



Investor Presentation

30 September 2024

DOĞTAŞ

 **Kelebek**

 **Kelebek**
MUTFAK - BANYO

lova
yatak

ruumstore

BiGA
HOME



Agenda

-  **01** Overview of Company Activities and Furniture Sector
-  **02** Financial Results
-  **03** Annex



Developments in 2024



A 3-year Investment Incentive Certificate was granted by the Turkish Republic Ministry of Industry and Technology for our ongoing SPP investments on the roofs of our production facilities in Biga and Düzce!

We increased the number of points of sale to 786!*

On 20 November 2024, we will distribute 100 Million TL dividend to our Shareholders!

We ranked 250th in ISO 500, 247th in FORTUNE 500 and 341st in Capital 500. We are also ranked 81st in the ISO employment ranking!

We have implemented a significant part of our digital transformation projects, and we continue our work at full speed. We continue to work to publish our first report on sustainability in the sector at the beginning of December!

We crowned our 2024 brand activities with the awards we received!

We launched the first end-to-end qualified delivery project in the furniture industry in Turkey!




DOĞANLAR
MOBİLYA GRUBU



Overview of Company Activities and Furniture Sector



Overview of Doganlar Mobilya Group

Overview

- Furniture company in the top 3* producing and selling modern designed furniture at affordable prices
- Turkey's most established furniture company with **6 brands** (Doğtaş, Kelebek, Kelebek Kitchen-Bathroom, Lova Sleep, Ruum Store and Biga Home)
- The shareholding structure consists of **49,88% Doğanlar Yatırım Holding** and ****50,12% publicly traded shares**.
- 2.702 employee**
- Supply Chain;**
 - ✓ **5 different production units in 3 different locations (Düzce, Biga and Senegal)** on a total of **446 thousand m2** open area and **156 thousand m2** closed area, **2 design centers**,
 - ✓ **122 thousand m2 of warehouse space** in 6 different locations in Turkey
 - ✓ **6 thousand m2 warehouse space** in 4 different locations in abroad

* According to the number of stores

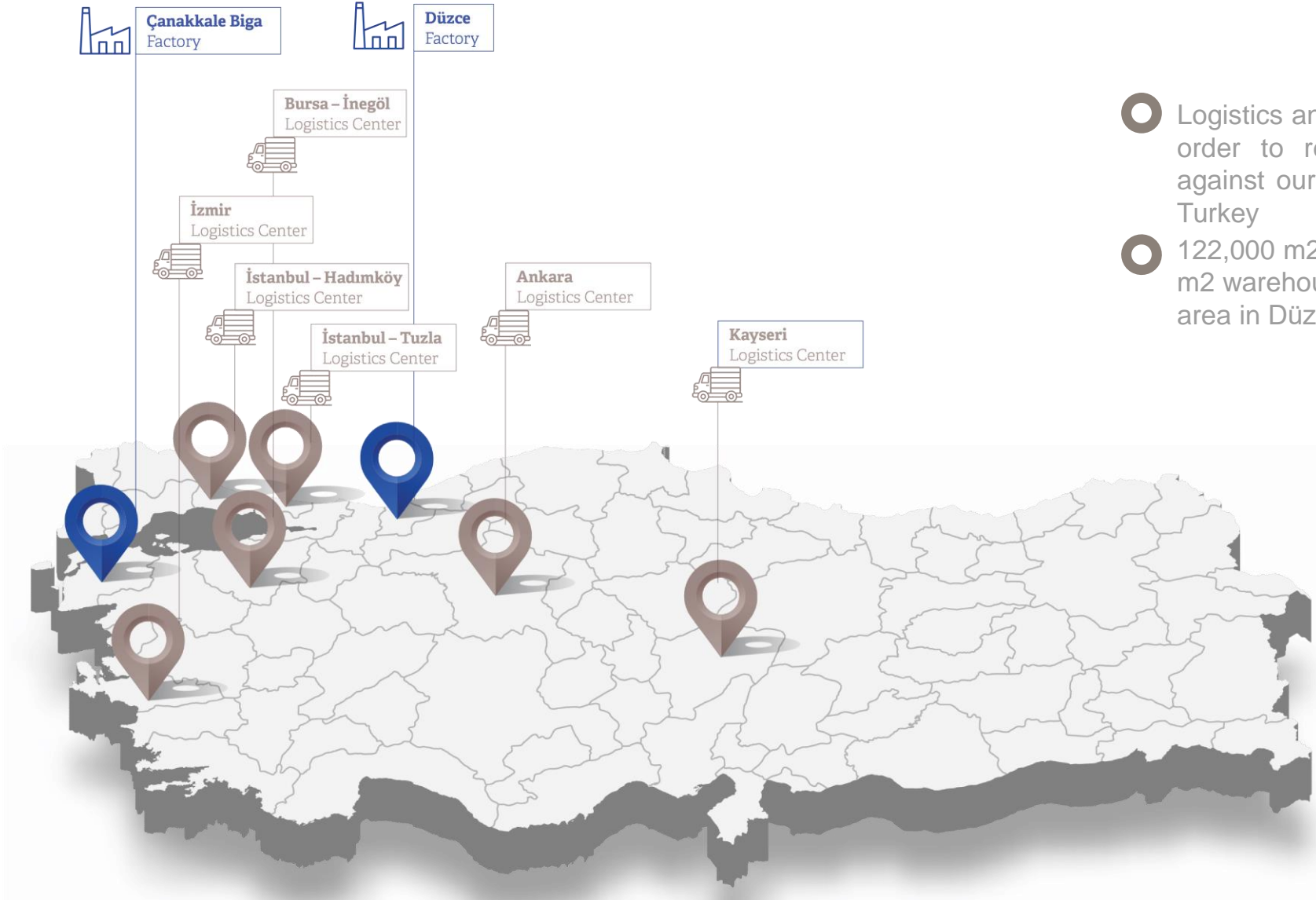
** 50.08% of shares in circulation

2024/9M Key Financial and Operational Indicators (Including the effect of TAS 29 Inflation Accounting)

8.2 billion TL Net Revenue	1% Net Sales Growth (2023/9M-2024/9M)	786 Total Domestic and International Sales Points	766 thousand m² Store Area
35% Gross Profit Margin (2023/9M 37%)	904 million TL EBITDA	11% EBITDA Margin (2023/9M 15%)	+56 Sales Point Growth ⁽¹⁾

(1) 01.01.2024 -30.09.2024

Flexible Production Model



- Logistics and operation centers in 6 center in Turkey in order to reduce our logistics and operation costs against our widespread seller and supplier network in Turkey
- 122,000 m2 storage area in Turkey, including 20,000 m2 warehouse area in Biga and 25,000 m2 warehouse area in Düzce



Production Facilities

Biga Factory

○ Flexibility between internal production and external supply

Facilities close to Turkey's main furniture production centres and high demand regions



Total Area	233.000 m ²
Closed Area	84.000 m ²
R&D Area	1.175 m ²
Warehouse Area	20.000 m ²

Production Capacity

Panel	2.400.000 m ² /year
Upholstery	96.000 pieces/year
Bedding	75.600 pieces /year



4,542 kWp Solar Energy Investment



Production Facilities

Düzce Factory

○ Flexibility between internal production and external supply

Facilities close to Turkey's main furniture production centres and high demand regions



Total Area	159.500 m ²
Closed Area	62.000 m ²
R&D Area	1.325 m ²
Warehouse Area	25.000 m ²

Production Capacity

Panel	1.900.200 m ² /year
Upholstery	53.500 pieces/year





Production Facilities

Senegal Factory

Flexibility between internal production and external supply

Production facility in Dakar, the capital of Senegal, with an advantageous export position to 15 Ecowas* countries (Benin, Burkina Faso, Cabo Verde, Ivory Coast, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Sierra Leone and Togo) with a total population of 350 million.



Total Area	52.800 m ²
Closed Area	10.000 m ²
Warehouse Area	25.000 m ²

Production Capacity

Panel	220.000 m ² /year
Upholstery	15.000 pieces /year
Bedding	25.000 pieces /year

* Ecowas: Economic Community of West African States

Investment Highlights

- ✓ Growing furniture market and changing market dynamics
- ✓ Wide product segment / brand portfolio and growing sales network
- ✓ Solid infrastructure that will ensure sustainable growth
- ✓ Profitability focused growth strategy
- ✓ Strong financial structure



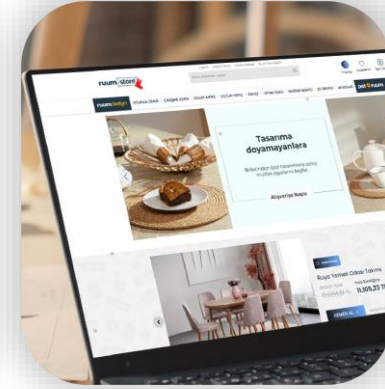
52 years brand



89 years brand



7 years brand



www.ruumstore.com



1.5 years brand

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 **Kelebek**

 **Kelebek**
MUTFAK - BANYO

lova
yatak

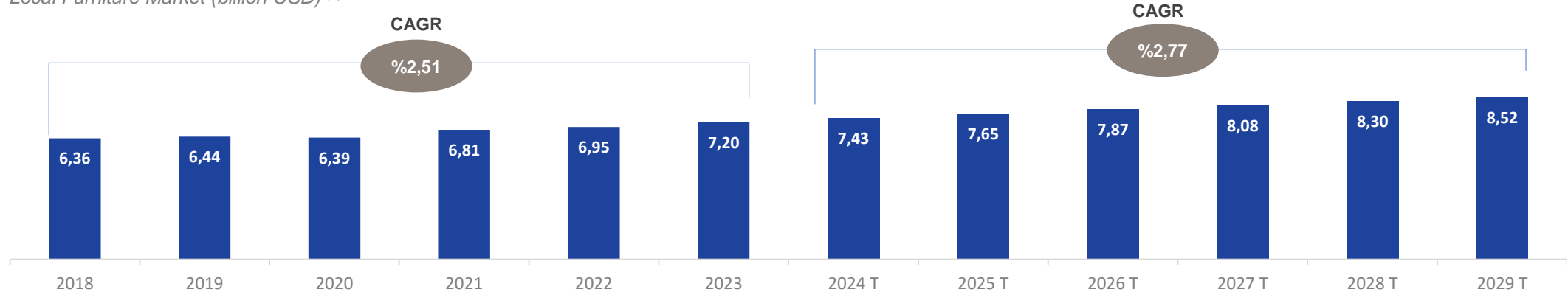
ruum / store

BİGA
HOME

Growing Furniture Market and Changing Market Dynamics-Türkiye

Local furniture demand with a CAGR of 2.77% between 2024E-2029E

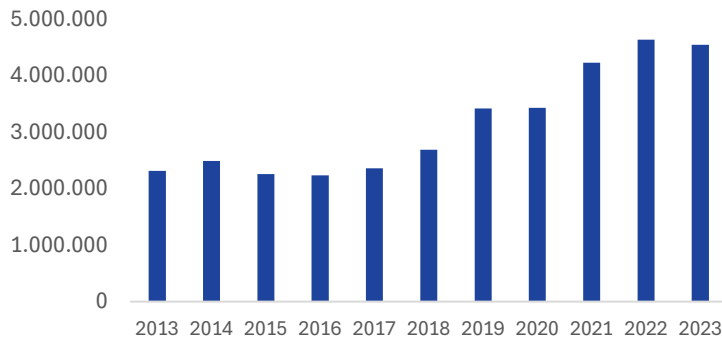
Local Furniture Market (billion USD) ⁽¹⁾



- Between 2024 - 2029, the Turkish furniture market is expected to grow more than the previous period and reach 8.52 billion USD in 2029. The main growth factors are; * Post-earthquake construction throughout Turkey and the acceleration of construction with Urban Transformation projects, * Transition from inorganized, local and small enterprises to branded large enterprises, * Access to raw material resources and financing, * Price advantage with industrial production and efficiency studies

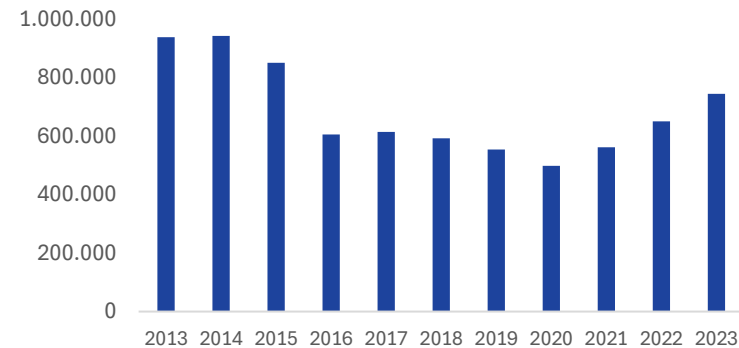
Türkiye furniture exports with 7.38% CAGR between 2019-2023

Furniture Export (thousand USD) ⁽²⁾



Furniture imports by years

Furniture Import (thousand USD) ⁽²⁾

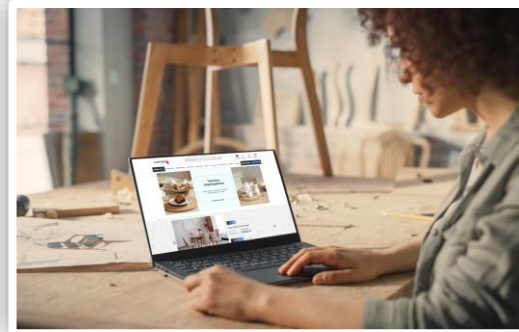


(1) Statista (2) Trademap

Wide Product Segment / Brand Portfolio and Growing Sales Network

○ The Only Address for Home Furniture

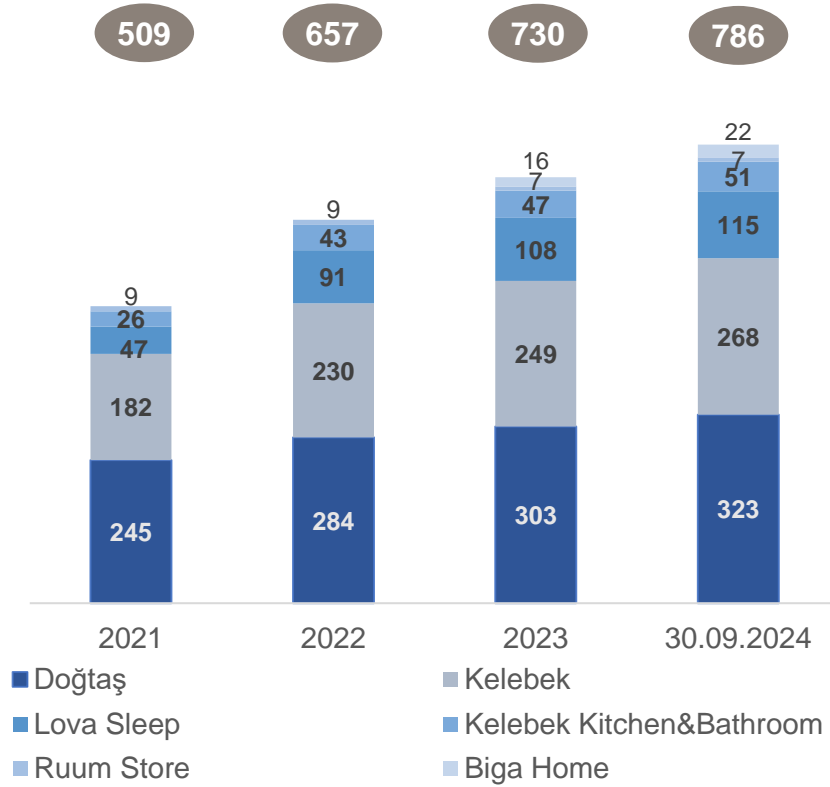
- A wide range of products at **affordable prices** with best-in-class designs
- Potential to penetrate the market more and faster with a **multi-brand strategy**
- The collection is constantly renewed in line with customer opinions received from **786 sales points**
- **Fully comprehensive product portfolio:** Living room, dining room, bedroom, kitchen, bed, bed base. Accessories, lighting, decorative products in the Home category, garden furniture in the Garden category, home textiles in the sleep category.



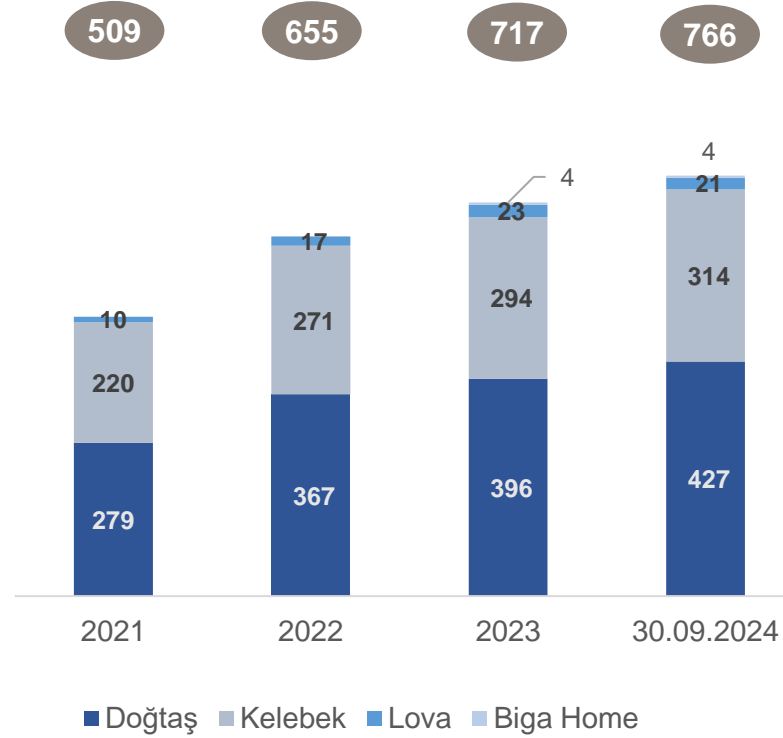


Wide Product Segment / Brand Portfolio and Growing Sales Network

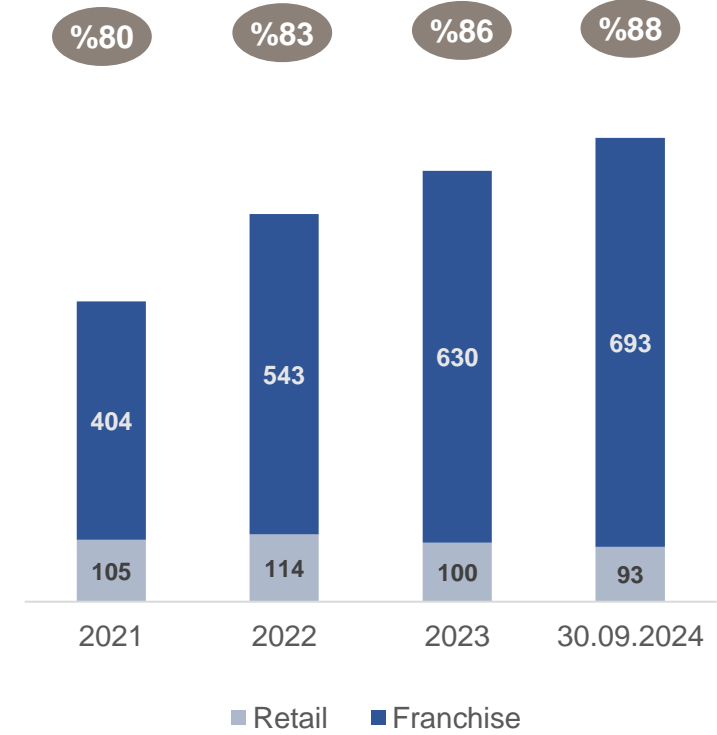
30.09.2024 Total Number of Stores (Number)*



30.09.2024 Sales Area (thousand m2)



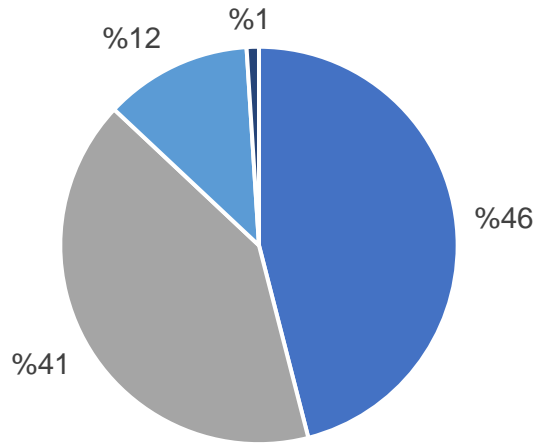
30.09.2024 Share of Franchise in Sales Points (%)





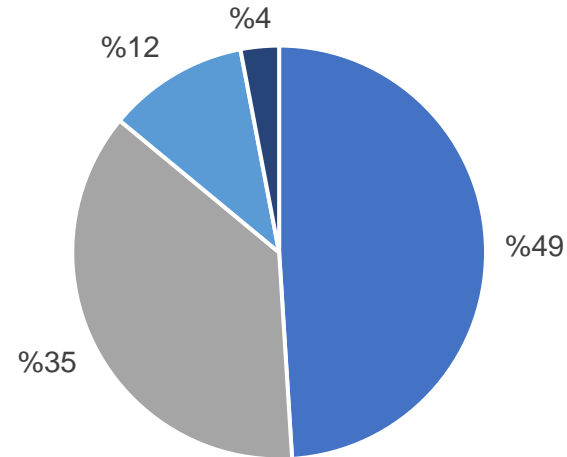
Wide Product Segment / Brand Portfolio and Growing Sales Network

Sales by Brand (2024/9M)



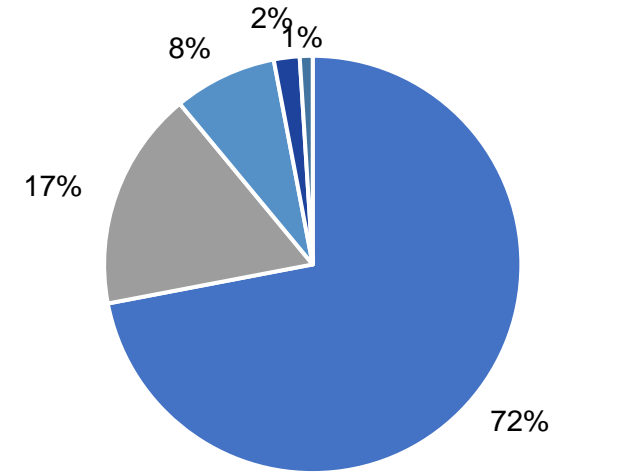
- Doğtaş
- Kelebek
- Lova Sleep
- Ruum Store

Sales by Product Group (2024/9M)

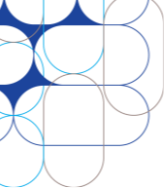


- Wooden Panel
- Upholstery
- Bedding Group-Home Textiles
- Decor-Accessories

Sales by Channel (2024/9M)



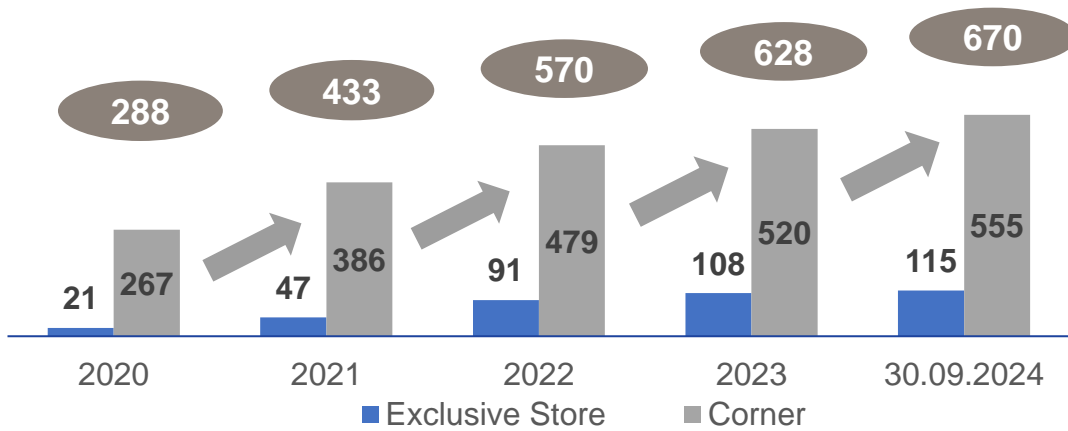
- Franchise
- Retail
- International Sales
- E-Commerce
- Projects/Corporate Sales



A Strong Brand and Expanding Product Range: Lova Sleep

Developed with a focus on sleep comfort and quality, Lova Sleep introduced dynamic sleep features to its users in 2017. With Lova Sleep, we aim to steadily increase our share in the market and total sales. We increased the share of our Lova Sleep sales in total sales from 10% to 12%.

Lova Sleep Sales Points Development



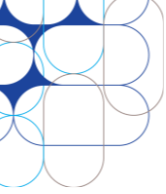
+94

New exclusive concept store
(2020-30.09.2024)

+288

New Corner point
(2020-30.09.2024)





Growing Sales Opportunities and Innovative Projects

Sales Channels



- ✓ **Corporate Tender Projects:** Agreement with one of the Public Institutions and Organizations affiliated to the Republic of Turkey on the production of Furniture Group, Bedding and Textile product groups; Residential and commercial projects at home and projects that we have signed and produced abroad in the Middle East and Turkic Republics
- ✓ **End-to-End Qualified Delivery Project:** With this project, which is the first of its kind in the sector in Turkey, customer complaints are reduced, logistics optimization efficiency is ensured, dealers are fully focused on sales and customer satisfaction, it is easy to find investors for franchises, fast service is provided on SSH and costs are reduced.
- ✓ We carry out online sales on marketplace sites such as **Amazon, Wayfair, Etsy, The Range, B&Q, Debenhams, Monamono in the USA, TRNC and the UK**, where we have offices abroad.
- ✓ **As Ruumstore**, we aim to reach all living spaces related to home by making active sales in all channels with our mass marketing strategy. We take place in **Koçtaş, Bim, A101, Migros and Şok** stores and online channels with our **Ruumstore** branded sales.



International Markets

Significant growth target in international markets!

Subsidiaries Established Abroad Since 2021

- TRNC (Doğtaş)
- Senegal (Biga Home and Doğtaş)
- USA (Doğtaş)
- United Kingdom (Kelebek)

Online Portals other than Retail Sales Channel & Projected Works & Sales to Chain Stores

+43
New Sales Point
(2021-30.09.2024)

+~25
New Sales Point Target
(2024)



30.09.2024 Sales Points

DOĞTAŞ®

55

Kelebek

22

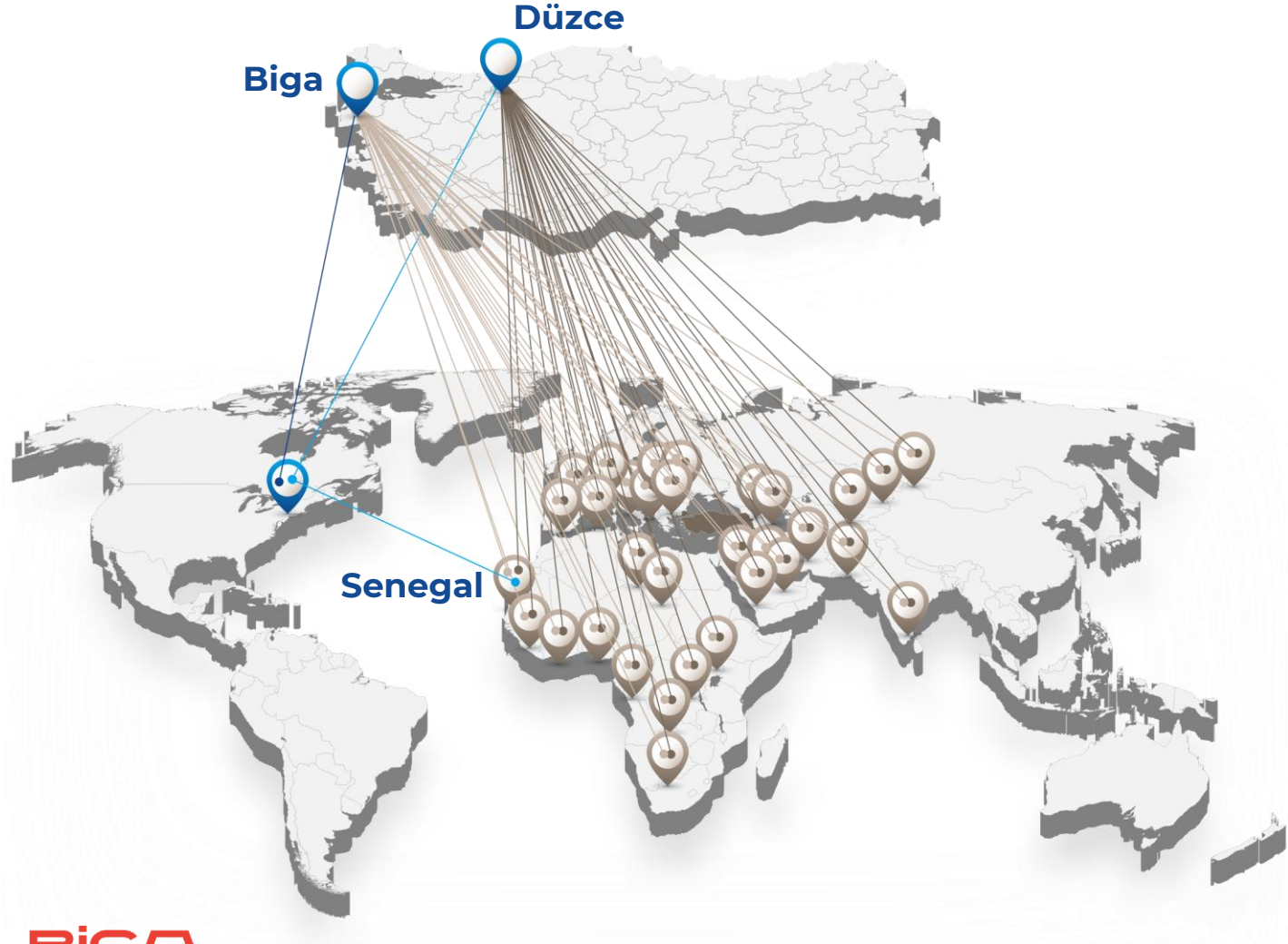
77
Corner*

room/store

7

BiGA
HOME

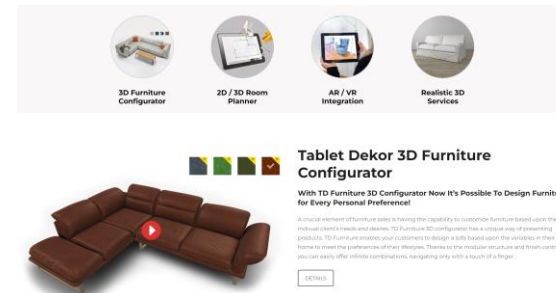
22



Solid Infrastructure That Will Ensure Sustainable Growth-Digital Transformation

Our ongoing projects within the scope of our Digital Transformation strategy;

- The transformation project of SAP ERP and CRM systems to SAP RISE Cloud system continues.
- With our Full Time Delivery Project, we are improving our customers' orders and stock planning processes.
- With our Robotic Process Automation (RPA) Projects, our processes are carried out automatically in digital environment.
- Retail Store and Dealer quick sales tablet / mobile application project.
- With the Customer Lifecycle and Multi-channel integration project, we determine customer needs supported by artificial intelligence.
- MES Production data collection and IOT / SCADA Projects are ongoing.
- We digitalise our Production and Logistics processes with RFID Smart Barcode Technologies.
- We improve our delivery processes by moving Kelebek Kitchen customer orders to end-to-end digital platforms.



Sustainability Management



- **UN Global Compact** Türkiye Network Membership
- **United Nations Global Compact** Signatory
- **UN Global Compact Women's Empowerment Principles** Signature



- Establishment of Zero Waste System in Head Office Offices with Zero Waste Project
- Use of Recycled Plastics in Production (**SEAQUAL Organization**)



- Transition to Eco Design Model with Low Carbon Products



- Social Impact Projects
- Conversion of Company Vehicles to Electric Vehicles Project
- Renewable Energy Investments (**SPP**)



- Energy Monitoring and Tracking System Project (**SCADA**)



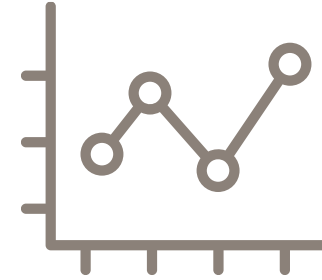
- Audit Committee, Early Detection of Risk Committee, Corporate Governance Committee

- Gender diversity in BoD (43% women member)



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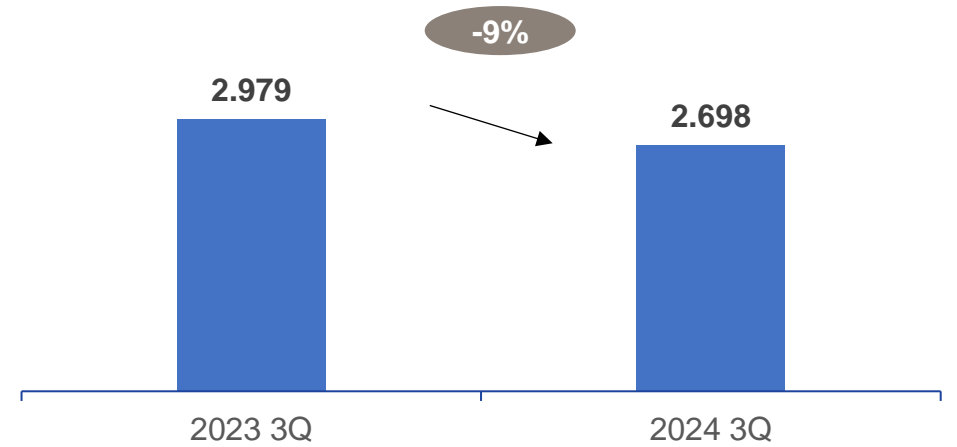
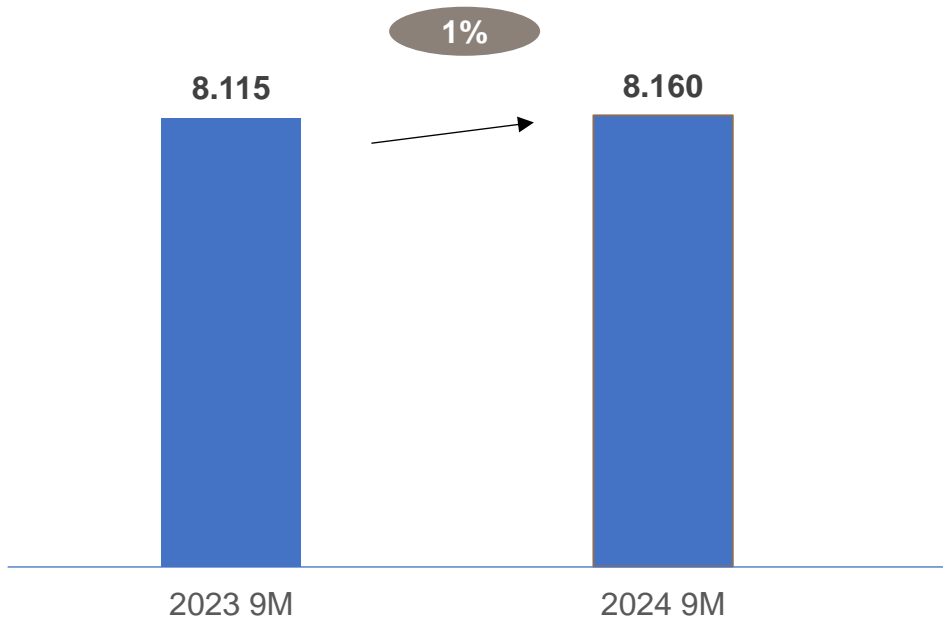


Financial Results



Net Sales

- Net Sales (million TL) & Net Sales Growth (%)
Including TAS-29 Inflation Adjustments

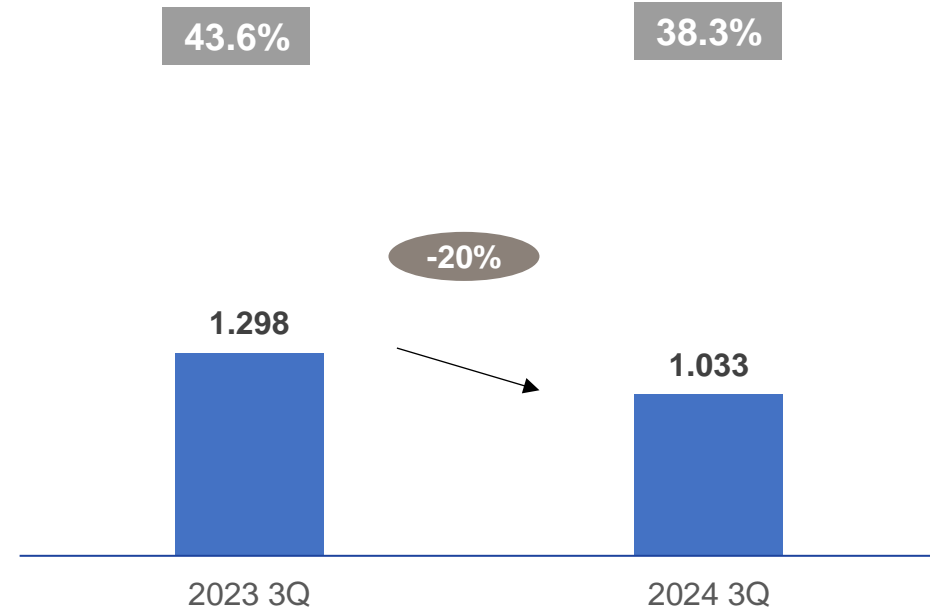
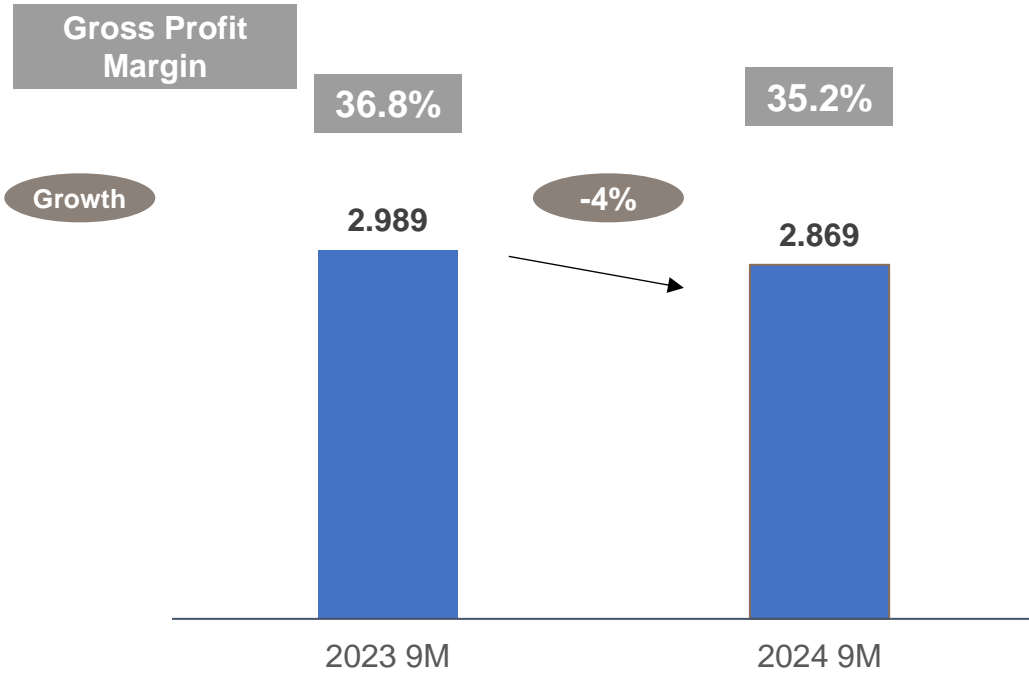


- 2024/9M Share of International Sales: 8%



Gross Profit

○ Gross Profit (million TL) & Gross Profit Margin and Growth (%)
Including TAS-29 Inflation Adjustments





EBITDA

○ EBITDA(million TL) & EBITDA Margin and Growth (%)
Including TAS-29 Inflation Adjustments

EBITDA Margin

15%

11%

1.238

904

-27%

Growth

2023 9M

2024 9M

23%

16%

697

430

-38%

2023 3Q

2024 3Q



Net Profit

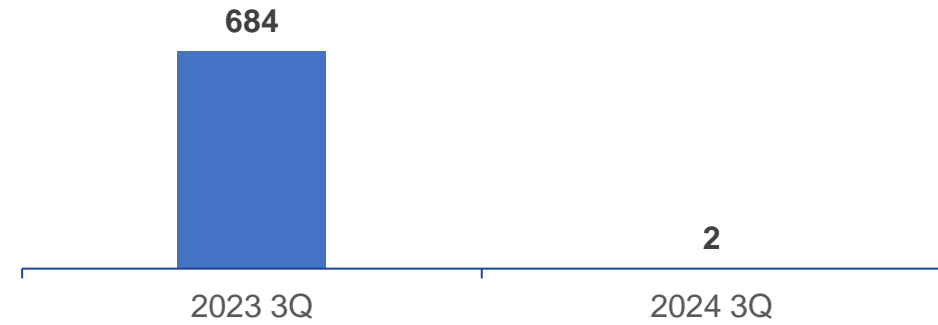
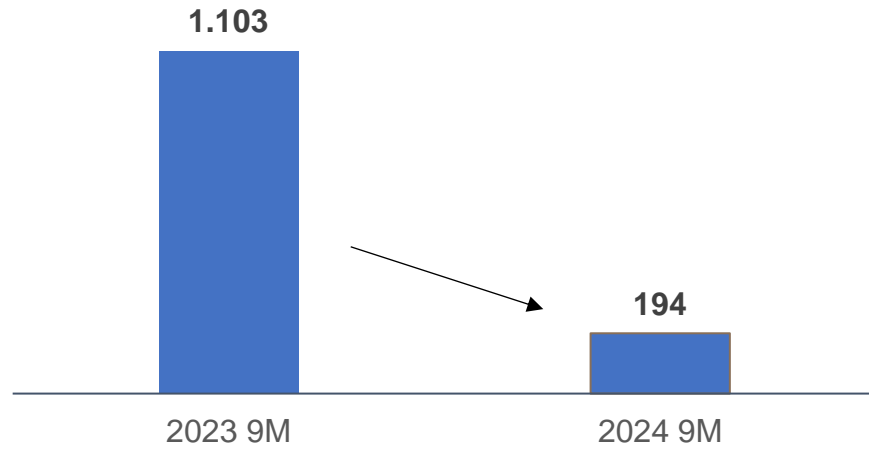
○ Net Profit - Attributable to Parent Company (TL million) & Net Profit Margin (%)
Including TAS-29 Inflation Adjustments

Net Profit
Margin

14%

2%

23%





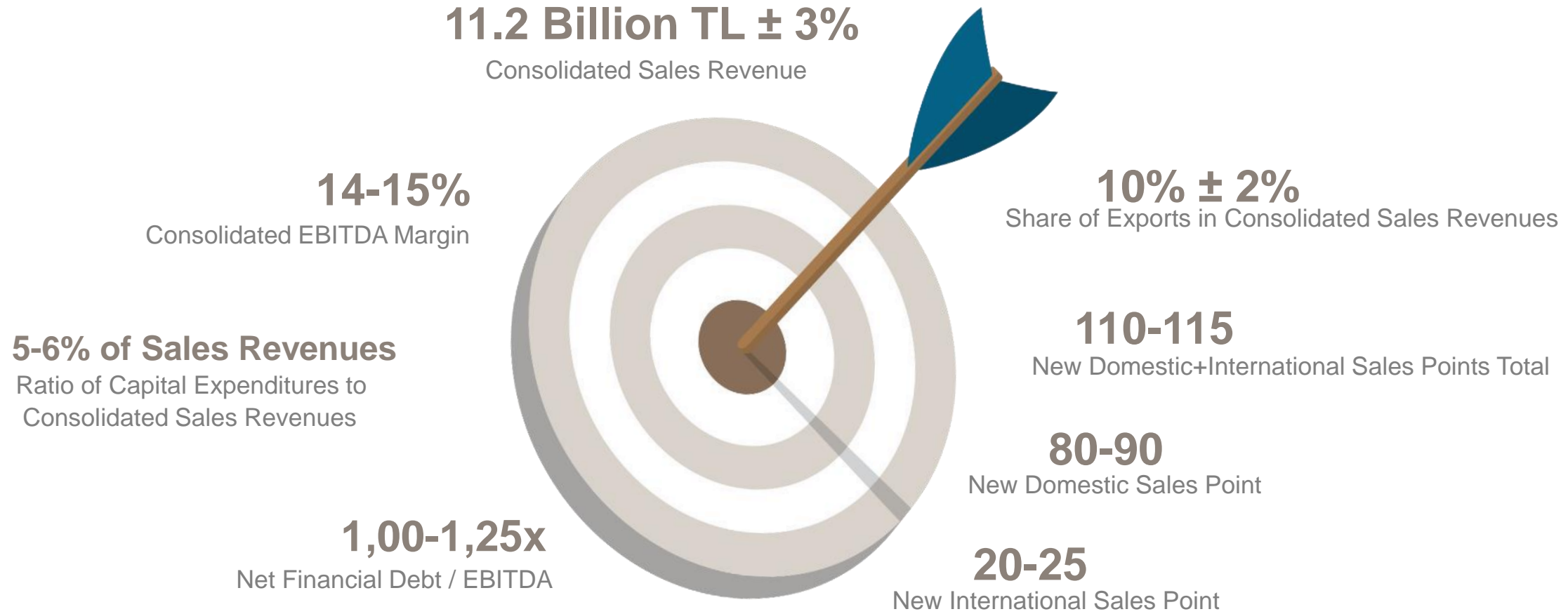
Financial Debt

Net Financial Debt (TRY) – (Including TAS-29 Inflation Adjustments)

thousand (TRY)	31.12.2023	30.09.2024
Short Term Indebtedness	1.998.098	2.757.064
Bank Loans	187.560	2.015.542
Financial Leasing Debts	61.729	39.407
Leasing Debts	148.446	129.274
Short Term Portion of Long Term Borrowings	1.600.363	572.841
Long Term Indebtedness	969.967	718.543
Bank Loans	483.975	328.054
Financial Leasing Debts	9.438	33.436
Leasing Debts	476.554	357.053
Total Financial Indebtedness (Including IFRS-16 Financial Debts)	2.968.065	3.475.607
Cash and Cash Equivalents	432.583	288.701
Net Financial Debt (Including IFRS-16 Financial Debts)	2.535.482	3.186.906



2024 - Guidance*



* These are the Guidance for 2024 announced on Public Disclosure Platform on January 22, 2024.

* Guidance for 2024 are given without taking into account the potential impacts that may arise from the implementation of TAS 29 (Financial Reporting in High-Inflation Economies).




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Annex

Summary Financials - Income Statement

Including TAS-29 Inflation Adjustments

TRY	30.09.2023	30.09.2024
Revenue	8.114.481.139	8.159.652.714
Cost of Sales	- 5.125.161.704 -	5.290.711.126
Gross Profit	2.989.319.435	2.868.941.588
Operational Expenses	- 2.275.169.525 -	2.634.670.043
Other Net Operating Income	236.531.696	318.434.767
Operating Profit	950.681.606	552.706.312
Income from Investment Activities	15.514.277	11.191.252
Operating Profit Before Financing	966.195.883	563.897.564
Financing Income/Expense (Net)	- 569.348.227 -	1.112.640.002
Net Monetary Positions Gains/Losses	1.000.448.478	620.943.472
EBIT	1.397.296.134	72.201.034
Tax Income/Expense	- 335.302.965	121.547.488
Net Profit/Loss for the Period	1.061.933.169	193.748.522
Net Profit/Loss of the Parent Shares for the Period	1.103.316.906	193.823.512
EBITDA	1.237.911.000	904.381.000
<i>Gross Profit Margin</i>	37%	35%
<i>EBITDA Margin</i>	15%	11%
<i>Net Profit Margin</i>	14%	2%



Summary Financials - Balance Sheet

Including TAS-29 Inflation Adjustments

TRY	31.12.2023	31.09.2024
Total Assets	9.667.231.226	9.368.828.810
Cash and Cash Equivalents	432.582.873	288.701.107
Financial Investments	343.589.922	491.568
Trade Receivables	1.093.849.060	995.335.631
Stocks	2.114.282.958	2.399.805.005
Prepaid expenses	520.511.347	581.142.479
Others	6.495.289	30.008.723
Current Assets	4.511.311.449	4.295.484.513
Prepaid expenses	3.708.359.682	3.754.070.438
Intangible Assets	313.284.838	359.306.710
Right-of-Use Assets	1.024.470.769	881.553.468
Others	109.804.488	78.413.681
Fixed Assets	5.155.919.777	5.073.344.297
Total Liabilities & Equity	9.667.231.226	9.368.828.810
Short -Term Borrowings	1.998.097.639	2.757.063.646
Trade Payables	2.316.683.791	1.902.727.596
Deffered Income	1.002.107.992	641.805.272
Provisions & Other Current Liabilities	350.597.448	298.995.898
Current Income Tax Liability	62.368.172	-
Short Term Liabilities	5.729.855.042	5.600.592.412
Long Term Liabilities	969.967.116	718.542.963
Provisions & Other Long Term Liabilities	80.209.561	91.790.572
Deferred Tax Liability	212.529.085	62.242.654
Long Term Liabilities	1.262.705.762	872.576.189
Equity	2.674.670.422	2.895.660.209

Awards



DOĞTAŞ won 4 awards including 1 Silver, 2 Bronze and 1 Iron in A' Design Award & Competition Awards!



DOĞTAŞ won the Silver award at the A.C.E Awards Success Awards!



DOĞTAŞ was selected as the "Most Reputable Furniture Brand of the Year" by The One Awards!



Doğanlar Mobilya was selected as Turkey's Happiest Workplace in 2024!



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Thank You

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