

Remuneration Policy for Norm Holding Board Members and Senior Executives

1. Purpose and Scope

- 1.1 A Remuneration Policy has been established at NORM Holding and its subsidiaries to determine the remuneration system and practices for the members of the Board of Directors and senior executives with administrative responsibility.

2. Remuneration Approach

- 2.1 A fixed remuneration valid for all members of the Board of Directors shall be determined each year at the ordinary general assembly meeting.
- 2.2 It is decided according to the content of the proposal to be made to the General Assembly, provided that the Board Members are paid attendance fees and remuneration within the scope of the Turkish Commercial Code.
- 2.3 Members of the Board of Directors may be paid salaries in accordance with their duties and responsibilities, and these amounts are determined according to the Company's criteria based on these principles.
Remuneration principles are reviewed annually by the Board of Shareholders.
Remuneration may also be paid to the members of the committees consisting of members of the Board of Directors, taking into account the responsibilities they undertake.
- 2.4 In line with NORM Holding Human Resources Remuneration Policies; the Company's Board of Directors determines and approves the principles of remuneration of senior executives, taking into account the Company's long-term strategic goals, ethical values, and internal balances.
- 2.5 Executive members of the Board of Directors are paid within the scope of the policy determined for senior executives as detailed below.

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- 2.6 In addition to the fixed remuneration determined at the General Assembly, the members of the Board of Directors who are assigned to carry out certain functions in order to contribute to the Company's activities may be provided with additional benefits within the framework of the opinion of the Corporate Governance Committee due to the function they undertake.
- 2.7 The members of the Board of Directors are paid on a pro-rata basis, taking into account the time they have been in office as of their appointment and resignation dates. Expenses incurred by the members of the board of directors due to their contributions to the company (transportation, telephone, insurance, etc. expenses) are covered by the company.
- 2.8 Fixed salaries of Senior Executives are determined in accordance with international standards and legal obligations, taking into account macroeconomic data in the market, wage policies prevailing in the market, the size and long-term goals of the company, and the positions of the individuals.
- 2.9 Executive bonuses can be calculated based on bonus base, company performance, and individual performance.
- Bonus Base
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Company Performance
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Individual Performance
- 2.10 The total amounts paid to Senior Executives and Members of the Board of Directors during the year, determined in accordance with the above principles, are submitted to the shareholders for information and/or approval at the following general assembly meeting in accordance with the legislation.
- 2.11 No transactions that may lead to conflicts of interest such as lending money or extending credit to the Members of the Board of Directors by the Company.

3 Enforcement and Implementation

- 3.1 This regulation and amendments thereto shall enter into force upon the decision of Norm Holding Board of Directors; approval of the Board of Directors for senior executives (excluding the members of the Board of Directors) and approval of the General Assembly for the members of the Board of Directors or senior executives.
- 3.2 Norm Holding Board of Directors, primarily the Corporate Governance Committee, is responsible for the execution of this regulation.