Doğanlar Mobilya Grubu

Investor Presentation
30.09.2025

DOĞANLAR
MOBİLYA GRUBU

DOĞTAŞ Kelebek Kelebek MUTFAK - BANYO lova yatak ruum store BiGA HOME

Agenda

Agenda for the Coming Period

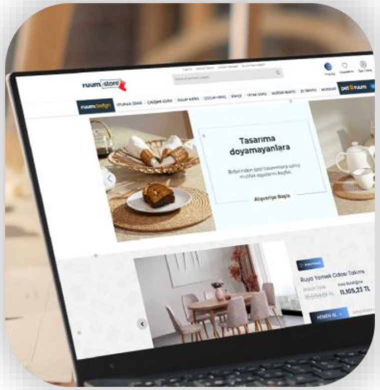
Agenda for Coming Period

- Prioritizing customer experience
- Efficiency and discipline
- Brand and international growth
- Digitalisation and sustainability

A brand with 53 years of heritage

A brand with 90 years of heritage

A brand with 8 years of heritage



www.ruumstore.com

A brand with 2 years of heritage

Overview of 2025/9M Company Activities

Overview of Doğanlar Furniture Group in 2025/9M

- A furniture company in the **top 3* in Turkey** that produces and sells modern design furniture at affordable prices with original designs and innovative solutions,
- Turkey's most established furniture company that produces for the whole world with **6 leading brands** of the furniture industry (**Doğtaş, Kelebek, Kelebek Kitchen-Bathroom, Lova Bed, Ruum Store and Biga Home**),
- The shareholding structure consists of **49.91%**** Doğanlar Yatırım Holding, **45.9%** publicly traded shares and **4.2%** from the company's repurchased shares
- **Supply Chain**; 5 different production units and 2 design centers in 3 different locations (Düzce, Biga and Senegal) on a total of **459 thousand m²** open area and **208 thousand m²** closed area.
- **2.254 employee** (As of 30.09.2025)

** According to the number of stores*

*** As a result of the share purchase carried out by Doğanlar Yatırım Holding A.Ş. ("Doğanlar Holding") on 16 June 2025 and 21 October 2025, Doğanlar Holding's share in the capital of Doğanlar Mobilya Grubu has become 49.91%.*

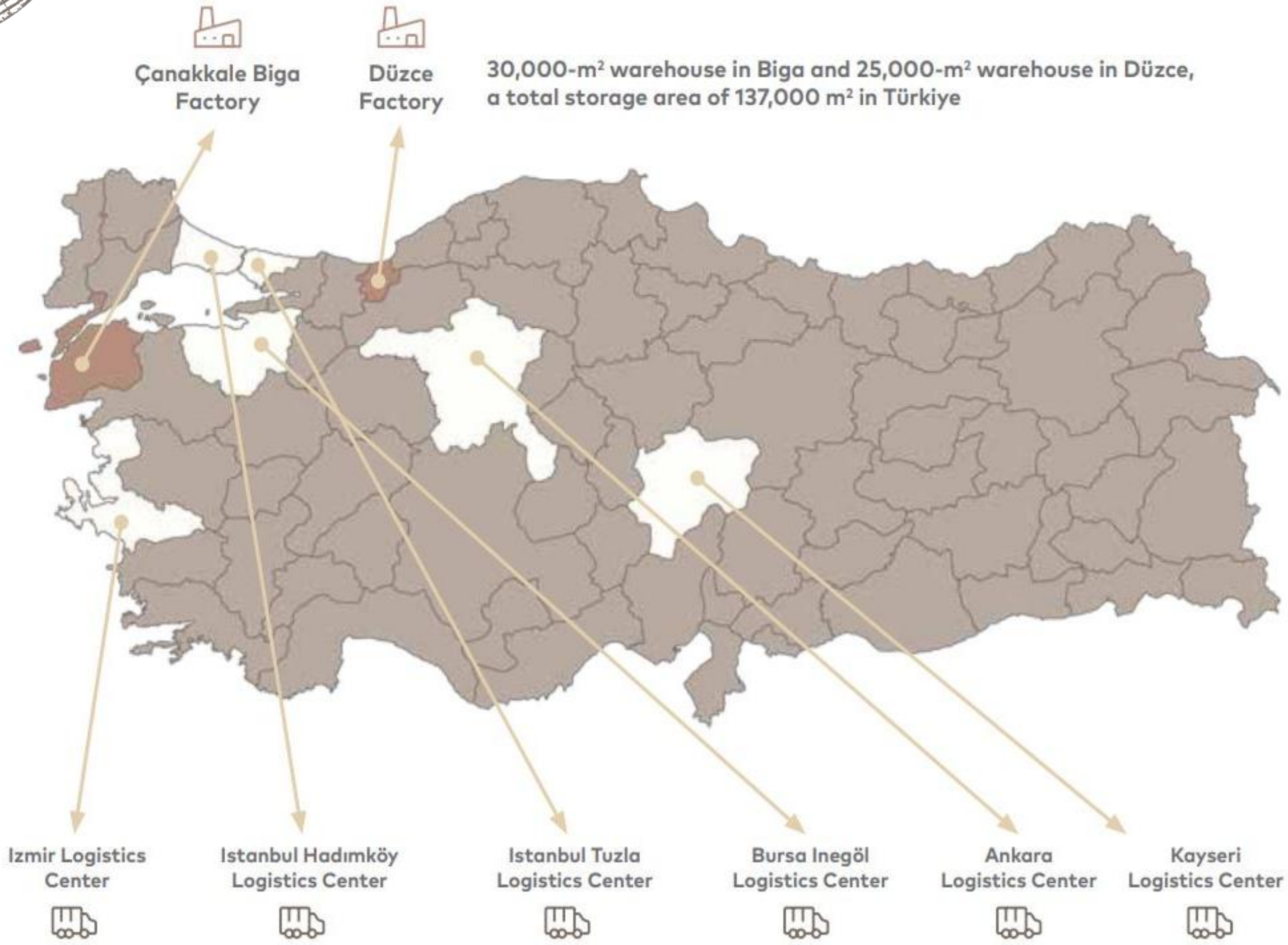
- Turkey's most established furniture company, which manufactures for the entire world with its **six leading brands** in the furniture sector (**Doğtaş, Kelebek, Kelebek Kitchen-Bathroom, Lova Yatak, RuumStore and BigaHome**)

2025/9M Key Financial and Operational Indicators

(Including the effect of TAS 29 Inflaton Accounting)

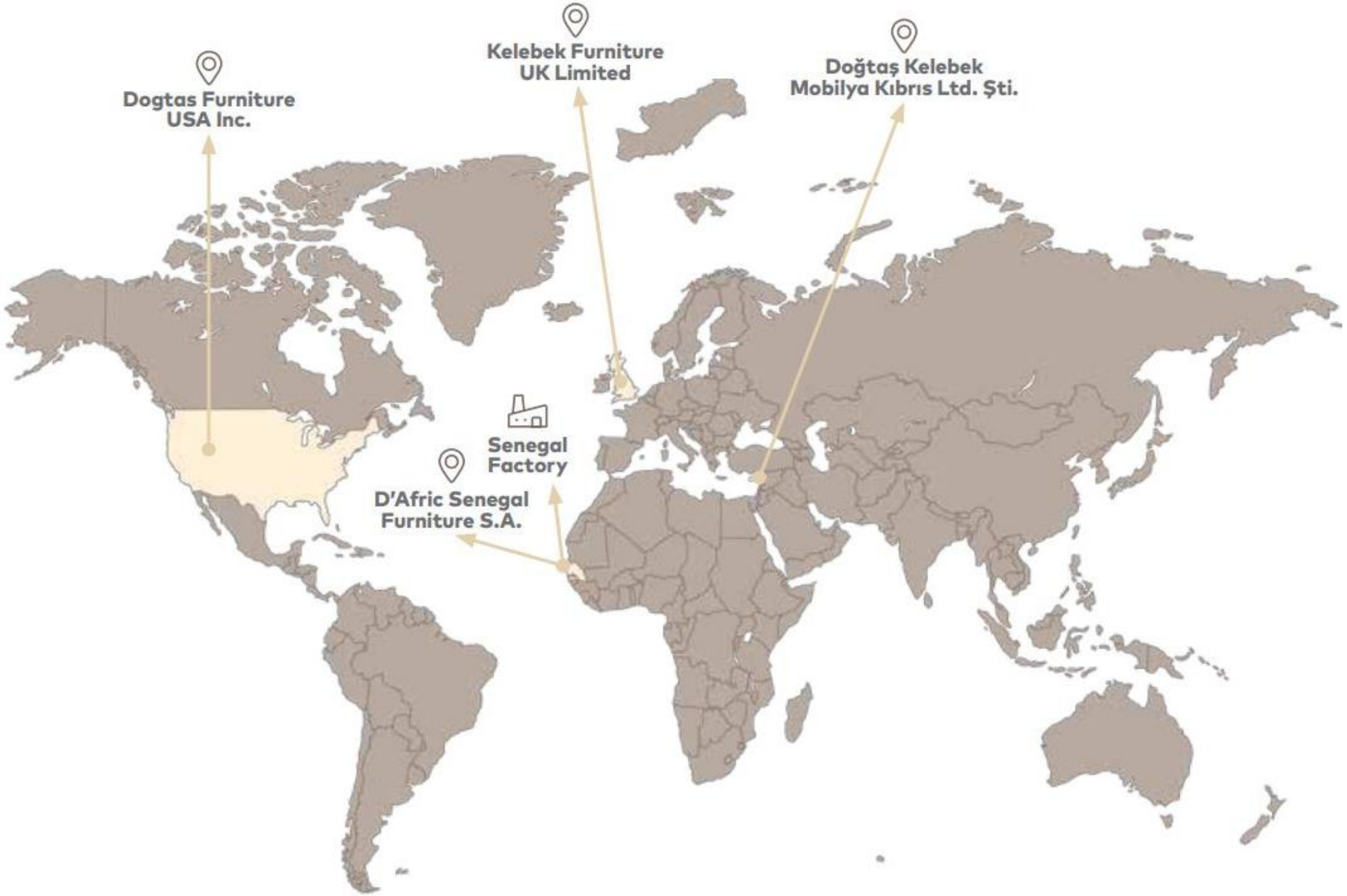
9.5 billion TL Net Revenue	**2.1 billion TL Gross Profit**	**775** Total Domestic and International Sales Points
22% Gross Profit Margin (2024/9M 35%)	**-2%** EBITDA Margin (2024/9M 11%)	**760 thousand m2** Store Area

Doğanlar Furniture Group in Türkiye



- Logistics and operation centres in 6 locations to reduce our logistics and operation costs against our widespread dealer and supplier network in Türkiye
- 137.000 m² storage area in Türkiye, including 30.000 m² in Biga and 25.000 m² in Düzce

Doğanlar Furniture Group in the World



- Exports to 56 countries in the first nine months of 2025
- Monobrand retailing in 40 countries abroad

Foreign Subsidiaries

Doğtaş Cyprus
Doğtaş Kelebek Mobilya Kıbrıs Ltd. Şti.

Doğtaş Senegal
Doğtaş Kelebek Mobilya Senegal Ltd. Şti

D'Afric Senegal
D'Afric Senegal Furniture S.A.

Doğtaş America
Dogtas Furniture USA Inc.

Kelebek United Kingdom
Kelebek Furniture UK Limited

Production Facilities

Biga Factory

Production facilities close to Turkey's main furniture production centers and high demand regions

Total Area	247.075 m^2
Indoor area	84.000 m^2
R&D area	1.175 m^2
Storage area	30.000 m^2

Production capacity

Panel	2.400.000 m^2 /year
Flooring	96.000 units/year
Bed	75.600 units/year

2,992 kWp Solar Energy System

Production Facilities

Düzce Factory

Production facilities close to Turkey's main furniture production centers and high demand regions

Total Area	159.500 m^2
Indoor area	62.000 m^2
R&D area	1.325 m^2
Storage area	25.000 m^2

Production capacity

Panel	1.900.200 m^2 /year
Flooring	53.500 units/year

4.956,6 kWp Solar Energy System

Production Facilities

Senegal Factory

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

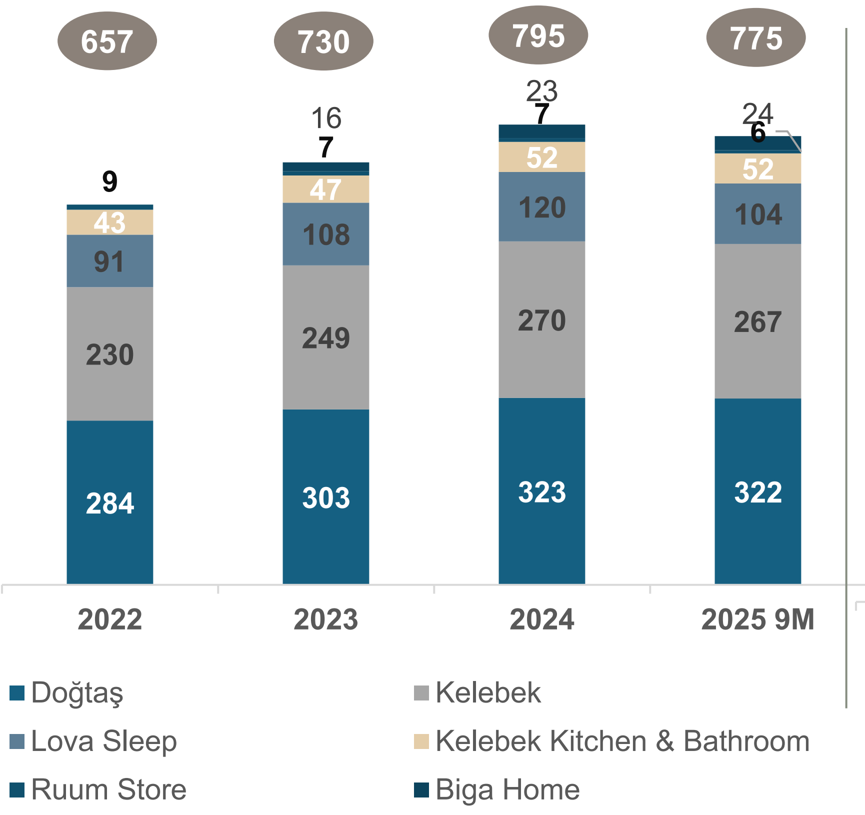
Total Area	52.800 m²
Indoor Area	10.000 m²
Storage area	6.800 m²

Production Capacity

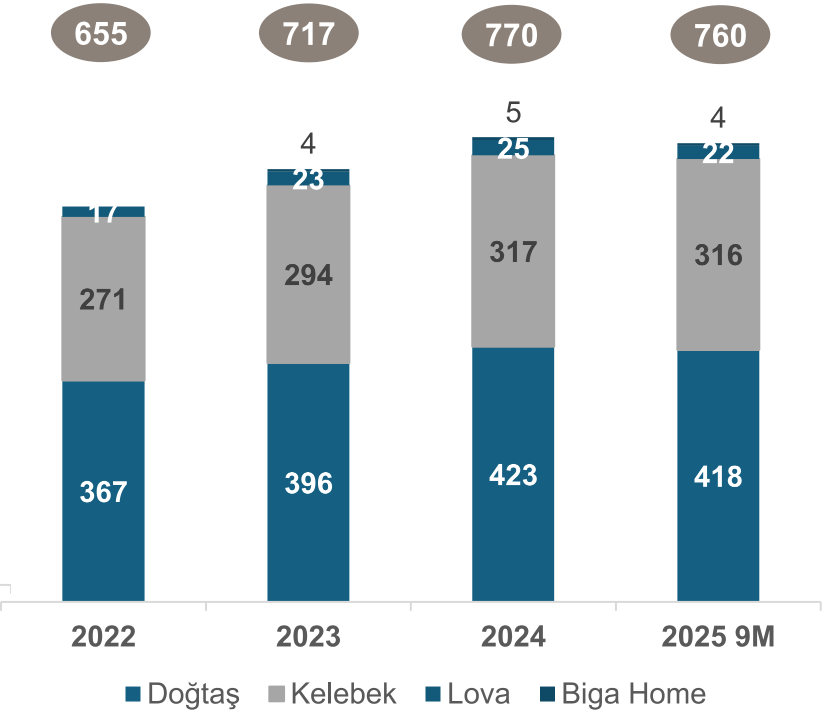
Panel	220.000 m² /year
Flooring	15.000 units/year
Bed	25.000 units/year

Wide Product Segment / Brand Portfolio and Growing Sales Network

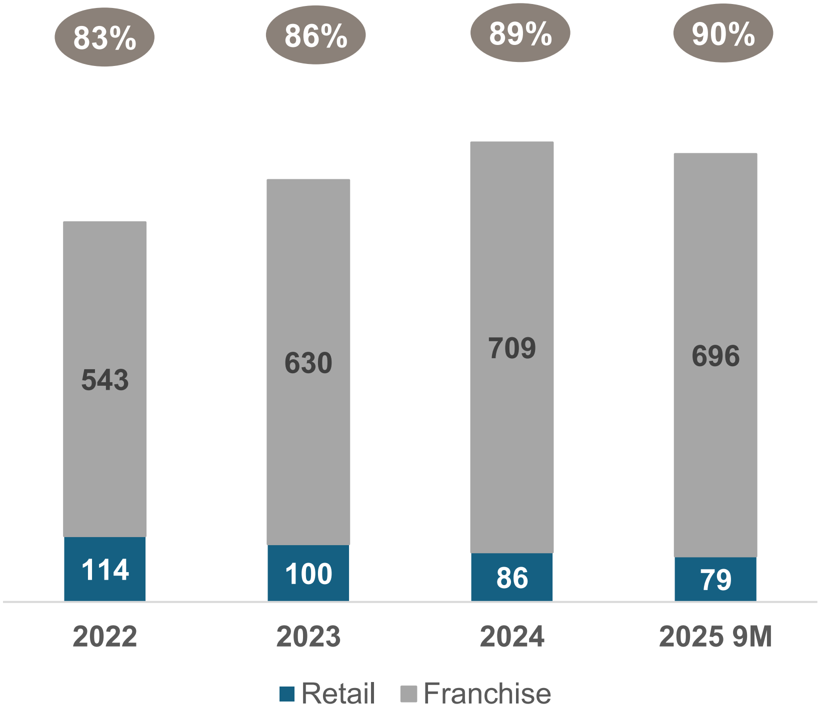
30.09.2025 Total Number of Stores *(Number)*



30.09.2025 *Sales Area (thousand m²)*

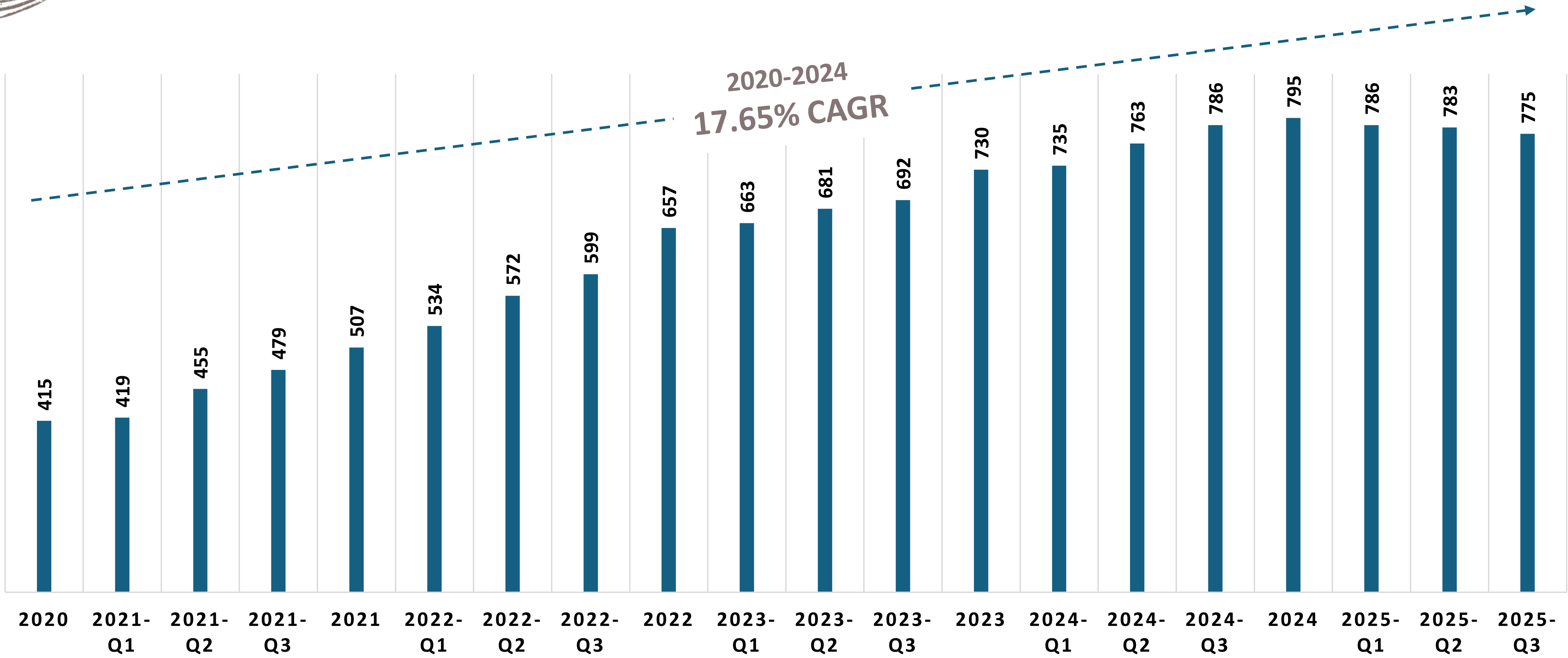


2025/9M *Share of Franchise in Sales Points (%)*

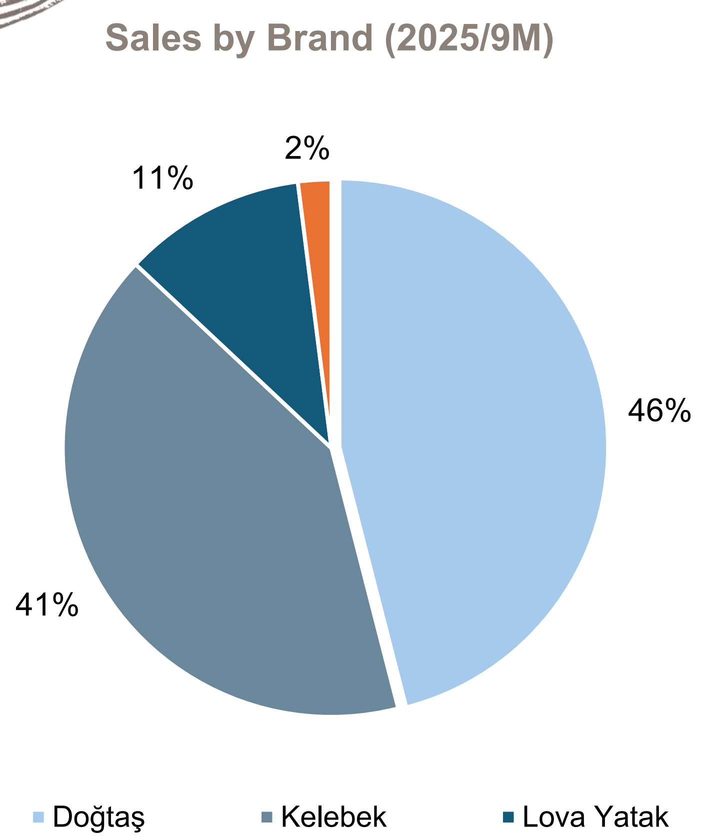


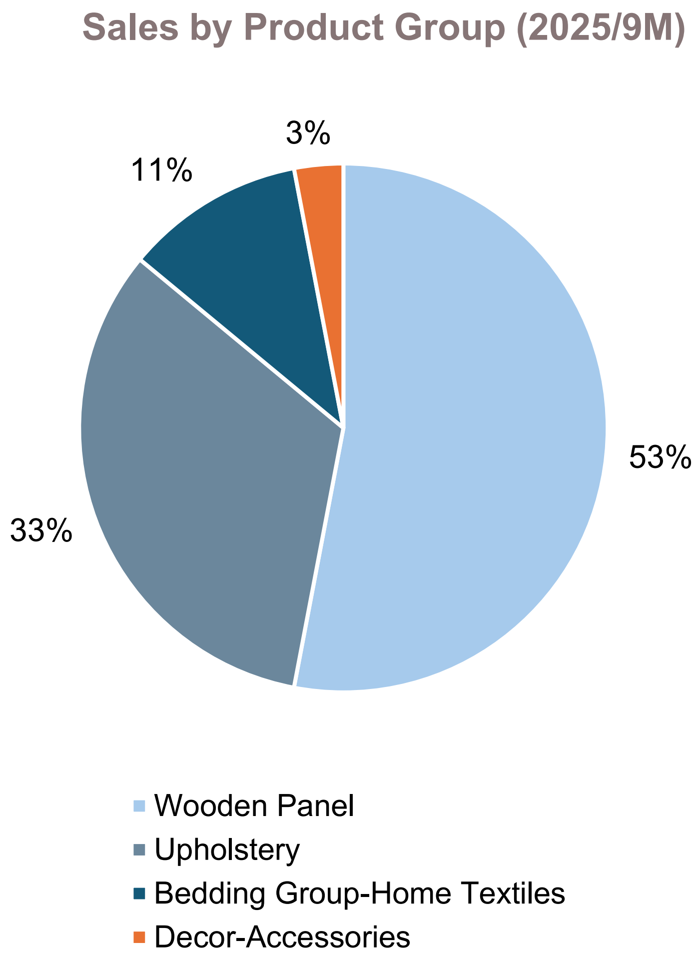
Wide Product Segment / Brand Portfolio

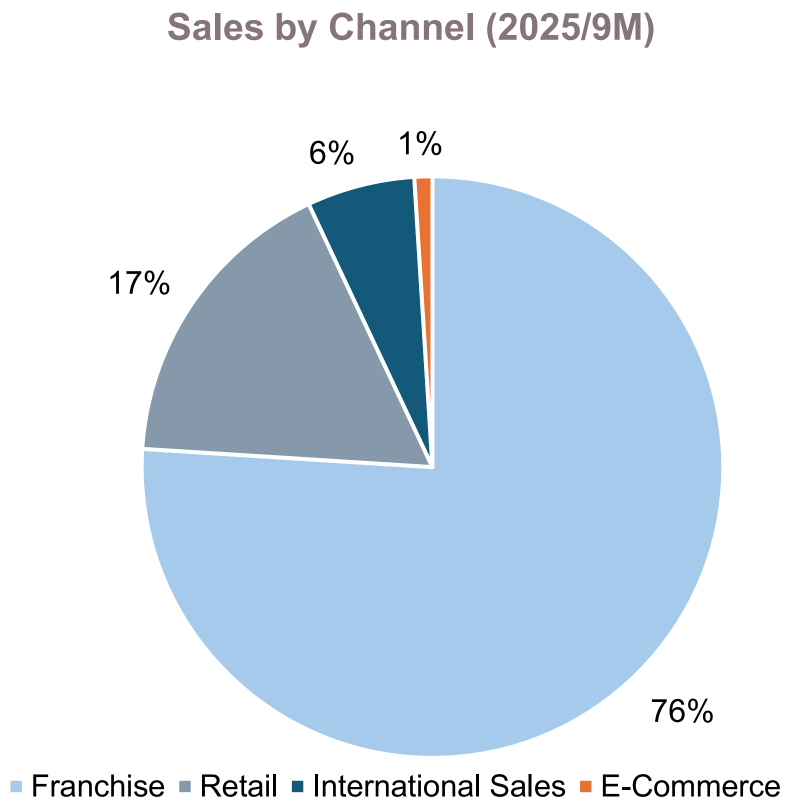
- Growth at Sale Points



Wide Product Segment / Brand Portfolio and Growing Sales Network



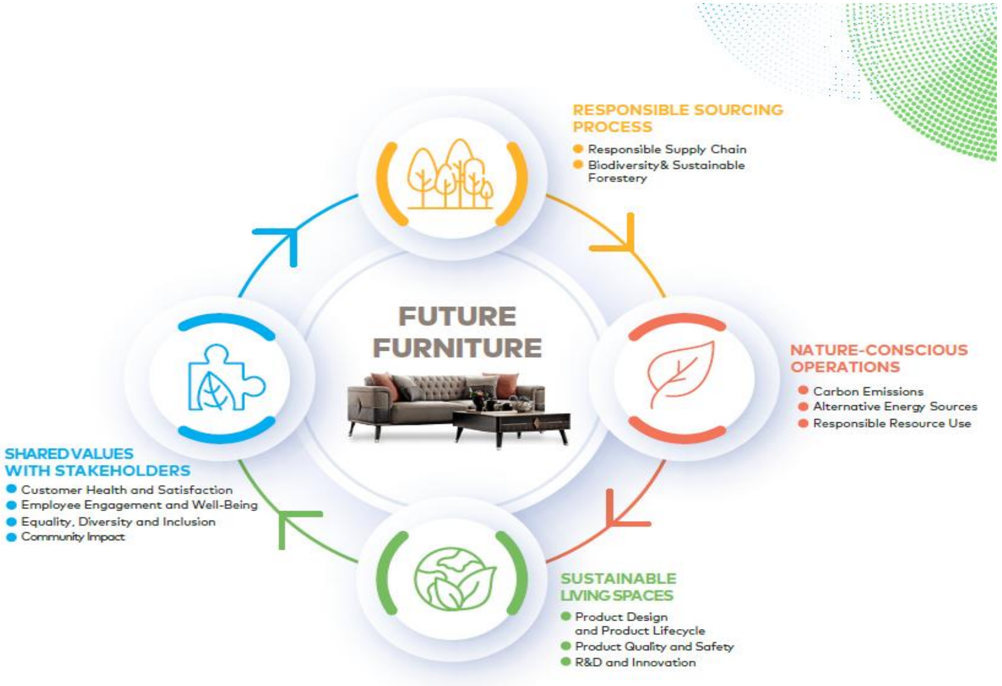




Sustainability

Our TSRS-Compliant Sustainability Report, which outlines our sustainability strategy in line with our ‘Furniture for the Future’ vision, our goals aligned with this strategy, our best practices in environmental, social and governance areas, and our performance in 2024, has been published.

Sustainability Strategy



Highlights of 2024

TRY 106.6 million
Investment spending on R&D and innovation

120 tons
PET bottles saved through recycled fibers used in mattresses

21,985.6 tons CO_2e
Total greenhouse gas emissions (Scope 1, 2, and 3)

15,355 person*hours
Total training hours

30%
STEM pozisyonlarındaki kadın çalışan oranı

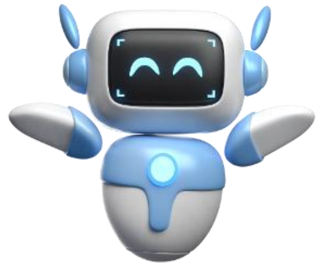
121 MWh
Amount of electricity generated by SPP

As a result of the assessment conducted by Kobirate A.Ş., our corporate governance practices received a score of 9.12, and we were included in the **BIST Corporate Governance Index** in May.

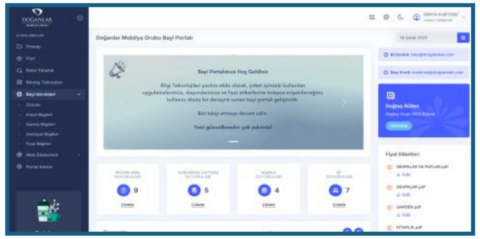
Our company has completed its work to be included in the **BIST Sustainability Indices** and was included in the **BIST Sustainability and BIST Sustainability Participation Indices** in October.

Solid Infrastructure That Will Ensure Sustainable Growth

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.
- Our SPEEDY Digital Robot has been implemented and many of our processes have been automated.
- The websites and infrastructures of our Lova brand have been completely renewed, and the stock, price, and order systems for our e-commerce sites and marketplaces have been fully integrated.
- We are implementing our Artificial Intelligence support systems for Employee Experience, Customer Experience and HR Virtual Assistant projects.
- We are working to provide our customers with faster service through our Digital Assistant project.
- We have established a healthy communication channel with both our employees and franchisees through our Corporate Portal and Franchise Portal screens.
- We have implemented our Internal Audit application, bringing all audit processes and reports online.
- Business Intelligence reporting and Dashboard analysis screens have been completed.
- The development of a mobile application for use by all our employees and stores is ongoing.

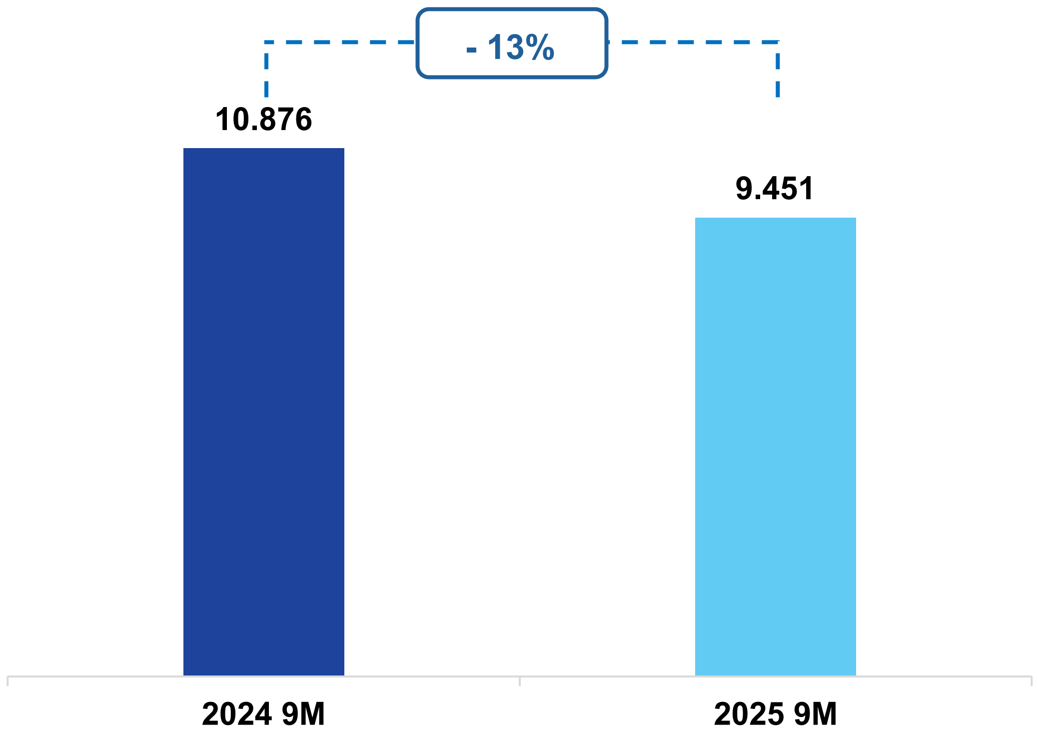


Financial Results

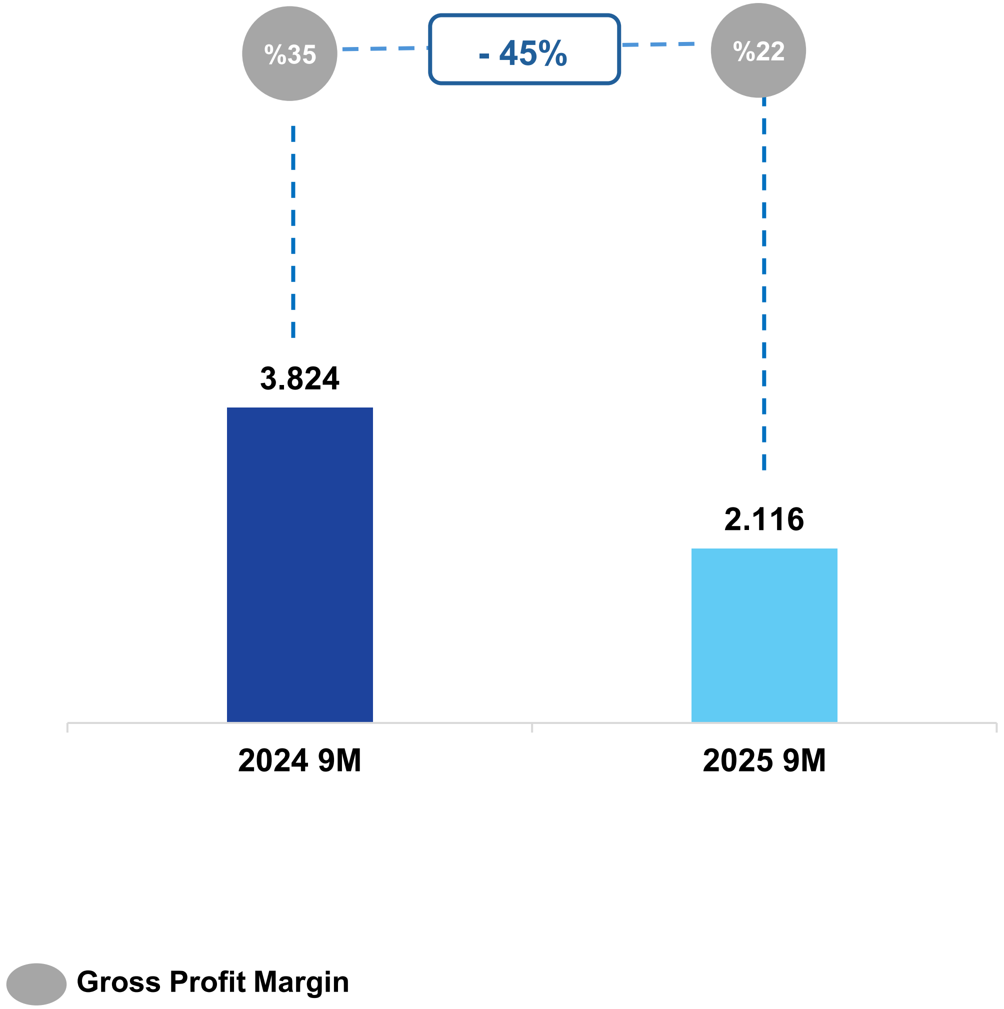
DOĞTAŞ | Kelebek | Kelebek MUTFAK - BANYO | lova yatak | ruum store | BiGA HOME

Net Sales & Gross Profit

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

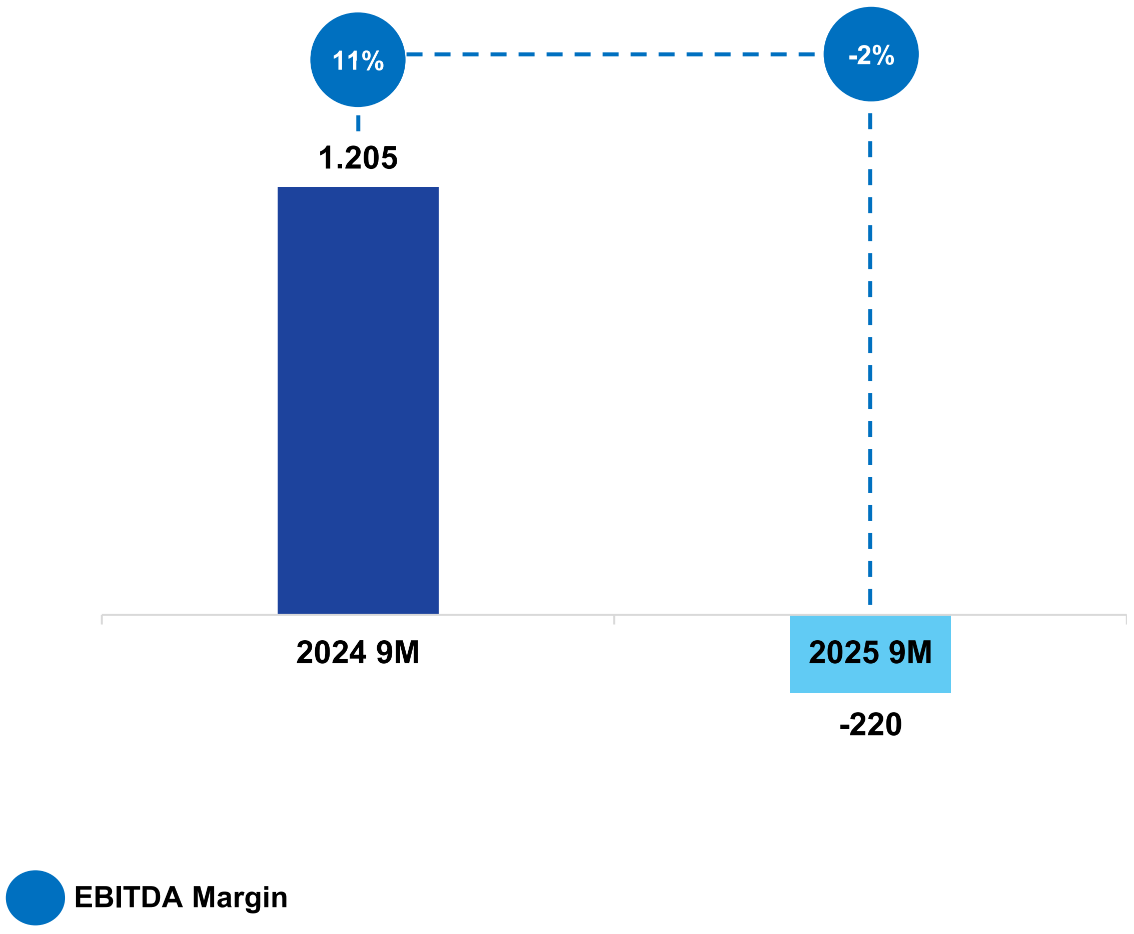


Gross Profit (mln TL) & Gross Profit Margin and Growth (%)
Including TAS-29 Inflation Adjustments

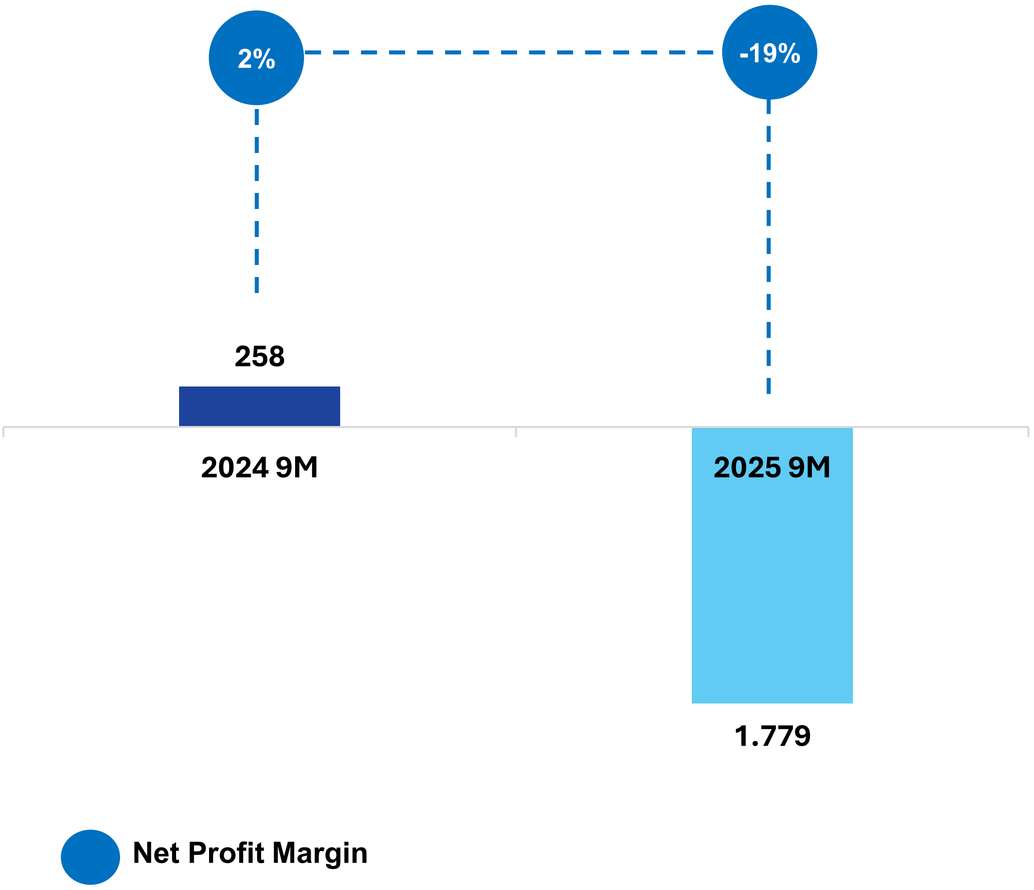


EBITDA & Net Profit

EBITDA(mln TL) & EBITDA Margin and Growth (%)
<u>Including</u> TAS-29 Inflation Adjustments



Net Profit - Attributable to Parent Company (TL mln) & Net Profit Margin (%)
<u>Including</u> TAS-29 Inflation Adjustments



Structure of Indebtedness

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

Net Financial Indebtedness	31.12.2024	30.09.2025
Short-Term Indebtedness	1.452.981.987	3.103.145.471
Short-Term Portion of Long-Term Bank Loans	1.755.855.969	1.158.559.525
Leasing Debts	197.482.355	322.494.504
Short-Term Financial Indebtedness	**3.406.320.311**	**4.584.199.500**
Long-Term Indebtedness	318.003.745	103.461.969
Leasing Debts	827.137.566	601.885.532
Long-Term Financial Indebtedness	**1.145.141.311**	**705.347.501**
Total Financial Indebtedness	**4.551.461.622**	**5.289.547.001**
Cash and Cash Equivalents	**226.207.015**	**98.658.645**
Net Financial Debt	**4.325.254.607**	**5.190.888.356**
Net Financial Debt (Excluding Leasing)	**3.300.634.686**	**4.266.508.320**

*** The short-term and long-term bank borrowings consist of 38% in Turkish Lira, 38% in Euro, and 24% in USD loans.**

Annex

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Summary Financials - Balance Sheet

Including TAS-29 Inflation Adjustments

TRY	31.12.2024	30.09.2025
Assets	**12.332.156.729**	**11.585.835.272**
Cash and Cash Equivalents	226.207.015	98.658.645
Financial Investments	1.306.434	1.041.568
Trade Receivables	976.999.799	922.346.824
Stocks	2.263.623.719	1.984.522.655
Prepaid expenses	359.447.947	471.634.919
Others	17.474.573	141.868.747
Current Assets	**3.845.059.487**	**3.620.073.358**
Prepaid expenses	6.762.272.986	6.560.015.371
Intangible Assets	500.271.952	479.461.656
Right-of-Use Assets	1.192.776.116	862.727.837
Others	31.776.188	63.557.050
Fixed Assets	**8.487.097.242**	**7.965.761.914**
Total Assets & Equity	**12.332.156.729**	**11.585.835.272**
Short -Term Borrowings	1.650.464.342	3.425.639.975
Trade Payables	2.508.321.690	2.378.475.245
Deffered Income	708.523.909	890.316.073
Short-Term Portion of Long-Term Liabilities	1.755.855.969	1.158.559.525
Other Current Liabilities	344.483.477	605.814.765
Short Term Liabilities	**6.967.649.387**	**8.458.805.583**
Long Term Liabilities	1.145.141.311	705.347.501
Provisions & Other Long Term Liabilities	111.089.392	132.210.429
Deferred Tax Liability	101.382.305	-
Long Term Liabilities	**1.357.613.008**	**837.557.930**
Equity	**4.006.894.334**	**2.289.471.759**

Summary Financials - Income Statement

Including TAS-29 Inflation Adjustments

TRY	30.09.2024	30.09.2025
Revenue	10.876.328.426	9.450.885.196
Cost of Sales	-7.052.201.095	-7.334.670.131
Gross Profit	**3.824.127.331**	**2.116.215.065**
Operational Expenses	- 3.511.857.390	- 3.182.261.510
Other Net Operating Income	424.454.475	234.655.221
Operating Profit / (Loss)	**736.724.416**	**- 831.391.224**
Income from Investment Activities	14.917.268	- 5.102.938
Operating Profit Before Financing	**751.641.684**	**- 836.494.162**
Financing Income/Expense (Net)	- 1.483.647.588	- 2.141.583.915
Net Monetary Positions Gains/Losses	827.680.463	1.053.605.001
EBIT	**95.674.559**	**- 1.924.473.076**
Tax Income/Expense	162.097.978	145.075.038
Net Profit/Loss for the Period	257.772.537	- 1.779.398.038
Net Profit/Loss of the Parent Shares for the Period	257.872.494	- 1.779.318.805
EBITDA	**1.205.485.804**	**- 220.254.432**
Gross Profit Margin	**35%**	**22%**
EBITDA Margin	**11%**	**-2%**
Net Profit Margin	**2%**	**-19%**

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