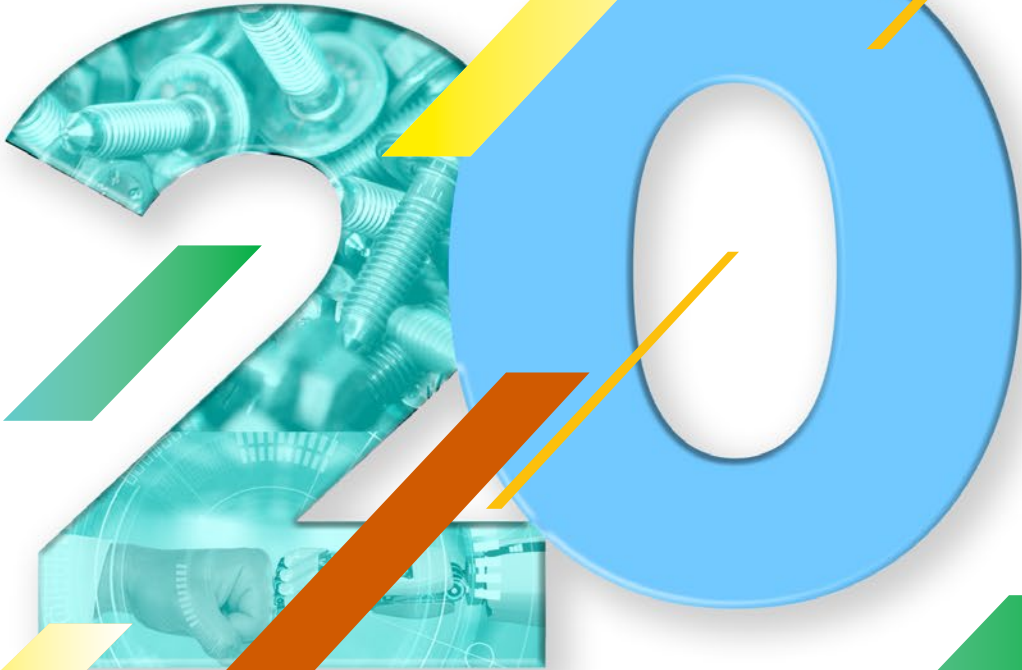
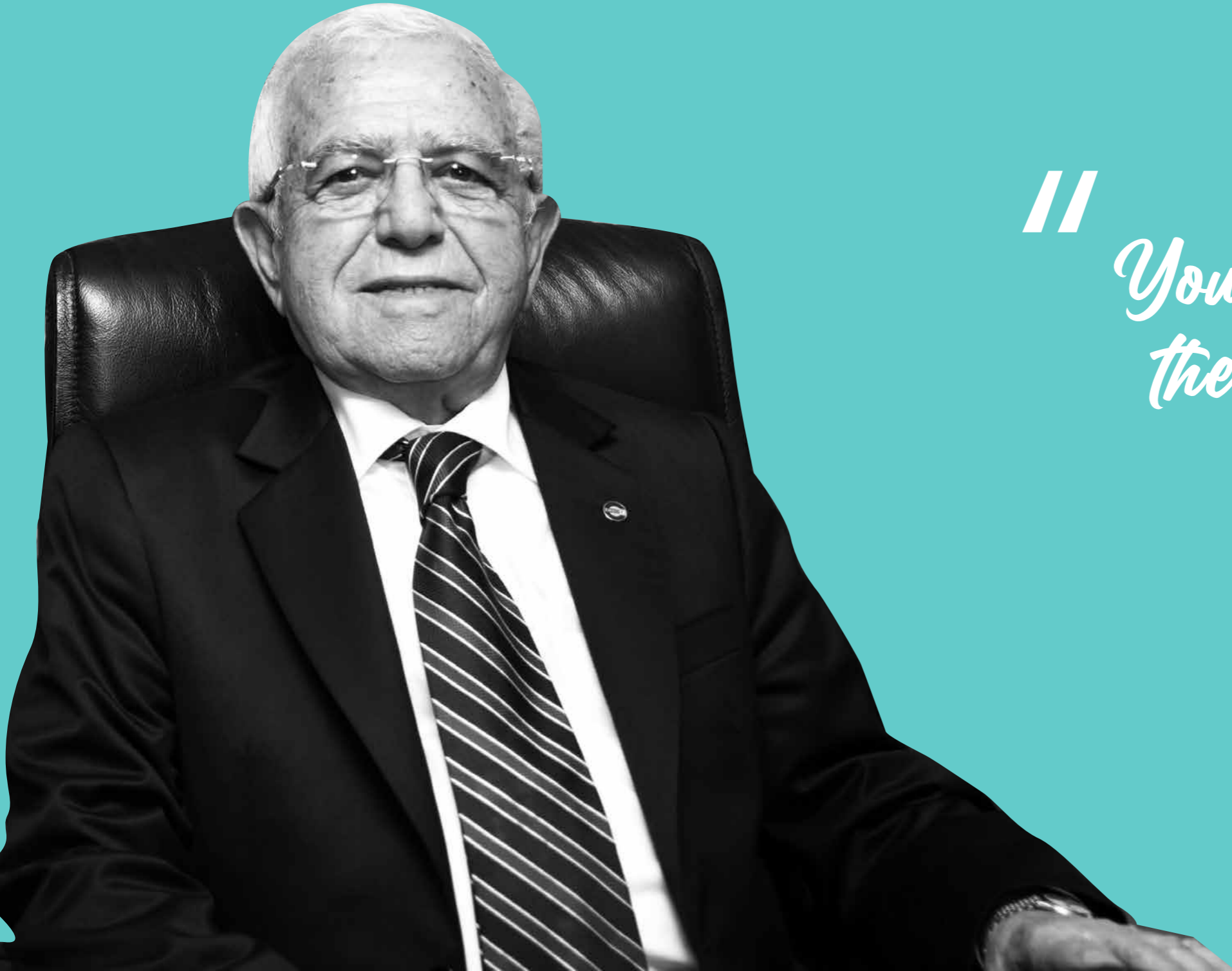


ANNUAL REPORT





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*You must conquer
the hearts first!*

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Our Founder

Nedim Uysal

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CORPORATE PROFILE

As Norm Holding, we have transformed our journey started with a double acting machine in 1973 into a vision full of successes and awards, competing with the world, developing without sacrificing quality, producing with technology.

We have achieved to be the leader of our country in connection elements sector, which is our locomotive power, thanks to our production capacity, quality, innovative human resources perspective built upon our values and our technology advancing year by year.

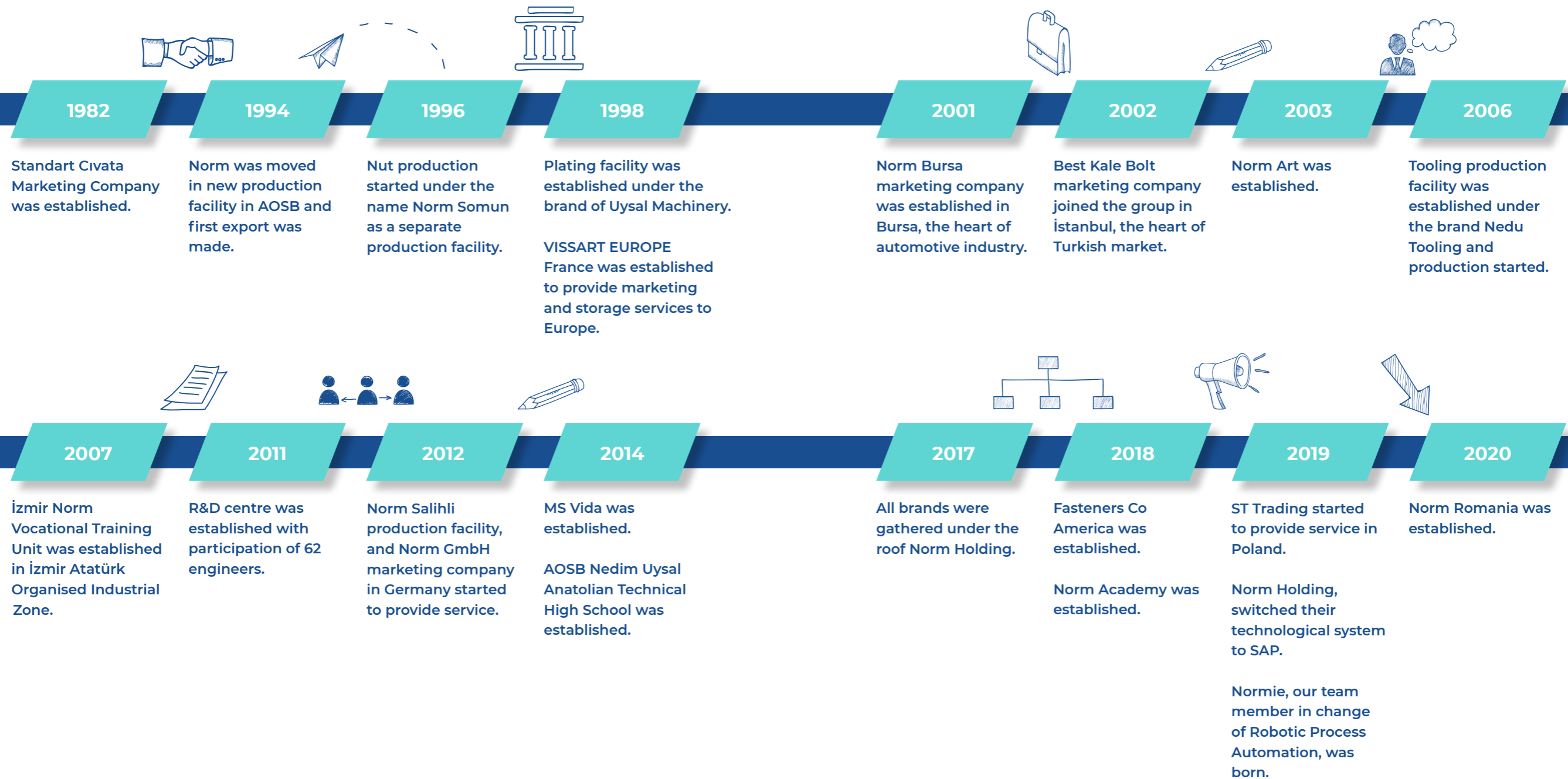
We carry on business in spare-part, white goods, electronics, technology, furniture, construction and machinery sectors, primarily in automotive and subsidiary industry, in national and international markets with 2,710 employees, a total of 15 companies, 5 of which are located overseas, and 10 production facilities. As Holding, we export to more than 35 countries; we are among top 5 in Europe and top 12 in the world in connection elements sector.

We continue growing with values that we add to our national industry and the respect we show towards our society; we improve our "Norms" and make them meet the necessities of time.

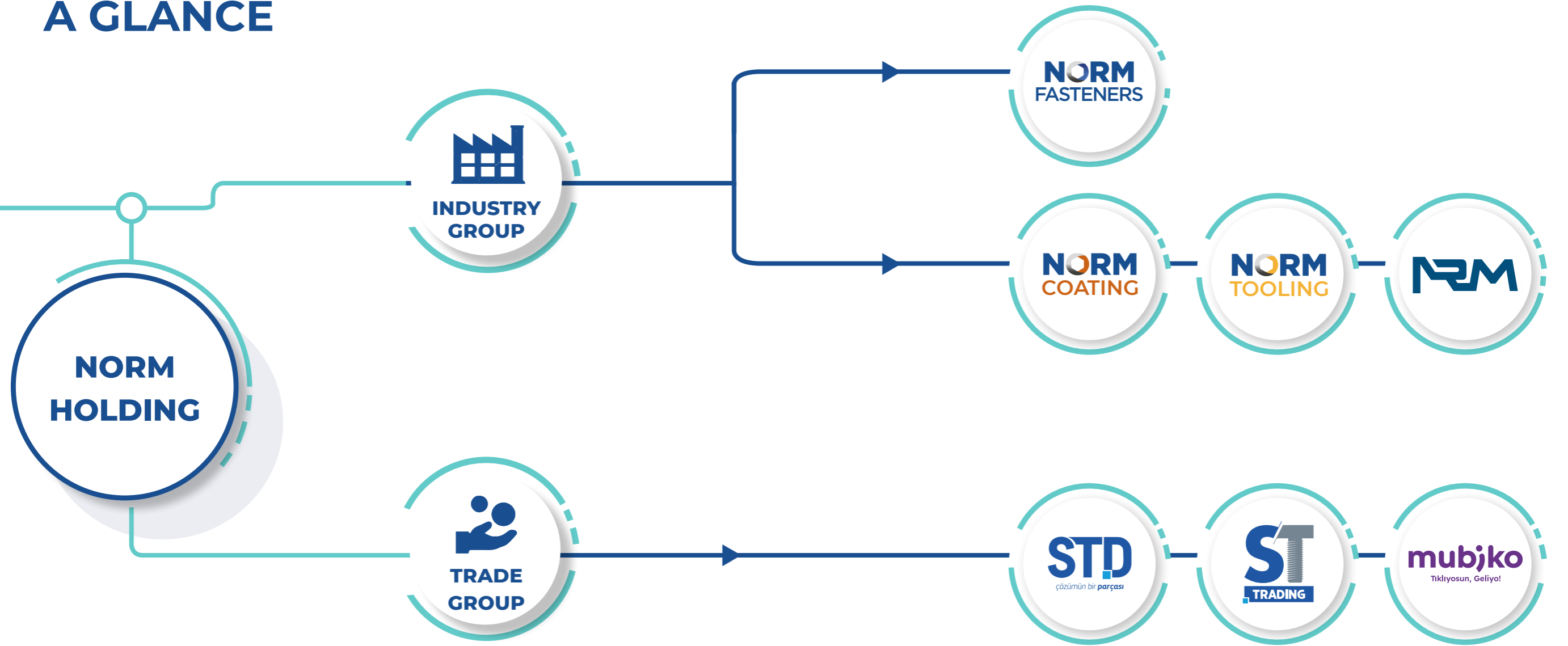
*Our Steps
for the future*
ARE ALWAYS
IN PURSUIT
of perfection

MILESTONES

Our journey started in İzmir in 1973 continues with the same excitement together with 2,710 members of our family and 15 companies. We take innovative steps each year to provide benefit for our country and sector; and we work with all our power in order to carry Norm Holding up to the highest level in the world.



NORM HOLDING AT A GLANCE



2,710
Employees

7
Countries

15
Companies
7
Brands

10
Production
Centres

11
Logistics
Centres

4
R&D
and Design
Centres

Our Mission

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



Our Vision

To be a global company chasing after perfectionism together with its employees.



Our Values

We create value for our customers. We believe in the power of the teamsoul. We respect all our shareholders. We contribute to the society and environment. We continuously develop our norms.



SUSTAINABILITY MANAGEMENT

Norm Holding has determined a significant target and roadmap for 2021 during its journey towards sustainability management started in 2020.



Sustainability Committee is responsible for carrying out activities related to sustainability in Norm Holding and its companies. The Committee is liable for measuring sustainability performance in administrative and economic fields, determining and implementing policies and projects in order to improve such performance. The Committee also organises training programmes with relation to expansion of sustainability and synthesis of it with Norm Holding culture.

Sustainability Committee of Norm Holding is composed of at least three members to be selected among members and advisors of Board of Directors and top managers of Norm Holding to be determined. When required, managers of Norm Holding, who are not a member of Board of Directors, Professional managers in related departments of Norm Holding and its companies and experts who are not included within Norm Holding organisation may take part in the Committee on a temporary basis. Coordination of the Committee is enhanced by Brand Management and Corporate Communication Director.

Sustainability Committee

- It is the Committee determining and fulfilling the strategies, targets and actions within the framework of sustainability approach of Norm Holding.
- It carries out activities of Norm Holding and its companies in the fields of United Nations Sustainable Development Goals and Transition

to Low Carbon Emission Economy and Efficiency, Sustainable Industry and Circular Economy, Sustainable Agriculture and Access to Food, Social Inclusion and Comprehensiveness, Sustainable Finance and Risk Management.

- The Committee determines the articles to be abided by Norm Holding and its companies among seventeen (17) articles included in United Nations Sustainable Development Goals and submits them for the approval of Norm Holding's Board of Directors.
 - It determines performance criteria of Norm Holding and its companies for sustainability targets and implementations, contributes to development of standards, supervises the performance in line with such targets, and make all related units be included in the process.
- It informs employees of Norm Holding and its companies about sustainability policy of Norm Holding, its targets and implementations in this regard, and it carries out activities for internalisation of sustainability issues by the employees.



- It carries out activities with relation to communication and coordination in order for adoption of sustainability policy of Norm Holding by all of its shareholders.
- The Committee meets at least once a month. The frequency of meetings may be increased according to the efficiency of the works and intensity of the agenda upon Committee's decision. The Committee prepares a report about its activities on an annual basis; the Committee reviews the document for obligations and working principles; it submits the document for the approval of Norm Holding's Board of Directors when an update is required.

Working Groups provide service in order to support Sustainability Committee. There are 4 groups namely as Digital Transformation, R&D and Innovation, Human and Society and Environment. The working groups have been planned to compose 7-8 members, who are determined by means of open call. The distribution of membership may be as follows: 2 experts, 2 senior experts, 2 team leaders and 2 directors. In this context:

- The Working Groups is liable for carrying out the issues determined by the Committee.
- Subject and objectives of Working Groups are determined by the Committee and submitted to Executive Board of Norm Holding together with the persons and their duties detected according to the company and departments. Views and recommendations are taken.
- The Working Groups carries out all duties with relation to determination of targets in line with the decisions taken by the Committee, implementation and monitoring of sustainability works, fulfilment of revisions and all other duties asserted by the Committee with relation to sustainability.
- The Working Groups submit their works and reports to the Committee.
- Members of the Working Groups participate in and contribute to Committee works when required.

Sustainability Priorities

An analysis process has been completed in order to determine priority issues that will establish focus points of Norm Holding and Group companies in sustainability fields and to ground future strategy

of them. The process has been carried out in accordance with AA1000 Shareholder Participation Standards; and multi-level priority matrix has been formed.;

- Internal and external shareholder mapping has been completed; relations of shareholders with Norm Holding have been established.

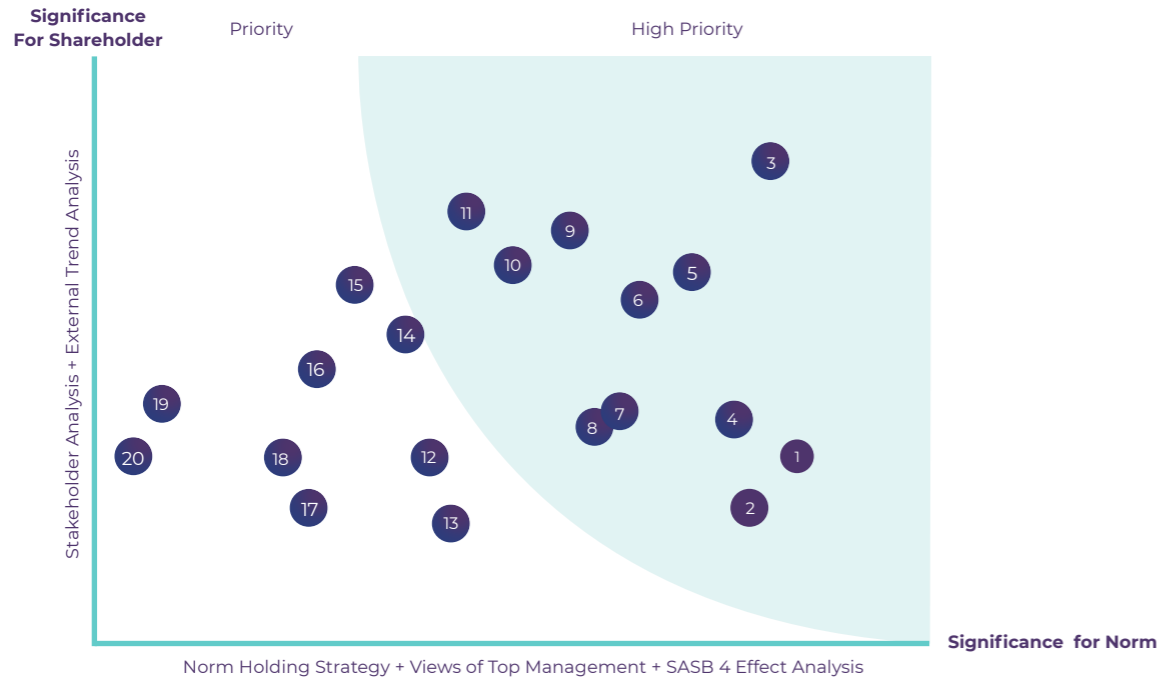
Feedback has been obtained by means of online question form from the employees that are considered as internal shareholders, and from international organisations, universities, customers, NGOs/associations, financial institutions and suppliers, all of which are considered as external shareholders.

- During the analysis, global sustainability trends have been examined in addition to feedbacks obtained from the shareholders. Among such trends are 11th Development Plan, European Green Deal, priorities determined by Sustainability Accounting Standards Board for sectors, Sustainable Development Goals Industry Index and priority issues of local and global peer companies.

Prominent priorities of the shareholders have been analysed considering the report prepared within the scope of Norm Holding strategy and Leadership Workshop. In this analysis:

Views of top management of Norm Holding have been taken by online question form.

- In addition to online question form, opinions of top management have been obtained by means of focus group organised with the participation of Board of Directors.
- The issues dwelled upon by Norm Holding and Group companies in line with the business strategy and future goals have been evaluated together with the results of Leadership Workshop.
- Risks and opportunities, coming to the forefront in financial and legal terms and in regard of innovation and competitions, have been examined by means of SASB 4 Effect Analysis evaluating sustainability issues within the framework of different effects and opportunities, which is recommended by SASB to determine priority issues of companies independently from the sectors.



- 1 Digitalisation and Automation
- 8 Responsible Investment Approach
- 15 Responsible Source Management and Purchase
- 2 Corporate Management
- 9 Occupational Health and Safety
- 16 Business Ethics
- 3 Climate Change and Energy Consumption
- 10 Talent Management and Employee Commitment
- 17 Contribution to Local Socio-Economic Development
- 4 Operational perfection and Efficiency
- 11 Water and Waste Management
- 18 Multi-Stakeholder Initiatives and Cooperation
- 5 Product Safety and Quality
- 12 Equal Opportunity and Variety
- 19 Biodiversity
- 6 R&D and Innovation
- 13 Risk Management
- 20 Social Investment Programmes
- 7 Customer Expectations and Satisfaction
- 14 Human Rights and Fair Labour Conditions

Significance Level	Priority Issue	Related SDGs	How do we manage?
High Priority	Climate change and energy consumption	7, 9, 12, 13	We are showing effort to decrease green gas emissions and to achieve a carbon neutral future during our struggle against climate crisis. In this scope, we are making energy efficiency and renewable energy investments, defining climate risks and measure its effect on our business.
	Product safety and quality	9, 12	We are abiding by high product safety standards in order to make our customers to reach safe products all the time; we are developing projects and practices for protection and improvement of product quality standards.
	R&D and Innovation	9	Innovative and responsible production is highly important for competitiveness. Therefore, we make investment in research and development activities, and we are developing products towards needs of our customers and the future.
	Operational perfection and efficiency	9, 12	We increase efficiency by enhancing business processes and operations.
	Occupational health and safety	12	Protection of physical, mental and emotional health of our employees is one of the most important issues for us in all business processes as they are our most valuable shareholders. We are taking necessary precautions for creating a healthy and safe working environment.

Significance Level	Priority Issue	Related SDGs	How do we manage?
	Talent management and employee commitment	4, 8, 9	We are trying to bring new generation talents and competencies in Norm Holding companies, to keep such talents and improve them by means of personal development and career planning practices. In this context, we regularly measure commitment and satisfaction levels of the employees and we carry out projects and practices to increase such levels.
	Digitalisation and Automation	9	Digitalisation and automation play an important role in increase of efficiency and safety in all business processes. As Norm Holding, we both invest in new technology and digitalisation and provide increase of automation in all business processes.
	Water and Waste Management	6, 12, 14	We adopt "Zero Waste" approach with relation to waste management in our business model based on production, and we aim at recycling wastes and by-products. In addition, we aim at decreasing consumption of water and other valuable natural resources and preventing environmental pollution.
	Customer expectations and satisfaction	9	We compile expectations and feedbacks of our customers, who are among our most important shareholders, by means of effective communication channels, and we try to keep the level of satisfaction high by quality products/services.
	Responsible Investment Approach	7, 12, 13	As Norm Holding, we aim at pursuing environmental, social and corporate management principles in resolutions for new investments. We look for social and/or environmental benefit focus in new products and services we develop.
	Corporate Management	9	We adopt fair, transparent, accountable and responsible corporate management approach.
	Responsible Source Management and Purchase	12, 13	We aim at integration of environmental, social and ethical conditions with supply chain and monitoring of such integration; we also target improvement of our suppliers with us during our sustainability transformation.
	Human Rights and Fair Labour Conditions	5, 8, 10	Protection of employees' rights during the whole value chain is a significant issue for Norm Holding. We show effort to prevent every kind of discrimination in this regard and we try to create a fair and equal working environment for all.
	Equal Opportunity and Variety	5, 8, 10	We seek for equal opportunity and variety in the working environment, primarily during recruitment process. We do not make any discrimination with relation to language, religion, nationality, gender, ethnic origin, sexual orientation and disability.
	Business ethics	5, 10	We manage Norm Holding and Group companies within the framework of an ethical business approach and we prevent unfair competition.
	Risk management	9, 12	We continue our efforts to manage financial and non-financial risks in an integrated manner.
	Biodiversity	12, 15	Although the regions we carry on business are not so significant in terms of biodiversity, we attach great importance to protection of all living species and their habitats.
	Social investment programmes	5, 8, 10	We develop strategic and long-term social responsibility programmes that contribute to both the Holding and the society.
	Multi-stakeholder initiatives and cooperation	17	We signed United Nations Global Compact in 2020. We aim at continuing to be a party to local and global incentives and to establish cooperation in order to create values at larger scales in the field of sustainability.
	Contribution to local socio-economic development	10	We signed United Nations Global Compact in 2020. We aim at continuing to be a party to local and global incentives and to establish cooperation in order to create values at larger scales in the field of sustainability.

High Priority

MANAGEMENT

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Distinguished Shareholders,

We have gone through various changes not only in the field of health but also in economic, social and political terms due to COVID-19 Pandemic affecting the whole World in 2020. It has been a year during which many sectors came to a standstill, country borders were closed, we stayed in our houses for months and accordingly we experienced uncertainty due to the pandemic.

Following the outbreak of first COVID-19 case in March, Turkish economy continued to grow in the first quarter but shrunk by 9% in the second quarter. During the third quarter, economic activities started to gain speed thanks to measures taken within the fight against the pandemic and to continuation of production, and national income increased by 6.7%. Turkish economy, growing by 5.9% in the last quarter, compared to the same period of previous year, showed a growth rate of, 18% at the end of 2020 compared to the previous year and has become one of the countries closing the year at a positive level. According to the data of TSI, GDP per capita was calculated as 60 thousand 537 TL over current prices and as 8 thousand 599 USD in 2020.

Countries tried to preserve their economies by means of delay of payments by various monetary policies, credits or cash supports. Furthermore; according to Global Risks Report of World Economic Forum, global risks that will affect the World shall result in new economic impacts depending on the health problems to occur due to new COVID-19 variants. Among the riskiest 10 issues are "pandemic diseases", "climate changes", "livelihood crisis", "lack of cyber security measures", "inequality in digital World" and "long-term recession in economy".

2020 has been a negative year in terms of global trade and a shrinkage by 7.5% has been observed in global trade throughout the year.

During the pandemic, troubles experienced in global trade decreased the demand for containers rapidly and the sudden increase in container demand depending on the rapid increase in trade resulted in rapid increase of transportation costs in trade

of goods. Such increase, high demands, defaults in supply chain, expansionary monetary policies during the pandemic caused the cost of imported intermediary goods used by domestic manufacturers and exporter companies to increase.

Due to factory shutdowns by many manufacturers throughout the World and the setbacks having occurred in supply chain during the first months of COVID-19 pandemic, automotive industry has been one of the mostly-affected sectors. While automotive market shrunk by 23.6% in 2020 in Europe, automotive sales were realised 24.3% less than the previous year in 2020, and light commercial vehicles sales were realised 18% less than the previous year in 2020. Despite all negativities experienced in Europe and throughout the World, Turkish automotive market closed 2020 with a growth rate of 61,8% by selling 796.200 pcs.

Turkey closed the year 2020 at the 6th rank among European countries with an increase by 61,8% in automotive sales when compared to the sales of 491.947 pcs in 2019.

Despite the fluctuation in Europe, 77,3% of Turkish automotive export amount of 25,95 billion dollars was made to European countries in 2020.

Sustainability, which is on the agendas of world countries and the business world, is on our agenda too. We aspire to increase the awareness for sustainability and its effects for our country first and then for all our stakeholders. We will focus on the issue of Sustainability in 2021 altogether with our Board of Directors and Executive Board and employees, by determining our focal points among United Nations Sustainable Development Goals. We have established the target of publishing our Sustainability Report as of 2021. We have reviewed our processes within the framework of sustainability in the Holding and all our companies, and we have launched works for issues that may affect the producers directly within a short period of time, such as green deal and carbon tax. We continue our efforts that will become more important in the coming periods after the increase in investments made to electrical vehicles throughout the world. In this context, we are making investment

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Sustainability, which is on the agendas of world countries and the business world, is on our agenda too. We aspire to increase the awareness for sustainability and its effect for our country first and then for all our shareholders.

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plans by which we will be able to continue to contribute to both our sector and the economy of our country.

I would like to extend my thanks to the esteemed Norm family making such investments possible and working with great self-devotion under all circumstances and to our business partners supporting us all the time, and I wish a happier and more hopeful future for all.

Best Regards,

Fatih UYSAL
Chairperson of Board of Directors of
Norm Holding



BOARD OF DIRECTORS

Mehmet Fatih Uysal

3

Chairperson of Board of Directors

Fatih UYSAL, graduated from Business Administration Department of Economic and Administrative Sciences Faculty of Dokuz Eylül University in 1983, started his Professional career in 1980 as Director General in Standart Cıvata which is one of the companies of Norm Holding. Becoming Deputy Chairperson of Board of Directors in 1995 in Norm Cıvata company, Fatih UYSAL has been continuing his career as Chairperson of Board of Directors of Norm Holding since 2013. Fatih UYSAL is a member of Board of Directors of TAYSAD, BESİAD and Aegean Exporters Union; Deputy Chairperson of İzmir OIZ; member of Coordination Board in İzmir Metropolitan Municipality's Economic Development Board; member of Executive Board in Turkish Education Foundation; Councilman in Turkish Union of Chambers and Commodity Exchanges; and member of ESİAD and EGİAD.

Nedim Uysal

1

CEO / Chairperson

Graduated from İzmir American College, Nedim UYSAL completed university education in Economy Department of Michigan State University. Serving as intern in different units of Norm Cıvata company as of the period of secondary education, Nedim UYSAL started his Professional career in Norm Holding shortly after graduating from the university. He currently works as CEO and Deputy Chairperson of Board of Directors in Norm Holding.

Duygu Uysal Simrooğlu

2

Member of Board of Directors

Graduated from İzmir American College in 2010, Duygu UYSAL SİMROOĞLU completed graduate education in Drama and Arts department of New York University. Having professional interest in various dance types and visual arts, Duygu UYSAL SİMROOĞLU was also trained as yoga instructor.

Muhittin Bilget

5

Member of Board of Directors

Graduated from Faculty of Political Sciences in Ankara University, Muhittin BİLGET completed post-graduate education in Economy Department of Vanderbilt University in USA. Having worked as TR Prime Ministry Bank Examiner and Deputy Chairman of Bank Examiners Board between 1979 and 1993, he provided public service for the last time as Economy and Commercial Counsellor in TR Ottawa (Canada) Embassy between 1993 and 1995. Having been working at top management positions in private sector since 1996, Muhittin BİLGET has Certified Public Accountant and Independent Auditor license. He carries out the following duties: Deputy Chairman of 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., Chairman of Roundtable for Economy, Revenue and Finance.

Ceyhun Araz

4

Member of Board of Directors

Ceyhun Araz completed graduate and post graduate educations in Industrial Engineering Department of Dokuz Eylül University. He completed PhD in Supply Chain Management and got PhD degree from the same university. In 2010, he received the title of Associate Professor and established Industrial Engineering Department in Manisa Celal Bayar University. Having academic publications more than 40 and citations of more than 1500, Ceyhun ARAZ received the title Assoc. Prof. Dr. in Industrial Engineering in 2018. Serving as board member in various industrial technological companies, he has been taking part as member in Board of Directors of Norm Holding since 2015.



BOARD ADVISORS



Mustafa
Doğrusoy

Mustafa Doğrusoy studied both in Faculty of Business of Istanbul University and Computer Engineering Master's Programme of Yıldız Technical University at the same time and graduated with an MBA degree. As a Strategy and Investment Consultant, he provided consultancy services for corporations in various fields concerning Administration, Organization, Strategic Planning, Change Management, Targeting, Vision Development, Re-Structuring, Creation and Application of Performance Development System, Creation and Management of New Organizations, Institutionalization, Creation of Corporate Culture. He is currently working on topics of Corporate Management, Corporate Risk Management, Corporate Financing, Institutionalisation for Family Businesses and Capital Market Legislations for Stock Corporations. He participated in projects concerning financial status analysis and reporting, Creation of Financial Discipline and Budgeting Methods, development of public offering processes of corporation, 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 in order to organise a suitable structuralising in accordance with the local legislations for a foreign corporation planning to operate in Turkey.

He is lecturing in topics of Corporate Management, Institutionalisation, Risk Management, Creation of Management Boards, their structure and efficient operation, strategical organization of corporations in postgraduate and doctorate programmes of universities as a visiting scholar and is working as a member of the Consultancy Board of a private university. He received the award of Contribution to Corporate Management for his studies conducted on Business Life and Economy of Turkey. He was a member of the Board of Management of Corporate Governance Association of Turkey between the years of 2015 – 2019. He has worked as a member of Independent Board of Directors of many Stock corporations since the year of 2012, in accordance with the Capital Market legislations.



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. Uludağ 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. Uludağ, 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. Uludağ 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.

REPORT OF BOARD OF DIRECTORS FOR 2020

BOARD OF DIRECTORS

Organisation and Structure of Board of Directors

Deputy Chairmanship of Board of Directors and the duty of CEO, positioned at the highest level of execution, are carried out by the same person. Table to the right summarises the information about members of Board of Directors.

Regulations related to Company's Board of Directors have been determined in Articles of Association and the business of the company is carried out by a Board of Directors composed of at least one member to be elected by resolution of General Assembly within the framework of provisions of Turkish Code of Commerce. In General Assembly of the Company, dated 14.12.2020, it was resolved that the Board of Directors shall be composed of 4 members in total,

1 of which is not a partner. Selection of two non-partner members for the Board of Directors has been a significant step for Norm companies towards institutionalisation since 1973, when the business was started.

Besides members of Company's Board of Directors, advisors of Board of Directors are determined in a manner that will enable them to make efficiency and constructive contributions and to take rapid and wise decisions.

Authorities to sign are included in internal directive, formed in line with the provision included in Articles of Association and articles 367 and 371/7 of Turkish Code of Commerce, on the basis of titles; and they

Name-Surname	Position	Executive and Liability Status	Other Duties
Mehmet Fatih UYSAL	Chairperson		Chairmanship and Membership in internal and external companies.
Nedim UYSAL	Deputy Chairperson	CEO	Board of Directors Membership in group companies
Duygu UYSAL SİMROOĞLU	Member		-
Muhittin BİLGET	Member		Board of Directors Membership in internal and external companies
Ceyhun ARAZ	Member		Board of Directors Membership in internal and external companies

are included in circular of signature on the basis of names. "Manager Liability Insurance" is available for members of Board of Directors and top level managers of the Company.

Members of the Board of Directors have been granted the authority to carry out transactions with the company on his/her behalf or on behalf of the others without any requirement to obtain permit of General Assembly under article 395 of Turkish Code of Commerce. Moreover, members of the Board of Directors may also take part in Boards of Directors of subsidiaries of the company.

Meetings of Board of Directors and Activity Principles

There are consistent and long-term processes in our Company with relation to the type of meetings of Board of Directors; however, there is no written in-house regulation in this regard. Although such situation does not have any negative effect on operation of Board of Directors, it has been planned to make principles of Board of Directors will be written in 2021. Meetings of Board of Directors are attended by its members as well as advisors and determined top level managers.

Agenda of meetings of Board of Directors is composed of the issues asserted by related legislation to be concluded by Board of Directors

and the issues demanded by advisors of Board of Directors and executive bodies; the agenda is compiled by Secretary General of Board of Directors and finalised by means of consolidation.

Secretary General of Board of Directors is responsible for transcription of agenda of Board of Directors' meetings, preparation of Board of Directors' resolutions, notification of members and advisors of Board of Directors and fulfilment of necessary communication.

The company benefits from knowledge and experiences of the advisors of Board of Directors at the highest level. In Board of Directors, each member has one voting rights and opinions of advisors are taken into consideration while taking decisions; non-partner members of Board of Directors can express and declare their opinions freely.

Face-to-face meetings of Board of Directors may be organised in company headquarters located in İzmir OIZ or any other suitable facility of Group companies in İzmir or Salihli. Online meetings can also be organised on electronic environment.

Board of Directors' meetings were held regularly on a monthly basis by a participation rate over 80% in 2020. First two meetings of the year were held





face-to-face; and following 10 meetings were held online due to COVID-19 pandemic. All resolutions taken in Board of Directors' meetings were signed by shuffling hand to hand. No opposition or different opinion were reported during the meetings of Board of Directors in 2020.

Moreover, members of the Board of Directors were informed regularly about the performance and developments of the company; it was monitored effectively whether actions and executive activities required to be taken in line with resolutions of Board of Directors have been fulfilled on due time and in desired quality.

Committees within Board of Directors

The Committee Liable for Auditing have carried out its activities effectively in order to monitor functioning and adequacy of systems related to accounting, financial reporting and internal audit and efficiency of independent auditing throughout the year to enable Board of Directors to fulfil its

duties and responsibilities in a healthy manner. The Committee Liable for Auditing held 4 meetings in total in 2020, 3 of which were face-to-face.

As Norm Holding is not an Exchange company, it is not subject to capital market legislation.

Within the scope of Company Institutionalisation Project planned to be launched in 2021, it is targeted to abide by Capital Market Law including regulations with relation to corporate management principles (Principles) of Capital Market Board and the communiqués issued on the basis of such law on condition of serving as a good management sample and in accordance with management codes of company and upon approval of Board of Directors. In this line; besides Committee Liable for Auditing carrying out its activities in 2020, Corporate Management Committee, Committee for Early Detection of Risk, Sustainability Committee and Business Development and Investment Committee shall be established in 2021 and working principles

of all committees shall be in written. It has been proposed to take necessary actions considering the best practices, and to make committee assignments by considering knowledge and experiences of potential members.

SHAREHOLDERS AND GENERAL ASSEMBLY

General Assembly Meetings

General Assembly activities start following declaration of financial tables of the Company and General Assembly convenes after completion of legal procedures.

During the General Assembly meetings, the issues included in the agenda are conveyed to shareholders in a transparent and detailed manner and by a clear and understandable method; the shareholders are granted the opportunity to declare their opinions and ask questions under equal conditions and a healthy negotiation environment is created accordingly. Members of Board of Directors, related to the specific issue on the agenda, authorities liable for preparation of financial tables and independent auditor attend the General Assembly meeting in order to make necessary briefing and answer the questions. General Assembly meetings are held under the supervision of Representative of Ministry of Commerce.

In Ordinary General Assembly meeting, during which activities of 2019 were negotiated, all of company capital was represented physically. The meetings were participated by shareholders of the company (directly or by attorney), members of Board of Directors, independent auditor and other authorities of the company. Agenda topics of the General Assembly of the Company are stated in an explicit manner in order to prevent misinterpretation.

Voting and Profit Share Rights

Among shareholders of the company, there is no other legal entity which is or which is not a subsidiary of the company. There is not provision in the Articles of Association that prevents a party, which is not a shareholder, to enjoy voting right by attorney. The capital is composed of A and B Group shares. A group shares has the privilege to nominate for Board of Directors, the privilege for profit share and voting privilege.

Internal Audit

Internal auditing activities designed within Norm Holding aim at ensuring effectiveness and efficiency of activities, safety of financial data and compliance with legislations.

Effectiveness of Internal Auditing activities are evaluated periodically by Internal Auditing Department of Norm Holding, assigned by the Committee Liable for Auditing; and it is put on the agenda of meetings of Committee Liable for Auditing. In addition, briefings are made at Board of Directors level when required.

Distinguished Business Partners and shareholders,

2020 has been a year during which COVID-19 pandemic marked itself and our business processes have been changed deeply. While leaving the initial period of such tough process behind by transferring our business processes into digital media and benefiting from our 48-year experience and knowledge, we have put all precautions recommended by both Ministry of Health and World Health Organisation into effect in all our companies with our motto "Human First". Thanks to the constant and open communication we have established with all our shareholders for one year, we have been able to carry out our business without any setback and we have continued to grow by means of timely interventions.

During the beginning of the pandemic, our employees eligible for working home office started to work online. In addition, we have carried out activities in order to mitigate the contact by increasing the frequency of shifts in production from time to time. Thanks to due diligence we have attached to the precautions and compliance of whole team with the measures carefully and sensitively, we have left behind such process with minimum damage.

While we have closely followed expectations of our customers, we have also aligned our research and development strategies according to such expectations. Within 2020, which we have carried out intense business activities, we have recorded a turnover of 198 million Euro from our companies producing connection elements, 80 million Euro from our trade group companies, and 44 million Euro from our logistics companies. We have held regular meetings with our teams and carried out works such as preparing alternative plans for orientation to domestic market, supply chain and stock management in order to manage the expectations of our shareholders that have intended to keep stocks after the fluctuation experienced in demands, difficulty of raw material supply and increase in freight prices due to the re-opening process taken place following the closure of factories especially in Europe.

While carrying out our current business, we started to structure our strategy "to the farthest together" in 2020 within our company. In 2020, when we started to head for the same target with all of our company, departments and colleagues, we have approached to the issues of digital transformation, innovation and R&D, sustainability and employer brand sensitively. We have launched different training and leadership programmes in order to adapt to the order of changing world as well as to be a part of such change and to bring all our shareholders to the same knowledge level. We have evaluated new investment opportunities in 2020 in line with our target heading to the farthest, and we have carried out intense research and planning activities for our agricultural investments, technology company and e-commerce sites. In terms of sustainability, we have contacted with our shareholders together with our consultant company for the first report will be published in 2021, and we have evaluated the priorities of Norm and we have started to work for strategies and targets to be developed in this regard.

I would like to extend by sincere thanks and respects to all our business partners and shareholders, primarily to my team members embracing the business to the fullest despite hard conditions.

“

While carrying out our current business, we started to structure our strategy "to the farthest together" in 2020 and we started to head for the same target with all our company, departments and colleagues.

”



Nedim UYSAL
CEO / Deputy
Chairperson of Board
of Directors

EXECUTIVE BOARD



Nedim Uysal
CEO /
Chairperson



Mahmut Öztürk
Head of
Industry
Group



Caner Melek
Head of Trade
Group



Kumru Tınaz
Financial Affairs
and Finance
Director



Filiz Ergin
Human
Resources
Director



Erkan Yeniçare
Technology
and Digital
Transformation
Director

Meetings of Board of Directors

Company	Frequency
Norm Holding	Monthly
Standart Civata	Quarterly
Norm Fasteners Nut	Quarterly
Norm Coating	Quarterly

Committees

Corporate Management Committee
Auditing Committee
Committee for Early Detection of Risk
Sustainability Committee
Business Development and Investment Committee

2020

ACTIVITIES

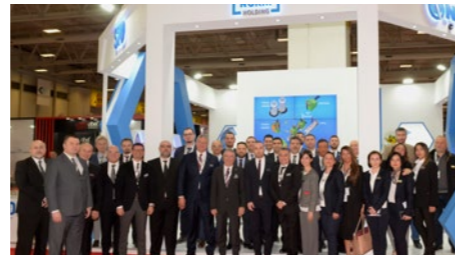
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2020 IN HEADLINES

We launched many projects synchronically in 2020, the year that passed highly intense due to both institutionalisation and brand strategies and COVID-19 pandemic.

We took part in Fastener Fair Istanbul

As Norm Holding, we participated in Fastener Fair Istanbul, organised in 27-29 February 2020. We had the chance to meet our business partners during such fair held in Istanbul and Stuttgart as one of the largest fair for connection elements in the world. After the first day of the fair, we gave a dinner for our business partners participating in the fair from Turkey and overseas.



We put "What's up", our internal communication portal, into use

We put our internal communication portal, "What's up", into use in April in order to improve in-house communication and to increase rapid and open communication due to the home-office working order started after outbreak of pandemic in march 2020. Especially in the beginning of the pandemic, we communicated about COVID-19 intensely thanks to our intranet platform. We supported precautions taken and the messages given by CEO and Human Resources by means of such platform.



We sponsored Information Technologies Summit

We sponsored the Information Technologies Summit organised digitally under the theme "What's next?" in 16-20 December 2020 by Management Engineering Club of ITU Faculty of Business Administration in Maçka Campus. During the summit, informatics has been examined as a sector, disregarding technical aspects, and important points were highlighted. The objective of the summit was to attract the attention of students to the information sector and to establish contact between students and the business world. In the summit, our Technology and Digital Transformation Director, Erkan Yeniçare, took place as speaker.



We published Stay Home Guide of Norm Holding

For 1 year as of the beginning of COVID*19 pandemic, we shared "Stay Home Guide of Norm Holding" with our employees every Friday. We encouraged our employees to stay at home during the lockdowns and support them to spend good time with contents we shared together with our recommendations, from cinema to yoga, from TEDx speeches to family activities.



We started to work for our umbrella strategy

We started to work for reviewing strategies of Norm Holding and adapting strategies of all companies included in the holding to the umbrella strategy. After announcement of the project to all employees of the company, a workshop was held with intense participation.



We have taken step towards our sustainability strategy

In the scope of sustainability works, we started to work for creation of prioritisation analysis, sustainability strategy and statement, and for realisation of related action plans. Moreover, we started to act for preparation of sustainability report that we aim to issue in 2021 for the first time.



We started to work for renewal of brand and corporate identity

In the scope of institutionalisation process started in 2017 for Norm Holding, we started to work for updating corporate identities of companies and brands included within Norm Holding and for creation of new logos and corporate identities.



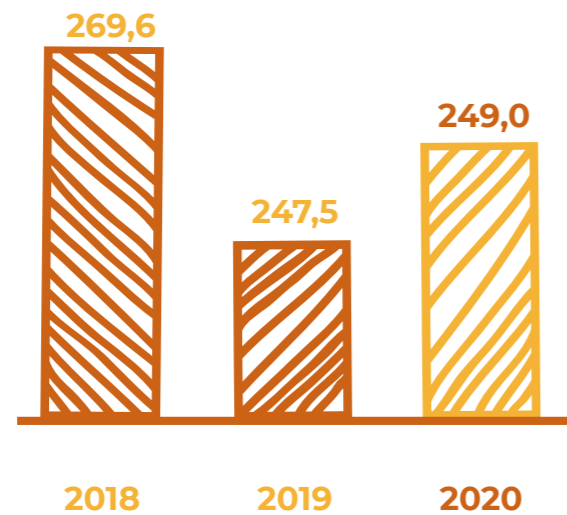
2020 IN FIGURES

CONSOLIDATED

Net Sales

Million €

€ 249 Million



“

Norm Holding, one of the biggest organisations in the field thanks to its production infrastructure in world standards, has complied with the changing world and business environment rapidly and strongly and closed the year with success.

”

HOW DID WE MANAGE COVID-19 PANDEMIC?

We rapidly took action as Norm Holding upon outbreak of coronavirus, emerged in December 2019 in China and started to spread all over the world, (COVID-19) in March in our country and we have created as safe environment for our employees and visitors as much as possible.

We take all precautions related to coronavirus pandemic under following conditions in group companies of Norm Holding

- Article 4 of Law no. 6331 on Occupational Health and Safety
- Labour Law no. 4857
- Regulations on Risk Assessment for Occupational Health and Safety
- Regulations on Prevention of Risks for Exposure to Biological Agents
- Statement of TR Ministry of Family, Labour and Social Services on Precautions Required to be Taken at Workplaces for Coronavirus, published in 20.03.2020
- Statement published on 20.03.2020 with relation to the precautions required to be taken by occupational health and safety professionals at workplaces
- Law on protection of Personal Data

Risk Assessment and Update of Emergency Action Plans

We have prepared a roadmap by working on precautions required to be taken and on coronavirus risk assessment table. Human Resources unit contacted immediately with all departments for fulfilment of precautions and emergency action plans were updated.

Personal Hygiene Measures

We established disinfection cabinets in entrance and exit areas of all our group companies for the personnel to let them make feet and hand

sanitation. Moreover; we started to work by wearing masks in all workplaces in line with the resolution given by Ministry of Health in 3 April 2020.

We determined the maximum number of people to appear together in a place considering the size of the area in order to keep social distance in common areas, meeting halls and offices, and we made necessary markings. We replaced disinfection tools and water dispensers with pedal versions in order to minimize contact in common areas.

Travel and Event Restrictions

We ceased all travels to be made to overseas with relation to the activities of our company as of March; and we cancelled all events such as meeting, training, conference, fair. Moreover, we informed our personnel to avoid personal travels both within the country and abroad and to obtain the approval of top manager when required and to inform the Occupational Health and Safety unit of the company. We made our personnel travelling due to compulsory causes remain out of the working sites at least 14 days and we strictly followed directives of Ministry of Health with relation to post-travel process.

Printed and Visual Briefing Banners

We placed briefing banners, including precautions, on common areas of employees for protection from coronavirus.

We reflected information screens and top screens

in production areas the "14 rules" published by Ministry of Health and we increased the awareness. Moreover, we informed our employees regularly with relation to the precautions taken by means of SMS and e-mail.

Informing Employees about 14 Rules

Our workplace doctor and occupational safety experts gave briefings to all our employees in groups about accurate techniques of hand washing, 14 rules stipulated by Ministry of Health, mask and glove usage, compliance with the actions taken.

Visitor and Movement Restrictions

We ceased visitor entrances from outside and cancelled all visits planned to be made by our personnel to other companies. We mitigate in-group company transfers and made the follow-up carefully. Moreover, we allocated waiting room for the drivers coming for transfer and we prevented their entrance into common areas. We imposed the obligation to wear mask and gloves, and prevented contact during delivery of dispatch notes etc. at dispatch delivery points.

Suspension of Employment of Interns and Apprentices

Long-term interns, high school interns and vocational training centre students (apprentices) suspended working in line with the directives of their schools.



Organisation of Home Office Infrastructure

We assigned Technology and Digital Transformation Directorate for selection and usage of technology related to home-office working and for organisation at support points, we formed a data processing infrastructure and created a more productive working environment. We put e-payroll system into use for contactless distribution of payrolls to the employees.

Ambient Hygiene/Measuring Fever

We disinfected all areas of our company against viral threats and we maximized cleaning and hygiene precautions. We made restrooms, changing rooms, dining halls and offices be cleaned regularly with disinfection chemicals. Moreover, we placed alcohol-based disinfection solutions to accessible points for our employees. We made all service vehicles and commonly used automobiles be disinfected regularly.

Our security personnel measured fever of the people entering into the workplace at a distance. We directed the ones with fever higher than 38 degrees to the workplace doctor. Moreover, we questioned HES codes of all visitors at security points of the factories.



“ We have prepared a roadmap by working on precautions required to be taken and on coronavirus risk assessment table. ”

Usage of Packaged Foods and Equipments

We packaged sugar, bread, salt, black pepper, knife, fork and spoons in the dining halls. We served water in packaged bottles. We put single use stirrers for tea drinking spots and we started to use single use paper cups.

Health-care Controls and Medical Report

We started the process of directing to and receiving report from hospital in all cases when considered necessary by the workplace doctor. We paid attention to the directives of Ministry of Health and our workplace doctor for the patients suffering from infection (fever, cough, dyspnoea) and we made our workplace doctor follow the conditions of employees receiving medical report.

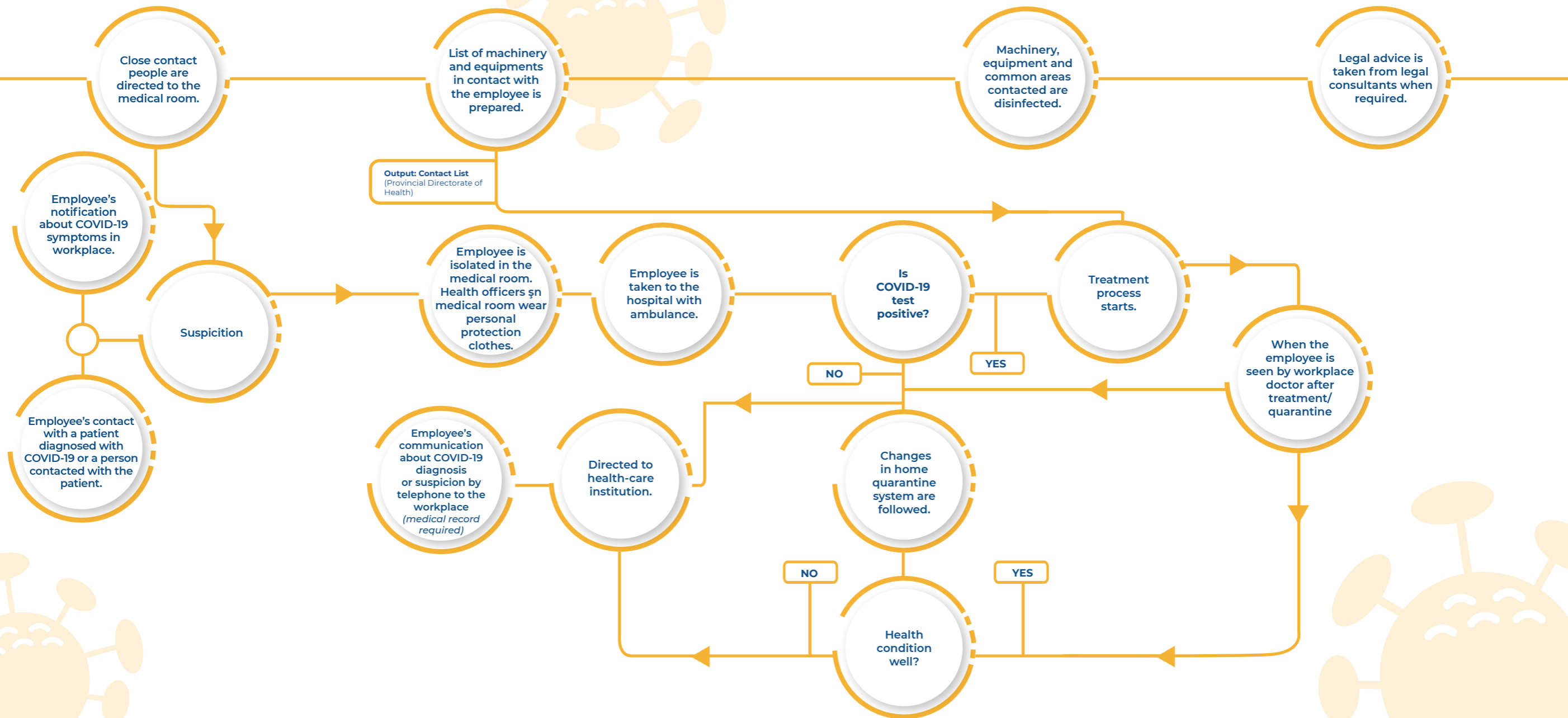
Social Welfare

We brought forward the social welfare support (shopping card) and provided in March rather than May for our employees in order for compensation of their needs and we invested such support in cash to their wage accounts.

Pandemic Warranty of Private Health Insurance

By means of the regulations we put into effect, MapFre Insurance started to compensate the differences to occur for treatment in all private hospitals determined as pandemic hospitals by Ministry of Health within existing policies, on condition of limiting to COVID-19 cases during the pandemic.

CORONAVIRUS CASE SCENARIOS – PROCESS FLOW CHART



Esteemed Shareholders,

2020 has been a challenging year for our country and our company as all over the world. We left behind a year during which we experienced an increasing rate of change both in our corporate and private lives due to COVID-19 pandemic; it has been a highly instructive and unforgettable year. Our primary agenda in 2020 was the health-care of our employees and their families, and operational and financial sustainability of our company. Importance of agility and endurance, we have always mentioned until today, was experienced by all of us. Facing up the uncertainties occurred due to the pandemic, we transformed our business methods rapidly to adapt with new conditions, and we continued making investments centring on innovation and digitalisation in line with our targets with our faith in our country. We preserved employment and efficiency thanks to rapid implementation of home-office system and effective financial discipline.

Beyond doubt, our companies, which are leaders in nut, bolt, screw, covering and tooling production in Turkey and which are among the most important connection elements brands in the world, have been severely affected from the pandemic. Fluctuations in automotive industry, the main sector from which we supply products and service, long-term curfews in Europe and long-term shutdowns affected our production negatively.

Although both production and sale rates were low in the first half of the year, when compared to the second half, we closed 2020 without any shrinkage and by growing by 3% compared to the previous year thanks to our timely and due interventions, continuous production strategy, balanced customer portfolio and addressing to different sectors.

Architect of such success is our colleagues who did not lose faith and motivation despite sudden changes both in our social and business lives and who work with due diligence in compliance with all precautions towards our targets.

The most important reason underlying such success includes our attention paid to the customers by

means of constant improvement target and regular meetings held with customers and researches for customer satisfaction, and enhancement of our processes rapidly and without sacrificing from quality. It is no doubt that one of the most critical issues in such period included supply chain processes. We worked for being prepared to different scenarios benefiting from digitalisation and without throwing the control to the wind in order to prevent effects of crisis occurring in raw material and by product supplies, freight pricings fluctuating or customer orders.

Based upon our motto related to global scale and individual interest, we put logistics and sales centres in Romania after France, Germany and USA into service with our philosophy to remain close to the customer and levelling up our services.

I would like to extend my sincere thanks and regards to esteemed colleagues, working with due diligence in order to enable us to actualise investments adding value to our country, to generate new ideas and to complete such challenging period with success, and to all our business partners and shareholders accompanying us during this journey.

“

We worked for being prepared to different scenarios without throwing the control to the wind in order to prevent effects of raw material crises, freight pricing fluctuations or orders.

”

Mahmut ÖZTÜRK
Head of Industry Group



INDUSTRY GROUP AT A GLANCE



10
PRODUCTION
CENTRES



6
LOGISTICS
CENTRES



RESIDENT
ENGINEERS
LOCATED IN
UNITED KINGDOM
AND CHINA



USA

GERMANY



UNITED KINGDOM



ROMANIA



TURKEY

Izmir-Manisa-Bursa

Izmir-Manisa/Salihli



CHINA

INDUSTRY GROUP

Norm Holding Industry Group, one of the most important actors in connection elements sector both in Turkey and in the world, achieved targets with accurate strategies and completed the year growing by 3%, even though it was affected from fluctuations resulting from pandemic in 2020 automotive sector.

Connection elements are the materials used for combination of industry products such as nut, bolt, flake, washer, rivet, etc. they are elements used to combine all stuff that we use both in daily life and industry. Endurance of such elements, methods of usage and costs are different from each other. The connection elements are chosen according to the place of use and purpose of use.

Repair refers to every kind of action made in order to re-use products worn out, abraded or spoilt during production or consumption processes. In other words, the person who carries out mentioned repair works is called repairman. The places where repairmen buy the materials used for repair works are called hardware stores. And such materials are called hardware.

Hardware materials have a wide product range. Categories using such materials are primarily as follows: wood-metal processing, wood cutting motors, accessories and spare parts, accumulator charging and fortification devices, tools with batteries, gardening and agriculture tools, pipe processing materials, paint gun and systems etc.

Developments in connection elements sector in Turkey have accelerated recently in line with industrialisation.

Turkey has reached a highly competitive position in manufacturing of special and standard products thanks to both quality and technology investments in connection elements sector. 2020 passed with shrinkage and challenges in our sector as is the same all over the world. Direct export amount in our sector was realised as 132.000 tonnes in 2020, while it was 135.000 tonnes in 2019. Such figures display a reduction of 3% in export. In internal market, production and sales were more positive when compared to the competitor countries, except for the second quarter.



The most important trouble experienced by the sector in 2020 includes the decreases in capacity usage rates in the first quarter of pandemic, liquidity problems, travel restrictions between cities and countries, supply chain. The problems encountered in supply and delivery processes include failure in balance of payments, increase in trend of avoiding sale with Exchange rates increase in freight costs, emergence of cash demands instead of maturity in supplies

Our sector, having the ability to adapt itself to market conditions rapidly, tried to overcome capacity usage problems by means of customer diversity, and tried to solve liquidity problems by means of searches for new credit facilities and commissioning of equity capital. On the other hand, constant communication was established with local and foreign customers by online platforms due to the pandemic affecting the whole world. Hence, the problems such as logistics and freight costs were solved by means of joint solutions.

During the last quarter of 2020, iron-steel production decreased as a result of changes in environmental policies of China, and whole world experienced bottleneck with relation to iron-steel supply. In order to overcome such challenges, local iron-steel manufacturers were contacted and the problems were tried to be solved.

Automotive sector has the highest export value in Turkey. 80% of connection elements used in automobiles

and commercial vehicles manufactured in Turkey are supplied by manufacturers in local market. Therefore, significance of automotive connection elements sector is great for connection elements industry.

However, automotive sub-industry is larger than the automotive industry itself in Turkey. Production rate in automotive sub-industry is three times more than the production rate in main industry in Turkey. Turkey exports parts to other automotive companies in the world 3 times more than the amount supplied for main automotive industry in local market.

INDUSTRY GROUP COMPANIES

NORM FASTENERS



Norm Fasteners, the umbrella brand of connection elements group (Nut, Bolt, Screw), is the leading brand in the sector thanks to high production capacity, in-house production opportunity in the fields of design, tooling and covering, large logistics network extending from America to China, strong R&D activities.

Besides production activities, it provides service at home and abroad as Full Service provider (FSP) in connection elements market.



Norm Civata, established by Nedim Uysal the founder of Norm Holding and providing service as Honorary Chairperson of Board of Directors, started bolt manufacturing in 1973 in İzmir-Bornova with a double-acting machinery. Thanks to the success achieved in the sector, a new facility was established in 1994 in İzmir Atatürk Organized Industry Zone. As of 2020, it has reached a production capacity of 100.000 ton/year in total on an area of 53.000 m² in İzmir and 40.000 m² in Salihli.

Norm Civata company continues to provide service as a leading organisation in the sector with wide product range, and 560 employees in İzmir and 355 employees in Salihli.



Norm Somun factory started manufacturing in Atatürk Organized Industry Zone following the separation of bolt and nut production in 1996 as a result of increasing customer demands and new investments. Norm Somun provides service to many companies at home and abroad in different sectors, primarily in automotive sector.

It carries on business with 330 employees on an area of 40.000 m² in total in İzmir, 23.500 m² of which is indoor; and with 343 employees on an area of 30.000 m² in total, 16.000 m² is indoor. Norm Somun has reached a production capacity of 37.000 ton/year as of 2020.



Norm Vida (Norm Screw) was established in 2014 in Salihli. Norm Vida carries on business in Manisa/Salihli Organised Industry Zone on an indoor area of 20.000 m² with 294 employees in many different sectors such as automotive, white goods, construction, machinery, electric-electronic. As of 2020, it has been the leasing company providing fastest production increase and growth in Turkey with a production capacity of 15.000 ton/year.



Established in 2018, Norm Fasteners USA made our the first invoice at the end of November in the same year and started trading. In 2019, the company made a product sale of approximately 300 million tonnes; and it achieved to increase its turnover and tonnage by 2.5 times in 2020 when 4-month lockdown was applied due to the pandemic. It made sales to 14 new customers and imported 43 container materials from Turkey to USA.

2020 has also been the year when store investments capacity increased. The company, moved to the new warehouse in 2019, realised establishment of a shelf system with a capacity for 2.000 pallets; and started preparations for transition to SAP.



Established in December 2019 in Bucharest/Romania, the company started to carry on business October 2020 due to the pandemic. Norm Fasteners Romania continues to provide service in 2020 to automotive sub-industry customers with 7 personnel and the warehouse with a capacity for 2.000 pallets on an area of 2.500 m².



Norm Fasteners GmbH was established as a subsidiary of Norm Holding in the centre of Germany-Spaichingen in 4 December 2012. Established under the title Norm Schraubenhandel Export und Import GmbH, the company's headquarters was moved to Krefeld in 2016.

In 6 March 2019, all shares of Norm GmbH were sold to Senica International Holding centred in Amsterdam. At the same time, the title of company was changed from Norm Norm Schraubenhandel Export und Import GmbH into Norm Fasteners GmbH.

Main activity field of the company includes supply, storage and sale of connection elements to main and subsidiary automotive industries. The company carries on business in a warehouse with a capacity for 3.810 pallets on an indoor area of 2.500 m² located at the address Hans-Günther-Sohl Str. Operation of the company is based on distribution and sale of goods imported mainly from Turkey.

The most important opportunity increasing profitability of Norm Fasteners GmbH is the cooperation established with Norm Holding. The company established sustainability in terms of delivery conditions and costs by means of long-term agreements.

NORM TOOLING

Established in 2003, Norm Tooling started to manufacture tooling for connection elements and special parts for machining in 2006. Norm Tooling, aiming at providing the best service with high quality, economic price and on due time (JIT), provides service in machining production and cold forging tooling with new generation production Technologies, modern and comprehensive machine park and well trained personnel.

In 2019, it increased its indoor area from 2400 m² to 3,600 m² with a replacement within AOSB. It increased the number of its personnel from 129 to 250. In 2019, it expanded its current machine track by 25% with new generation automated stalls.

In 2019, it included automated imaging activities, and it reached the annual capacity in machining production of processing 19.000.000 pcs of purlin bolt at different sizes and sorting 30.000.000 pcs of purlin bolt on automated imaging stalls. It has been a leading body for perfectioning with full automated lines.

It comes to the forefront, compared to its competitors, thanks to its competitive prices in hybrid and steel tooling, different techniques which have not been applied before, and high level of know-how. It continues to make investments with the aim of being an integrated tooling factory within its field of activity.

NORM COATING

In 2020, construction of Salihli factory was started and investment was made for WMV lines to be used in this facility.

In while only Macdermid chemicals were being used in electronic coatings in 2020, Atotech chemicals were also put into use as an alternative.

Uysal 1 and Uysal 2 companies have been merged and become a single manufacturing facility on SAP system.

In 2020, storing and packaging units included in Norm Civata company were transferred to Uysal Machinery company.

In 2020, efforts were started to provide coating service for Norm Civata, in-group customer, as well as customers outside the group.

NRM MUHENDISLIK MAKINA A.Ş.

Established in 2014, NRM Engineering provides service for all companies engaged in manufacturing sector as a technology firm producing robotic automation systems. Robotic applications, required in automation control systems increased in line with the growth in the sector, provide service with its 68 employees on an area of 3.500 m² in the fields of one-to-one product control systems, high pressure aluminium casting lubrication robots, delta robots, robotic source systems, mounting parts and machinery.

Distinguished Business Partners and Shareholders,

Pandemic broken out in December 2019 has resulted in radical changes both in our commercial and social lives. Our company, providing direct material supply for many sectors, has been affected from the conditions created by the pandemic in sectors. At this point, priority of Standart Civata has been offering continuous service to all its shareholders and business partners, considering the human health as focal point.

We have provided availability to our customers by strengthening our stocks rapidly with the manufacturing support given by our group companies and local suppliers. After weakening of the effects of pandemic in China, where our main overseas supplier sources are located, we have taken over loadings and preserved our diversity. We achieved to minimise the negative effects by increasing visibility of supply chain and determining new strategies against changing situations in all our operations. We have increase competencies of our human resources and digital literacy in all digital transformation processes and obtained analytic results.

In the last quarter of 2020, we put our new warehouse with a capacity for 9.300 pallets in Ankara-Kazan into use and we increased the total pallet capacity of Trade Group up to 36.500.

The voice of site was followed by all units of our company with CRM applications in management of our sales team and rapid actions were taken for solution.

In this process, where whole world has experienced different kinds of difficulties, our company completed 2020 with a turnover increase of 20% on Euro basis thanks to the precautions it took and accurate decisions taken against changing conditions. We realised an increase of 25% in sales we made to our consumer customers. ST Trading company, started to operate in Poland in the second half of 2019, completed 2020 with a growth

rate by 32.3%. We aim at an approximate growth by 3 times for 2021 together with the increasing expansion in Polish market.

Our biggest power for obtaining a turnover increase by 20% in 2020 is our human resource.

We succeed altogether thanks to the effort shown by all our employees to protect both their health and society's health, and their due diligence. I would like to extend my thanks to all of them.

I would like to extend my thanks, regards and blessings to our customers, suppliers and all our shareholders for being powerful rings of our value chain and for their cooperation and support.

“

We achieved to minimize the effects by increasing visibility of supply chain and determining new strategies against changing condition in all our operations.

”



Caner MELEK
Head of Trade Group

TRADE GROUP AT A GLANCE



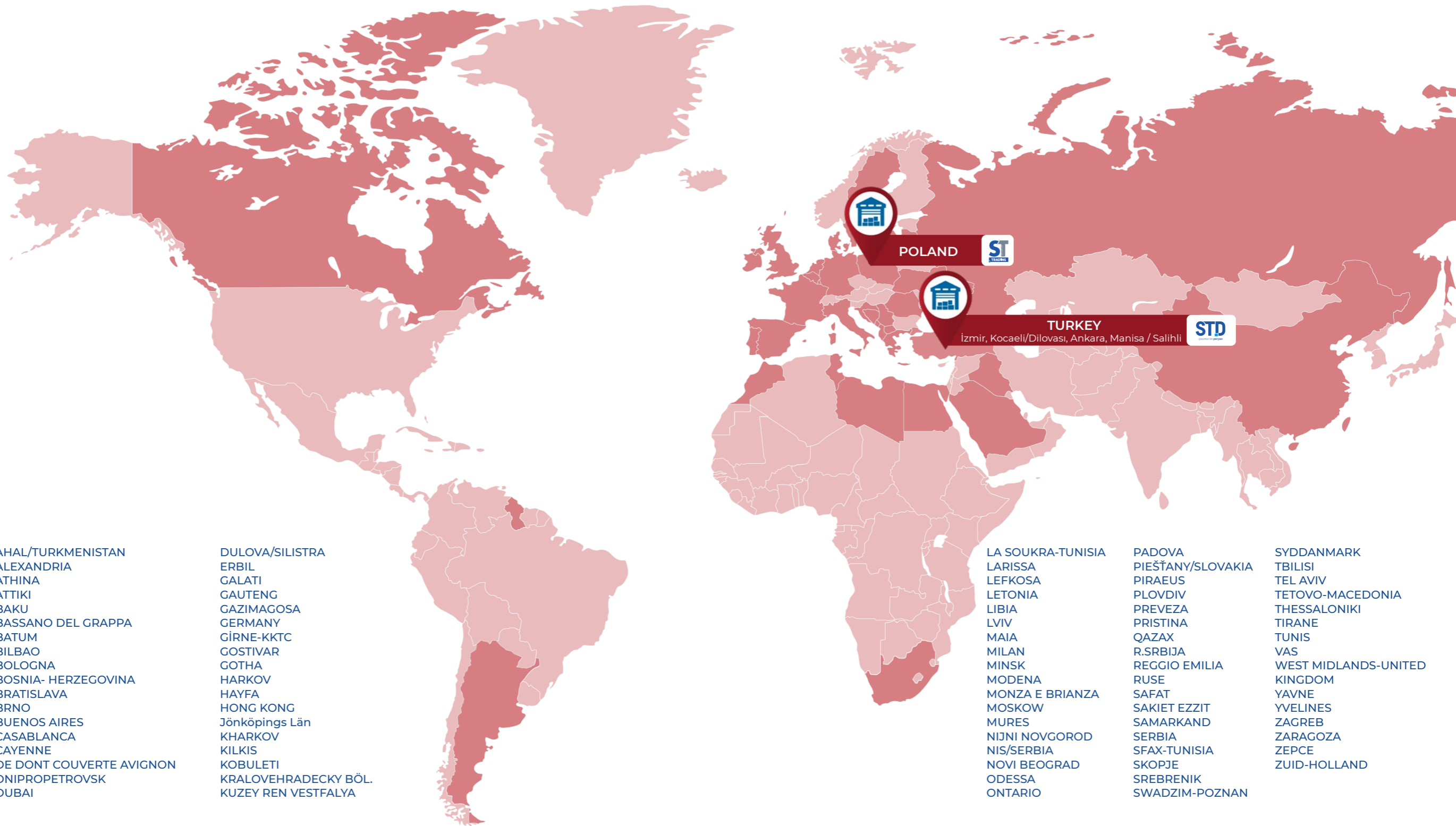
5

LOGISTICS CENTERS
(Poland, İzmir, Kocaeli/Dilovası,
Ankara, Manisa /Salihli)



87

EXPORT POINTS



AHAL/TURKMENISTAN
ALEXANDRIA
ATHINA
ATTIKI
BAKU
BASSANO DEL GRAPPA
BATUM
BILBAO
BOLOGNA
BOSNIA- HERZEGOVINA
BRATISLAVA
BRNO
BUENOS AIRES
CASABLANCA
CAYENNE
DE DONT COUVERTE AVIGNON
DNIPROPETROVSK
DUBAI

DULOVA/SILISTRA
ERBIL
GALATI
GAUTENG
GAZIMAGOSA
GERMANY
GİRNE-KKTC
GOSTIVAR
GOTHA
HARKOV
HAYFA
HONG KONG
Jönköpings Län
KHARKOV
KILKIS
KOBULETI
KRALOVEHRADECKY BÖL.
KUZEY REN VESTFALYA

POLAND



TURKEY

İzmir, Kocaeli/Dilovası, Ankara, Manisa / Salihli



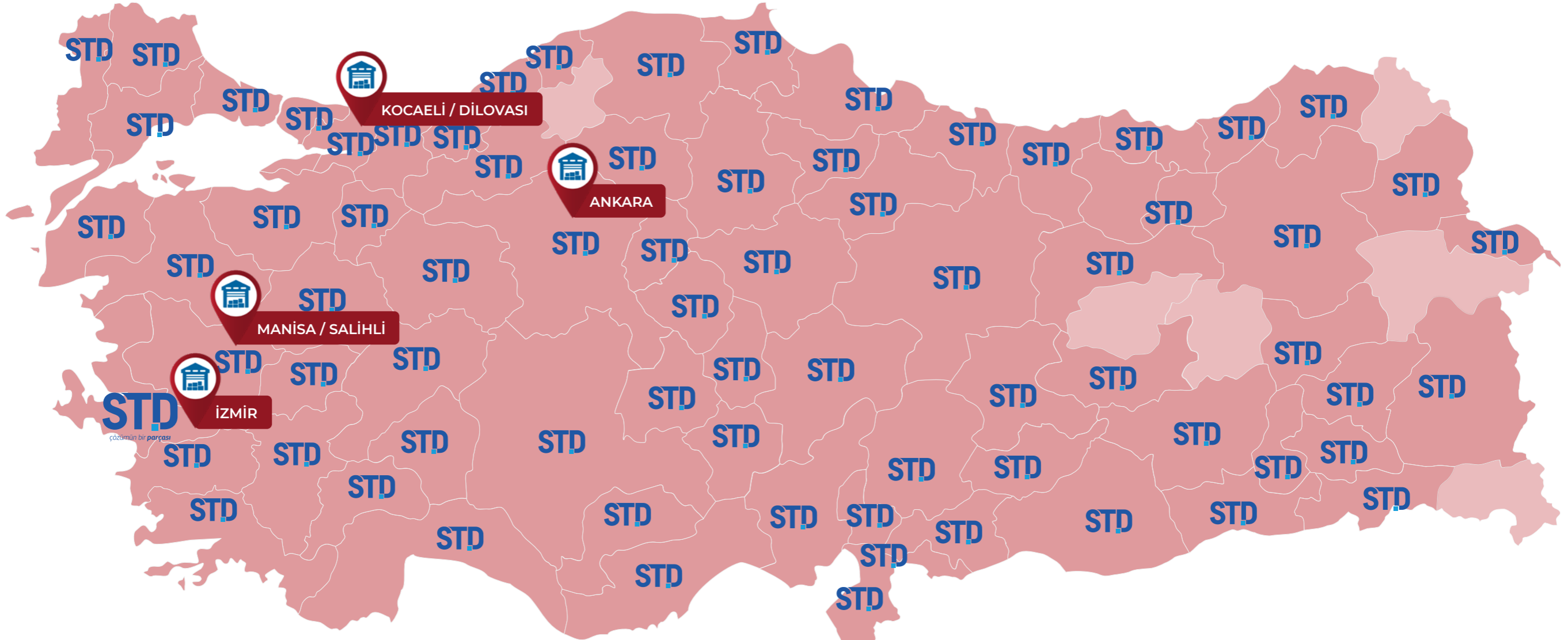
LA SOUKRA-TUNISIA
LARISSA
LEFKOSA
LETONIA
LIBIA
LVIV
MAIA
MILAN
MINSK
MODENA
MONZA E BRIANZA
MOSKOW
MURES
NIJNI NOVGOROD
NIS/SERBIA
NOVI BEOGRAD
ODESSA
ONTARIO

PADOVA
PIEŠŤANY/SLOVAKIA
PIRAEUS
PLOVDIV
PREVEZA
PRISTINA
QAZAX
R.SRBIA
REGGIO EMILIA
RUSE
SAFAT
SAKIET EZZIT
SAMARKAND
SERBIA
SFAX-TUNISIA
SKOPJE
SREBRENİK
SWADZIM-POZNAN

SYDDANMARK
TBILISI
TEL AVIV
TETOVO-MACEDONIA
THESSALONIKI
TIRANE
TUNIS
VAS
WEST MIDLANDS-UNITED
KINGDOM
YAVNE
YVELINES
ZAGREB
ZARAGOZA
ZEPCE
ZUID-HOLLAND



LOGISTICS CENTRES
IN TURKEY
(İzmir, Kocaeli / Dilovası, Ankara,
Manisa / Salihli)



Adana	Balıkesir	Çankırı	Eskişehir
Adıyaman	Batman	Çorum	Gaziantep
Afyon	Bilecik	Denizli	Giresun
Aksaray	Bitlis	Diyarbakır	Girne-KKTC
Amasya	Bolu	Düzce	Hatay
Ankara	Burdur	Edirne	Iğdır
Antalya	Burgaz	Elazığ	Isparta
Artvin	Bursa	Erzincan	İstanbul
Aydın	Çanakkale	Erzurum	İzmir



Kahramanmaraş	Kütahya	Ordu	Şırnak
Karaman	Malatya	Osmaniye	Tekirdağ
Kars	Manisa	Rize	Tokat
Kastamonu	Mardin	Sakarya	Trabzon
Kayseri	Mersin	Samsun	Uşak
Kırklareli	Muğla	Siirt	Yalova
Kırşehir	Muş	Sinop	Yozgat
Kocaeli	Nevşehir	Sivas	Zonguldak
Konya	Niğde	Şanlıurfa	

■ Sale points

TRADE GROUP

Trade Group provides service to its customers at home and abroad by establishing new warehouses, increasing pallet capacity together with locations, and with powerful stocks. It increases the number of sectors by diversifying its product portfolio continuously, and intensifies on current customers as well as new ones.



Service is provided for a large sector

Standart Civata makes the sale of bolt, nut and screw as well as fly net, glass fibre mesh, rim lock, drawer rail, hardware tools such as knuckle, electrical hand tools under distributorship agreement, cut Stones, stainless connection elements imported to factories by 25%, to wholesale buyers by 65% and to exporters by 10%.

Service is provided from warehouses in İzmir, Salihli, Dilovası, Ankara and Poznan to sectors such as automotive, white goods, agriculture, mining, furniture, pen, energy, construction, silo an marine. It also provides its customers direct sale, home-store, kanban services as well as solution partnership via solution vehicles for in-situ applications.

It has warehouses in İzmir with a capacity for 17.500 pallets, in Kocaeli-Dilovası with a capacity for 7.200 pallets, in Ankara-Kahramankazan with a capacity for 9.300 pallets, in Manisa-Salihli with a capacity for 2.500 pallets. It exports to approximately 50 countries from 66 cities with 17 marketing and sales representatives in related warehouses. Logistic operations of customers have been identified in the systems to be made to the nearest warehouse. In the cities where warehouses are located, distribution of their own vehicle fleets as well as storage and cargo services and services obtained from other distribution companies and other logistics operations.



2020 Developments

In 2020, prominent problems weakening the rings of supply chain include sudden changes occurred in customer demands, additional tax resolutions taken rapidly in import, foreign currency fluctuations, uncertainties experienced in labour force and related uncertainties in supply, equipment and container troubles in ports, marine accidents, etc.

Our priority has been maintenance of business continuation by increasing visibility of supply chain and reviewing alternative scenarios constantly. CRM management has been the focal point and it has been tried to stand by customer demands. Communication with company employees, suppliers, service providers and customers has been kept at the highest level, and actions plans have been made continuously. Thanks to the analytic reports provided by the system, results of decisions could be assessed.

In 2020, Ankara warehouse started to operate. Direct sales were started from ST Trading to automotive customers.

Group increases sales tonnages in connection elements sector every year by means of its productions, and product range and sales channels by making distributorship agreements with global scale brands.

It meets the demands of customers by means of subcontracting agreements at home for production of machining, hot forging, cold forging methods, Standard and customised parts, rail, knuckle, door handle, band.

In line with the strategy plans for 2025, it will increase the number of warehouses and facilities at home and abroad and continue to open up to new sectors and customers.

Standart Civata

Standart Civata, established by our honorary chairperson Nedim Uysal in 1982 within Norm Holding, has always been ranked at the top since its establishment and led the sector with innovations and technological changes, and accordingly it has been the determinant of the sector. Providing active service with its 162 personnel and 17 sales representatives in 66 cities of the country, Standart Civata has adopted customer satisfaction approach and considered its customers as business partners.

Standart Civata A.Ş. is the leader of sector both in export and import, and meets a huge deficit in manufacturing sector by bolt, nut, imbus, self-drilling screw, chipboard screw, shear connector, spring and flat washer, expansion bolt, inox connection, all connection elements and hardware import, and it has brought with the quality.

Standart Civata is one of the prominent connection elements companies in the world, exporting more than 50 countries, mainly European countries, and having franchising there.

ST Trading

ST Trading was established in Poznan-Poland as marketing company within commercial wing of Norm Holding. ST Trading provides services in a warehouse with a capacity for 3.240 pallets on an indoor area of 2.500 m².

The company has a wide product range, from products of Norm to the ones manufactured by Far Eastern suppliers. The marketing personnel centred in local market of Poland and the personnel in the headquarters provide service for the customers in the sectors of automotive, construction, furniture, PVC. ST Trading aims to be a solution partner in Polish local market with its location close to A2 highway, and vicinity to many neighbouring regions and countries.



DIGITALISATION

Norm Holding, internalising digital transformation as a company culture, has put many projects for digital transformation into practice in group companies too.

2019 was a year during which a radical digital transformation was experienced in Norm Holding. The company started to take steps required for reading competency development race well and remaining in the game, and to work for digital transformation infrastructure in an age when stunning technological developments have been made. While it was carrying out activities such as infrastructure and network security, transparenting the processes, management in figures, duty management and adaptation of software tools installation for home office working, COVID-19 pandemic brake out. Precautions and the actions taken enabled it to become "READY" for such transition period and experienced the process in success.

It is important to highlight that Industry 4.0 concept refers to management of information, and digital transformation refers to access to information without interruption and by all means In 2020, a period highly backbreaking and changeable with fluctuation of demand, Norm Holding has a roadmap for this axis called as democratisation of data.

Daily processes of Norm were made visible firstly, current status of processes was determined and potential status to be attained in line with the strategic plan was planned. Hence, It has been aimed at compatible working and increasing efficiency of processes. This also provides flexibility and speed with relation to the direction of each step taken for management of change.

Besides, the concept of digital employee, started to be included in our lives day by day, made Norm Holding meet its first digital employee, "Normie". Taking Office as of the beginning of 2020 under the headline of robotic process automation and having the mail address ending with normholding.com, Normie has taken over the burden of 10 employees. By robotic automation process, repeated activities of teams are transferred to the digital employee and the employees spend their time for more efficient activities.

Following the transition to S4Han, the innovative platform of SAP, acquisitions became more visible. The speed of preparing work order in warehouses has increased approximately by 100%, reaching up to figures which could only be imagined 1 year ago. In 2020, digital tools required to manage constantly changing customer demands were started to be used more efficiently by the teams. During the business processes whose costs have complex production model, whole operation can be managed by very low deviations in breakdown of details.

Digital Factory Project, for which R&D and prototype activities are carried out currently and whose first phase will be completed in the first quarter of 2021, shall transfer the goal of Group to Access data by all channels into the operation field. Moreover, there are also ongoing works with relation to making risks caused by increasing digitalisation and developing defence mechanisms in this regard.

“

Thanks to our first Robot Normie, nearly 20 process automations were realised.

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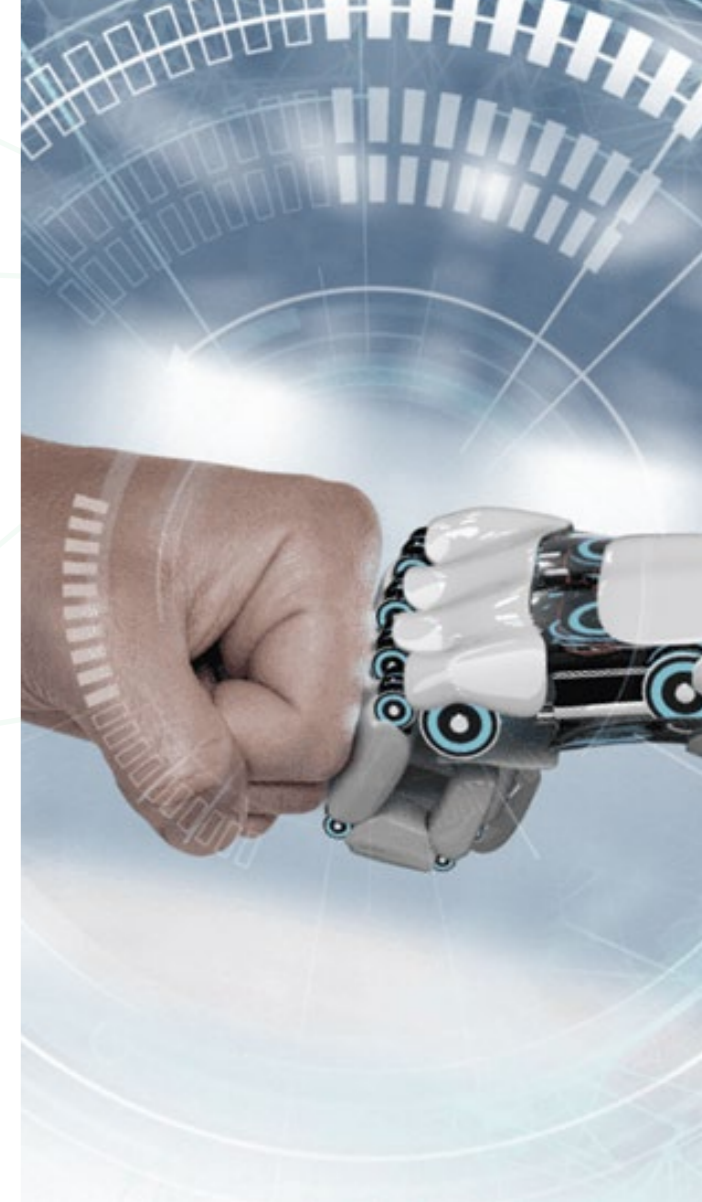
Many projects have been developed with relation to backup strategies, NAC and DLP on both internal and external layers of systems.

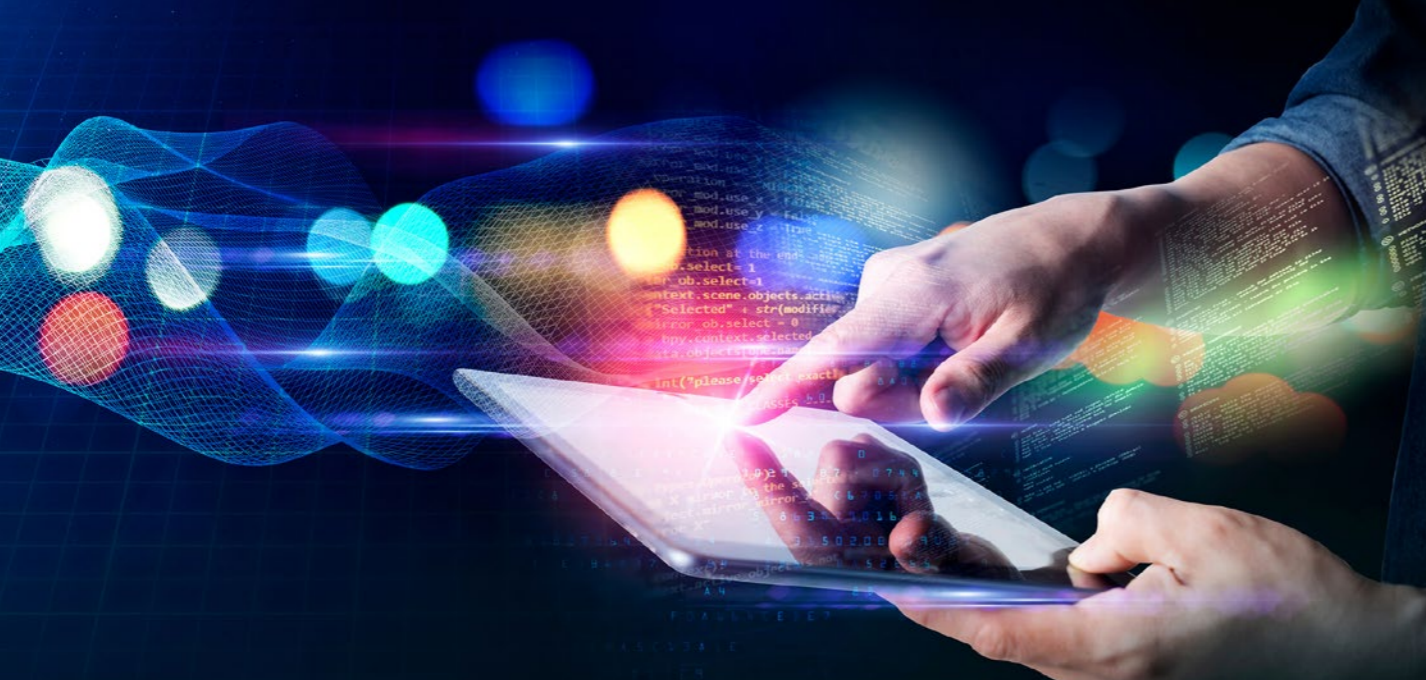
Innovative supply chain management solutions of SAP have been adapted to IBP and PPDS in order to increase visibility of supply chain and to make capacity management have a rigid structure adaptable rapidly to changing conditions.

Processes framing career lives of employees, the most important values of companies, such as performance, training, career management, backup, recruitment, are managed on digital media in line with the corporate Human Resources policies.

2020 has been a year in which digital projects were awarded. Norm Holding was awarded with SAP Quality Awards National Category and IDC Transformation Management Awards given by BT, a recognised international research company.

Norm Holding, being aware of the fact that using new generation technologies is not considered as digital transformation, is conscious of the requirement for levelling up digital maturity of technological tools that will be used for moves creating advantage in competition and that will provide flexibility, and it continue to work intensely on such field with the aim of being among the leading companies in digitalisation.





Activities carried out within the scope of Digital Transformation

A- Supply Chain and Production Activities Norm America SAP Transition

Together with SAP transition, handheld terminals started to be used for warehousing operations. Activities planned as two phases will continue with localisation activities to be carried out for integration of financial processes into the system. Due to pandemic, whole process of the Project has been carried out by means of remote support model.

Norm Romania SAP Transition

Norm Romania SAP expansion activities have been completed remotely with success, due to pandemic restrictions. Within the scope of such activities, localisation works, EDI integrations, country-specific output designs and EWM warehouse handheld terminal applications have been put into use in accordance with accounting rules of Romania.

Digital Site Screens

In order to increase communication with employees working in Uysal İzmir factory and customers, 16 large-size screens have been placed in entrances of administrative buildings, dining halls and production sites; and it has been ensured to integrate 11 different information clusters with different systems.

Digital Counting (End-product Warehouse)

In 8 end-product warehouses in Norm Holding, two of which is located overseas, handheld terminal application and counting transactions developed in accordance with processes over SAP EWM module, have been completed rapidly and in a controlled manner, and related warehouses started to operate within determined period of time.

Shipment by means of Handheld Terminal

In all shipment points, it has been ensured to use handheld terminal for container shipments; accordingly shipments have been made faster and in a more controlled manner.

ST Trading B2B Site

In order to use ST Trading sales organisation in Poland, B2B sales site has been put into use in English and Polish.

Lot Based Grammage Follow-up

It has been ensured to record firstly approved grammage details included in production data. Recorded grammage details have been used online during ongoing production processes and production differences arising from grammage differences have been prevented.

Container Follow-up

Follow-up of transitions of transportation containers used in production between processes has been made and container missing or shortages have been prevented.

Usage of Packaging Warranty in Packing

Packaging instructions have been activated in packing process; and it has been ensured to use packaging materials at the amount and content included in the instructions.

Cost Calculation

In order to overcome problems experienced with relation to production costs, additional controls and reports have been prepared, and efforts have been shown to accurate calculation of costs.

Mould Design Processes

Within the scope of mould design processes, the time spent for formation of mould codes has been reduced at a significant rate by means of improvements made in screens to which the flow is directed by SQL and SAP, and efficiency has increased accordingly.

B- Digital Lean Working Environment

Working Method of technology Teams (Sprint-Scrum)

In order to make the growing organisation more effective and efficient and to provide better service to the users, planning model used for existing works has been renewed by means of "Scrum" methods.

Module-based monthly planning process has started. Demands have been prioritised according to 4-week plan periods called as "Sprint" and the planning has been made afterwards. Mutual understanding has been ensured for planning in "Plan Resolution Meeting" held before each Sprint with related departments. 45 plan resolution meetings and nearly 50 article evaluation meetings have been made in 7 different modules for all planning. During such activities, more than 800 articles have been planned in total. Such articles have been complied with within determined periods of time, and completed with a success of 97%.

RPA and Normie

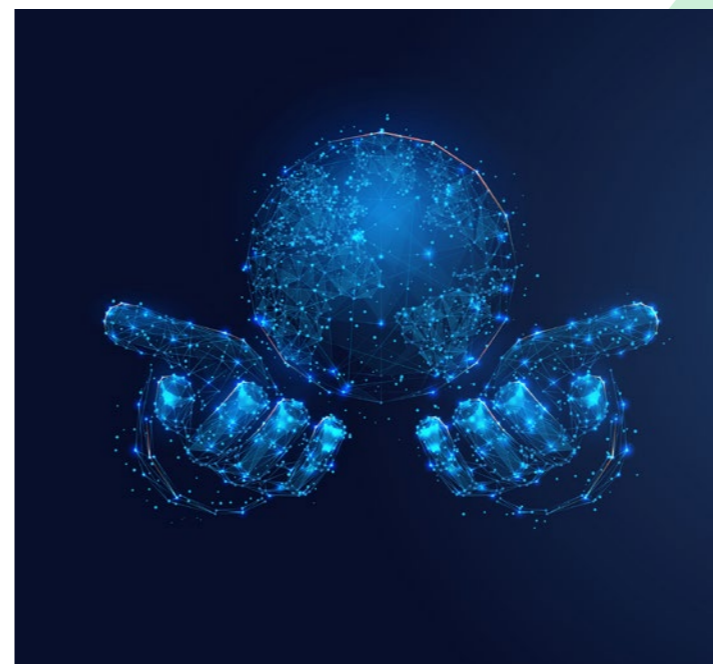
Robotic process automation is a new type of business process automation technology based on software robots copying business operation method or artificial intelligence studies. Norm Holding makes process automation for more than 1 year and all such processes are carried out by means of the first robot of company, "Normie". In 2020, nearly 20 processes were automated and burden of 10 persons were taken over.

RPA Studies

Normie, used in Norm Tooling company included in Norm Holding, has been developed to create whole main data process automatically with reference codes, material cards, business plan, product tree and production version. Hence, related personnel have been transferred to other positions requiring labour force, and an additional resource has been created. Furthermore, quality units in Holding send analysis forms to Normie by e-mail via the application developed by Technology and Digital Transformation (TDT) department and following the entrance into Normie SAP, the results are reported.

Digital Factory Project

Digital Factory Project is software developed by sources of TDT. The first phase of the project, namely paperless factory stage, has been completed, and field tests have been initiated in cold forming machines of Norm Civata Salihli.



Process Design Project and Ensemble

In 2020, efforts to draw current situation of processes and to design future versions continued for all departments of the Holding and its subsidiaries. By means of such activities, processes and business operation methods are examined and the processes are analysed, and necessary amendments are made when required.

Technologies developed over such processes have been made more efficient or changed. Ensemble programme has been put into use in order to Access such drawings easily and to be approved faster. Transfer of drawings will continue in 2021.

QDMS (Suggestion and Document)

It has been ensured to carry out document management and suggestion follow-up over QDMS online in departments of subsidiaries of the Holding. Hence, usage of paper has been reduced during verification flow, and related cost has been decreased accordingly.

Safe Print Centre Printer Application

Safe printing solutions have been put into use in printing processes. Moreover, cost advantage has been ensured with the decrease in number of copies besides printing safety.

Bank Integrations

Bank extract and account details have been included directly and automatically in SAP system by means of web service Technologies; accordingly control processes have been fastened and errors have been prevented.

Digital Inventory Application

Inventory application has been developed over SAP and put into use. Hence, inventory required to be followed by TDT or other units has been recorded and traceability has been increased thanks to developed reporting opportunity.

Norm Demand Management System NDigital (English-Turkish)

NDigital, demand management system of Norm, has been renewed in English and Turkish in compliance with active methods.

ITIL

During digital transformation journey of Norm, especially in the field of Information Technologies, the services have been developed considering ITIL basic principles. While Information Technologies organisation standardised with ITIL principles undergoes its own digital transformation, the platform and applications provided by it aim to speed up digital transformation of Norm.

C- Data and Analytic

Necessary trainings have been launched for data analytic and sources have been determined. Infrastructure researches have continued for data collection.

Sales-Purchase-Finance and PLM Reporting

Sales-Purchase-Finance and PLM Reports have been provided for use on qlikview/qliksense.

HR Online Reporting

It has been ensured to obtain expense reports prepared by Human Resources Department on SAP HR module and to monitor such reports on a single reporting screen of all Holding companies in "dashboard" format by using such data.

D- Cyber Security and Infrastructure

Log Monitoring Early Warning Systems

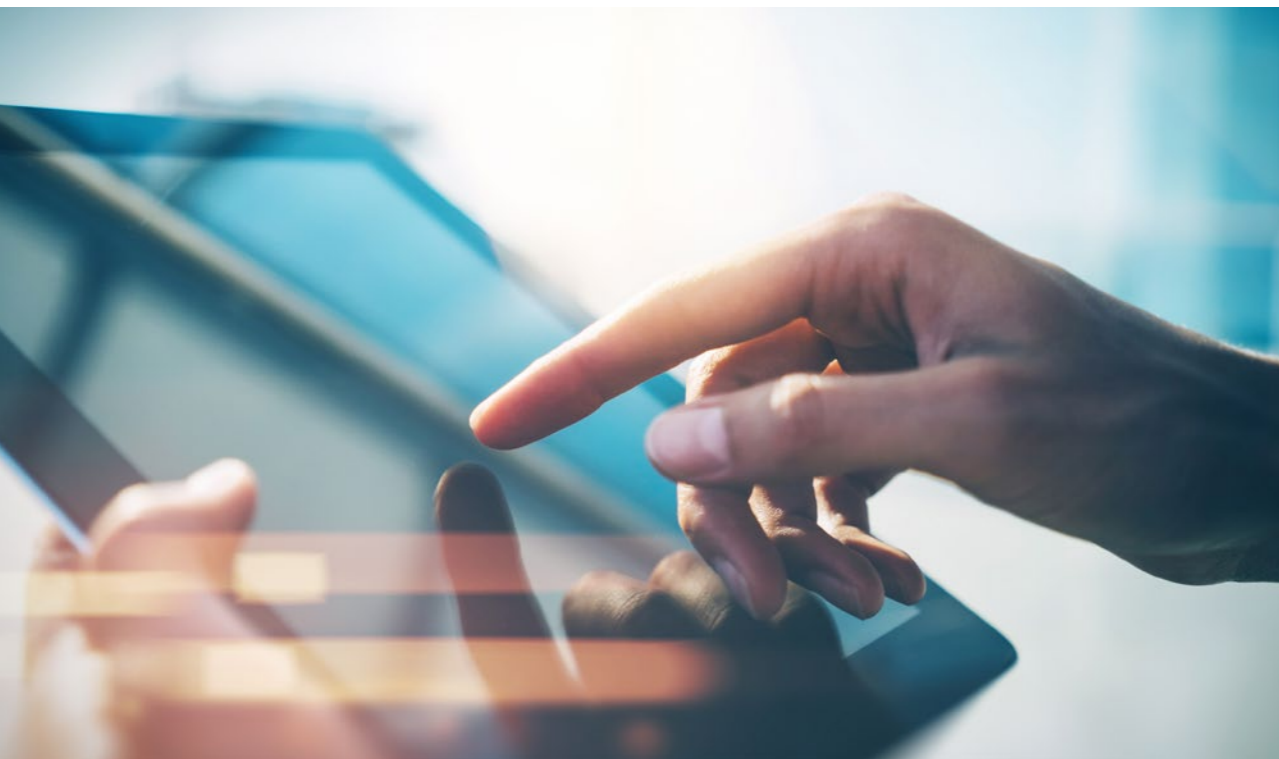
Needs of the company with relation to cyber security have been reviewed and necessary precautions have been taken. In this context, network Access authorities of users have been regulated; identity validation has been realised by means of 802.1x and Clear Pass solutions; and equipment which do not belong to the company has been identified into system and controlled. Critical logs belonging to the systems have started to be used in the manner to be monitored by log monitoring and early warning



systems and to put necessary warning mechanisms into use. Besides all security measures taken, cyber security insurance policy has been signed, which puts the company under guarantee in case of a problem.

NAC Security Cyber Security Insurance Clear Pass Cloud First Trial (Bursa Server)

In line with the necessities of the company, file server infrastructure of Norm Bursa has been moved to cloud without any additional cost.



R&D AND INNOVATION

Our story of success, started in 1973, has been transformed into a vision competing with the world and developing technologies by R&D.

Many projects are carried out in different fields in R&D centre composed of researchers and technicians who come from various disciplines, who are experts in their field, and most whom have doctorate and postgraduate degrees and graduated from engineering and fundamental sciences departments. Innovative solutions are provided for the needs of the sector and the customers thanks to the strong R&D infrastructure.

R&D Centre continues its journey, started with systematic operations supported by numeric simulation, with in increasing acceleration by the high value added, new and innovative solutions provided for the sector, thanks to constant investments made in infrastructure and human resources.

Norm Holding is the leader of connection elements sector in Turkey, to which Norm Civata company listed among first 500 companies of Turkey is also included. Even during the pandemic process, started in 2020 and affected whole world, it achieved to increase production amount when compared to the previous year. Norm Civata company included within it has been listed among "the first 10 companies providing fastest production increase and growth in Turkey" as a result of its production capacity increased by 4 times within last 10 years.

Projects Supported Nationally & Internationally

Since 2011, many TUBITAK-TEYDEB projects have been completed. Significant projects have been

signed thanks to cooperation established with domestic and overseas industrial organisations, universities and research centres. In 2020, Norm R&D Centre Project has been supported within the scope of 1505-University-Industry Cooperation Support Programme launched by TUBITAK, and

the Project titled "Improvement of Surface Quality of Wc-Co Cold Forging Moulds in Different Types by Using Corrosive Fluid processing Method", prepared in cooperation with Gaziantep University, Department of Mechanical Engineering, has been supported.

The Project submitted by Norm Civata, included within founding members of SMART programme under the roof of EUREKA which is an international Project support programme, with relation to cryogen processing together with its overseas



partners within the scope of EUREKA-SMART has been accepted by TUBITAK and supported within the context of 1509 programme. Activities started in 2019 with relation to this Project continued intensely in 2020 too. In this international Project including partners from Spain and Sweden, integration of cryogen based cooling systems to be developed in line with machining methods and its effects on team life ware being studied. It is aimed to increase efficiency and decrease costs.

Norm Civata aims to take part in new consortiums established towards different international programmes, primarily Horizon Europe, in order to guide R&D activities and create solutions at global scale with its abilities and capabilities gained by means of international projects for long years and the experience and knowledge acquired in the field of projects. To this end, it continues its efforts in a disciplined and systematic manner.

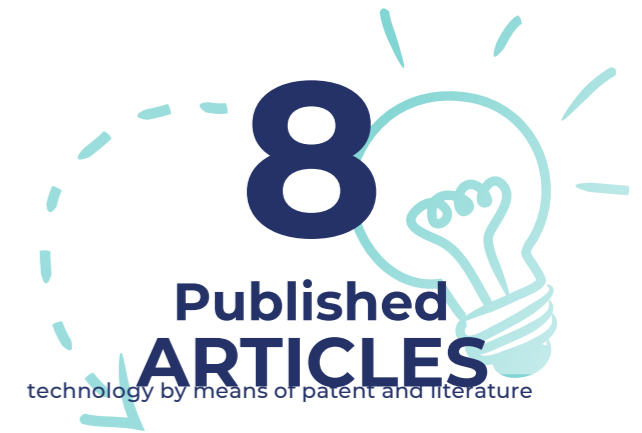
Norm Academy

R&D Centre of Norm Civata company contributes to the sector and the technological developments since its establishment with the projects carried out and with acceptance and publication of articles and papers including original studies by conferences, congresses, symposiums and journals recognised nationally and internationally. As of 2014, the articles and papers published within the year have been compiled in a booklet and shared with shareholders at home and abroad throughout the year. Accordingly, shareholders obtain information about works carried out in R&D Centre of Norm Bold and about the technical fields focused; in this way, it is aimed to maintain cooperation on a larger scale and as multidimensional.

In 2020, "2020 Norm Civata R&D Centre's Articles and Papers – Volume 6" booklet, including 8 articles and papers in total published in indexed journals and conferences in Turkey and abroad, was prepared and shared with internal and external shareholders.

Intellectual and Industrial Property Rights

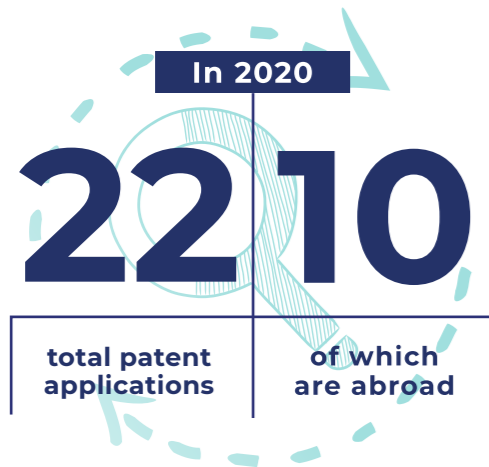
R&D Centre of Norm Civata company follows closely the latest developments and inventions made in



researches carried out via global databases used widely in the world. Accordingly, the primary goal is to determine and carry out projects that aim at developing new, specific and innovative products meeting the requirements of the sector and the customers. R&D Centre of Norm Civata company attaches great importance to protection of innovative solutions it develops within the scope of intellectual and industrial property rights.

Since its establishment, R&D Centre of Norm Civata company has made 22 patent applications, 10 of which are abroad, and 6 utility model applications, with relation to products and methods which have high potential of commercialisation and which will be introduced to the market. Among such applications, 7 patent and 5 utility model applications have been registered and the process for others continues. R&D Centre of Norm Civata company, attaching great importance to cooperation with R&D centres of other companies, also has made patent and utility model applications with relation to products developed as a result of cooperation with other companies.

In 2020, application for patent and industrial design of the connection element developed in order to contribute to weight reduction efforts centred globally in connection elements sector and to eliminate disadvantage of low shrink resistance in connection elements such as DIN EN ISO 7380-1, DIN EN ISO 7380-2, DIN 7991, DIN EN ISO 2010642, DIN 7984, DIN 34805-1, DIN 34805-2, ISO 14581 and



MBN 10228.

Prominent Projects of 2020

Weight Reduction Activities

Due to the fact that effects of carbon emission on climate changes have reached up to a dangerous level recently, European Union has stipulated compulsory emission targets by means of regulations for vehicles included in land transportation that is the biggest source of carbon emission.

Therefore, weight reduction activities are among the primary issues dealt throughout the world in order to reduce fuel consumption which causes carbon emission in automotive industry. When the number of connection elements used in a passenger car is considered, weight reduction made in the connection elements provides a significant decrease in the weight of the vehicle.

Various projects have been carried out recently by R&D Centre of Norm Civata company with relation to weight reduction; thanks to the innovative solutions and special designs, products reducing weight by 40% have been developed. As of 2017, applications have been made for national and international patent registration of inventions made with relation to design and production of new generation connection elements with reduced weight.

High-Strength Connection Elements

In order to reduce carbon emission, solutions are provided throughout the world with relation to decreasing the number of fossil-fuel vehicles and increasing the number of electrical vehicles. Usage of high-strength connection elements for reducing the weight without sacrificing from mechanical features in connection elements used in vehicle lightening efforts, in order to reduce carbon emission in fossil-fuel vehicles and to extend range in electrical vehicles.

In this context, it is aimed by projects developed by R&D Centre of Norm Civata company to produce existing and newly developed products included in production range of the company high-strength class and over Standard mechanical features, in order to offer the best solution for the sector and customer demands.

Stainless Connection Elements

Under aggressive working conditions of today, usage of stainless steel materials which have high corrosion resistance in production of connection units increases day by day in order to enhance endurance. Norm Civata company, having the long term experience and competency in the field of cold forging of traditional steel and micro-alloyed steel, develops new techniques for production of



stainless steel connection elements in cold forging machines without any additional investment and benefiting from developing material technologies.

Mould Follow-up System By QR Code

In the production of connection elements, realised by means of cold forging method, most part of the cost is composed of the moulds used in cold forging machines. Therefore, it is of great importance to follow up mould life and to determine parameters affecting mould life in order to make a more efficient production and to decrease production costs.

In order to follow up cold forging moulds, R&D Centre of Norm Civata company has developed "Mould Follow-up System by QR Code" which

is also supported by TUBITAK. Such follow-up system enables automatic follow-up of moulds provided by different suppliers and having common mould codes. Mould follow-up system has a software architecture that can operate in compliance with ERP programme. Thanks to this mould follow-up system, parameters affecting the mould life such as supplier, project number, machine number and raw material type can be analysed in detail by using mould usage data.

HUMAN RESOURCES

We are aware of the fact that sustainability of our companies carrying on business at home and abroad depends upon our competent and experienced employees that will bring us to the future; and we put the issue of making our employees enjoy the best working experience on top of our agenda. To this end, we are actualising the best human resources practices in order to be a company developing innovative and technological solutions, observing differences, focusing on the employees, and growing and improving together with its employees.



Talent Management

We structure and actualise our talent management efforts, supporting our globalisation strategy, beyond the expectations of our employees and in a manner to determine the future. We create and carry out performance and career management practices, training and development activities, recruitment and awarding systems which are transparent and in line with changing trends, in order to attract, improve and keep talented employees.

Recruitment Process

Our target is to be among the employers preferred intensely by potential talents under a powerful employer brand, and to make them experience an inspiring candidacy process. Therefore, we put innovativeness in focal point during recruitment processes, and we develop methods and programmes that will ensure objective assessment of candidates, that will support selection of the talent most suitable for the role and the team and that will ensure equality and variety.

Our priority during recruitment processes is to select talents with high potential, who will contribute to achievement of global strategy and goals of Norm Holding, who are complying with the company culture and values, who are visionary, innovative, improvement-based, and who have necessary competencies and experiences.

Internal Advert System "Steer Your Career"

We announce all our open positions to our employees by means of internal advert system called "Steer Your Career", and we attach priority to our employees for such positions. Hence, we offer our employees the opportunity to play an active role in their careers and to direct their career developments.

Young Talent Programmes

We have designed "DigiConnect Online Development Programme" and "DigiCampus Programme" towards career development of university students at home and abroad, by reviewing business models changing due to pandemic and by integrating them rapidly with our business operation models.



We put "DigiConnect", which is an online learning and development programme, into use in 2020 as 2 programmes, namely summer term and long term. By this programme, we have aimed to make students gain opportunities for their Professional lives by means of sharing experiences with Holding Leaders, visionary talks, online trainings and department orientations on digital platforms, and to offer them opportunities for their personal and career development



DigiCampus

We have developed DigiCampus, targeting university students, as a Digital Career Day event of Norm Holding. We completed the design stage of programme, enabling meetings with Norm Holding managers at different positions and including online interview simulations with Human Resources Departments, in 2020. In this way, we aim to make young talents be closely acquainted with business life, learn current trends, find answers to their questions about career and development opportunities and enjoy a Professional interview experience.

Part Time Working Model for Young Talents

This is a comprehensive programme through which 4th grade students with high potential and post-graduate students, who will add value to Norm Holding, can take Office in departments they are interested in, carry out projects, and develop themselves by means of comprehensive training packages prepared for them. We employ students showing success within the programme in open positions of Norm Holding as full time after graduation.

Talent Development



We carry out academic practices in order to move our employees further, make them fulfil their existing works more efficiently and be prepared for the future, in accordance with our strategies. In 2020, we re-designed training and development activities due to pandemic conditions, and we offered them on digital platforms to our employees. In 2020, we realised 13 hour-training per employee (35.759 hours in total).



By NorMentor Programme, we aim to make Norm Holding achieve its strategies and targets for the future, and to make our employees develop themselves by benefiting from knowledge and experiences of today's managers. We started NorMentor Programme for the first time in 2019 by our belief in mutual learning and completed it in 2020. During such period, 12 high level managers from different companies and departments were included as Mentor and 12 employees were included as Menti.

During such 1-year period, we supported Mentors and Mentis with training programmes, articles, books and development guides prepared for them.

Reverse Mentorship Programme

We started Reverse Mentorship Programme in 2019, which aims to gather Y generation and managers of previous generations together and make them share their knowledge and create a synergy. During the programme, attended by 4 Mentors and 2 Mentis, Y generation employees of the company and top managers were brought together; interviews were made in the fields of industry 4.0, social media, digital transformation, etc.

You are the Leader

While progressing towards being a global company growing with its employees and chasing the perfect, we put into You are the Leader Leadership Development Programme into use in 2020, in order to lead our business and human resource in the most efficient manner, to improve leadership skills of our managers conserving our corporate values, and to ensure display of a common leadership approach while reaching our business targets and strategies as Norm Holding. The programme covering all our managers will be completed in 2021.

Engineering Academy

We put Engineering Development Academy into use in 2019, in order to refresh knowledge of our employees, working in production, quality, R&D and supply chain functions of our company, with relation to processes, and make them see the whole Picture in production processes. Within the scope of the programme, besides technical trainings, personal and financial development trainings are also provided for the employees.

Online Development Programme for Field Personnel

In 2020, online development programmes were realised for field personnel under the titles "I'm developing myself", "I'm developing my work and organisation" in line with the conditions changing due to the pandemic. The programme includes contents to which our employees can access on their computers or mobile phones at any time and at any place.

The programme aiming at increasing the technical knowledge of the employees, will continue after being updated according to the current requirements.

Power of Field, Power of Norm

Launched in 2018 with the principle of management of the field by itself, "Power of Field, Power of Norm" Project aiming at development of first-level managers continued in 2020 too. We were granted with Silver Award by TEGEP in Blue Collar Development Programmes category in 2020 with this Project carried out in order to raise candidates for Field Leadership and Team Leadership positions.

Norm Vocational Training Centre

Until today, 112 students have been graduated from Norm Vocational Training Centres, established in İzmir in 2007 and in Salihli in 2015 in order to train qualified labour force for the sector, and to make youngsters, who cannot go to school due to different reasons, acquire vocational and cultural skills. 59 of students graduating from such centres continue to work at Norm Holding companies. In Vocational Training Centres, in which 83 students received education in 2020, students, teachers, managers and families are closely followed. In addition to current curriculum of the students, technical and personal development programmes are also provided.

Talent Promotion

Questionnaire for Employees' Views

In order to enhance employees' experiences, we measure satisfaction and commitment levels of our employees by means of an independent research company. We put forward the current situation by means of the questionnaire in which we prioritise employees' experiences, and we determine priorities in order to provide a fair and safe working environment. We hold focus group meetings with action committees related to the opportunities and development fields at the end of the questionnaire, and we put planned activities into practice under the leadership of management teams.

Performance Management System

While we are ensuring realisation of targets to contribute to company strategies with the contribution of our employees and by means of

performance management system, we aim to evaluate participation of our employees by a fair, measurable and systematic method.

We carry out the performance management system used in all Norm Holding companies a feedback oriented. We continue our efforts to measure the performances by OKR method during such online process.

Career Planning

We are preparing short, medium and long term backup plans that will move our organisation to the future in a sustainable manner; we match potential employees with suitable management positions in such plans; we make rotation plans, and we make exclusive development investments by means of individual development plans. Whole process is carried out online on digital platform KANKA, by which Human Resources implementations of Norm Holding are followed digitally.

Recognition and Appreciation

Kaizen Awards

Kaizen operations increase our capability to work as a team by improving corporate culture and become a source of motivation of our teams. We carry out OHS, quality, efficiency, cost improvisation and development activities of our processes within companies of our Holding by means of Kaizen operations coming over the suggestion system. Kaizen process starts with entering suggestion into the system on digital media by our personnel by means of ODMS mobile and web applications. The suggestions accepted are examined by our experts in method department and operations are launched according to Kaizen category. Completed Kaizen operations are evaluated and pointed according to our Appreciation and Awarding



Procedure. Kaizen points collected in each quarter of the year are granted to our employees as gift token.

Project Market

We organise "Project Market" contest each year in order to support a company culture improving systems, using sources efficiently, seeking for occupational health and safety all the time and having public sense in line with our targets and strategies as Norm Holding, and to ensure continuation of successful practices and expansion of them to all companies. After the evaluation of the committee, we grant awards to the first 3 projects in the stages of opinion and applied project categories.

We develop together

Believing in the importance of influencing not only our employees but also their families, we organise programmes in Salihli at the first stage and than in Izmir, in order to support development of families of our employees.

"Our First job is fatherhood seminar"

We organised "Our First Job is Fatherhood" seminar in our Salihli factory in cooperation with Mother-Child Education Foundation (ACEV).

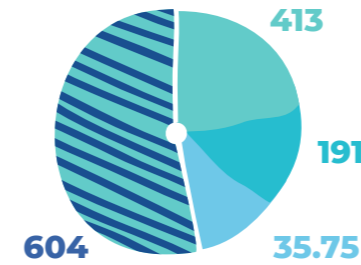
During the seminar, fathers and candidates came together and talked about "Caring Father Model" and the roles of fathers in child development. At the end of the seminar, managers of related departments mentioned about the pleasure they felt due to cooperation with ACEV

Digital Coding and Lego Education for the Children of our Employees

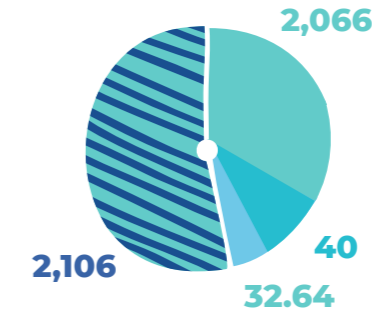
Children of the employees of Norm Holding participated in Robotic Coding Education organised in Izmir Norm Nut Factory. Lasted for 4 weeks, the education was provided by our expert, Deniz İnce, working in Digital Transformation and Technology Department. Last two weeks of the programme was allocated for "Lego Education", and teachers and students from American College provided support for the programme. Robotic coding education was also initiated in Salihli Nut Factory of Norm Holding too. However, the programme was suspended due to pandemic measures.

Employee Demography

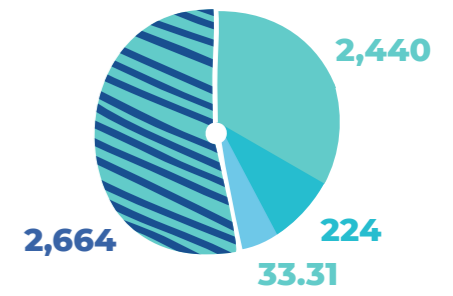
WHITE COLLAR



BLUE COLLAR



TOTAL



NUMBER OF EMPLOYEES

NUMBER OF FEMALE EMPLOYEES

NUMBER OF MALE EMPLOYEES

AVERAGE AGE

Education	White Collar	Blue Collar	Total
Primary School	9	156	165
Secondary School	6	337	343
Apprenticeship School	2	167	169
High School	19	240	259
Vocational High School	25	785	810
Commercial High School	6	53	59
Associate Degree	50	305	355
Graduate	398	63	461
Postgraduate	83	0	83
Doctoral	6	0	6
Total	604	2,106	2,710

Total Hour of Education	Total Number of Employees	Number of Hour per Talent
35,759	2,710	13.42

Training

Company/Training Type	Orientation	Technical Training	Personal Development	Management Skills	Total Hour of Education
Norm Holding	120	281	14	127	542
Norm Civata İzmir	1,253	4,993	131	395	6,772
Norm Civata Salihli	4,270	2,738	144	60	7,212
Norm Somun	2,595	6,086	172	107	8,960
NEDU	112	391	48	20	571
Uysal	1,727	4,575	59	50	6,411
MS Vida	881	1,517	233	80	2,711
NRM Mühendislik	4	70	-	15	89
Norm Bursa	2	236	5	12	255
Standart Civata	426	1,224	137	225	2,012
TOPLAM	11,390	22,111	943	1,091	35,535

OCCUPATIONAL HEALTH AND SAFETY

As Norm Holding, we aim at zero occupational accident and zero waste by our efforts in the field of Occupational Health and Safety and environmental policies.

Occupational Health and Safety Approach

We prioritise health of our employees and occupational safety in all our activities, and we try to increase awareness of our employees by means of trainings we provide. During our activities, situations constituting risk in terms of OHS are analysed and risks are minimised; and we provide safer environments to our employees and visitors.

In this context, we have put following modules into use:

- occupational accident module for recording occupational accidents to the system, making root-cause analyses, launching and reporting corrective activities,
- Education module for registration, follow-up and reporting of education programmes
- Subcontractor module for registration and follow-up of subcontractors and for determination of companies having the permission to enter the establishment or not according to the documents
- Health module for management of all health-care services such as periodical control, employment examination, health screening, e-prescription, etc.

We prepared a guidebook for COVID-19 precautions covering all activities of our company under the leadership of our occupational health and safety unit in order to protect health and safety of our employees upon outbreak of COVID-19 cases.

In this context, we started to take certain protective and preventive precautions such as provision of sufficient number of masks for our employees, disinfection solutions for all working areas, social

distance implementations in services, dining halls, changing rooms and working areas, transition to home Office working, HES code questioning and measuring fever at the entrances, comprehensive and sensitive cleaning activities, organisation of meetings, trainings and interviews online, follow-up of health conditions of employees. We have kept all such measures active and updated throughout the year.

COVID-19 inspections carried out by Ministry of Labour and Social Security in November 2020 in all our companies were completed without detection of any non-compliance.

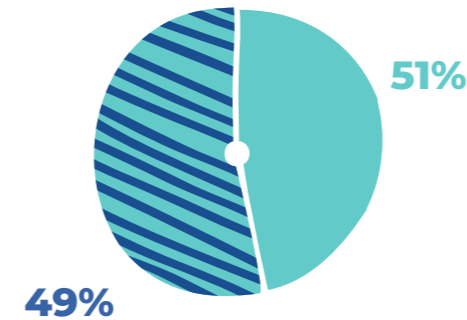
OHSAS 1800 Occupational Health and Safety Management System certificate of Norm Civata İzmir facility has been renewed.

We provided 14.561 hours of Occupational Health and Safety education in total within 2020.

In 2020, rate of occupational accidents occurred according to total actual working time was 4,57; and the number of days lost due to occupational accidents occurred within total working time, in other words accident weight ratio was 28,30.

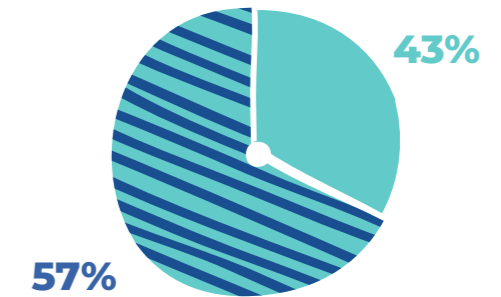
Registration, follow-up and Access of OHS processes have been facilitated by OpenOHS software we put into use as of 2020. As Norm Holding, while we are

2019 ACTION CLOSURE RATE*



■ OPEN ACTION ■ CLOSED ACTION

2020 ACTION CLOSURE RATE*



* It shows the closure rate of all actions included in environmental inspections made in Norm Civata company.

carrying our activities, we adopt principles for handing down a clean and healthy environment to the next generations, using natural water resources efficiently in all processes, implementing circular economy approach, producing environment-friendly products, protecting natural ecosystems and biodiversity, and increasing awareness of all our employees, shareholders and the society in environment.

Waste statements and GEKAP (Recycling Share) notices have been made in due time according to the local legislation in manufacturing factories of Norm Holding. Internal inspections have been made in all our factories by consultant companies to determine compliance with legislation.

No punishment was given in 2020 report period due to non-compliance with environmental legislation. Applications have been made for new investments (which investments) for EIA process with 12 different files; inspections have been completed and EIA opinions have been obtained.

According to latest emission analysis reports, issued by accredited laboratories, all values measured for parameters such as CO, SO₂, NO_x, TOC, VOC have been found below the legal limits.

Within the scope of conditions of the regulations related to zero waste, foundation of the activities were laid during the report period; works are ongoing for expansion and implementation throughout the Holding.

Activities carried out within Norm Civata in 2020

Internal auditing was made quarterly within the framework of auditing management procedure applied in Norm Civata factory. When compared to 2019, an increase by 8% was realised in action closure rates.

We carry out ISO 14001 application only in Norm Civata factory in our Holding within the scope of our management systems. We guarantee efficacy and sustainability of management systems by means of regular inspections made by independent institutions with international accreditation and In-House System Inspections repeated periodically. We completed the inspections/audits both as online and in-situ at factory in 2020. Within the scope of 2021 targets, we started to work for inclusion of ISO 50001 management system.

Energy consumption details are entered by our personnel having Energy Manager Certificate within legal period under the legislation.

In 2020, we completed our works for improving waste water treatment system. In this manner, we decreased 8244 mg/L Grease in the water down below 10 mg/L.

OUR APPROACH OF CONTRIBUTION TO SOCIETY

As Norm Holding, while we determine our social investment strategies, we focus on common problems encountered at home and abroad and corresponding with our values and strategies. We aim at growing the value we have created by means of social projects we carry out for the geography we live on. In this context, we develop various projects in order to enhance social vision and to build a brighter future for a certain community in fields of qualified education, culture and arts, for the purpose of adding value to the society.

Private Izmir Atatürk Organised Industry Zone Nedim Uysal Vocational and Technical Anatolian High School, Norm Vocational Training Centre and Norm Art Gallery yare social investments of Norm Holding.

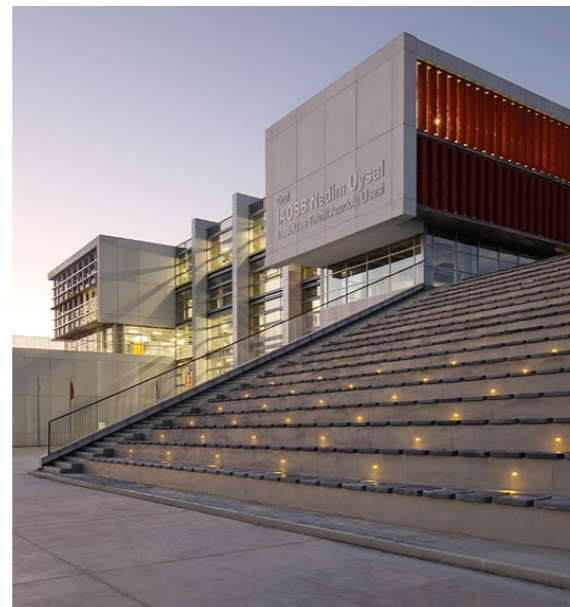
Private Izmir Atatürk Organised Industry Zone Nedim Uysal Vocational and Technical Anatolian High School

In 2014, "Private Izmir Atatürk Organised Industry Zone Nedim Uysal Vocational and Technical Anatolian High School" named after Honorary Chairperson of Norm Holding, Nedim Uysal, was established by Izmir Organised Industry Zone Management in order to increase the quality of vocational and technical education, which is an indispensable component of country development and to meet the need for qualified labour force in the region it was established and within the country. The high school, structured as model for Izmir and Turkey, has every kind of facilities for academic, social events, projects and R&D activities thanks to its modern physical structure. It trains engineers that will guide development of industry. Target is always high in academic success.

All needs of the students including education, training, clothing, books and stationery, transportation, lunch are compensated by

scholarship by 100%. The students receive education in ateliers and laboratories, equipped with modern technology, and classes with a capacity for 24 students.

The school, aiming at raising healthy, productive, self-confident individuals, houses conference hall, sports hall, 20 classes, social activity and Project rooms, vocational sites, all of which have been equipped to meet their cultural, social and vocational needs.



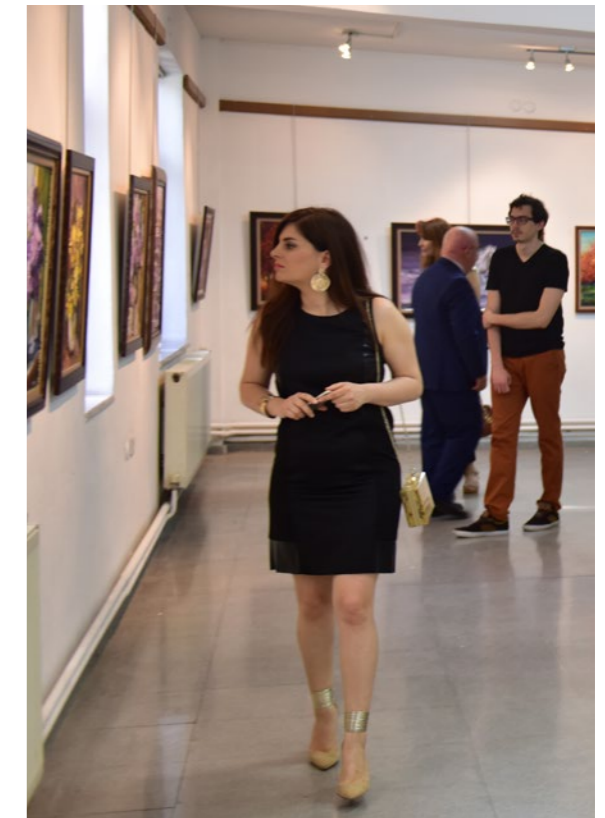
Norm Vocational Training Centre

Norm Vocational Training Centre was established in 2007 under Ministry of National Education. Students starting in Norm Training Centre receive theoretical education one day a week and they are subject to on-the-job training in other days at Norm Holding companies.

Education period in Norm Vocational Training Centre is 4 years. Students, succeeding at the exams of theoretical lessons taken and at the examination applied after training, are entitled to Certificate of Mastership. Students graduating from Vocational Training Centre with success start to work in Norm Holding companies.

Norm Art Gallery

Norm Art Gallery, providing service in Atatürk Organised Industry Zone within Norm Holding since 2003 as the only example in the sector, displays the importance attached to art and artists by Norm Civata Inc., award winning sub-industry of automotive sector. Norm Art Gallery, organised more than 150 exhibitions until today, continues to show the importance it attaches to the arts and artists. Norm Art Gallery also organises courses for adults intending to receive art education and courses for academic purposes on October and May each year in various artistic field such as oil painting, woodcut, linocut. Such courses are given by academic instructors who preserve and continue their artistic identity.



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