

Norm Holding targets strategic investment and growth

Here we speak to Mahmut Öztürk, CEO at Norm Holding, about how, as a Turkish full service provider, the business has taken key steps in diversifying its portfolio of companies and how planned investments are enabling it to support existing customers and target new markets globally.

The last 'Made in Türkiye' feature was in July 2022. What have been the key focuses for Norm Holding in this time?

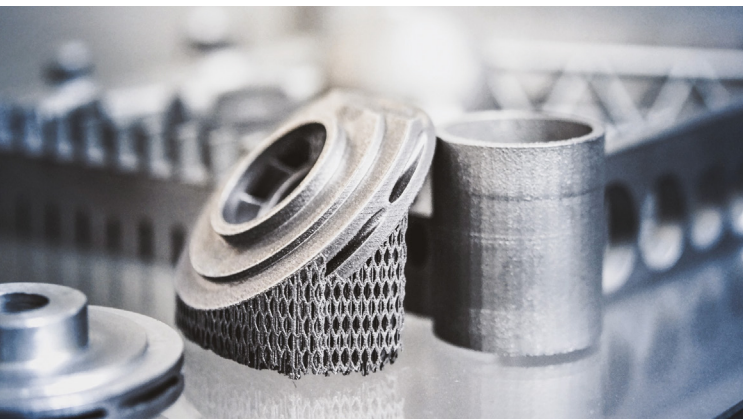
"Over the past few years Norm Holding has made some significant investments with a dual focus, firstly our priority has been to expand our capacity and the second has been to transform our in-house service companies – such as Norm Tooling, Norm Coating, NRM Engineering, Metridata and Norm Digital – into solution partners that can also serve clients individually or as part of the larger Norm Holding.

We have also looked to strategically diversify our portfolio, by establishing additional companies such as Norm Forging, Norm Additive, Norm Stamping and Norm Machining. These initiatives broaden our manufacturing capabilities into hot forging, additive manufacturing, sheet metal forming, as well as machining. Of course, digitisation is a major focus area for us and we have several initiatives underway on this topic.

We have also accelerated our digital transformation journey to align all our production facilities with the principles of Industry 5.0. To add to this, we have dedicated teams across different domains, including more than 20 engineers actively involved in Artificial Intelligence projects. Additionally, we are developing RPA (Robotic Process Automation) solutions, which we believe will become a strong competitive advantage for us."

What key investments have you made into Norm Holding over the last twelve months and how has this benefited the business and its customers?

"We have continued to invest in solar energy, including a solar farm with a capacity of 44Mw, underlining the scale of the project.



Thanks to this investment we will be able to generate around 60% of our total energy consumption internally. This is a major step forward for us in supporting our sustainability objectives.

In addition to this, we are currently constructing a new production facility, which will be dedicated to our stamping division, including the manufacture of washers. We plan to start the transition to this new plant in the coming months. We are also developing our hot forging facility, which again will be another key part of our ongoing investments.

In December 2024 we also relocated our warehouse in the USA to a new facility with almost five times the shelf capacity. Our previous warehouse covered an area of roughly 2,700m² – with 2,700 shelving units. However, the new warehouse covers 6,000 shelving units and can be expanded up to 12,000 shelving units as and when needed. It also features a dedicated quarantine area to enhance risk management and workload efficiency. This strategic move enables us to increase inventory diversity, as well as improve operation agility, whilst maintaining our industry leadership."

Norm Holding has recently taken further steps in its digital transformation journey by implementing a new planning and scheduling system into its cold forming process. Can you tell us a little more about that and the benefits it will bring?

"You're right, as part of our digital transformation journey we have integrated a SAP advanced planning and detailed schedule

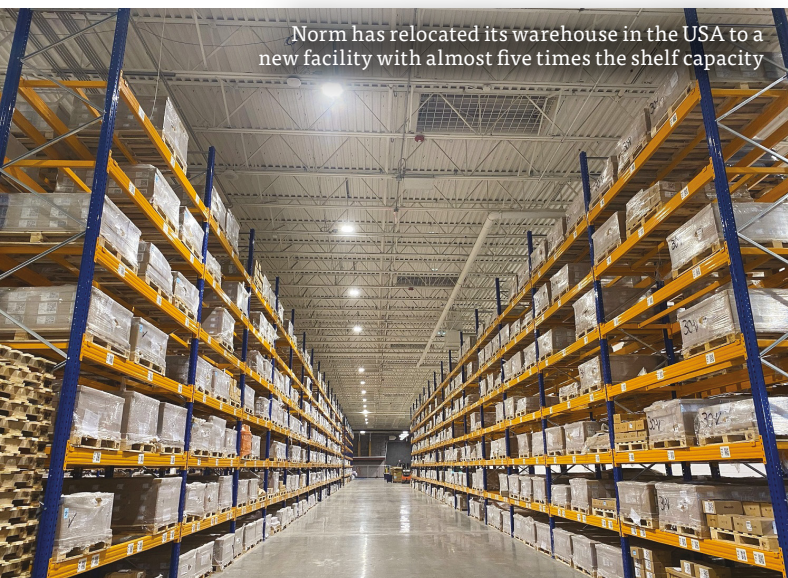


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system into our cold forming operations in order to better align with our customer's dynamic needs. This system helps us to plan more precisely, react faster to last minute order changes, as well as stay committed to promised delivery dates.

This is crucial in today's market, especially in the automotive industry where time management and flexibility are critical. Through this new system our customers will experience a more dependable supply, reduced lead times, as well as stronger operational support.

The new SAP system has already significantly improved our visibility and responsiveness across the planning cycle. In today's fast moving environment our OEM and Tier 1 customers face constant shifts in demand, often with very short notice. With 'real time' data integration and scenario-based planning capabilities, we can adjust our production schedules quickly and proactively – helping us to support our customers with greater speed, reliability and flexibility."



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The Carbon Border Adjustment Mechanism (CBAM) regulation has made a significant impact on the market. How is the regulation impacting Norm Holding and what processes have you put into place to ensure your business is CBAM compliant?

"We have been conducting research and development on the subject for five years. Over the past three years, we have shared our progress in our sustainability efforts, particularly in tracking our carbon footprint.

Our targets are clear, by 2030 we aim to cut our carbon emissions by 50% and by 2050 we plan to be carbon neutral. These are all ambitious goals, but our team is fully committed and working diligently to meet them. Our employees and board of directors approach this matter with great seriousness. That is why we are investing significantly in solar energy and replacing all our furnaces as part of this comprehensive strategy. This is necessary to enhance our sustainability and align with the CBAM framework.

While the CBAM regulation does provide challenges, we believe that it will also offers us a significant opportunity, which is why we are making sure we are fully prepared."

What are the key factors that enables Norm Holding to stand out from its competitors?

"Our strategy is to offer our customers end-to-end fully integrated production capabilities either from Norm Holding itself or through the individual companies, such as Norm Coating, Norm Forging, Norm Tooling, NRM Engineering, Metridata, Norm Digital, Norm Additive, Norm Stamping and Norm Machining. Through these businesses our comprehensive in-house services span R&D, cold forging, hot forging, machining, stamping, tooling, heat treatment, coating, automation systems, as well as global logistics. Thanks to these extensive capabilities, we can deliver high-quality, reliable and efficient solutions to our customers across various industries. Our aim is to strengthen our collaboration with existing customers, while we are expanding our business scope – for which we have established a business development team that is focused on exploring new opportunities. »

» In addition to growing our presence with current partners, we are also actively seeking to enter new markets, such as agriculture, construction and solar energy.”

How have the markets you supply developed and how do you ensure you are providing a consistent service and products to customers?

“Over the years the markets that we have served, including automotive, white goods, renewable energy, and construction, have significantly evolved, each with increasing demands for high performance, customised and sustainable solutions.

The automotive industry has also shifted towards lightweight solutions – with efficient components driving the demand for patented fasteners and full service support. For the white goods sector, the focus has been on aesthetic integration and corrosion resistance. In renewable energy, particularly wind and solar, the demand for durable and corrosion resistant solutions has grown in-line with global sustainability demands. Meanwhile, the construction industry requires heavy-duty, high strength fasteners that withstand challenging environmental conditions. To ensure consistent service, and product quality, we have adopted a customer centric co-design approach from the earliest design stage backed by strong engineering and R&D capabilities. We also offer tailored stock management and can apply industry specific coatings and finishes to meet durability and performance expectations.

Our full service provider model ensures that every customer receives end-to-end support, which enables us to maintain long-term partnerships that are built on reliability and innovation.”

How is the Turkish economy currently performing and what are the benefits for customers working with a Turkish fastener manufacturer?

“The Turkish economy is currently facing significant challenges, particularly due to high inflation, which has led to rising interest rates and increased financing costs. All producers in Türkiye are facing these serious issues at the moment. These microeconomic conditions are making 2025 a challenging year for industrial players in the country. At the same time, the slowdown in economic growth across the EU has created some uncertainty in the future of our existing business lines.

On a more positive note, we have observed growing interest from Chinese automotive manufacturers, who are investing in Türkiye. We believe that such investments will have a positive impact, not only on

the Turkish economy but also the fastener industry – creating new opportunities and boosting local industry activity.

Working with a Turkish manufacturer offers customers significant supply chain stability, cost management and strategic location advantages, along with strong production capabilities. Thanks to Türkiye’s geographic proximity to the European Union, we can also minimise delivery disruptions and help shorten delivery times. This helps mitigate the impact of global political and logistic challenges.

Turkish manufacturers have also effectively navigated the global raw material shortages and inflationary pressures in recent years, by adopting a proactive and transparent pricing strategy. Careful cost monitoring across key inputs, such as raw materials, energy, and logistics, has allowed for more stable and predictable pricing – even during periods of global volatility.”

What are the benefits to Norm Holding of being a Turkish company and what does ‘Made in Türkiye’ mean to the business?

“Türkiye has emerged as a resilient and sustainable supply hub during times of crisis – with a well established and continuously advancing industrial base that can still produce raw and auxiliary materials across various sectors. This enables the country to maintain stability and minimise the impact of global supply chain disruptions.

Leveraging this strength, Turkish companies can form lasting partnerships and deliver effective customer oriented solutions. At Norm Holding we have strengthened our ability to provide sustainable supply chain management and have significantly improved our on time delivery performance.

‘Made in Türkiye’ for Norm Holding means high-quality and sustainable production, particularly in non standard fasteners. One of our core investment priorities is to develop our expertise in areas where we can deliver reliable, sustainable and high value services to our business partners. This focus has been instrumental in helping us build and sustain strong partnerships, both local and global, for the past 52 years – establishing our position as a key player in the global fastener industry.”

What plans does Norm Holding have for the remainder of 2025 and the years ahead?

“We expect the Turkish fastener market to evolve significantly over the next five years, shaped by sector, diversification, sustainability and its requirements, as well as digital transformation. At Norm Holding we are actively working to increase our market share in sectors beyond automotive, particularly white goods and renewable energy. We are also strengthening our presence in the aerospace sector through our companies Norm Tooling and Norm Machining. We have also recently obtained the AS 9100 certification and aim to grow our footprint in the aerospace industry in the upcoming years.

In-line with global sustainability goals, and regulations such as the EU CBAM, we are also committed to compliance and being an attractive contributor to the transition. This includes developing more sustainable products for the automotive industry, such as lightweight and low emission components, as well as supplying fasteners to the solar energy sector and forged components to the wind energy sector. That is why our R&D and new product development efforts are strongly aligned with these objectives.

I believe that integrating the green and digital transformations will be the two most critical challenges for manufacturers in the Turkish fastener market going forward. Businesses that fail to adapt to these demands risk falling behind in global competition. That is why we are addressing this head on through strategic investment in artificial intelligence and automation technologies – supported by Norm Digital, NRM Engineering and Metridata.” +

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