















#### PRESENTERS



#### **ISMAIL DOĞAN**

CHAIRMAN OF THE BOARD

#### 30+ years of experience

- April 2023-continue Doğanlar Mobilya Grubu Chairman of the Board
- 2020-2023 Doğanlar Mobilya Grubu CEO
- 30+ years of sector experience
- 2016-2017 MOSDER Chairman of the Board
- 2004-2012 Doğtaş CEC
- Doğtaş Product and Factory Manage



#### ALİ DEMİRKAN

CFO

#### 21 years of experience

- 2023 Doğanlar Mobilya Grubu– CFC
- 2013-2021 Kahve Dünyası, Watsons Türkiye, Vivense Enuvgun.com – CFO
- 2008 2013 Bausch & Lomb (ABD) Finance Manage
- 2004–2008 Beckman Coulter (ABD) Accounting Manager
- 2002 2004 Tax Inspector



MUSTAFA KARAMEMİŞ

CEO

#### 30 Years of experience

- April 2023-continue Doğanlar Mobilya Grubu CE
- 2018-2023 Bellona General Manager
- 2017-2018 İstikbal Mobilya General Manage
- 2010- 2014 Global Furniture Ukraine General Manager
- 2007 2010 İstikbal Mobilya Business Manage
- · 2000-2007 Form Sünger A.Ş. Business Manage
- 🕨 1993-2000 Merkez Çelik A.Ş Business Manager



#### GÖZDE ÇİVİCİ

INVESTOR
RELATIONS
DIRECTOR&
SECRETARY GENERAL

#### 17 years of experience

- 2021 Doğanlar Holding Investor Relations Director & Secretary General
- 2020-2021 TSKB Corporate Finance Senior Managei
- 2017-2020 Akbank Project Finance Manage
- 2011-2017 Ak Yatırım Corporate Finance Manager
- 2010-2011 KPMG Financial Consultancy Senior Associate
- 2007-2010 ls Yatırım- Corporate Finance Associate
- 2006-2007 American Express Financial Analyst





# 1. Company Overview



# Q DGNMO At a Glance (2023 9M)



The third-largest\* furniture company that produces and sells modern designed furniture at affordable prices



Turkey's most established furniture company with 6 brands\*\*











(50 years)

(87 years)



Among "Turkey's most valuable 100 brands"\*\*



A total of 5 factories in 2 different locations covering 393,000 m2 of open area 139,000 m2 of closed area. 2 R&D centers - 2,500 m2 R&D area.

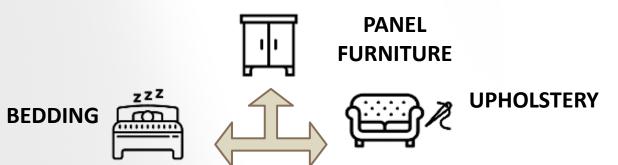


#### **692 Stores**

600 domestic + 92 international (2023 9M)

- By number of stores
- \*\* The official transfer of the D Afric Senegal company has not completed yet.
- \*\*\* Brand Finance, 2023.

# Comprehensive Product Portfolio



**4.503 mTRY** Net Sales (2023 9M)

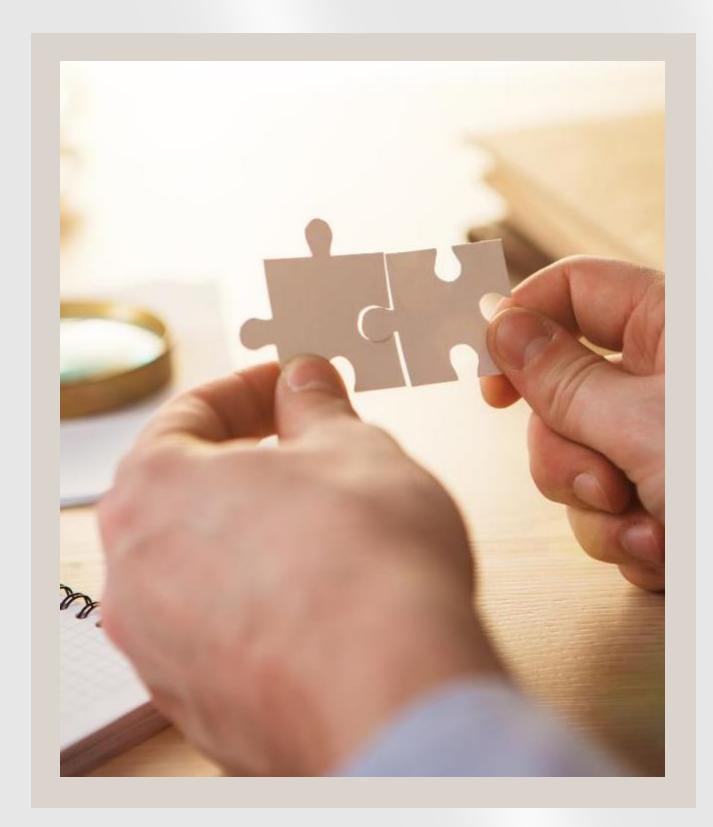
**701 mTRY** EBITDA (2023 9M)

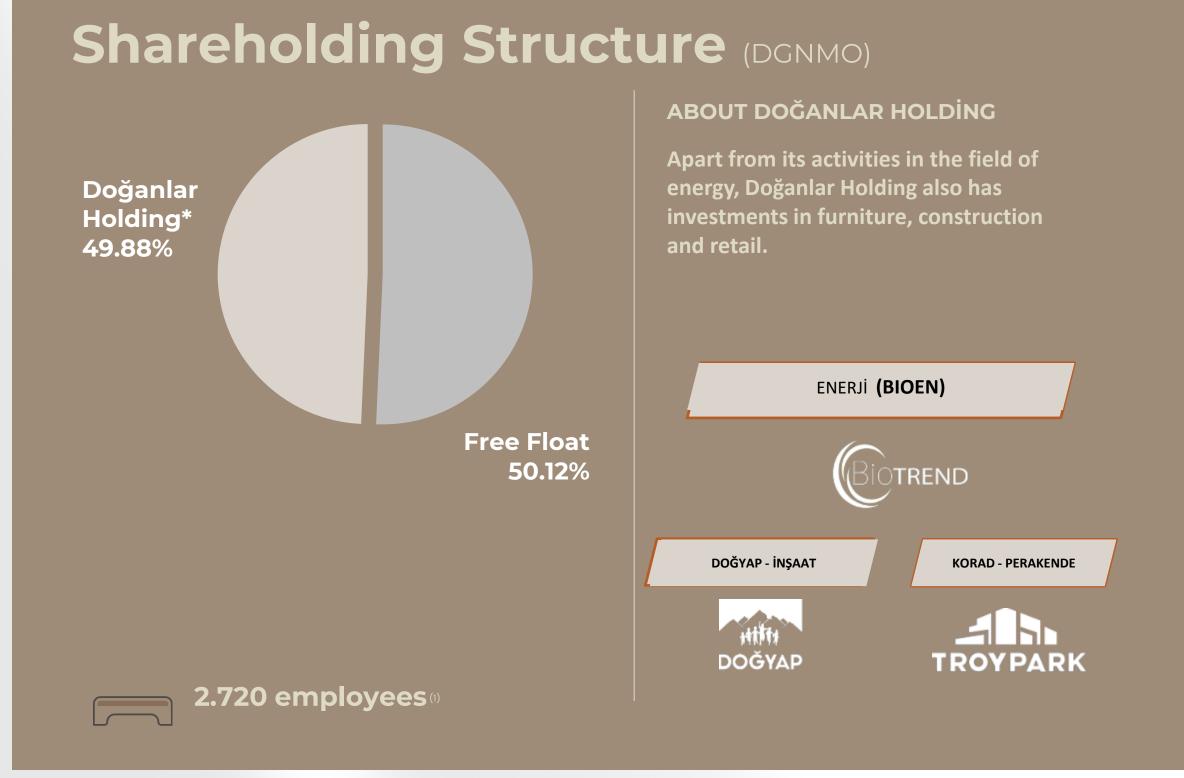
**37.7% Gross Profit Margin** (2023 9M)

**79% Sales Growth** (2022 9M-2023 9M)

**15.6% EBITDA Margin** (2023 9M)







• With the Share Purchases and the transfer of family shares, Doğanlar Yatırım Holding's shares in our Shareholding Structure increased to 49.88%.
(1) 30.09.2023



# Developments in 2023 Q3

We opened the furniture factory of D'Afric Senegal Furniture S.A\*, operating in Senegal.

We speed up our digitalization and infrastructure transformation works with new targets!

We continue to be at the top of the Capital 500, Fortune 500, ISO 500 and R&D 250 lists also in 2023.

Reached more than 700 Sales Point!

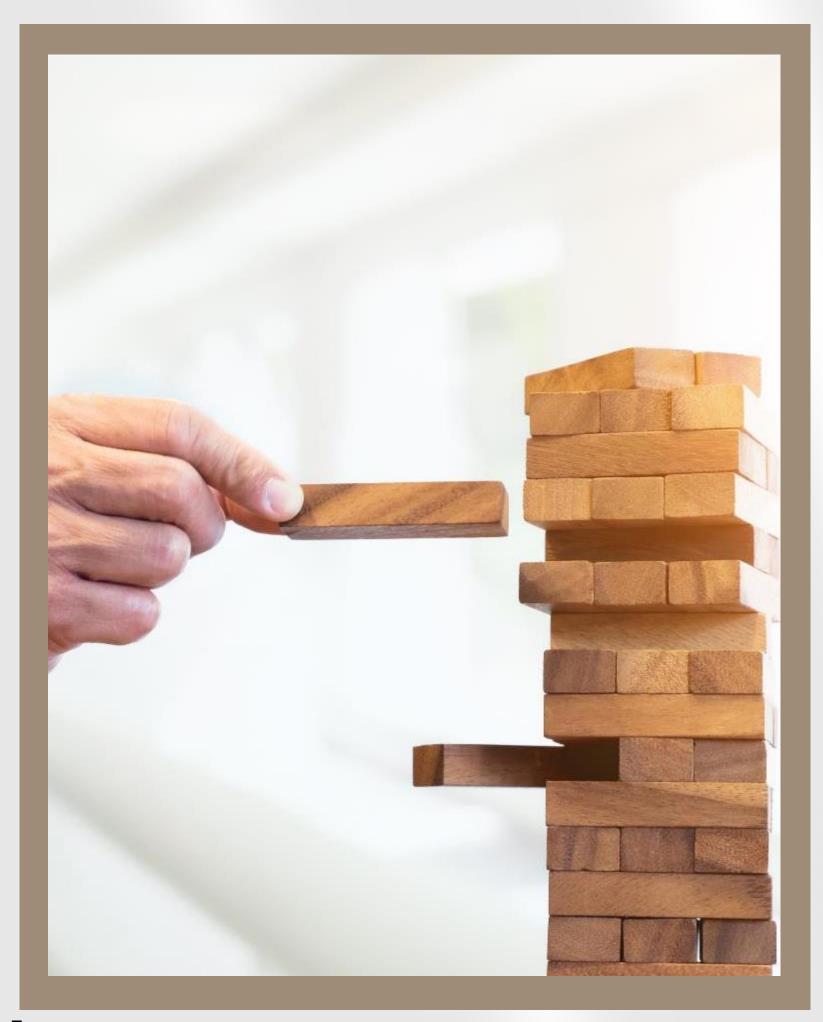
We continue organizational structuring processes within the scope of our strategies and corporate governance!

We continue share repurchase!

7 As a result of the General Assembly, we revised our "Dividend Distribution Policy"! Minimum %40

8 We continue to be in the BIST Participation Index!

DOĞANLAR MOBİLYA GRUBU





# Company's Strengths



#### **Widespread Sales Points**

A large and growing network of stores with a well-designed concept



#### **Extended Product Range With a Strong Brand**

Affordable Furniture Products with Modern Designs and Brand Strategies for Categorization



#### **Growing Online Sales and E-Commerce**

Exponential sales with brand websites, marketplaces, and the Ruumstore



#### **Flexible Manufacturing Capability**

Flexibility between outsourcing and production opportunities thanks to high-tech production facilities

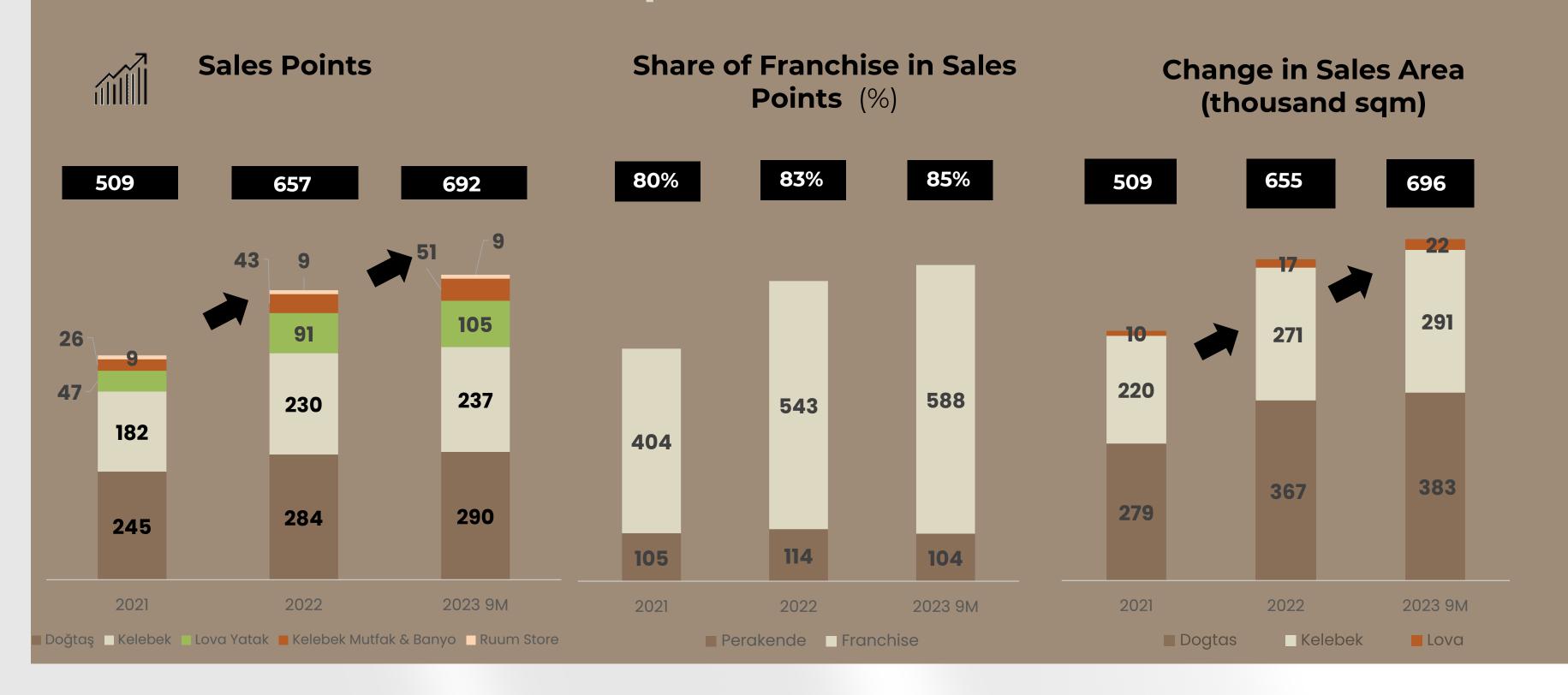


#### **Strong Management Structure**

Strong Management and Board of Directors who are competent in their profession and sector at all levels.



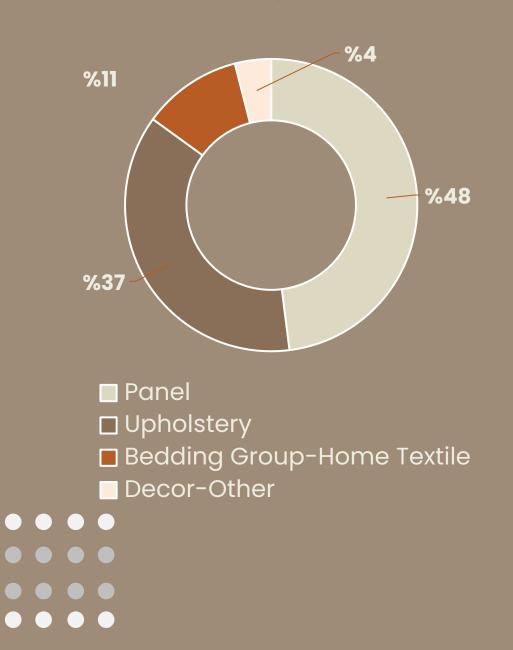
# The Company Continues to Grow in the Branded Furniture Sector with its Widespread Sales Network



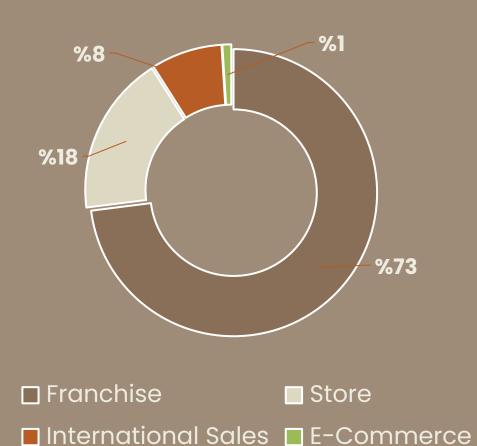


# **Extended Product Range With a Strong Brand:**

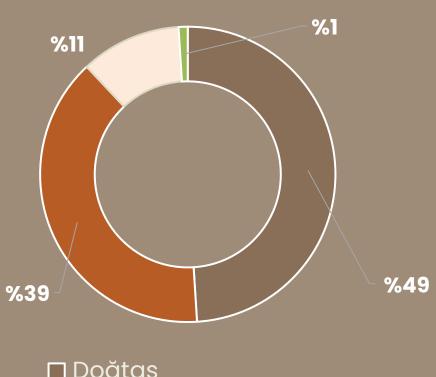
#### **Breakdown of Sales by Product Group** (%) – 2023 9M



#### **Breakdown of Sales by Channel**(%) – 2023 9M



#### **Breakdown of Sales by Brands**(%) – 2023 9M















# **Extended Product Range With a Strong Brand:**

The Only Address for Home Furniture



A wide range of products at affordable prices with best-in-class designs

The potential for greater and faster market penetration with a multi-brand strategy



A team of 56 people in R&D and design closely following global trends









# 2 Extended Product Range With a Strong Brand - continue

The Only Address for Home Furniture

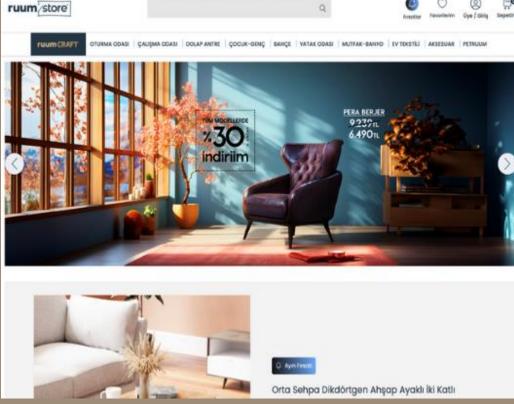


Continuous revision of collection in line with consumer opinion receieved from around 700 stores.



Full range of product portfolio: living room, dining room, bedroom, kitchen, bed, bed base, home textiles









# 2 Extended Product Range With a Strong Brand:





With Lova Mattress, launched in 2019, we aim to steadily increase our share in the mattress market and in total sales

#### **Lova Sales Points Development** 610 570 433 288 2020 2021 2022 2023 9M Münhasır Mağaza Corner • • • •





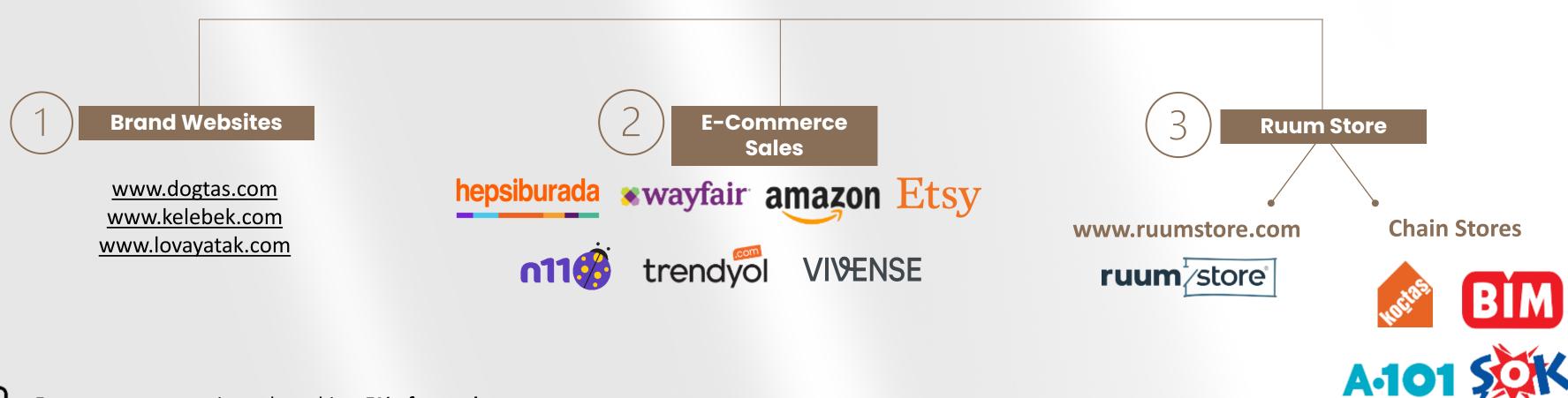




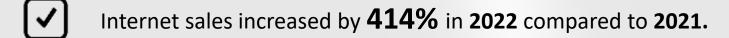


# **3** Growing Online Sales and E-Commerce

#### Sales Channels







We have online sells On Amazon, Wayfair and Etsy sites in countries such as USA, Cyprus and England, where we have overseas offices.

As Ruum Store, we aim to reach all living areas related to the home by actively selling on all channels. We are present in **Koçtaş, Bim, A101 and Şok Stores** with our Ruumstore branded sales.



# Flexible Manufacturing Model Flexibility Between Domestic Production and Outsourcing



Logistics and operation centers in 6 centers of Turkey to reduce our logistics and operation costs in response to our widespread subsidiary and supplier network in Turkey



A 20,000-m² warehouse in Biga and a 25,000-m² warehouse in Düzce



Regional retail warehouses in Izmir, Ankara, Istanbul (Tuzla and Hadımköy) and Kayseri covering 19,000 m² of space



# 4 Flexible Manufactoring Model

# Flexibility Between Domestic Production and Outsourcing

Two production facilities close to Turkey's main furniture production centers and high-demand regions:



## **BIGA FACTORY**

- Total area **233.000 sqm**
- Closed area 84.000 sqm
- 2.400 sqm panel,
- 96 k upholstery,75,6 k beds annual production capacity





# Flexible Manufactoring Model

Flexibility Between Domestic Production and Outsourcing

Two production facilities close to Turkey's main furniture production centers and high-demand regions:



#### DÜZCE FACTORY

- **159.500 sqm** total area
- 55.000 sqm closed area
- **1.920 sqm** panel,
- 53,5 k upholstery production capacity





# **Digital Transformation**

# SAP S/4HANA CLOUD and SAP SERVICE CLOUD Digital Transformation Projects

- Business processes and operations equipped with SAP Cloud and Google solutions
- Automating business processes across operations.
   Business processes are interconnected and fast and easy to adapt to market variables
- Access to real-time, complete views of all data and reporting.
- Achieving a strong digital infrastructure in CRM and increasing retail turnover efficiency
- Customization of business processes without requiring costly maintenance
- Reducing risk through continuous improvement across operations
- Increasing the security level
- Establishing a stable, high-performance and standard structure on the system side
- Maximizing Company's value





## International Markets

Significant growth target in international markets!

**Subsidiaries Established Abroad Since 2021** 

**Cyprus** 

Senegal

**USA** 

UK

**Online Portals outside the Retail Channel** & Project Works & Sales to Chain Stores

+24 **New Sales Point** (2021-2023 9M)



+~20

New Sales Point Target (2022-2023)





**DOĞTAŞ**°

**57** 



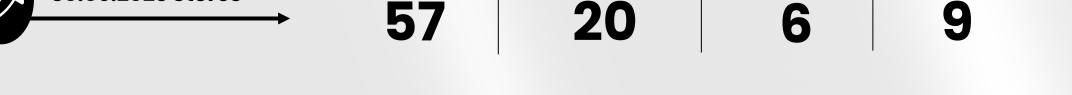
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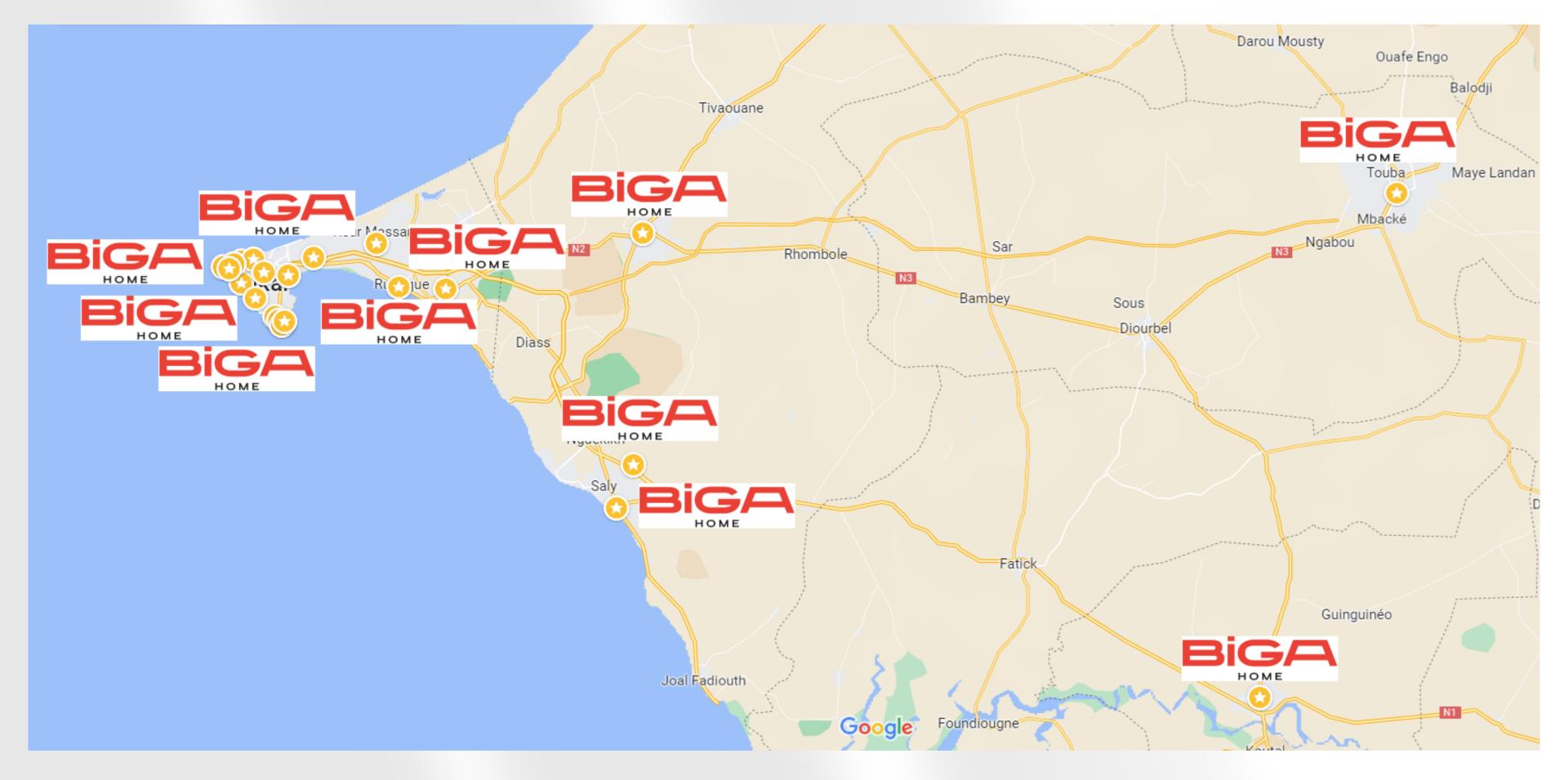


- ✓ 2 Central Sales Point
- ✓ 6 New Sales Point
- ✓ **12** Corner



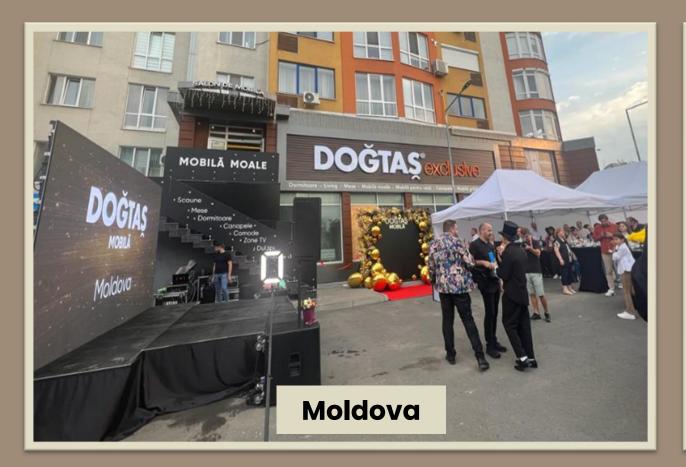








# International Markets















# D'Afric Senegal Furniture S.A.









2 Dakar Showroom





3 Saly Showroom





# D'Afric Senegal Furniture S.A.



Doğanlar Mobilya Grubu'ndan Senegal'e Dev Çıkarma



Doğanlar Holding catısı altında manda Dakar ve Salv mağazal

Doğanlar Mobilya'nın Senegal fabrikası bugün açılıyor

Doğtaş, Kelebek, Lova Yatak, Ruum Store ve Biga Home gibi markaların sahibi Doğanlar Mobilya Grubu'nun Senegal'deki mobilya fabrikası, bugün Senegal Cumhurbaşkanı Macky Sall'in katılımıyla açılıyor. Şirketten Kamuyu Aydınlatma Platformu'na (KAP) yapılan açıklamada, Senegal'in başkenti Dakar'da bulunan 50 bin metrekare üzerine arazi üzerine kurulu D'Afric Senegal mobilya fabrikasının açılı-

şının, Senegal Cumhurbaşkanı Macky Sall'in katılımı ile bugün yapılacağı duyuruldu. Açıklamada, "Şirketimizin Senegal'de Biga Home markasıyla yatak, baza, başlık, döşemeli ürünleri üretmesi ve Senegal pazarına ilave olarak 15 Ecowas (Bati Afrika Devletleri Ekonomik Topluluğu) ülkesi ve Moritanya öncelikli olmak üzere tüm Afrika pazarına ve ABD dâhil deniz aşırı ülkelere ihracat yapılması hedeflenmektedir" denildi.

Açıklamada ayrıca, 12 Mayıs 2023 tarihinde yine KAP'a yapılan açıklamada, sirketin 11.05.2023 tarihli Yönetim Kurulu Kararına istinaden yurt dışındaki mobilya sektöründeki büyüme hedefleri doğrultusunda; Senegal kanunlarına göre kurulmus, D'Afric Senegal Furniture S.A. ("D'Afric Senegal") ünvanlı şirketin sermayesini temsil eden payların %100'ünün Doğanlar Yatırım Holding Anonim Şirketi'nden dev-

ralınmasına iliskin islemlere başlanmasına ve söz konusu pay devri izinlerine istinaden, en kısa sürede tamamlanarak ilgili mercilere bildirilmesine, tescil ve ilan edileceğine karar veril-

Senegal'in Şirl findan devir ve hukuki sü caktır" bilgisine yer verildi.

Doğanlar Mobilya'dan Senegal'e 12 milyon euroluk yatırım

Oğanlar Holding çatısı al-tında bulunan Doğanlar Grubu, BİGA Home

i. Doğan, Ai

órnek olduğunu belirtti.

nyildizi Senegar mekono

ık ve politik stabilizasyonla

Le Sélégal Mallylle Sa première usine

Doğanlar Mobilya'nın Senegal fabrikası açıldı

Store ve Biga Home gibi markaların sahibi Doğanlar Mobilya Grubu'nun Senegal'deki mobilya fabrikası, Senegal Cumhurbaşkanı Macky Sall'in katılımıyla açıldı

ile 44 ülkede faaliyet gösteriyor. 700 satış noktası ve 3000'e yakın çalışanı bulunan Grup, tecrübe ve iş bilgisini yerel emekle birleştirerek ekonomiye ve istihdama katkı

Toplamda 50 milyon euroluk yatırım hedefleniyor

Home markasıyla Senegal'i dünya aobilya sektörünün üstlerinde biri haline getirmek misyonu ik 10 bin metrekarelik üretim alan ve 12 milyon euroluk bir yatırımı imza attı. Projenin devamında ise 50 bin metrekarelik alan ve 50 milyon euroluk yatırım hedefler yor. Senegal'de kurduğu bölgenin ilk tek üretim tesisiyle, tecrübe ve iş bilgisini doğduğu topraklar olan Çanakkale Biga'dan Afrika'ya taşıdı



ur Sağman katılın

DOĞANLAR, SENEGAL'E ÇİKARMAYAPTI

Senegal'in ilk ve tek mobilya üretim tesisini kuran Doğanlar Mobilya Grubu, BİGA Home adını verdiği markasının üretim tesis açılışı Senegal Cumhurbaşkanı Macky Sall'un katılımıyla gerçekleşti.

22

# D'Afric Senegal Furniture S.A.













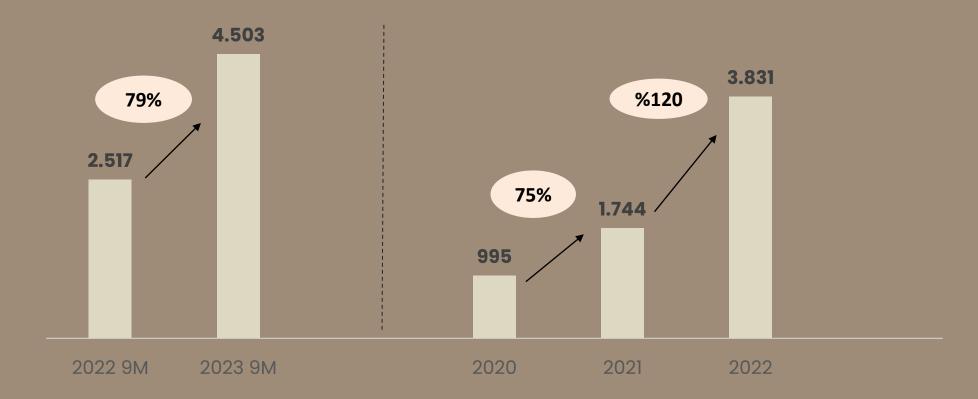


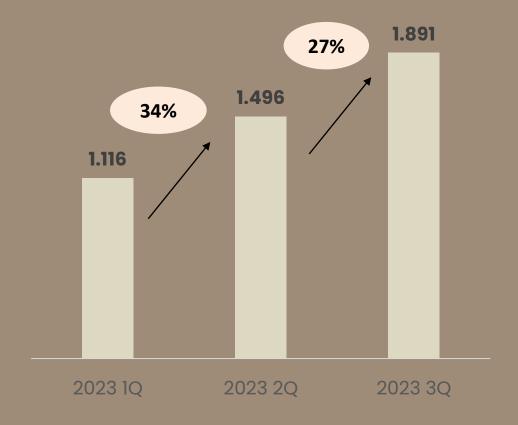
# 2. Financial Overview



#### Revenue







2023 9M Share of Foreign Sales: 9%

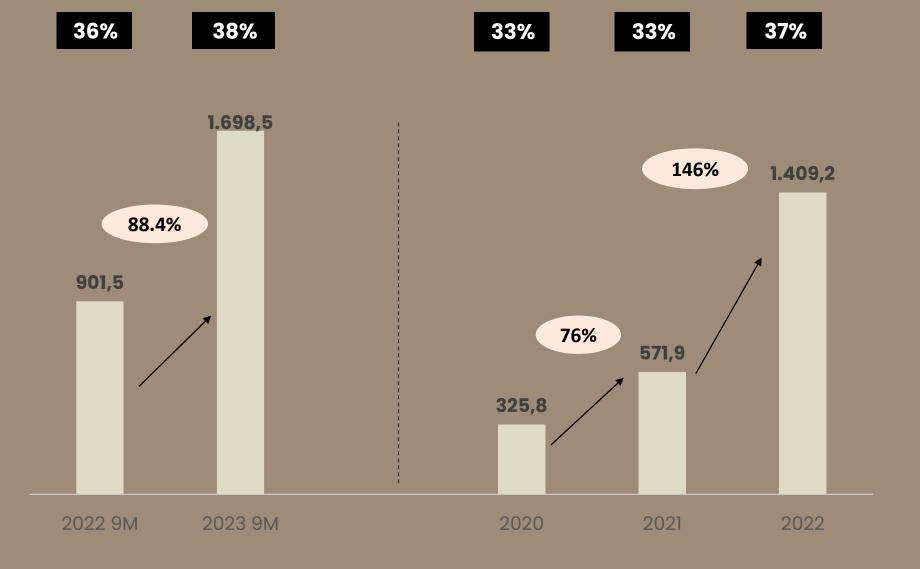
2023 Export Share Target: ~12%

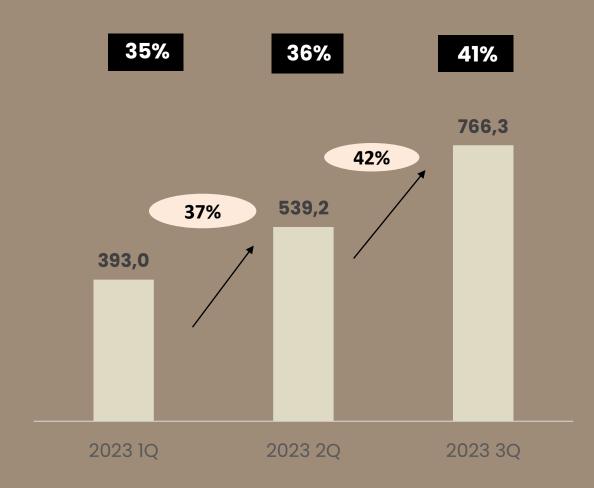
2023 Net Sales Target: ~%83 Growth with ~7 billion TRY



# **Profitability**

#### Gross Profit (million TRY)



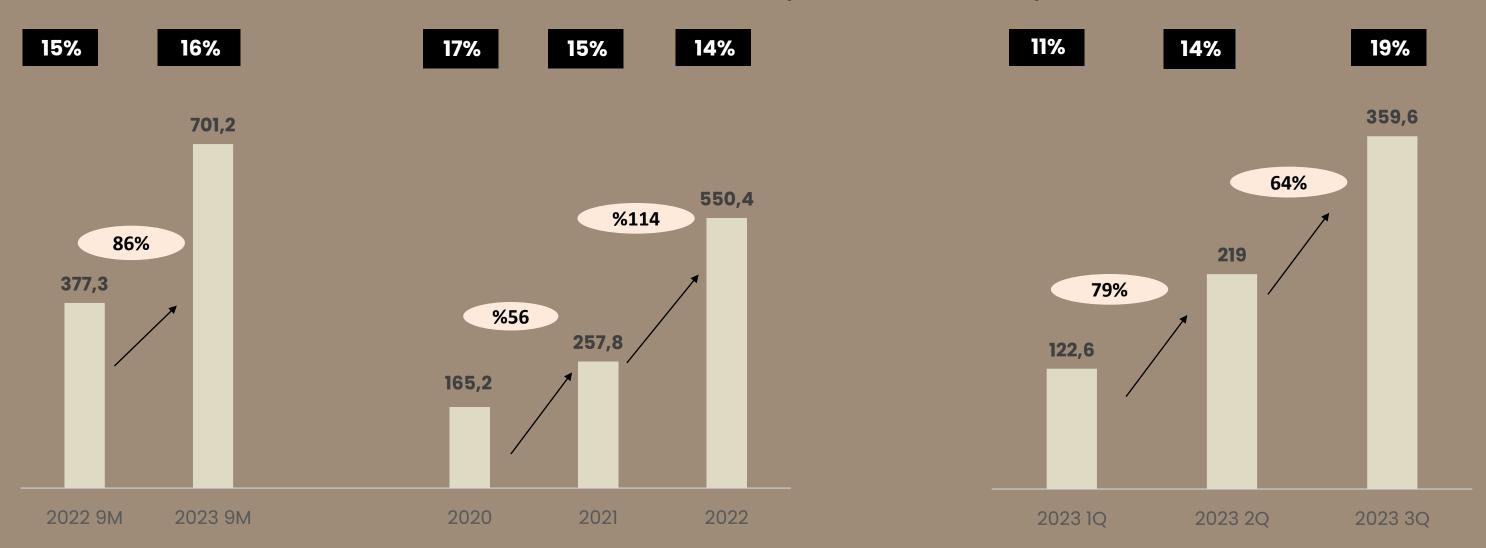


- (Despite increasing raw material and input costs, we achieved to increase the gross profit margin to 38%. 30.09.2023)
- **108% CAGR** between 2020–2022



# **Profitabiltiy**

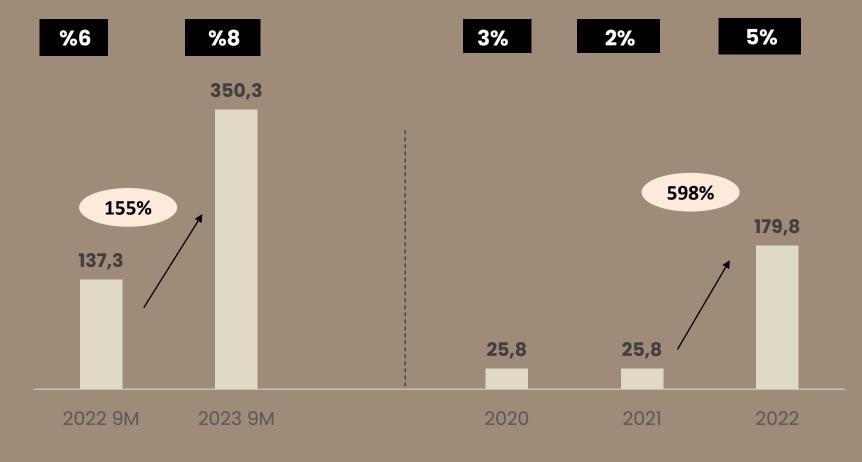
#### EBITDA (million TRY)

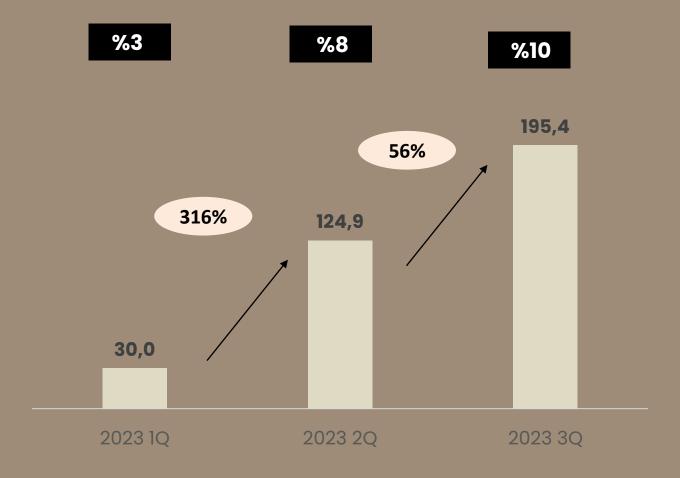


2023 EBITDA margin target: ~%15



# **Net Profit**



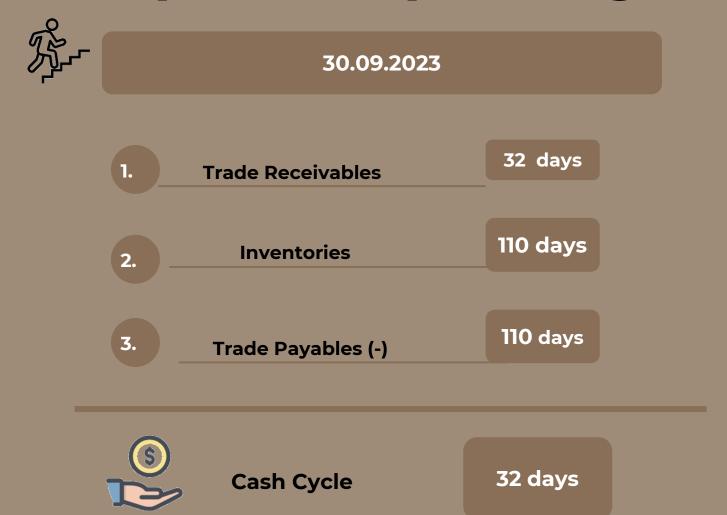




Increasing profitability levels.



# Steps to Improving Working Capital





Trade Receivables

- Strong contribution to cash collection from retail stores with Virtual POS and consumer financing
- Minimizing the forward payment option
- 2. Inventory
  Stok optimizasyonu
  - Outsourcing
  - Reducing finished goods stock
  - Trade payables (-)
    Using alternative payment instruments and maturity improvements in purchase conditions



## **Debt Structure**

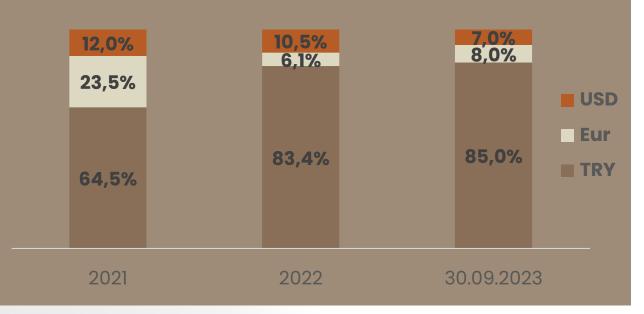
#### Net Financial Indebtedness (TRY million)

TL mn	2021	2022	30.09.2023
Short Term Financial Indebtedness	369,05	442,19	1.056,08
Short-Term Bank Loans	38,32	79,95	80,54
From leasing payables	14,38	32,58	44,61
DBS Loans	65,29	-	-
Short-Term Portion of Long-Term Bank Loans	251,06	329,66	930,93
Long Term Financial Indebtedness	287,17	449,64	359,86
Long-Term Bank Loans	269,21	424,04	346,25
From leasing payables	17,96	25,60	13,61
Total Financial Indebtedness (excluding lease liabilities )	656,22	891,83	1.415,94
Total Financial Indebtedness (including lease liabilities )	845,63	1.176,88	1.830,28
Cash and Cash Equivalents	49,17	294,33	267,27
Net Financial Indebtness (excluding lease liabilities )	607,05	597,50	1.148,67
Net Financial Indebtedness (including lease liabilities )	796,46	882,55	1.563,01



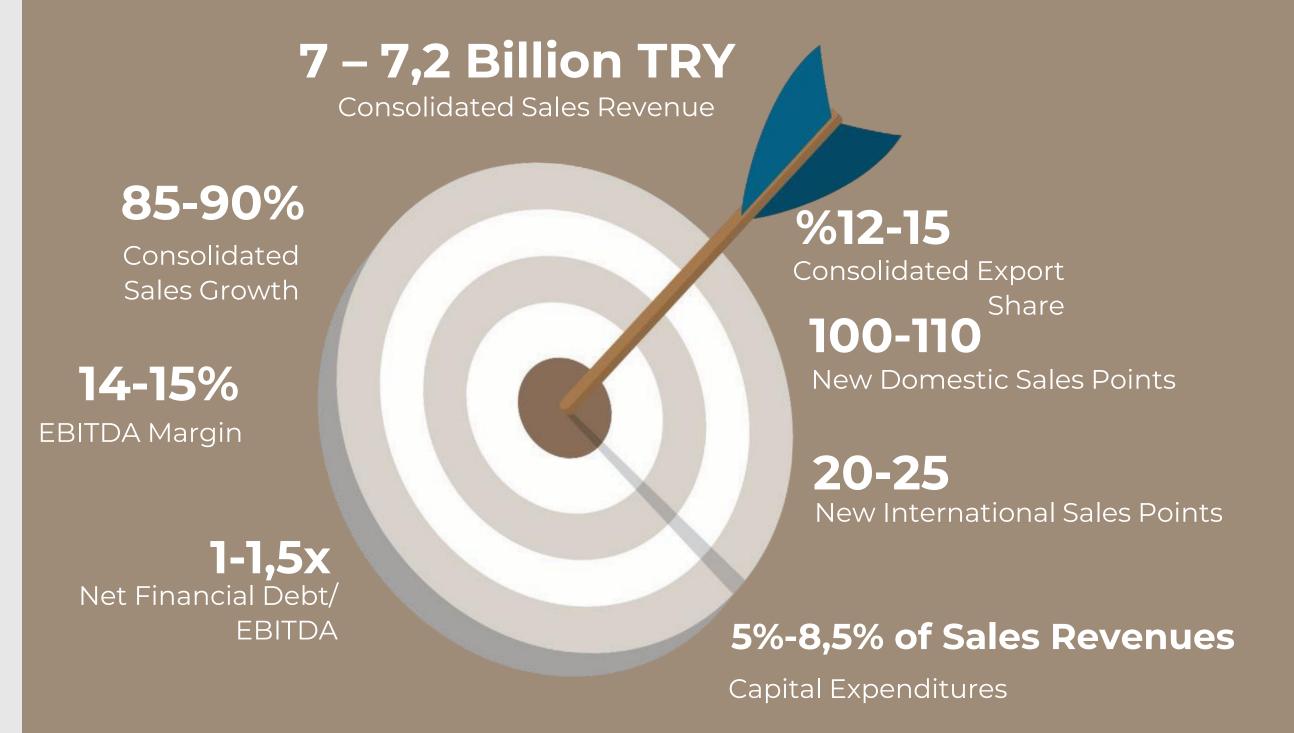


#### **Debt Composition (%)**





## 2023 - Guidance\*





120-125

Total Targeted Lova Stores

15%

Total Consolidated 9

Lova's Share in Total Consolidated Sales Revenues







# 3. Q&A





# 4. Appendix

- Summary Financial Statements
- Number of Stores
- Sustainability
- Social Responsibility & Awards



# **Summary Financials**

#### **Balance Sheet**

TL	31 December 2021	31 December 2022	30 September 2023
Total Assets	1.745.248.010	3.249.092.310	4.752.517.742
Cash & Cash equivalents	49.168.829	294.333.290	267.269.319
Accounts Rec. & other recivables	278.655.495	440.013.259	988.134.051
Inventories	468.759.358	883.199.525	1.405.877.662
Prepayments	136.867.633	127.184.260	288.920.076
Other Current Assets	56.854.973	71.710.531	70.841.548
Total Current Assets	990.306.288	1.816.440.865	3.021.042.656
PP&E	552.470.174	1.107.692.021	1.312.642.294
Intangible Assets	23.203.439	49.313.030	48.364.742
Other non Current Assets	20.050.099	49.668.724	35.361.464
Right-of Use Assets	159.218.010	225.977.670	335.106.586
Total non-Current Assets	754.941.722	1.432.651.445	1.731.475.086
Total Liabilities & Equity	1.745.247.650	3.249.092.310	4.752.517.742
Short-term Debt	401.599.235	512.387.444	1.158.815.920
Accounts Payable	499.188.711	985.168.142	1.482.606.506
Deferred Revenue	113.767.886	383.347.839	419.658.847
Provisions & other current liabilities	62.973.035	108.092.761	177.865.708
Total Current Liabilities	1.077.528.867	1.988.996.186	3.238.946.981
Long-term Debt	444.034.926	664.487.886	671.464.513
Provision for Employee Benefits & Other	10.846.590	58.436.722	37.242.141
Deferred tax liability	18.235.050	8.577.664	60.264.642
Total Non-Current Liabilities	473.116.566	731.502.272	768.971.296
Shareholder's Equity	194.602.217	528.593.852	744.599.465



# **Summary Financials**

#### **Income Statement**

TL	31.12.2021	31.12.2022	30.09.2022	30.09.2023
Net Sales	1.744.206.723	3.831.311.833	2.517.093.232	4.503.219.969
Cost of Sales	(1.172.240.465)	(2.422.078.267)	(1.615.606.715)	(2.804.704.587)
Gross Profit	571.966.258	1.409.233.566	901.486.517	1.698.515.382
OPEX	(395.175.089)	(1.007.151.646)	(627.195.310)	(1.166.819.560)
Other Net Operating Income/Expenses	116.241.410	20.019.639	55.642.934	138.716.732
Operating Profit	293.032.579	422.101.559	329.934.141	670.412.554
Income/Expense from Investment	(19.813)	22.163.171	15.025.160	15.760.761
Operating Profit Before Financial Expense	293.012.766	444.264.730	344.959.301	686.173.315
Financial Income/Expense Net	(248.768.660)	(301.337.725)	(208.882.865)	(314.734.479)
EBIT	44.244.106	142.927.005	136.076.436	371.438.836
Income Tax Expense	-18.487.909	36.907.148	1.245.499	(21.123.913)
Net Income /(Loss)	25.756.197	179.834.153	137.321.935	350.314.923
<b>Equity Holders of the Parent</b>	25.757.797	179.849.827	137.334.905	350.334.922
EBITDA	257.842.561	550.444.685	377.277.702	701.190.045
Gross Margin	32,8%	36,8%	35,8%	37,7%
EBITDA Margin	14,8%	14,4%	15,0%	15,6%



# **Number of Stores**

	2020	2021	2022	30.09.2023
Sales Channel	Number of Store	Number of Store	Number of Store	Number of Store
Domestic Retail	71	101	110	98
Doğtaş	24	31	31	27
Kelebek	35	46	43	40
Lova (Exclusive)	12	21	33	30
Lova (Corner)*	54	77	70	81
Kelebek Kitchen		3	3	1
Domestic Franchise	286	338	451	502
Doğtaş	152	163	195	206
Kelebek	107	127	166	179
Lova (Exclusive)	9	25	51	69
Lova (Corner)*	213	262	357	379
Kelebek Kitchen	18	23	39	48
Domestic Total	357	439	561	600
International Retail		2	4	4
Doğtaş		2	3	3
Kelebek		_	1	1
Lova (Corner)*		2	3	3
International Franchise	58	68	92	88
Doğtaş (Exclusive)	44	49	55	54
Kelebek (Exclusive)	14	9	20	18
Lova (Exclusive)		1	7	6
Lova (Corner)*		45	49	42
Ruumstore		9	9	9
Kelebek Kitchen			1	1
International Total	58	70	96	92
General Total	415	509	657	692



# Sustainability Management



**For Our Planet** 

- Carbon Management- Determining Targets for Reducing Carbon Footprint by Determining
- Energy Management Transition to Renewable Energy with Solar Power Plant Investments
- Waste Management Project of Establishment of Zero Waste System in Headquarters Offices





For Our Employees

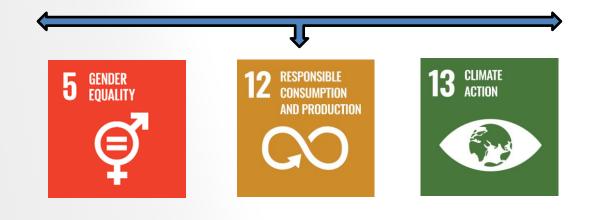
- Equality and Inclusion Projects Free kindergarten support project for female employees with children
- Occupational Health and Safety Zero
   Occupational Accidents, Healthy and Safe
   Working Environment
- Employee Happiness Talent Management and Employee Satisfaction Survey Studies





For a Sustainable Future

- Sustainability Performance Compliance with the Amfori BSCI Social Compliance process
- Sustainable Products To prefer 100% recyclable products with a low carbon footprint
- Participate to project TEB Portfolio Leading Women Variable Fund



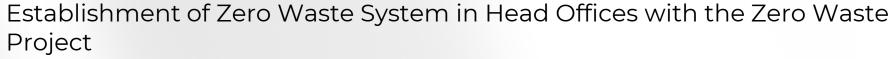
# Sustainability Management



✓ Sustainable Production and Products

**Environmental and Social** 

Sustainability



Using Recycled Fabrics in Production

Transition to Eco-Design Model with Low-Carbon Footprint Products



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









Energy and Resource Efficiency

Resource Saving (by Switching to E-catalog System in Stores)
Renewable Energy Investments (GES)

Electricity Production from Process Wastes (Approved by the Ministry of Environment)











## Sustainability Management

As Doğanlar Furniture Group, we started our Carbon Footprint Reporting studies within the scope of 2050 Net Zero Vision. We aim to share our report in the last quarter of 2023.



✓ The Goal of The Project

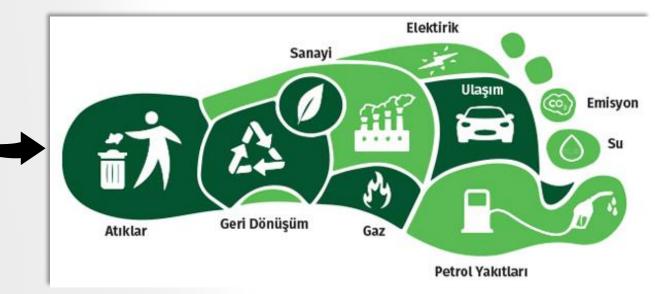
#### Combating with Climate Change

With the vision of net zero emissions; We are on track to equate the amount of greenhouse gases produced by 2050 with the amount of greenhouse gases naturally absorbed by the earth!



✓ What will we calculate?

Factors that Cause Carbon Footprint





✓ What will we gain?

#### Preparation for the Carbon Border Tax

Many countries around the world have set a number of targets to reduce their carbon emissions. We will ensure that our company complies with these regulations by measuring and reducing our carbon footprint

#### Saving from Resources

By reducing our carbon footprint, we will also reduce energy use and other costs

#### > Increasing Company Reputation

It will be ensured that our consumers become more conscious of the environmental impact of the products and services they use

# Social Responsibiltiy & Awards











# DISCLAIMER



#### **DGNMO INVESTOR RELATIONS**

#### Gözde ÇİVİCİ

Investor Relations Director

#### **Aysun VARDAN**

Investor Relations Manager



**(** +90 216 425 1224

#### THANK YOU











