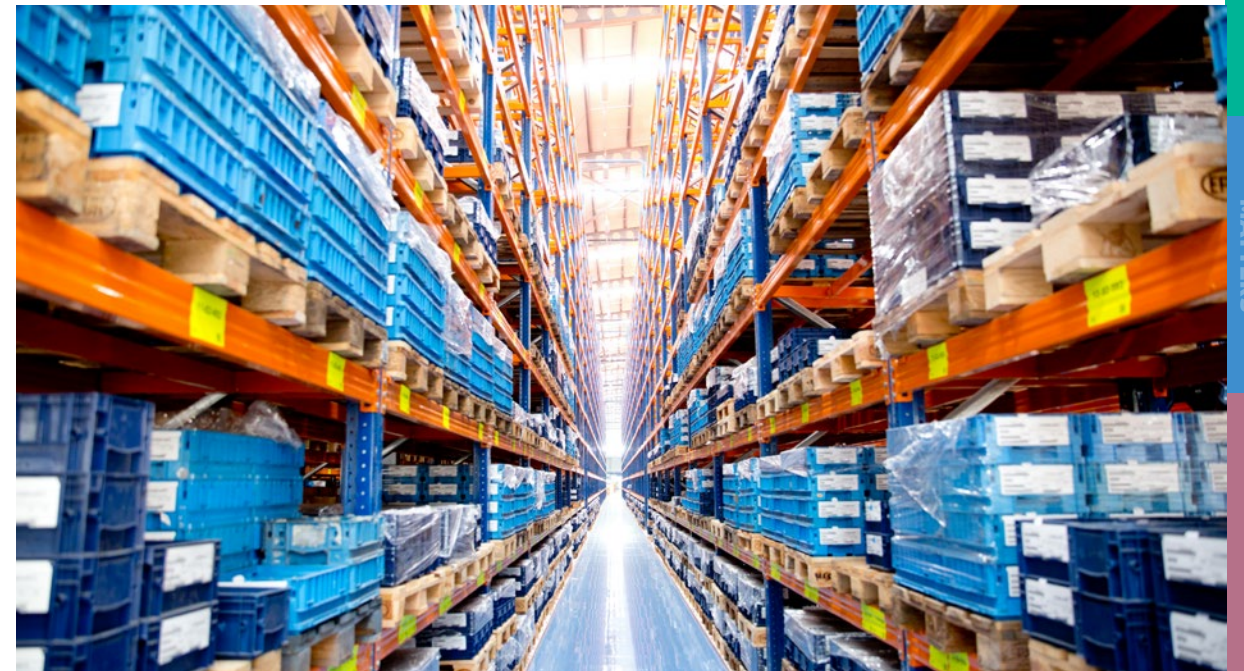
are those from whom we purchase other services such as service, office supplies, car rental, and food. Our main supply countries are Turkey, Italy, Germany, India, Korea, Taiwan, Spain, Austria, Bosnia and Herzegovina, and Bulgaria. We provide foreign procurement for raw materials, machinery, auxiliary materials, and parts in addition to supplying mostly from Turkey. While our spending on local suppliers is 48%, our spending on foreign suppliers is 52% of the total.

In order to become a Norm Holding supplier, our suppliers must possess a minimum ISO 9001:2015 certification, an organization accredited by an IAF MLA member, or a direct IAF MLA member in accordance with the most recent regulation of IATF 16949:2016. In addition, the quality of the product provided, the performance of the deadline and the quantity, the status of the corrective actions, the emergency situations and the activities related to them and the effectiveness of the activities, the risk analyses covering

internal and external interested parties, the effectiveness of the activities taken and the effectiveness of the activities related to them, the control of nonconforming products, and the status of the corrective actions are included in the quality management system. We conduct monthly evaluations in terms of quality, logistics, and deadlines. In addition, we define actions based on the results of the annual audit. In addition, we consider 8D activities related to the development-related

errors encountered.

With our criteria study extending until 2023, one of our primary objectives is to give priority to suppliers who comply with environmental and social criteria. In this context, we intend to give priority to businesses that invest in sustainability, green steel, and green energy, as well as those that develop processes in these areas. By localizing our supply chain, one of our primary objectives is to reduce expenses.



PLANET MATTERS



In order to slow down the effects of the climate crisis, adapt to changing climate conditions and promote the sustainable use of natural resources, we say Planet Matters, and we believe in the importance of acting quickly on this issue.

Planet Matters



Climate change has a wide range of consequences for our health, ecosystems, and economy. These consequences are likely to worsen in the coming years. If not addressed, these impacts can be extremely costly due to disease, negative effects on ecosystems, and property and infrastructure damage.

Since the 1950s, extremes of heat (including heat waves) have become more frequent and intense in most land regions due to climate change, while extremes of cold (including cold waves) have become less frequent and less severe, primarily due to human-caused climate change. Observers have noticed a shift. It is highly improbable that some of the extreme temperatures observed over the past decade would have occurred absent human influence on the climate system. The frequency of heatwaves at sea has nearly doubled since the 1980s, with human influence likely playing a major role since 2006.

To combat the climate crisis, which poses a threat to the sustainability of our production and operations, Norm Holding focuses solely on our value chains. We believe that protecting our planet and its resources is our primary obligation. With our sustainability objective, which we've adopted to combat the climate crisis, we are working to protect the environment and our future in this context. We strive to reduce our environmental impact in the way we conduct business through the projects we develop, and with the solutions we provide, we indirectly influence various industries to improve their environmental performance. Within the scope of EIA processes, we submitted five EIA applications for new investments and received EIA opinions. While managing our environmental performance, we closely monitor the global agenda and consider how our activities contribute to the Sustainable Development Goals.

The scope of our environmental management consists of ISO 14001 Environmental Management System and ISO 50001 Energy Management System held by Norm Fasteners Bolt. We aim to obtain ISO 14001 Environmental Management System and ISO 50001 Energy Management System certificates in our companies Norm Coating in 2022, Norm Fasteners Bolts, Norm Fasteners Salihli, and Norm Fasteners Screwa in 2023. Within the scope of the ISO 14001:2015 Environmental Management

System Standard, in our facilities under our control, based on the defined processes and the nature of the work to be performed in any given service or activity, we address environmental aspects with significant negative environmental impacts. We have no penalties for noncompliance with environmental legislation in 2021.

Thanks to our environmental policy, we make our management approach sustainable. Each company within the Norm Holding aims to



² <https://www.eea.europa.eu/tr/publications/aca-isaretler-2015-degisim-bir>

³ IPCC Sixth Assessment Report

Planet Matters



develop a resource and waste management system that prevents environmental risks by implementing the necessary technological advances in order to achieve sustainable environmental principles and goals during the processing and production of raw materials.

In this context, as management, we commit;

- To reduce the amount of waste and emissions that may occur at each stage of production and transportation by monitoring our resource consumption, to reduce it at its source with financial and technical support and to work on recovery, and to conduct recycling and/or disposal processes with minimal environmental impact.
- To manage energy sources and potential leaks,
- To raise awareness of our employees about environment and waste management and to ensure their proactive participation,
- To fulfill our compliance obligations within the framework of legal conditions, other conditions imposed by our

suppliers and customers, and to conduct continuous improvement studies with our employees to maintain our environmental consciousness,

- To try to prevent environmental pollution with permanent solutions, to reduce and adapt to climate change changes,
- To ensure the protection of ecosystems by giving importance to the use of sustainable resources,
- To give importance to the creation of the necessary infrastructure to spread our sensitivity towards the environment in various social responsibility projects,
- To comply with the Integrated Management System specified in the Integrated Management System Handbook and to provide the necessary resources for the optimal functioning of this system.



Energy and Emission Management



Climate change mitigation and adaptation are among the greatest challenges of the 21st century. The source of these problems is the energy issue, specifically our general energy consumption and reliance on fossil fuels. To be successful in limiting global warming, the world must use energy efficiently and without wasting any time, while also utilizing clean energy sources for its transportation, heating, and cooling processes. The policies of the European Union play a significant role in ensuring this energy transition.

Energy consumption is by far the largest source of greenhouse gas emissions from human activities on a global scale. Approximately two-thirds of global greenhouse gas emissions are attributable to the combustion of fossil fuels for energy used in heating, electricity generation, transportation, and industry. Our energy consumption and production have a

significant impact on the climate, and the opposite is becoming increasingly plausible. European Green Deal is a new growth strategy that aims to transform a modern, resource-efficient, and competitive economy into a just and prosperous society in the EU by 2050, where there are no net greenhouse gas emissions and economic growth is decoupled from resource consumption. The importance of further decarbonization of the energy system in achieving the 2030 and 2050 climate targets is emphasized in this agreement. The Green Deal of the European Union, which is the political equivalent of the climate crisis, necessitates action for our planet in the region and in countries with trade ties to the European Union.

With our energy policy that we have created in Norm Holding and its affiliated companies, at every stage of raw material processing and production; on behalf of all

our employees, we commit;

- To fulfill our compliance obligations within the framework of legal requirements regarding energy efficiency, energy use and consumption and other conditions from related parties,
- To use primary and secondary energy sources efficiently in all activities, to adopt renewable/alternative energy sources, to assess waste energies, and to manage potential leaks,
- To follow the technological developments in national and international platforms and to establish our energy norms for purchasing equipment and services that include energy efficient technologies and methods,
- To prioritize energy efficiency in new investment and improvement projects,
- To increase the awareness of all our employees, subcontractors and suppliers

regarding energy efficiency, energy use and consumption, and to carry out efforts to increase our energy efficiency,

- To ensure the availability of necessary information and resources for the continuous improvement of the energy performance/targets and the Energy Management System.

As Norm Holding, we carry out all our activities within the scope of combating the climate crisis in order to reduce our environmental impact with our **Planet Matters** understanding. In this context, we focus on increasing energy efficiency and using renewable energy sources effectively. Within the scope of Norm Holding's sustainability studies, we have devised business unit-specific plans for minimizing natural resource consumption. We intend to make the appropriate improvements by refining our focus using the energy

⁴ European Environment Agency, Energy and Climate Change, 2021

⁵ European Union Green Deal



consumption data collected from the machines.

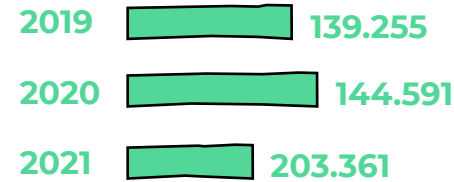
We plan to purchase energy from renewable sources and work to increase and expand energy production from sources such as the wind and sun. Upon receiving the ISO 50001 Energy Management Certificate for Norm Fasteners Bolt İzmir in 2021, we began controlling energy consumption by installing energy analyzers throughout the facility. In addition, we have identified projects to improve energy efficiency through an energy audit, which is one of the ISO 50001 requirements. As Norm Fasteners Bolt, we submitted applications for the replacement of compressors, the use of second-process blowers, and the production of fast wire drawing machines as part of the incentive for companies with the ISO 50001 Energy Management Certificate to increase energy and resource efficiency.

With the solar panels in our Norm Fasteners Bolt Salihli facility, we produced a total of

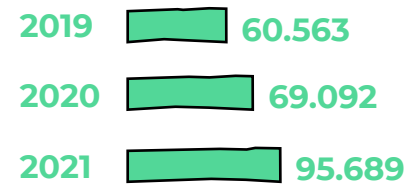
744,342 kWh of energy in 2021. In addition, we sold a total of 61.80 kWh of excess energy to the organized industrial zone energy line in this year's summer, when the factory was not producing. In 2021, 10% of the total electrical energy consumed at our facility was met by energy from the SPP. Moreover, we plan to install SPP in the new portion of our Norm Fasteners Bolt Salihli facility in November 2022. In March of 2022, we plan to activate the 445 kWp monocrystalline solar panels that will be installed at the Norm Fasteners Nuts İzmir facility's Heat Treatment facility.

Thanks to the software that will be used in the additive manufacturing design processes of our company, Norm Additive, which calculates the energy performance variables and can decide on the best energy consumption, the best design with the lowest energy consumption focus can be selected in accordance with the importance score of the desired mechanical properties. This reduces energy consumption and improves the state of our planet. In our Norm Digital company, a Proof of Concept study was initiated by the end of 2021 for the collection, storage, analysis, and reporting of

Natural Gas Consumption (MWh)



Electricity Consumption (MWh)

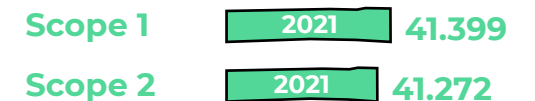


field-generated data, as well as the optimal operation of machines and processes. This study's primary objective is to reduce energy consumption.

As part of its overall initiatives to reduce greenhouse gas emissions by 80 to 95 percent by 2050 and transition to a low-carbon economy, the European Union (EU) has adopted legally binding climate and energy targets for 2020 and proposed some targets for 2030. The measures adopted to attain these objectives contribute to the reduction of greenhouse gas emissions in Europe. In 2015, EU greenhouse gas

emissions were approximately 22 percent lower than they were in 1990. 3 Our 2021 carbon footprint measurement studies, which we have done in order to reduce the negative impact we have created on the environment by monitoring our greenhouse gas emissions in our 2020 sustainability targets; We have launched in 25 campuses and 13 companies, 21 of which are domestic and 4 are abroad:: We carried out our measurements at all companies and locations affiliated with our brands Norm Fasteners, Norm Coating, Norm Tooling, Standart Civata, NRM Engineering, ST Trading. We calculated our scope 1 and 2 emissions for 2021 as a result of our carbon footprint measurement studies, and we calculated our environmental impact based on emissions during the reporting period. Within the scope of combating the climate crisis, we continue our efforts to set science-based reduction targets in 2022 simultaneously with our calculation processes.

Total Greenhouse Gas Emissions (tonnes CO₂e)



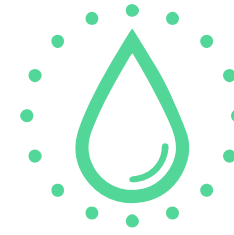
Water and Waste Management

Water is the resource where we will feel the effects of climate change the most. As a result of climate change, water availability is becoming less predictable in many regions, and increasing instances of flooding threaten to destroy water points and sanitation facilities and pollute water supplies. In some regions, droughts increase water scarcity and thus negatively affect people's health and productivity. Ensuring everyone's access to sustainable water and sanitation services is a critical climate change mitigation strategy for the years to come.

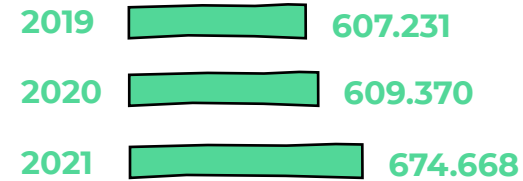
In order to contribute to the solution, we researched modernization applications for heat treatment processes with high water consumption and conducted feasibility studies. In 2021, we completed the installation of an additional facility for heat treatment waste water management at the Norm Fasteners Bolt İzmir Factory as part of waste management improvement

projects. The oil-grease parameter, which is one of the AOSB discharge acceptance parameters, was found to be 75% below the acceptance value, according to analyses conducted after the completion of the additional treatment plant. As a result of the improved analysis results, we have decided to expand the additional treatment plant at the Norm Fasteners Bolt Salihli Factory and have included the cost of constructing this plant in the investment budget for 2022. We achieved a 99% improvement with the dissolved air flotation revision made in the oily water treatment system, which is caused by the washing pools in the heat treatment facility, which is insufficient in the current system. Simultaneously, we searched for alternative solutions for the water we use for cooling in the ovens and contacted the relevant supplier companies to eliminate the use of water and chemicals. Within the scope of our Norm Fastener Bolt company, the sulfuric acid we use in

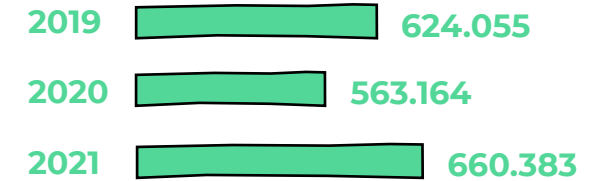
surface treatment processes is released from the treatment system to the OIZ line in conditions that will not harm the environment. If this output is not achieved at the desired values, it may become



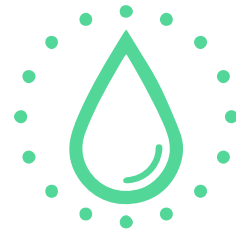
Water Consumption (m³)



Amount of Waste Water (m³)



⁶ <https://www.unwater.org/water-facts/climate-change/>



harmful in OIZ treatments and cause the death of live bacteria.

We are working on the reduction of our water resources, which may be one of the most significant issues in our future, we are contributing to the circular economy with waste management, and we are attempting to minimize the damage we cause to the environment through our research on reduction and reuse support practices in all of our activities. In this regard, we have received Zero Waste certificates at our Norm Fasteners Bolt Izmir, Norm Fasteners Nuts İzmir, Norm Coating İzmir, Norm Fasteners Bolt Salihli, and Norm Coating Salihli facilities by completing the necessary studies within the scope of the regulation requirements regarding the Zero Waste application. In accordance with local regulations, we submit waste declarations and GEKAP notifications on time at our production facilities within Norm Holding.

With its digitalization efforts, the Norm

Fasteners Civata and Vida Business Unit within Norm Holding aimed primarily to convert paper forms used in production to digital media by 2021. In 2021, at our Norm Fasteners Bolt Salihli production facility, which we have designated as the pilot region for the goal of a paperless factory, we switched to tablet use and digitized paper forms. We plan to finish commissioning the tablet application for the İzmir bolts and nuts factories by 2022. By transferring the manual suggestion system developed in our Norm Tooling company to the digital platform QDMS as of 2021, we facilitated the spread of a culture of preventing nearly 2,000 tons of paper waste, accelerating the process, systematically monitoring and improving throughout the holding. As an example of our STD company’s efforts to reduce waste, no paper is used in any of our warehouses for goods acceptance, order picking, or shipment transactions using hand terminals or the system. At our facilities, we emphasize waste reduction by recycling paper-cardboard, metal shavings,

Waste Quantities (tons)

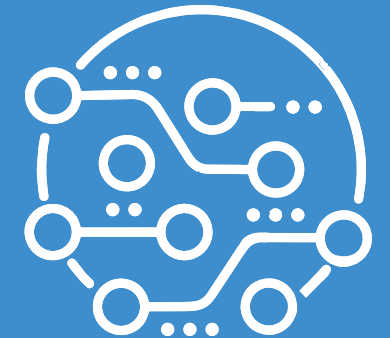
			Recycled Hazardous Waste Percent
Total Hazardous Waste	2019	2.062,58	%56,7
	2020	1.937,12	%54
	2021	2.108,87	%60,75
Total Non-Hazardous Waste	2019	9.406,16	
	2020	13.401,09	
	2021	18.904,70	

and wooden pallet scraps.

In 2021, we sent 100% of nonhazardous waste to recycling facilities in our Norm Fasteners Bolt and Norm Fasteners Nuts companies, which are among the group’s production companies. Norm Fasteners Bolt sends 10% of hazardous waste to energy recovery facilities, while 33% is sent to recycling facilities for reuse. At Norm

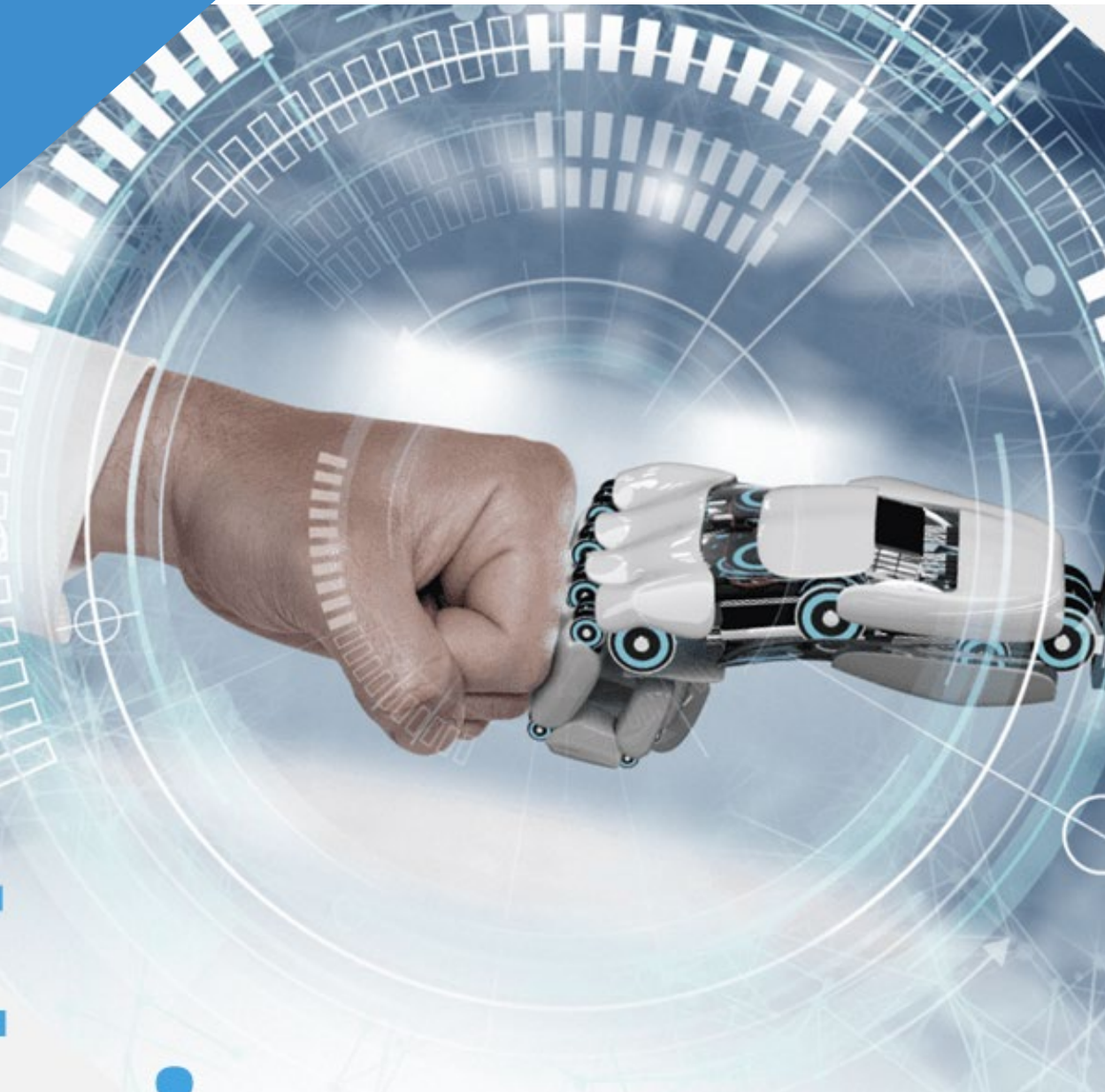
Fasteners Nuts, 12% of hazardous waste is recycled for reuse, while the remaining 6% is sent for energy recovery. It is our priority to value our world by minimizing our environmental impact through our work.

TECHNOLOGY MATTERS



We say Technology Matters in order to combat today's environmental and social problems, turn risks into opportunities, and create the ideal conditions for the business world of the future, and we derive our strength from research, development and innovation.

Technology Matters



We take advantage of technology's priorities and strive to maximize consumer satisfaction while developing products that provide quality and differentiation. With our R&D and innovation projects, we support university-industry collaborations in this context. We increased efficiency and performance significantly in 2021 by making numerous technological investments in production at Norm Holding and its subsidiaries. We consider risks in economic, social, and governance issues when investing in R&D and innovation.

We require digitalization in order to communicate more effectively with our supply chains and customers, as well as to respond to changing consumer habits. We value digitalization in all of our manufacturing processes and thus adapt to changing times. With our understanding of **"Technology Matters"**, we draw strength from innovations and digitalization to respond to global changes and meet our customers' demands and

needs. As Norm Holding we believe that the technological investments we have made as Norm Holding add value to our innovative approach and vision.

R&D and Innovation

Norm Holding continuously expands its scientific and technological expertise by collaborating with universities, R&D and design centers, research institutions, and corporations from around the world.

As Norm Holding we place a high value on R&D investments, developing alternative designs for the most important technological trends in the fastener industry and increasing our competitive power on a daily basis. In our R&D Center, which is made up of engineers from various disciplines, the majority of whom have doctorate and master's degrees, as well as researchers and technicians who have graduated from basic sciences, we work on projects in a wide range of fields. We develop many innovative solutions as a result of our strong R&D infrastructure. Norm Fasteners Bolt and Norm Fasteners Nuts

, two of our group companies involved in R&D and innovation, added value to their work in 2021 by participating in five international and domestic events.

Our focus areas within the scope of R&D and innovation are;

- To serve our customers as a solution partner with our common designer identity and to build the necessary physical and engineering infrastructure,
- To collaborate with universities and R&D institutions to develop high-value-added, environmentally friendly, commercializable technological products, as well as to carry out activities for the acquisition of qualified manpower, knowledge, and experience for the development of such products,
- To contribute more to the country's



Norm Holding continuously improves its scientific and technological knowledge by establishing collaborations with national and international universities, R&D and design centers, research institutions and companies.

economy by attempting to produce fasteners that are imported rather than produced domestically in our country,

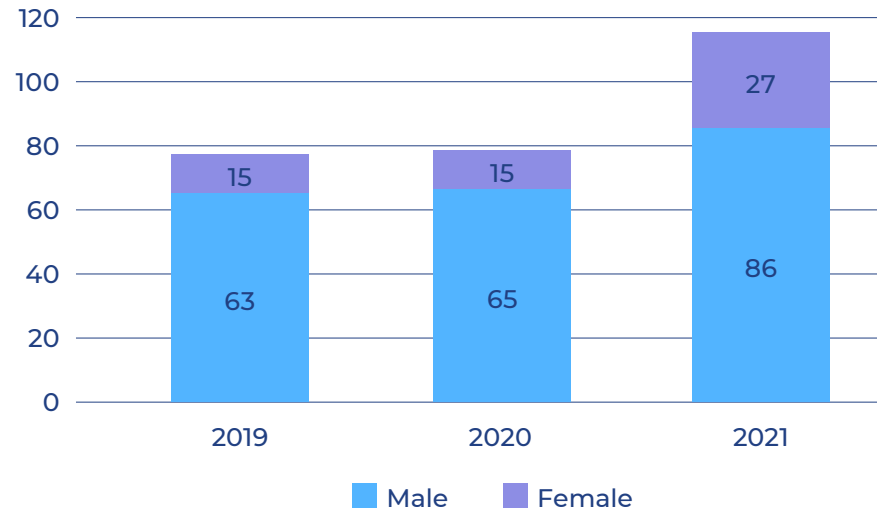
- To increase the proportion of nationally and internationally funded R&D projects to total R&D projects with approved scientific content and R&D quality,
- Participating in process improvement and/or development activities that will lower our unit production costs

while increasing efficiency and final product quality,

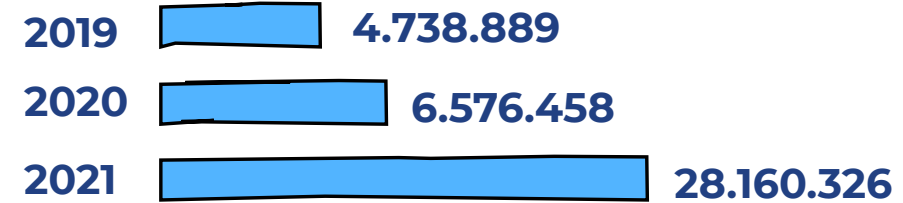
- Our goal is to make our R&D Center a center of excellence in fastener design and production, and to add all fastener users and manufacturers to our customer portfolio through the testing and engineering services it provides.

With the establishment of Norm Digital in 2021, the number of our employees in

Number of Employees in R&D, Innovation and Digitalization Departments



Total Budget Allocated to R&D and Innovation (TL)



the R&D, Innovation and Digitalization departments increased by 41.25% compared to the previous year. In order to produce environmentally friendly, high quality and safe products and to contribute to scientific and technological developments in the sectors in which we operate, in 2021, we increased our investments in R&D and innovation approximately 4 times compared to the previous year, and invested more than 28 million TL. In 2021, our R&D and innovation investments correspond to

0.77% of our turnover and we aim to increase this amount to 2% in 2030.

In 2030, we plan to use 30% of our expenditures within the scope of our R&D and innovation projects for sustainable product projects. In 2025, we aim to increase the number of intellectual and industrial rights applications to 8 and the number of scientific publications to 20.

Mold Project

In the project titled "Improving the Surface Quality of Different Types of WC-Co Cold Forging Dies by Using the Abrasive Fluid Machining Method" carried out with Gaziantep University within the scope of TÜBİTAK's 1505-University-Industry Cooperation Support Program in January 2021, With the "Abrasive Fluid Machining (AFM)" method of imported WC-Co cold forging dies, which are used in cold forging and are very costly; we aim to ensure the longevity of the molds

by optimizing the surface conditions and to develop a paste in the appropriate fluid combination according to the special AFM method according to each mold type. By gaining know-how on AFM method according to mold types; we foresee that it will create a reference for the elimination of manual labor, the localization of imported paste, and the introduction of domestic machinery and paste to the market in the future.

Reduced Weight Fastener

With the growing importance of understanding a sustainable world, the CO2 emission targets set by Europe in regulations have enabled automotive manufacturers in Turkey and around the world to adopt a sustainable production approach and produce lighter vehicles in order to reduce emissions. Our Norm Fasteners Bolt R&D Center continued to support weight reduction efforts in the automotive industry and develop innovative and innovative solutions for industry needs in order to increase vehicle performance in addition to environmental and economic reasons in 2021, in addition to innovative products with reduced weight under the HexLight® brand. As a result of a process we've been working on for a while, we've created a fastener with reduced weight and a special drive apparatus for this fastener, and we filed a patent application in 2021. The industrial design

application for the aforementioned fastener and drive apparatus design that we created has been registered in Turkey and EU countries. The patent application, however, has been registered in Italy under the trademark HexLight®, describing a special head design and a lightweight fastener with a monolithic flanged structure.

Within the scope of the CO2 reduction strategy, we conducted intensive studies on the need for lower metric or fewer fasteners by using ultra-high strength fasteners in our Norm Fasteners Bolt R&D Center to support the weight reduction efforts in the automotive industry in order to provide the high ranges required for electric vehicles; in addition to lightening the weight of the fastener thanks to its special design, we also carried out intensive studies on the need for lower metric or fewer fasteners by using ultra- Due to the need in the industry and the

high demand for ultra-high strength fasteners from worldwide suppliers, this issue was among the priority issues studied by our Norm Fasteners Bolt R&D Center in 2021. Furthermore, the industrial design application of the fastener with a special head geometry, which we designed to increase the strength and thus the usage areas of the widely used

ISO 7380-2 flanged dished head imbus fastener, has been registered in Turkey. The patent application describing an innovative fastener, which is a developed version of the FastiNORM product for thin sheets, with a specially designed under-head area for the assembly of sheet metal sheets thinner than 3 mm in the automotive industry without deformation,



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has been registered in Turkey. In today's world, where rapid mass production is becoming increasingly important due to technological advancements, a fastener that can provide the desired performance and quality connection due to its self-aligning feature, regardless of the installer's skill or the sensitivity of the automation system used in the assembly, thanks to the special tip form we developed in our Norm Fasteners Bolt R&D Center. We developed a special test device design with industry-industry collaboration in order to conduct in-house test studies of this innovative product, which was developed as a competitor to global companies' products and requires high precision in performance tests, and we brought the developed device to the R&D Center Application Laboratory. We aim to make accurate predictions for the products that are produced or are planned to be produced in our Norm

Fasteners Bolt R&D Center by conducting intensive simulation studies with our strong software infrastructure. For the first time, we compared the results of hardness estimation models with the help of experimental hardness measurements measured on cold forging bolts and the strain value obtained from simulation models, in order to estimate hardness values with less error, which is one of the most important parameters in simulation studies.

Stainless steel fasteners, which are primarily imported from abroad, are widely used in highly corrosive environments such as industrial plants, valves, and air and boiling water pipes. Our Norm Fasteners Bolt R&D Center has conducted extensive research on new processes by following the development of materials and manufacturing technologies in order to meet the country's needs and expectations in



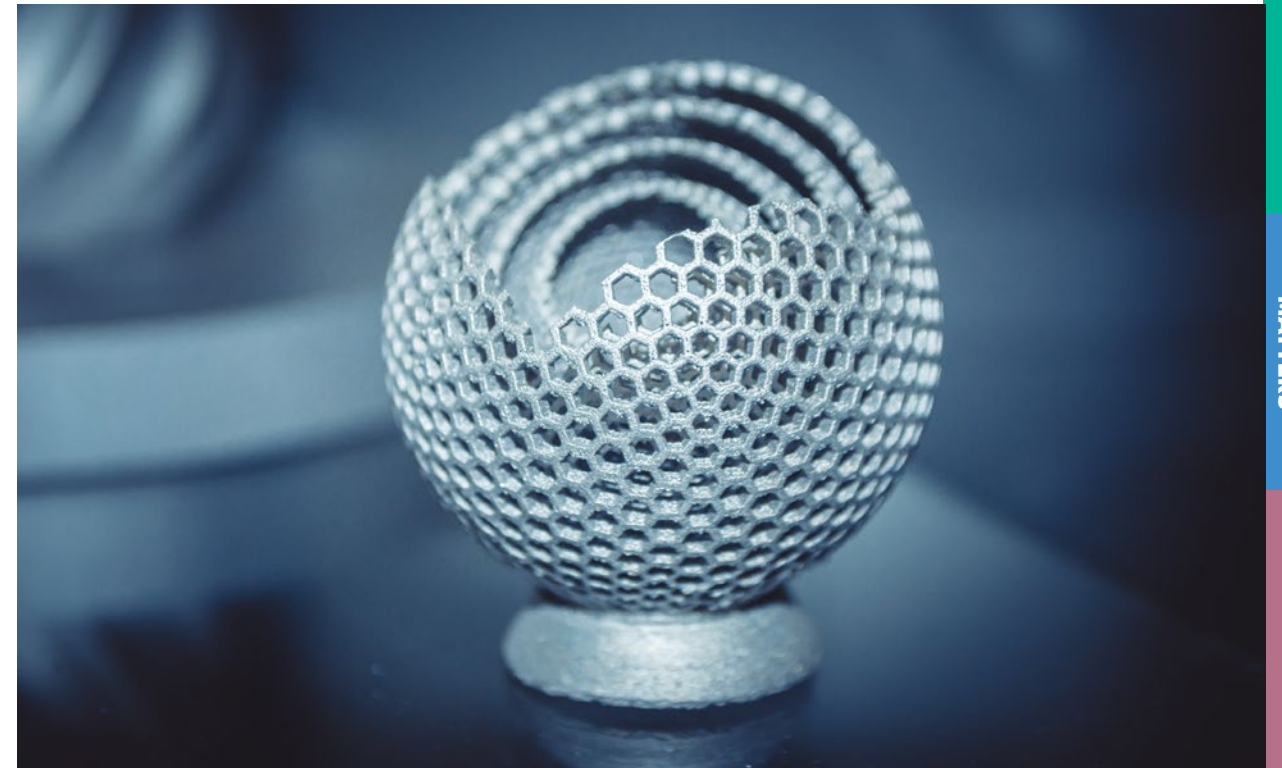
terms of stainless steel fasteners, reduce foreign dependency, and contribute to the country's economy.

The use of cryogenic CO2 and N2 instead of the coolants used during machining within the scope of "Integration of Cryogenic Based Cooling Systems to be Developed in Accordance with Machining Methods and Investigation of Effects on Tool Life (CryoMach)", which is the first international project of Norm Fasteners Bolt, funded within the scope of SMART-EUREKA, in order to achieve a more effective cooling of the tool tips, thereby

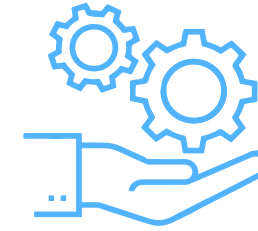
extending their lifespan, Together with consortium partners from Belgium, Spain, and Sweden, we will continue working towards this objective in 2021 as part of the 2019-begun project. The project's objective to use environmentally friendly CO2 and N2 instead of coolants with chemical additives and to save time and money by eliminating the need to recycle chemicals is of particular importance because it aligns with our sustainability goals.

Norm Additive Design & Production Strategy is evaluated based on **sustainability**.

Norm Additive came to life in 2021 as a new organization that will focus on additive manufacturing technologies, and it has achieved results by working on four different software and calculation algorithms. Since the software is customized for each additive manufacturing system, it can display and instantly calculate the engineering and production costs of the product according to the component breakdown. Using software that calculates the energy performance variables to be used in additive manufacturing design processes and can determine the best energy consumption, the best design with the lowest energy consumption emphasis is chosen based on the importance score of the desired mechanical properties.



Digitalization and Automation



We are implementing new applications and projects as Norm Holding as part of the digital transformation we initiated. With the companies and projects we establish in 2021 for digital transformation, we increase efficiency while adapting to the needs of the era.

In 2021, our **Norm Fasteners** company intended to convert all production-related paper forms to digital media. We achieved our goal of a paperless factory in 2021 at the Salihli production facility, which we designated as the pilot region. The “Light House” data collection project is an additional significant digital transformation endeavor. In 2021, pilot machines have been selected for the project and infrastructure construction has begun. In 2022, it is anticipated that data will be collected from pilot machines for the project, which aims to determine the optimal process parameters, to obtain real-time or retrospective data, to conduct detailed process analyses, and to identify improvement points in the areas of efficiency, quality, environment, and energy.

Our company **STD** focuses on reducing costs associated with repetitive tasks by adapting RPA technology to business processes. With Qlik sense, Power BI, and CRM reporting systems, quick decision-making and transparent process traceability are ensured for all processes. All employees will be trained on RPA and business intelligence by 2022 as part of their digital literacy education.

Our **NRM Engineering** company is prepared for the future by accelerating technology, infrastructure, and operational investments in 2021. We operate in the rapidly expanding global market for automation, robotic automation, autonomous devices, and automatic quality control devices. It is planned that Solidworks will be integrated with the Canias ERP system by 2022. Then, in 2023, it is planned to initiate Industry 4.0 studies that automatically collect data from the field and integrate with ERP. Beginning in 2017, Norm Holding decided to invest in SAP in accordance

with the technological infrastructure and tools, investments, and digital transformation plan it plans to implement over the next ten years, and simultaneously implemented SAP. This decision has been an important turning point in **Norm Digital's** establishment. Norm Digital, which was established in 2021 within our organization, which adopts the culture of continuous improvement and takes important and big steps for this, is a company that acts with the vision of becoming a global company.

Normie, Vinter, Ocea'N

Our Norm Digital company has implemented products that provide cutting-edge solutions in 2021, and has developed products that operate in various fields under the names Normie, Vinter, and Ocea'N.

As a dynamic software robot, **Normie** provides the most effective results to businesses, freeing up employees to focus on more creative tasks. Normie contributed 3,500 extra hours of labor per month to the developing and

expanding organization.

Vinter provides a synchronous/asynchronous interview environment, an adaptable process, and artificial intelligence-supported advanced analytics on candidate/position compatibility, bringing together human resources and candidates in a digital environment. Vinter, a cloud-based solution, makes significant contributions to human resources teams in terms of accelerating the evaluation of numerous positions and candidates, a decision-making process that is data-driven and touches more candidates.

With the **Ocea'N** solution, the data obtained from SAP and different field data collection solutions are instantly accessible on tablets for production field workers. The combination of the field's easy access to current data/plan in a digital environment, the goal of a paperless factory, and the motto of data democratization has produced valuable results in production.

Norm Digital - Our Works in 2021

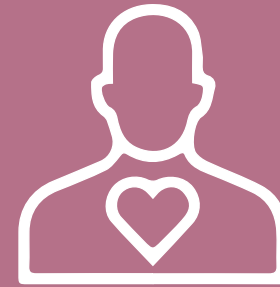
Project	
Workflow Application – InFlow	InFlow, a platform that enables all workflow processes to be completed online in a timely and transparent manner, is now operational. The InFlow platform is an open development platform for all process management-required domains. In this manner, we continue to develop systems to meet our requirements. The migration of legal opinion processes to the new workflow platform InFlow.
Digital Field Displays	By positioning digital field screens in the guest reception areas in the factories, in the production areas and in the areas where the employees are gathered together, such as the cafeteria, information such as information messages and announcements communicated by management to employees, work accidents, quality and customer complaints, production tonnage and OEE information, employee count, and suggestions were instantly fed and published with actual data. Instantaneous information messages are displayed on 51 screens across 11 campuses. The notifications that the quality control team entered into the SAP system were incorporated into the system of digital field screens with the prepared functions. Thus, quality PPM customer complaints are displayed in a manner that is fully integrated with SAP, and analyses can be interpreted through the use of bar graphs.
New Performance Management System (Wokr-OKR)	SAP was integrated with the Wokr application, which is compatible with the OKR (Object and Key Result) performance management system of the next generation, and put into operation. This application allowed for the simultaneous entry of performance targets for 2022 for all of our holding companies.
Norm Fasteners Germany SAP Roll-out Project	Norm Fasteners GmbH's SAP S/4 HANA Enterprise Resource Planning project has been taken live in Norm Digital project management and consultancy. We aim to minimize time losses in goods receipt processes, to automatically receive customer orders into the system using EDI flows with minimal intervention, to increase the reportability of financial processes by handling them within the scope of ERP, and to accelerate processes with bank integrations in the project, which has achieved expanded data integration with Norm Group companies. After the SAP project, which went live in 2019, this is Norm Group's most comprehensive Roll-out project.
Norm Fasteners America SAP Roll-out Project	Following Poland and Romania, Norm Fasteners Co. SAP migration work was completed and went live as part of the SAP S/4 HANA overseas expansion projects in the digital transformation roadmap. While the SAP S/4 HANA project enabled comprehensive order and material data integration with other group companies using the same system, it also provided a long-term infrastructure for EDI integrations requested by customers in the automotive industry. As a result, despite the 8-hour time difference between Turkey and the United States, a successful live transition occurred with no disruption in business processes.
Warehouse Counts (Counts in 3 Continents)	Counting processes were conducted concurrently in three continents: Asia (Norm Fasteners İzmir and Salihli, STD, Norm Coating, Norm Tooling, Norm Additive), Europe (ST Trading and Norm Romania), and America (Norm America). In total, the counting processes of 9 finished goods warehouses were completed using hand terminals on the SAP EWM module in a time span ranging from 1 to 4 days, with the longest being 4 days, allowing them to continue their logistics activities without interruption.
Deployment of Quality Document Management System (QDMS) Application	The QDMS application was installed and activated to track the quality documents. A suggestion tracking application was also implemented on the same system, making it possible to receive suggestions from the field and transferring the process to the digital environment. For the internal audit team, a separate quality document management application (QDMS) was created, and four modules were implemented. The internal audit team will be able to follow its own processes and documents independently of the current application with this additional configuration.

Norm Digital - Our Works in 2021

Project

Purchasing Portal	Purchasing portals are the umbrella term for the structures that allow purchasing companies to exchange information by actively incorporating the systems they currently use to manage their internal processes and the suppliers they have identified in these processes. These structures function in the cloud. Portals operate via web services based on the transfer of data, the integration of which is determined during the process. Agreements for the Pratis portal within Sabancı DX have been completed. The project, which was planned to be completed in three phases, was completed and put into live use with the scope of demand evaluation and integration, e-bid and e-tender process management, and completion and integration of basic order processes.
Material Transfers Between Our Companies (Use of Handheld Terminal in Cross Contract Processes)	The necessary software developments and adaptations were created and implemented in order for the “Cross Contract” processes managed on SAP in the office environment to be carried out in a controlled manner by the hand terminal directly by the people who perform the transaction directly in the field. The procedure for obtaining material and lot information by scanning the QR code on the Raw Material Identification Card (RMIC), the production location from the user parameter, the selection of the warehouse and the sent production location from the maintenance table, the control and sending of the warehouse stock amount at the time of exit, data matching during entry, and automatic amount of writing based on the exit. Basic features such as resume have been implemented and used.
IPR (Inward Processing Regime) – IPAC (Inward Processing Authorization Certificate)	The Inward Processing Regime was established with the goal of increasing exports by lowering input costs, increasing export product competitiveness in international markets, and diversifying export products by allowing the importation of materials from abroad with customs exemption that cannot be supplied domestically at world prices, cannot be supplied at all, or are of insufficient quality. IPAC processes have been made traceable on SAP in our Norm Holding group companies, with applications developed and adaptations made to meet company needs.
RPA Master Data Program & Automation Project (Bolt, Nut, FSP, Raw Material, Coating, Screw)	Labor time is saved by ensuring that the routes (material views, work plans, product trees, and production versions) created manually by the engineering and master data teams are created by RPA. With the right template, the risk of error is also reduced in this process. After the process was completed, the engineering departments were trained to use it and it was ensured that they performed the RPA process themselves.
EDI (Electronic Data Interchange)	EDI, or electronic data interchange, is a set of methods and rules for standardized internal or intercompany data communication of business documents. More than 50 new integration studies on more than ten new customers were conducted in 2021. The transfer of order (delivery plan), invoice, ASN (advanced shipping notice), and delivery order (loading order) type data received the most attention in these studies. Currently, approximately 300 customers are contacted via EDI.
Studies on Production Management System	It is the information system that links monitors and controls to manufacturing systems and data streams in a factory or workshop. The overall goal of MES is to ensure that manufacturing processes run smoothly and to increase output. This is accomplished by monitoring and collecting real-time and accurate data about the entire product life cycle. Doruk Automation's ProManage product is used in the bolt, nut, coating, and screw facilities, as well as the screw facility that was recently installed.

HUMAN LIFE MATTERS



We say Human Life Matters and adopt a peoplecentered approach to support gender equality, protect our competitiveness by utilizing the power of diversity and inclusion, train competent employees for the sectors in which we operate, increase local employment, and we want to create value for people.

Human Life Matters



We see employees as one of the most fundamental components of our business.

With our understanding of “Human Life Matters” our employees are the main focus of our corporate culture at Norm Holding. In this regard, we value our employees for long-term success and strive to provide a pleasant working environment for them. To continuously improve our human resources, we implement talent, career, and performance management processes.

We provide a fair, equal, and productive work environment for our employees. We value the ideas, suggestions, and opinions of our employees. We approach our employees equally and always support their development, which is the foundation of our strategic goals, by embracing equality of opportunity, diversity, and inclusiveness. We assist

our current talents in gaining new competencies through development programs, and we contribute to their development by providing short and long-term internship opportunities to our candidate talents. We believe that our highly motivated and committed employees have been the most important factor in our years of success. We provide a dependable working environment for our employees through our Occupational Health and Safety Policy.



Equal Opportunity and Diversity

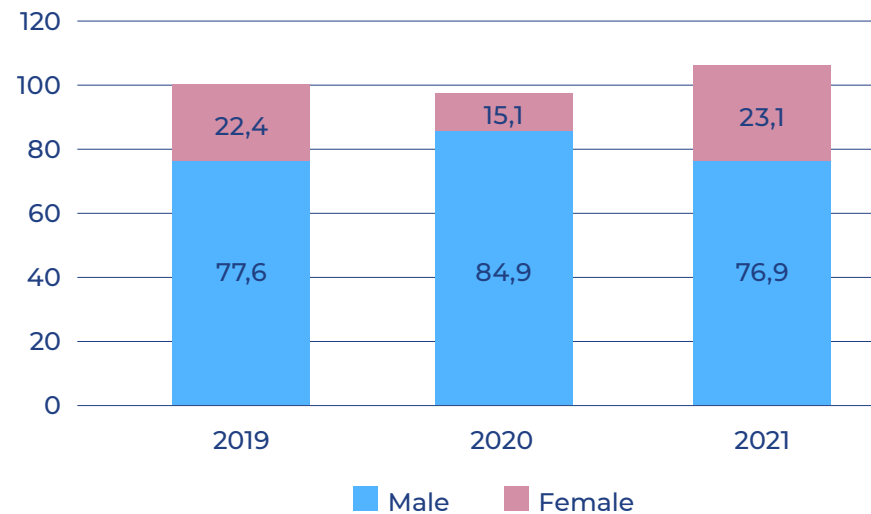
We value each employee's equal participation in the workforce and adhere to the principle of equality in all relationships we establish with employees, particularly gender equality. We carry out work that is centered on equal opportunity, diversity, and inclusion. In all of our business processes, including recruitment, we adhere to the principle of not discriminating against our employees based on their age, gender, race, religion, language, ethnic origin, sexual orientation, belief, or disability. As a member of the UN Global Compact, we are committed to protecting our employees' rights and creating a safe working environment for

them, particularly senior management, by acting in accordance with our ethical principles and our continuous improvement policy. We want to eliminate the barriers that women and young people face in their careers, and we want to make sure that everyone has equal opportunities for advancement.

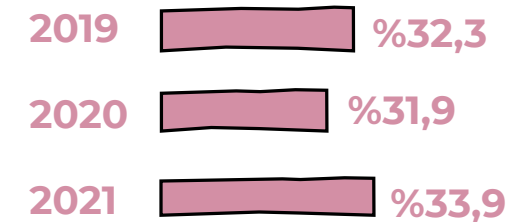
We increased the percentage of women in managerial positions from 15.1% in 2020 to 23.1% in 2021, while also increasing the total number of employees in this position. In 2021, our white-collar women employee ratio increased by 2% over the previous year to 33.9% of our over 3000 current employees. With the importance

we place on gender equality, we aim to increase our women employee rate every year. With the importance we place on equal opportunities, we increased the number of disabled employees by 15% this year to 69, and we adhere to our understanding of standing up to all forms of discrimination.

Equal Opportunity and Diversity in the Executive Position (%)



Number of White Collar Women Employees (%)



Talent Management

As Norm Holding, we make our human resources processes flexible and enduring by focusing on continuous development with an appreciation for human worth. We conduct our human resources activities with practices that improve the employee experience by recognizing employee behaviors and needs, design processes that meet the talent's expectations, enable the employee to add value to the company and himself by revealing his potential, digitize by integrating technology and work, and aim to produce high added value for all of its stakeholders. Through our participation in international and domestic conferences, congresses, and seminars in 2021, we aimed to add value to our workforce.

Together with all our employees, with our motto **Seninle Birlikte** (Together With You); we aim to continue to

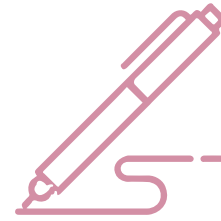
- Make a difference for the customer,
- Believe in the power of the team,
- Prioritize diversity and inclusiveness in all its processes with the principle of

fair and respectful treatment,

- Design ways of doing business in a way that adds value to society and the environment,
- Maintain with our values based on continuous improvement of ourselves and our norms.

In the development journey in which we seek to advance together to the future and success, we ensure the propagation, survival, and growth of the company culture by placing Norm values at the core of human resources systems such as learning and development, talent management, and career development.

We intend to maintain the meticulous approach we take in hiring our employees throughout their careers, revealing their potential and transforming them into high performers. We shape talent management practices to meet the expectations of new generation talents, retain existing talents, and transform managers into leaders who manage change by preparing them for the needs



Norm Holding and group companies invest in talent, strive for high employee loyalty, and provide a development-oriented business environment, believing that its employees are the most important capital in achieving its future goals.

of an ever-changing world. The academy, center and programs we have established for our employees are as follows:

Norm Academy: Norm Academy, which we launched in 2018 to continuously improve norms in accordance with our strategies, continued its journey in 2021 by concentrating on development. It supported employee development with webinars and virtual classroom trainings during the period when classroom training was suspended due to the

pandemic. Training hours increased by 49% over the previous year, totaling 53,984 hours.

DigiConnect: The “DigiConnect” program, in which young talents work on projects with professionals, generate new ideas, and gain business experience through online learning and development, will be continued in 2021 in two terms, summer and winter. Students in the DigiConnect program met with Norm Holding leaders in visionary conversations and improved



their technical skills by participating in projects with Norm managers.

DigiCampus: Four organizations were organized as a digital career event that aims to enable new talents to get to know business life closely and learn about trends, and carries out its activities as a digital career event that aims to find answers to questions about career and development opportunities.

A healthy career management of the employee is an important part of employee happiness. As Norm Holding, we carry out the career management process to identify high-performance and high-potential employees in this context. The backups of the roles in the managerial

levels are determined by its structure, which supports the career structure in an unlimited and versatile way. Individual development programs are planned throughout the year to train versatile employees through rotation plans. Priority is given to employees within the group for management positions that become available, and their career paths are supported. In 2021, the rate of internal promotion was 40% and 82% in managerial roles. Our career management practices are as follows:

Competency Evaluation: Career management processes are fair and equitable, and competency assessment practices are carried out in collaboration

with independent businesses. Employees who possess Norm's potential and will lead the holding in achieving its strategy and goals are identified through the Evaluation center application or potential inventory and are prepared for the future through individual development plans.

NorMentor: The NorMentor program, which began in 2019 with the goal of transferring corporate culture to new generations, developing it by sharing norms and values, and making corporate memory sustainable by learning from one another, will continue in 2021. In 2021, 30 executive mentors and 35 mentees met. Managers to employees on a NorMentor development journey; it has contributed to the dissemination of Norm culture and values, as well as the development of business methods, through the transfer of experience and experience.

Norm'un N'leri (Best of Norm): Norm Holding has implemented the Norm'un N'leri (Best of Norm) application, a feedback platform, in 2021, knowing the importance of feedback in its journey of continuous improvement of itself and its norms. Norm Holding employees can use

this application to give badges to their teammates in order to provide feedback and appreciation.

Leadership Styles and Employee Loyalty Management

Norm Holding Leadership Model: In 2021, the leadership understanding and leadership model were revised and strengthened with a team-based perspective. With its result-oriented and transformational structure, the Norm Holding Leadership Model combines the Norm leader's goal of being a role model by inspiring his teammates with the Norm leader's goal of being a role model by inspiring their teammates.

Executive Development: Lifelong learning is one of the most effective tools for managers' long-term leadership success in the leadership journey. Managers are required to participate in programs that help them discover and develop their leadership potential in themselves and their teams.



“ENLider Sensin” (You Are The Best Leader) Leadership Development Program:

The leadership development program, which began in 2020 with the goal of strengthening the leadership skills of managers who lead their businesses and human resources efficiently and in accordance with corporate values, was completed in 2021. Managers’ development journeys were enriched with one-on-one coaching meetings, group coaching, digital learning platforms, 360-degree reports, and feedback

meetings, while virtual classrooms were designed to support learning models that changed as a result of the pandemic.

Employee Loyalty: Norm Holding believes that the most important value in achieving its strategy and goals is human capital. Every two years, independent companies measure employee satisfaction and loyalty, which is one of the strong guides in the process of perfecting the employee experience. Norm Holding is evaluated by its employees in this measurement based

on factors such as agility, talent focus, leadership, commitment, and satisfaction. The company’s strengths, areas for improvement, and trends are reported to senior management and communicated to all employees through meetings as a result of detailed analyses. Our company’s managers are closely monitoring the areas of development revealed by the survey. Employee expectations and requests are gathered through focus group discussions. Targets are set for leaders in the performance system, and these targets are included among the priority tasks, with the belief that employee loyalty and satisfaction are an integral part of long-term success. As a result of these surveys, our employee loyalty rate in 2021 was measured as 71%.

OKR Coaches: OKR Coaches use the Performance Management System to ensure that the targets that will serve

the company’s strategies are realized through employee contributions; it aims to evaluate and improve employee participation in a fair, systematic, and measurable manner. Performance Management System, which is still in operation; it began using the OKR method in 2021, in parallel with the Norm strategies, which were quickly implemented and determined sector trends. Target distribution begins with senior management and progresses through departments to management, with the ability to revise business plans that feed the targets dynamically throughout the year. Team goals foster a collaborative and agile working environment. With a focus on continuous improvement, one of the targets was chosen as the “development target.” The PYS method also allows everyone to see each other’s targets in real time.

Occupational Health and Safety

As Norm Holding, we prioritize our employees' health and safety in all of our activities, and we aim to raise OHS awareness among our employees through the trainings we provide. We reduce risks by analyzing the situations that pose an OHS risk during our activities. We provide safer environments for our employees and visitors in this manner. In this context, we continue to use the OpenOHS software, which we commissioned in 2020, effectively; With our work accident module, we follow up the work accidents, root cause analyzes and actions from the system, and with our training module, we follow up and report the trainings from the system, with our subcontractor module, we ensure the registration and follow-up of subcontractors' documents, and with our health module, we manage all health services such as periodic examinations, employment examinations, health screenings, and e-prescriptions.

We follow all current legal regulations when it comes to occupational health

and safety practices in our offices and production areas. These practices are guided by our Occupational Health and Safety Policy. As Norm Holding, we aim to provide the necessary technical, financial, and human support, as well as to minimize losses, to ensure the continuity of safe and healthy working environments at all stages of raw material supply, production, transportation, and



other services.

In this context, we commit on behalf of all our employees;

- To identify, prevent, reduce and eliminate the hazards that may cause work accidents and occupational diseases and the risks arising from these hazards,
- To maximize the awareness of sustainable occupational health and safety by evaluating risks and

opportunities,

- To encourage employee and employee representative consultation and participation in occupational health and safety studies, as well as to provide an open communication environment,
- To meet our compliance obligations within the framework of legal requirements and other conditions imposed by our suppliers and customers,
- To establish a proactive and transparent management system for continuous improvement in accordance with occupational health and safety objectives,
- To raise the awareness of occupational health and safety among all of our employees, subcontractors, and suppliers,
- To create a safe and healthy working environment, occupational health and safety should become a corporate culture through training and other activities, and all personnel should accept it as a shared responsibility.



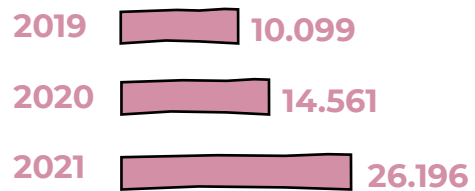
Given the importance we place on employee health, we continued to implement the COVID-19 precautions guide that we developed in 2020, with the goal of keeping COVID-19 on the agenda in 2021 as well. We started monthly cross-factory tours as part of our efforts to expand OHS activities in all factories.

One of our group companies, Norm Civata, has an ISO 45001 Occupational Health and Safety Management System certificate and continues to operate in accordance with these standards. The ISO 45001 Occupational Health and Safety Management System certificate at Norm Civata Izmir facilities was renewed in 2021. In 2021, the occupational accident frequency rate was 3.55, based on total actual working time, and the accident severity rate was 47.13. (TAYSAD benchmark data were taken in the calculations of these data).

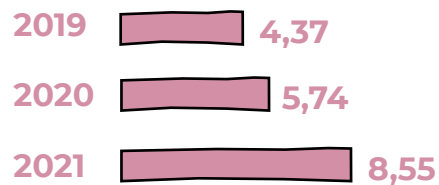
IOVA software is used to record and track occupational accidents. We can

provide instant notification within the company thanks to the system we use. The occupational safety specialist reports accidents to the Ministry of Labor and Social Security within three days. We prepare risk assessment reports on a regular basis in order to proactively manage occupational health and safety risks and map risks. The intervals between risk assessment reports differ depending on the hazard class in each subsidiary and campus. We will

Total OHS Trainings (person*hour)



Annual Average OHS Training per Employee



continue to work toward our goal of Zero Occupational Accidents in the coming period.

We recognize that the training we provide to our employees is the most effective way to improve OHS awareness and culture, and we intend to increase the number of such trainings. As a result,

we provided our employees with a total of 26,196 hours of Occupational Health and Safety Training in 2021, an increase of 80% year on year. We aim to establish an Employee Welfare and Well-being Program in 2023.



Social Activities



We make investments as Norm Holding and group companies to support local socioeconomic development in the regions where we operate. In this context, we work on projects in a variety of fields, particularly education. We hoped to raise awareness by hosting a seminar on Raising Gender-Aware Children on Mother's Day and Father's Day in 2021 with experts in their fields. With the Power of Equality, The Power of Norm Seminar on March 8, International

Women's Day, we emphasized the importance we place on gender equality.

Private İzmir Atatürk Organized Industrial Zone (İAOSB) Nedim Uysal Vocational and Technical Anatolian High School

With the establishment of the Private İAOSB Nedim Uysal Vocational and Technical Anatolian High School in 2014, we hope to train the technical talents of the future. We intend to train

competent employees in the fields of industrial automation, electrical-electronics, and machine technologies in the Aegean region and throughout the country using the training provided. In addition to theoretical courses, we provide our students with workshops and laboratories tailored to each technical field.

Norm Vocational Training Center

We established apprenticeship training centers in İzmir in 2007 and Salihli in 2015 to train qualified labor for the sector

and to provide vocational skills to young people who are unable to continue their education for a variety of reasons. So far, 162 students have graduated from these centers. Norm Holding still employs 97 of them. We closely monitor the development of students in these centers, where a total of 104 students studied in 2021, and contribute to their development with technical and personal development programs added to the current curriculum.





I would like to convey that we will always continue to convey beauty to art lovers, given that every branch of art gives peace to the human spirit, transports people to other worlds, and ignites the production fire in the industrialists' souls.

NEDİM UYSAL
HONORARY CHAIRPERSON

Norm Sanat

We support art through Norm Art Gallery, which has been operating in the Atatürk Organized Industrial Zone since 2003 and is the only example in the sector. With Norm Art Gallery, which has hosted over 150 exhibitions to date, we demonstrate our commitment to art and artists. At the same time, every year between October and May, we organize courses for adults interested in studying art in fields such as oil painting, wood printing, linoleum printing, and those preparing for academia. We offer these courses in collaboration with artists and trainers Gülperi Çelik Yıldız and Gültekin Yıldız, who are well-known in Europe and

Turkey for their artistic identities and work in fields such as oil painting and printing. We believe that art is one of the most important fields for helping people understand themselves and their society. In order to contribute to the development of society, we support contemporary dance as well as plastic arts. We will continue our work in this area in the coming years.



PERFORMANCE INDICATORS

Environmental Performance Indicators 84

Social Performance Indicators 84

Environmental Performance Indicators

Natural Gas Consumption (MWh)*	2019	2020	2021
Natural Gas Consumption	139.255	144.591	203.361
Electricity Consumption	60.563	69.092	95.689

*Overseas locations are not taken into account.

Total Greenhouse Gas Emissions (tonnes CO ₂ e)	2019	2020	2021
SCOPE 1	-	-	41.399
SCOPE 2	-	-	41.272

*Measurement results of all holding companies and their all locations

Water Consumption (m ³)*	2019	2020	2021
Tap water	607.231	609.370	674.668

*Overseas locations are not taken into account.

Amount of Waste Water (m ³)	2019	2020	2021
	624.055	563.164	660.383

*Overseas locations are not taken into account.

Waste Quantities (tons)	2019	2020	2021
Total Hazardous Waste	2.062,578	1.937,120	2.108,867
Total Non-Hazardous Waste	9.406,160	13.401,089	18.904,698

Social Performance Indicators GRI: 102-41

Employees by Category	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Total Number of Employees	231	2257	234	2484	283	3.063
Number of white collar employees	186	389	194	415	240	468
Number of blue collar employees	45	1868	40	2069	43	2.595

By Hours of Work Employees	2019		2020		2021	
	Full time	Part time	Full time	Part time	Full time	Part time
Number of employees by duration of work	2.488	0	2.718	0	3.346	0
Number of white collar employees	575	0	609	0	708	0
Number of blue collar employees	1.913	0	2.109	0	2.638	0

Number of employees by age	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Under 30 years	36	524	42	687	65	1191
30-50 years old (including 30 and 50 years old)	182	1635	182	1709	209	1795
over 50 years	13	98	10	88	9	77

Number Of Newly Hired Employees During The Year	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
	43	338	28	357	75	805
Under 30 years	15	184	11	214	32	586
30-50 years old (including 30 and 50 years old)	27	152	16	141	43	216
over 50 years	1	2	1	2	0	3

Social Performance Indicators

Number of Employees in R&D, Innovation and Digitalization Departments	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
	15	63	15	65	27	86

Subcontractor Employee	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
	Number of subcontracted employees by gender	42	71	47	73	58
	Full time	Part time	Full time	Part time	Full time	Part time
Number of subcontracted employees by working time	113	0	120	0	149	0

Performance Evaluation	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Total number of employees subjected to a regular performance and career development assessment	231	2257	234	2484	283	3063

Diversity And Equal Opportunity	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Employees in a Managerial Position						
Under 30 years	0	0	0	1	0	0
30-50 years (including 30 and 50 years old)	29	93	21	101	36	111
over 50 years	4	21	1	21	2	15
Number of men and women in the Board of Directors	1	5	1	5	1	5
Number of disabled employees by gender	10	52	10	50	13	56

Social Performance Indicators

Employment	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Employee Turnover						
Total number of employees leaving the job	47	302	28	201	27	350
Number of employees under the age of 30 who quit their job	19	147	9	115	7	124
Number of employees aged 30-50 leaving employment (including 30 and 50 years old)	24	141	16	65	6	76
Number of employees over the age of 50 who quit their job	4	14	2	15	0	6
Employee turnover rate calculated by including employees who left voluntarily	0,5%	5%	0,6%	5,6%	0,5%	7%
Number of positions filled with internal candidates	26	90	7	17	14	41
Number Of Employees By Year	Women	Men	Women	Men	Women	Men
Number of employees for 0-5 years	136	1305	139	1331	168	1.840
Number of employees for 5-10 years	68	662	56	833	80	861
Number of employees for 10 years or more	27	290	39	320	35	362
Maternity/Parental Leave	Women	Men	Women	Men	Women	Men
Number of employees benefiting from maternity/parental leave	6	114	3	107	10	124
Number of employees returning to work after maternity/parental leave ends	6	113	3	106	9	124

OHS TRAINING (hours)	2019	2020	2021
Total OHS training	10.099	14.561	26.196
Average annual OHS training per employee	4,37	5,74	8,55

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102-49	Changes in reporting	"An Ethical and Transparent Management Approach, Anti-Bribery and Anti-Corruption Management, Our Value Chain for the Future, Norm Holding Value Chain, Goals, Operational Excellence, Supply Chain Management" 30-32,41-46,53,54
102-50	Reporting period	About the Report 3
102-51	Date of most recent report	https://normholding.com/en/sustainability/
102-52	Reporting cycle	The reporting frequency is determined annually.
102-53	Contact point for questions regarding the report	About the Report 3
102-54	Claims of reporting in accordance with the GRI Standards	About the Report 3
102-55	GRI content index	GRI Content Index 85
102-56	External assurance	No external audit has been taken.

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GRI 200 ECONOMIC STANDARD SERIES

GRI 201 Economic Performance 2016

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	103-3	Evaluation of the management approach	Economical Performance	19-20
	201-1	Economic value produced and distributed	Economical Performance	19-20

GRI 203 Indirect Economic Impact 2016

GRI 103 MANAGEMENT APPROACH 2016	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
	103-2	Management approach and components	The Foundations of Our Sustainability Approach, Sustainability Management	33-36
	103-3	Evaluation of the management approach	Economical Performance	19-20
	203-2	Key indirect economic influences	Economical Performance	19-20

GRI 204 Procurement Practices 2016

GRI 103 MANAGEMENT APPROACH 2016	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
	103-2	Management approach and components	The Foundations of Our Sustainability Approach, Sustainability Management	33-36
	103-3	Evaluation of the management approach	Supply Chain Management	54
	204-1	Ratio of expenditures to local suppliers	Supply Chain Management	54

GRI 205 Anti-Corruption 2016

GRI 103 MANAGEMENT APPROACH 2016	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
	103-2	Management approach and components	The Foundations of Our Sustainability Approach, Sustainability Management	33-36
	103-3	Evaluation of the management approach	Anti-Bribery and Anti-Corruption Management	32
	205-1	Operations assessed for risks related to corruption	Anti-Bribery and Anti-Corruption Management	32
	205-2	Communication and training about anti-corruption policies and procedures	Anti-Bribery and Anti-Corruption Management	32

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	103-2	Management approach and components	The Foundations of Our Sustainability Approach, Sustainability Management	33-36
	103-3	Evaluation of the management approach	Planet Matters, Water and Waste Management	56-57, 61
	301-2	Recycled input materials used	Water and Waste Management	61
	301-3	Recycled products and packaging materials	Water and Waste Management	61

GRI 302 Energy 2016

GRI 103 MANAGEMENT APPROACH 2016	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
	103-2	Management approach and components	The Foundations of Our Sustainability Approach, Sustainability Management	33-36
	103-3	Evaluation of the management approach	Future Matters, Energy and Emission Management	56-57, 58-59
	302-1	In-house energy consumption	Energy and Emission Management	58-59
	302-4	Reduction of energy consumption	Energy and Emission Management	58-59
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GRI 303 Water and Effluents 2018

GRI 103 MANAGEMENT APPROACH 2018	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
	103-2	Management approach and components	The Foundations of Our Sustainability Approach, Sustainability Management	33-36
	103-3	Evaluation of the management approach	Planet Matters, Water and Waste Management	56-57, 60
	303-1	Water Policy and Management Approach of the Organization (Water Management)	Water and Waste Management	60
	303-3	Resource-Based Water Usage	Water and Waste Management	60

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GRI 300 ENVIRONMENTAL STANDARDS SERIES

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	103-2	Management approach and components	The Foundations of Our Sustainability Approach, Sustainability Management	33-36
	103-3	Evaluation of the management approach	Future Matters, Energy and Emission Management	56-57, 58-59
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	305-2	Energy indirect (Scope 2) GHG emissions	Energy and Emission Management	59
	305-4	GHG emissions intensity	Energy and Emission Management	59
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GRI 306 Waste 2020

GRI 103 MANAGEMENT APPROACH 2020	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
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	103-3	Evaluation of the management approach	Planet Matters, Water and Waste Management	56-57, 61
	306-1	Waste generation and significant waste-related impacts	Water and Waste Management	61
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GRI 400 SOCIAL STANDARDS SERIES

GRI 401 Employment 2016

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GRI 404 Training and Education 2016

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	404-3	Percentage of employees receiving regular performance and career development reviews	Social Performance Indicators	84

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GRI 400 SOCIAL STANDARDS SERIES

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GRI 413 Local Communities 2016

GRI 103 MANAGEMENT APPROACH 2016	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
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	103-3	Evaluation of the management approach	Social Activities	80-81
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GRI 416 Customer Health and Safety 2016

GRI 103 MANAGEMENT APPROACH 2016	103-1	Explanation of priority issues and their limits	Sustainability Priorities	39-40
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	416-1	Assessment of the health and safety impacts of product and service categories	Customer Expectations and Satisfaction	51-52



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