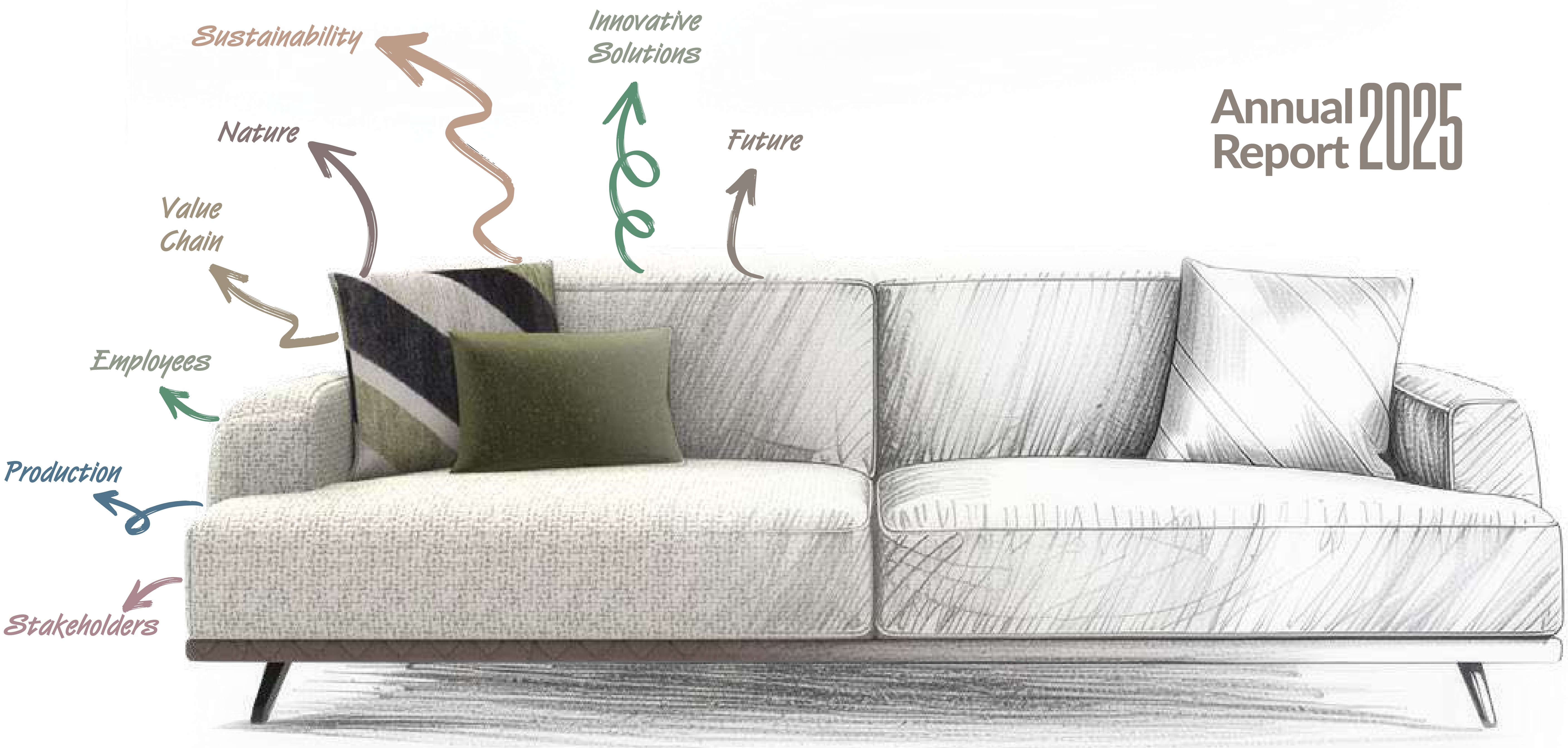
Türkiye's Most Established Furniture Family

Annual Report | 2025

DOĞANLAR
FURNITURE GROUP



Annual Report 2025

DOĞANLAR
FURNITURE GROUP

DOĞTAŞ Kelebek Kelebek lova ruum store BiGA

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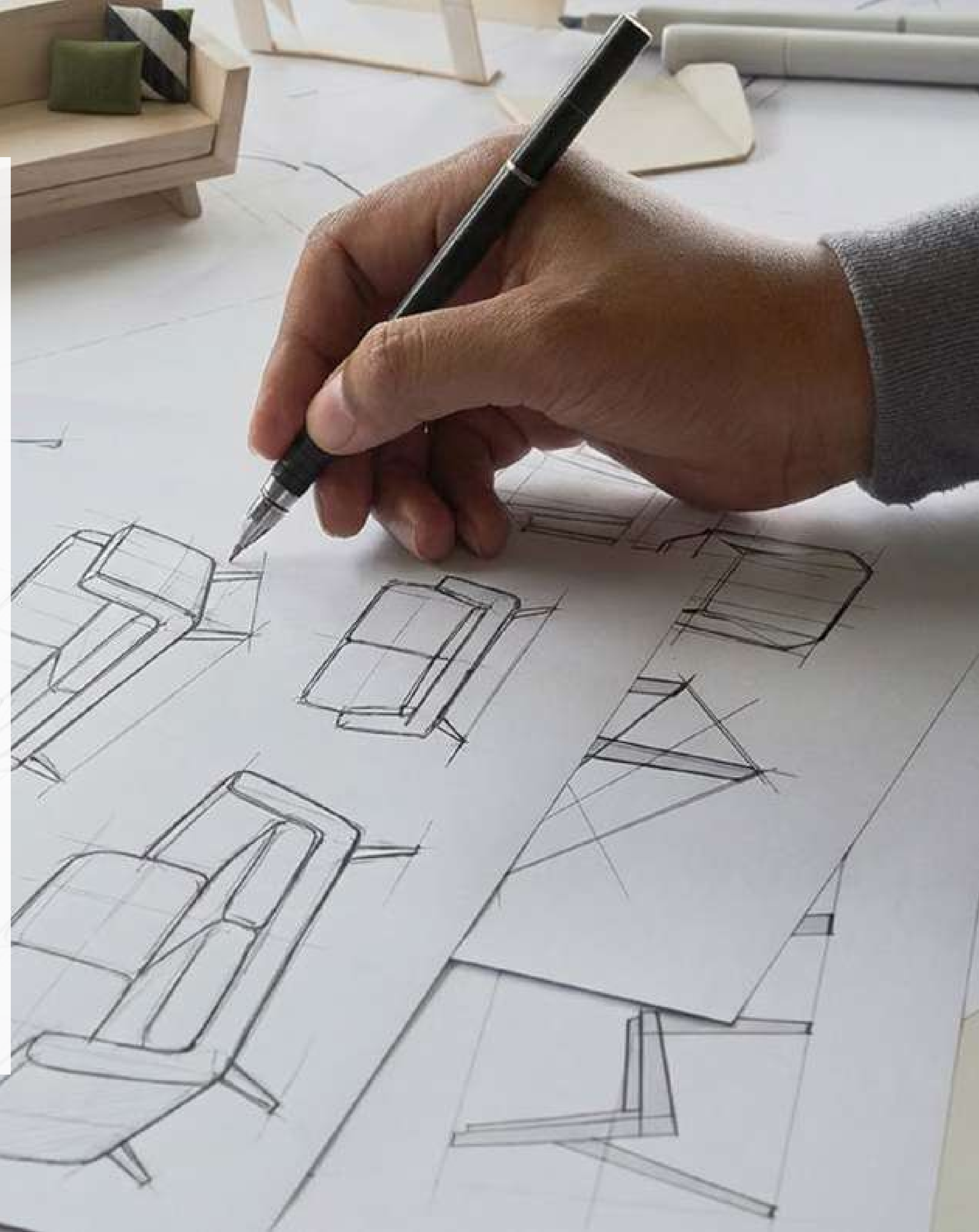


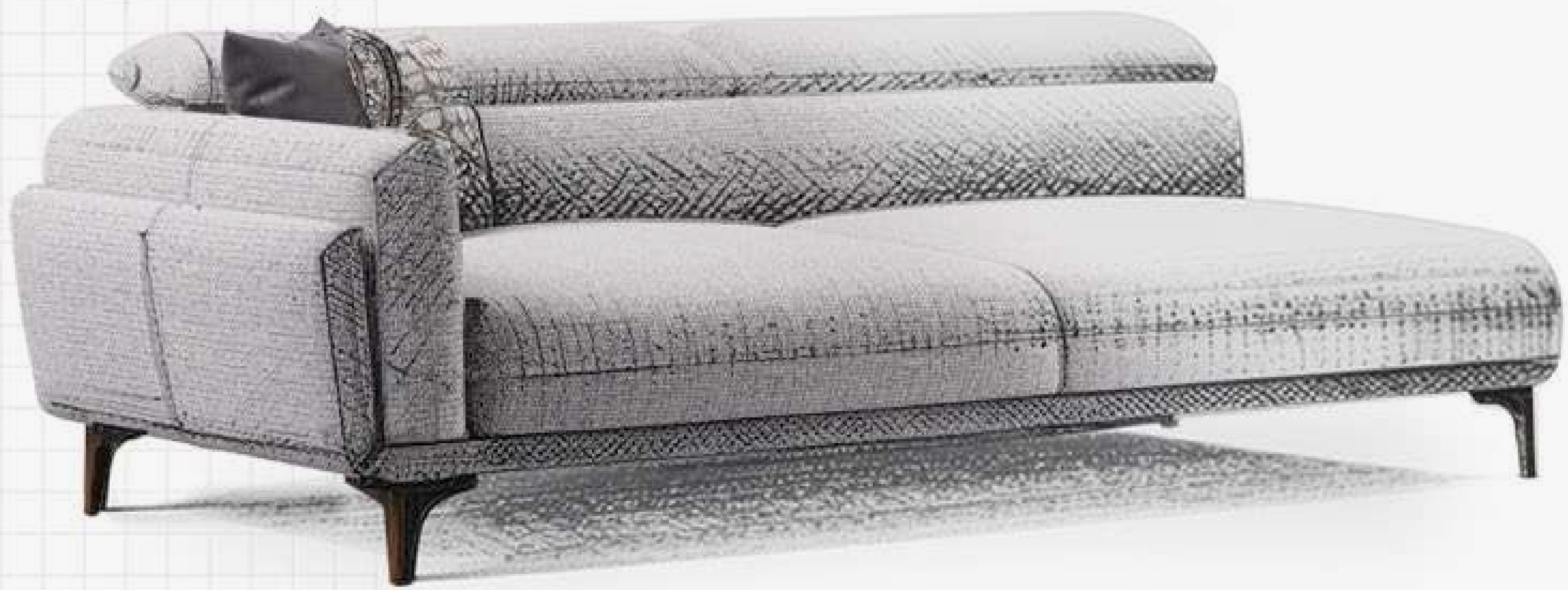
Türkiye's Most Established Furniture Family

Drawing on over 50 years of experience at Doğtaş and 90 years at Kelebek Mobilya, Doğanlar Furniture Group positions its legacy not merely as the strength of the past, but as the cornerstone of the future. Guided by its design philosophy, innovative approach, and quality-driven production culture, Doğanlar Furniture Group continues to inspire living spaces across the globe and advance with the strength of its industry-leading brands.

An Inspiring Vision for the Future

Doğanlar Furniture Group continues to reinforce its position as an inspiring industry benchmark. It invests in R&D and innovation to strengthen its design-leadership approach and develops unique and functional furniture solutions for local and global markets. The Group embraces sustainability as a corporate responsibility by adopting production processes that minimize environmental impact and use natural resources efficiently, bringing its "Furniture of the Future" vision to life through concrete actions.

At the same time, the Group's investments in digitalization and e-commerce enhance the customer experience holistically, making its brands accessible anytime, anywhere.

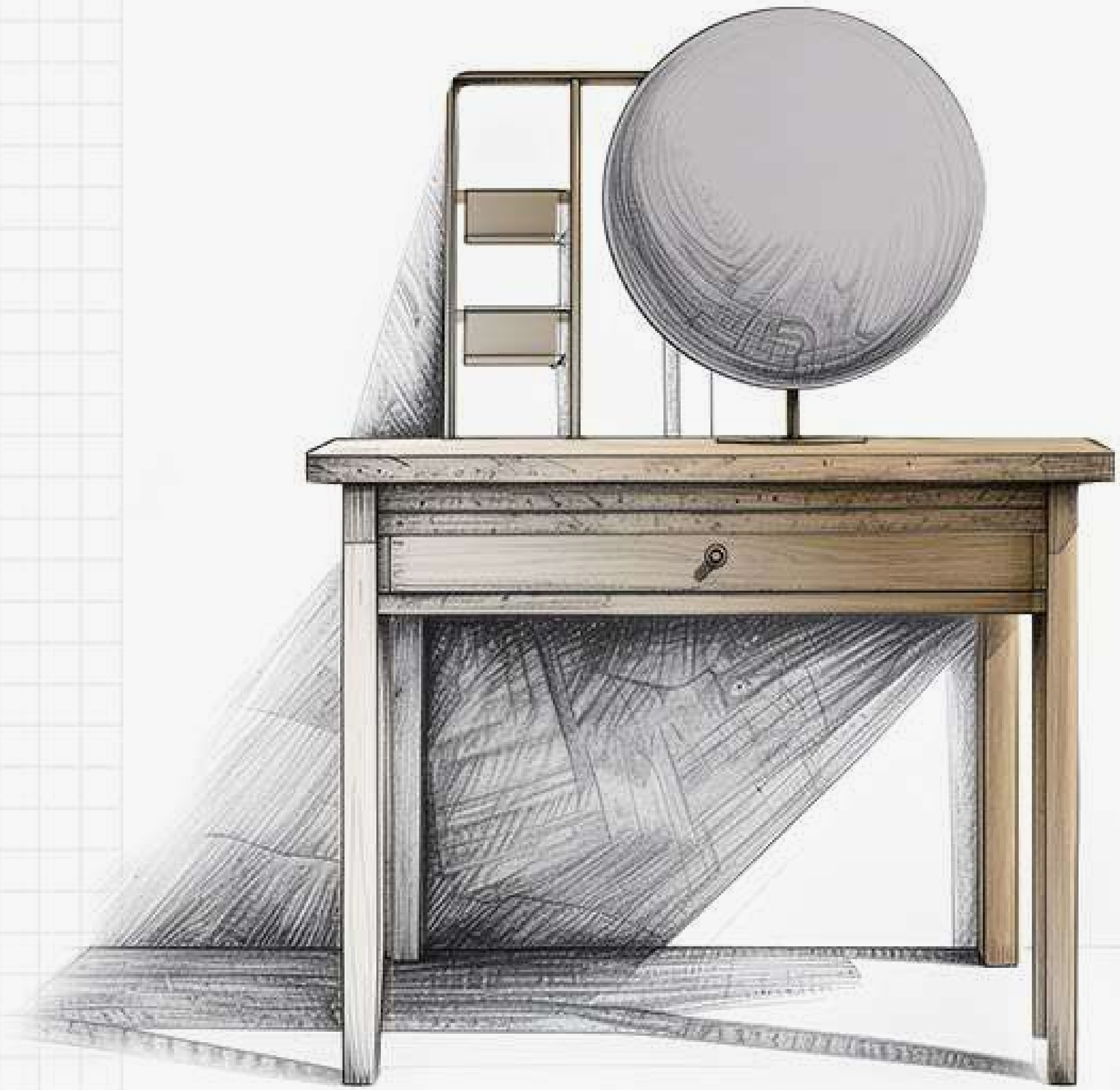


Transformation and Lasting Value

In 2026, Doğanlar Furniture Group aims to reinforce its sustainable growth strategy through an innovative production model and a vision for global expansion. As the Group expands its export network to over 56 countries, it continues to respond swiftly to changing trade dynamics through strategic investments. With collections that incorporate environmentally friendly solutions tailored to local needs, and brands that blend aesthetics, functionality, and sustainability, the Group is committed to shaping the future together with you.

Living Spaces Transformed Through Design

In each collection, Doğanlar Furniture Group combines its innovative approach with aesthetic balance to create user-oriented solutions. Embracing a design philosophy attuned to evolving expectations and lifestyles, the Group brings flexibility to spaces through smart, modular, and functional products, while shaping the living areas of tomorrow through the use of sustainable materials.



From the Management

Message from the Chairman

Dear Stakeholders,

As we present our 2025 Annual Report, Doğanlar Furniture Group continues to move forward with confidence, supported by its strong heritage, diversified brand portfolio, and design-driven growth strategy.

With several well-established brands under its umbrella, our Group is uniquely positioned in the industry thanks to its production capacity, design philosophy, brand depth, and global perspective. Combining years of experience with modern expectations, we continue to add value to living spaces through collections that blend aesthetics, functionality and quality.

The year 2025 was marked by global economic fluctuations, shifting consumer trends, and intense competition. In these challenging times, Doğanlar Furniture Group has taken strategic steps to enhance operational efficiency and strengthen its brands while maintaining financial discipline. Supported by our extensive sales network and effective brand management, we continued to deliver stable performance in both domestic and international markets.

Our design-driven growth approach has been a defining element of this period. Through our R&D investments, digitalization efforts, and advancements in production technologies, we have built a lasting competitive advantage and further enhanced the value of our brands with our timeless design language. We consider design more than an aesthetic element and position it as a strategic area for differentiation.

Meanwhile, sustainability continues to be at the heart of our strategy. We develop production models aimed at reducing our environmental impact while managing our resources responsibly through energy efficiency, responsible sourcing, and effective waste management practices. By integrating the circular economy approach into our business processes, we create long-lasting, timeless designs that deliver sustainable value. We continuously refine our processes to reduce our carbon footprint while enhancing our operational and environmental performance through digitalization and technology investments. We see sustainability as both a responsibility and a core element of our corporate governance approach and long-term growth vision.
Our success is driven by our strong human resources. We are committed to maintaining an organizational structure that supports employee development, promotes innovative thinking, and fosters a culture of shared success. The transparent, trust-based, and long-term collaborations we have built with our stakeholders are key pillars of our sustainable growth model.

Today, Doğanlar Furniture Group is more than a furniture manufacturer. It is a strong collective of brands that make an impact with their designs, carry established brands into the future, and create value on a global scale. We continue to strengthen our position in the industry by combining the solid foundations of tradition with our innovative vision.

Our goal for the coming period is to maintain financial strength, further advance design leadership, set an example for the industry in sustainability, and achieve a stronger presence in international markets.
I would like to express my sincere gratitude to all our colleagues, business partners, dealers, and customers for their trust and contributions on this journey. We create, grow, and shape the future together.

İsmail Doğan
Doğanlar Furniture Group
Chairman of the Board

Message from the CEO

Dear Stakeholders,

In 2025, we at Doğanlar Furniture Group focused on our strategic priorities, reinforced our disciplined growth approach, and accelerated our initiatives for future-oriented transformation. We took decisive steps in key areas on our agenda, including customer experience, efficiency, financial discipline, branding and international growth, digitalization, and sustainability.

We placed the customer experience at the center of all operations. We aimed to provide our customers with a faster, more transparent, and more seamless experience through our multi-channel sales strategy, extensive store network, and delivery enhancements. We improved our operational performance and achieved measurable gains in customer satisfaction through end-to-end delivery projects and logistics optimization initiatives.
We prioritized sustainable profitability by upholding financial discipline amid challenging economic conditions. We maintained a balance sheet through robust cash flow management, cost optimization, and efficiency initiatives, while continuing our strategic investments. Our focus on operational excellence led to measurable performance improvements across all business processes.

We continued to deliver strong and clear value propositions to different customer segments through our well-established brands: Doğtaş, Kelebek Furniture, Kelebek Kitchen and Bathroom, Lova Sleep, Ruum Store, and BIGA Home. We further strengthened our reputation for design and quality through brand positioning initiatives and investments in product development. We consistently advanced our international strategy with 741 points of sale, 634 domestic and 107 foreign.

Digitalization continues to be a key driver of our competitiveness. By integrating the relevant system infrastructures into our business processes, we implemented a data-driven management approach across the entire value chain, from production and supply chain to sales and financial planning.

We view digitalization as a strategic tool that optimizes costs, enhances quality, and improves the customer experience, while accelerating decision-making and operational efficiency through automation, data analytics, and AI-powered applications.

We consider sustainability to be an integral part of our business model. We achieved a total installed capacity of 9,542 kWp through renewable energy investments, continuing to supply a significant portion of our production facilities’ energy needs from clean sources. We also continue to implement systematic practices for carbon footprint management, resource efficiency, and reduced environmental impact. Our ESG-focused approach serves as a key driver of long-term value creation.

Our human resources remain our greatest strength in executing these strategic priorities. We successfully manage our transformation by adopting an organizational structure that supports competency development, fosters a performance-driven culture, and operates with a shared sense of purpose.

In the coming period, we will continue to steadfastly pursue customer-focused, disciplined, efficient, and sustainable growth. We will remain committed to boosting the strength and competitiveness of Doğanlar Furniture Group through our well-established brands, robust operational infrastructure, and global vision.
I extend my sincere thanks to all our colleagues, business partners, and stakeholders for their trust and contributions throughout our journey of success.

Sincerely,

Mutlu Erturan
Doğanlar Furniture Group
CEO

Board of Directors

Davut Doğan

Honorary Chairman – Board Member

Davut Doğan was born in 1960 in Biga, Çanakkale, where he completed his primary and secondary schooling. Doğan graduated from Anadolu University's Faculty of Economics and is currently pursuing studies at Istanbul University's Faculty of Philosophy and the Human Resources and Management Master's Program at Istanbul Arel University.

After retiring from civil service in 1986, Doğan entered the industrial sector by founding Doğtaş A.Ş. with his brothers in 1987 and launching its production facilities in 1988. He also made major investments in the furniture, construction, and renewable energy industries by establishing Kelebek Mobilya in 2012 and incorporating Biotrend Enerji in 2017 to focus on alternative energy. A leader in the industry, Doğan founded the Association of Turkish Furniture Manufacturers (MOSDER) in 2003 and served as Chairman of MOYKON and MOYSAD. He served as Chairman of the Furniture Industry Board of the Union of Chambers and Commodity Exchanges (TOBB) for 10 years and was named "Most Productive Businessman of the Year" by the National Productivity Center in 2007.

He taught entrepreneurship lectures at Çanakkale Onsekiz Mart University from 2002 to 2005 and received an Honorary Doctorate in Business Administration from the same university in 2024. Davut Doğan, who shares his experiences in three books titled "Projection," "My Experiences in Business," "Observations" and "You Can't Get Rich Without Finding Gold," currently oversees the strategic management of the furniture group as Chairman of Doğanlar Holding and Honorary Chairman of Doğanlar Furniture Group, while also supporting innovative initiatives as an angel investor.

İsmail Doğan

Chairman of the Board

İsmail Doğan was born in Biga, Çanakkale, in 1968 and graduated from Biga Vocational College of Trade. Doğan worked as Production Manager and Factory Manager at Doğtaş Doğanlar Mobilya İmalat Enerji Üretim Sanayi ve Ticaret A.Ş. He served as General Manager of the same company from 2004 to 2012. From 2016 to 2017, he was Chairman of the Association of Turkish Furniture Manufacturers (MOSDER). Between 2012 and 2022, he served as a Board Member at Doğanlar Holding A.Ş. At Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş., he served as CEO from June 2020 to April 2023 and as Chairman from April 2023 to February 2024. İsmail Doğan currently serves as Chairman of Doğanlar Furniture Group, Board Member of Doğanlar Holding, and Chairman of Doğyap İnşaat and D'Afric Senegal Construction.

Board of Directors

Şadan Doğan

Vice-Chairman of the Board

Şadan Doğan was born in Biga, Çanakkale, in 1965, where he completed his primary and secondary education. Doğan played a key role in launching the Doğtaş brand with his brothers in 1987. His industrial career began in 1988 with the establishment of furniture and decor manufacturing facilities. In addition to holding executive roles and serving as a founding member of several non-governmental organizations, Doğan was elected Chairman of the Biga Chamber of Commerce and Industry in 2013. Şadan Doğan continues to serve as Chairman of the Board of Directors of Biga TSO and Chairman of the Board of Directors of the Biga Organized Industrial Zone. He is also a member of the EU Harmonization Committee of the Union of Chambers and Commodity Exchanges of Türkiye (TOBB). He is also a Board Member at Doğanlar Yatırım Holding A.Ş.

Adnan Doğan

Board Member

Adnan Doğan was born in 1963 in Biga, Çanakkale, where he completed his primary and secondary education before attending vocational high school with a focus on trade. In 1987, he co-founded Doğtaş A.Ş. with his siblings. Adnan Doğan is a member of the Biga Industrialists' and Businessmen's Association. He is married and has one child. He serves also as a Vice Chairman of the Board and CEO of Doğanlar Holding.

Board of Directors

Zeynep Yalım Uzun
Independent Board Member

After graduating from Robert College, Zeynep Yalım Uzun studied Economics and Psychology at Agnes Scott College in the USA. She also completed her postgraduate studies at London Business School.

Over her 30+ year career, Uzun has spent the past 15 years in C-level positions, gaining extensive experience in global brand, marketing, and business management. During her 25-year career at Unilever, one of the world's largest fast-moving consumer goods companies, Uzun worked in Poland, Türkiye, and the UK, managing global and regional operations for various Unilever brands. She also served as Vice President of Omo, Unilever's second-largest brand, which operates in 80 countries and is based in London. Uzun also worked as Chief Marketing Officer at Arçelik.

Uzun, who runs her own business as a Brand and Strategy Consultant, sits on the boards of Şölen and Fenerbahçe Sports Club. She also serves as Vice Chair of the Futurists Association of Türkiye.

Uzun is on the Advisory Board of Women on Boards Adria, contributing to initiatives that advance gender equality in business. Additionally, she is a first-term mentee at the Women on Board Türkiye Association and a member of its Placement Committee .

Berna Akyüz Öğüt
Independent Board Member

Berna Akyüz Öğüt graduated from Boğaziçi University's Department of Business Administration in 1996 and went on to complete her Master's degree at the same institution. Over her 30+ year career, she has held senior leadership roles and gained strategic experience across various industries, including telecommunications, FMCG, and retail, in both Türkiye and global markets. For the past five years, she has ranked among the top three in Ekonomist Magazine's annual survey of Türkiye's 50 Most Powerful Women CEOs. She is currently General Manager and a Board Member of LC WAIKIKI Mağazacılık. Öğüt is married and has a daughter.

Board of Directors

Muhterem Şenel
Independent Board Member

Muhterem Şenel, who graduated from Boğaziçi University's Department of Electrical and Electronics Engineering in 2008, holds an MBA from the University of Michigan in the United States. Muhterem Şenel began his professional career in 2009 as a Project Manager at Ericsson Telekom.

Prior to joining Taxim Capital in 2015, he worked as a specialist at Ünlü&Co, a leading M&A advisory firm in Türkiye, where he provided M&A advisory services across a wide range of industries, including retail, consumer goods, infrastructure, and financial services.

Muhterem Şenel serves as Investment Director at Alkima Partners, one of Türkiye's leading private equity funds focused on growth capital investments in medium-sized companies, and as Senior Investment Manager at Taxim Capital.

Board Members are elected according to the criteria set forth in the Company's Articles of Association, in line with the Turkish Commercial Code, the Capital Markets Legislation, and the Communiqué on Corporate Governance (II-17.1). The Members of the Board of Directors were re-elected and appointed for a one-year term at the 2024 Ordinary General Assembly on May 13, 2025.

At the Board meeting held on August 20, 2025, the roles of the Board Members were redefined as follows.

Full Name	Role	Elected On	End of Duty
Davut DOĞAN	Honorary Chairman and Board Member	13.05.2025	13.05.2026
İsmail DOĞAN	Chairman of the Board	13.05.2025	13.05.2026
Şadan DOĞAN	Vice-Chairman of the Board	13.05.2025	13.05.2026
Adnan DOĞAN	Board Member	13.05.2025	13.05.2026
Berna AKYÜZ ÖĞÜT	Independent Board Member	13.05.2025	13.05.2026
Muhterem ŞENEL	Independent Board Member	13.05.2025	13.05.2026
Zeynep YALIM UZUN	Independent Board Member	13.05.2025	13.05.2026

Senior Management

Mutlu Erturan

CEO

After graduating from Izmir American College, Mutlu Erturan earned a degree from the Department of Economics at Middle East Technical University in 1997 and holds an MBA from the University of Nottingham in the UK. Erturan began her professional career in 1997 as a consultant at Yapı Kredi Bank and later held various senior management roles across different departments at IBM, a leading technology company, from 2007 to 2015. In 2015, she served as Chief Business Officer at Doğan Online, and from 2018 to 2022, as Chief Commercial Officer at Hepsiburada, one of Türkiye's major online platforms. Most recently, she served as CEO of the UK-based Mage Biotechnologies. From 2022 to 2025, she was an Independent Board Member at Doğanlar Furniture Group. Since August 2025, Erturan has served as CEO of Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş.

Cem Yetik

COO

Cem Yetik, who graduated from Dokuz Eylül University's Department of Industrial Engineering in 1998, began his professional career in 1998 as Chief Quality Officer at an automotive parts supplier based in Izmir. Having held senior management positions at leading companies such as Viko Elektrik, Altan Hidrolik, and Simon Elektromekanik, Yetik most recently led various business units at Panasonic Elektrik. Since October 2025, Yetik has served as Chief Operations Officer (COO) of Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş.

Tarık Hakan Leloğlu

CCO

Tarık Hakan Leloğlu graduated from the Department of Economics at Anadolu University in 1994 and completed his master's degree in Management and Organization at Çukurova University. Mr. Leloğlu began his professional career at Vestel in 1997. Throughout his 29-year corporate career, he held various leadership positions within Vestel, primarily in sales and commercial management, and served as the General Manager of Sales at Vestel between 2023 and 2025. As of February 2026, Mr. Leloğlu has been serving as the Chief Commercial Officer (CCO) at Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş.

Senior Management

Taner Kırcı

CSO (International Markets)

Taner Kırcı was born in Bulgaria in 1976. He completed his undergraduate studies at Uludağ University's Faculty of Economics and Administrative Sciences. He began his career in 1998 as a Customer Representative at Küçükçalık Tekstil. Kırcı worked in the Sales Department at Renaissance Textile in New York, United States, from 2001 to 2003. He then served as Regional Export Manager at Pürkim Kimya from 2003 to 2005. From 2005 to 2016, he worked as Sales and Marketing Coordinator at Boydak Dış Ticaret A.Ş. Kırcı started working as Manager of International Markets (Doğtaş) at Doğanlar Furniture Group in 2016 and was promoted to Director of International Markets (Doğtaş) in 2020. He has served as CSO – International Markets at Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. since March 2024.

Burcu Salıngan Çilingir

CPTO

Çilingir graduated from Boğaziçi University's Department of Tourism Management in 2002 and completed her master's degree in Human Resources Management at Marmara University's Faculty of Business Administration. Having started her professional career at Amrop Group in 2002, Çilingir has held senior management positions at leading companies such as IBM, Doğan Online (Hepsiburada and its subsidiaries), and iyzico. Most recently, she served as a General Partner at DeBa Ventures. Since September 2025, Burcu Salıngan Çilingir has served as Chief People and Transformation Officer (CPTO) of Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş.

Selçuk Yiğit

Finance and Accounting Director

Selçuk Yiğit graduated from the English Economics Department of Istanbul University in 2007 and began his professional career the same year as an auditor at Albaraka Türk Participation Bank. Throughout his career, he served as a finance and audit executive at leading companies in their respective sectors, including Gerson Lehrman Group, Teknasyon, and BİM. Most recently, Mr. Yiğit held the position of Group Manager of Financial Affairs, responsible for Industrial Chemicals, Construction Chemicals, and Port Operations at Polisan Holding. He holds the Certified Internal Auditor (CIA) designation and is proficient in English. Mr. Yiğit has been serving as the Finance and Accounting Director at Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. since February 2026.

Doğanlar Furniture Group: Our Strength and Vision

About Doğanlar Furniture Group

At Doğanlar Furniture Group, we produce furniture for the global market under six industry-leading brands, all guided by the same values and commitment to quality.

Doğanlar Furniture Group was founded in 1972 by Hacı Ali Doğan in a modest workshop in the Biga district of Çanakkale and now leads the Turkish furniture industry with six brands. Beginning its branding journey in 1987, Doğtaş strengthened its position in the furniture industry in 2012 by acquiring 67 percent of Kelebek Mobilya, which was founded in 1935 to manufacture plywood for aircraft wings and remains one of the best-established industrial organizations in the history of the Republic. With the 2013 merger, the two companies were rebranded as "Doğtaş Kelebek Mobilya Sanayi ve Ticaret A.Ş." In 2021, the Company's name was changed to "Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş.," or "Doğanlar Furniture Group," to reflect the individual journeys of both current and future group brands.

Operating in the furniture industry both domestically and internationally, Doğanlar Furniture Group is registered with the Capital Markets Board of Türkiye. Its shares have been traded on Borsa İstanbul A.Ş. under the code DGNMO since 1990. As of December 31, 2025, the Company's free float rate is 50.04 percent.

Through an elegantly designed store concept, Doğanlar Furniture Group enjoys an ever-expanding retail and sales channels network, offering modern furniture at accessible prices to its customers. With a growing online and e-commerce presence through brand websites and marketplaces, the Group is constantly increasing its value, propelled by new and ongoing investments. The Company takes pride in offering collections that are both high-quality and functional, supported by advanced production facilities and an outsourcing network meticulously managed at every stage of production.

Doğanlar Furniture Group produces furniture for the global market under six industry-leading brands, all guided by the same values and commitment to quality. It continues its successful journey by offering products that combine aesthetics and functionality, while developing environmentally friendly items through its brands Doğtaş, Kelebek, Lova Sleep, Kelebek Kitchen-Bathroom, Ruum Store, and Biga Home. The Group manufactures and markets a comprehensive range of products for living rooms, bedrooms, dining rooms, youth rooms, kitchens, and bathrooms, as well as beds, all designed to enhance any living space. It also offers accessories, lighting, and decorative items under the Home category, garden furniture under the Garden category, and home textiles under the Sleep category.

As a producer and seller of modern-design furniture at accessible prices, Doğanlar Furniture Group is the third-largest furniture company in Türkiye by store count. Since 2017, it has consistently been included in the Brand Finance Turkey 100, an annual list by Brand Finance recognizing the most valuable Turkish brands. Additionally, the Group consistently climbs the ranks in the ISO 500, Türkiye's 500 industrial enterprises, as well as in the Capital 500 and Fortune 500 surveys conducted by business magazines.

Doğanlar Furniture Group views sustainability as a key element in creating long-term value. The "Furniture of the Future" vision is grounded in the Group's responsibility to nature and humanity. Accordingly, it upholds sustainability principles in managing every business process, from supply chains and product design to production and stakeholder relations. Drawing strength from its employees at every step, it strives to produce furniture that is forward-looking while adhering to ethical principles.

Doğanlar Furniture Group in Numbers

6 Brands

741 domestic and foreign sales points

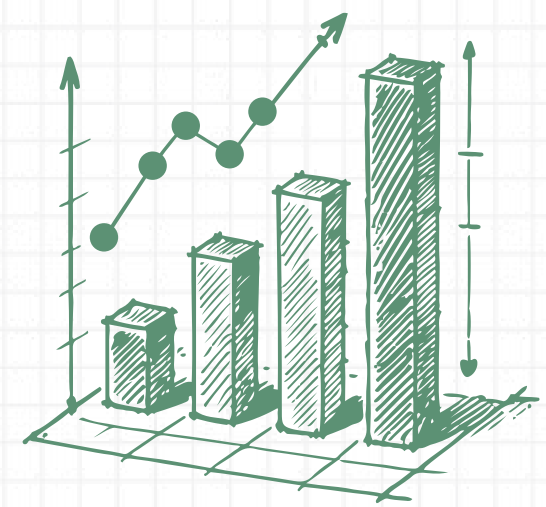
56 Export destinations

2 Design centers

45 Countries with monobrand retailing operations

3 Production facilities

2,106 Employees



2025 Highlights

We completed the SPP investment at our Çanakkale Biga facility

In 2024, we decided to invest in a Solar Power Plant (SPP) on the roofs of our production facilities in Biga and Düzce to protect nature, increase efficiency, and reduce electricity costs. We completed our SPP investment in Düzce with a production capacity of 5,000 kWp. In February 2025, following an inspection by the Turkish Electricity Distribution Corporation, we commissioned our unlicensed SPP Power Plant in Biga, Çanakkale, with a capacity of 2,992 kWp/2,000 kWe.

Mutlu Erturan assumed her role as CEO in August 2025

İsmail Doğan, who had been serving as a Board Member and CEO of our Company, handed over the CEO position to Mutlu Erturan on August 15, 2025. A graduate of the Department of Economics at Middle East Technical University and an MBA holder from the University of Nottingham, Erturan has held senior management positions at Yapı Kredi Bank, IBM, Doğan Online, and Hepsiburada. Most recently, she served as CEO of the UK-based Mage Biotechnologies. Between 2022 and 2025, she served as an Independent Board Member at Doğanlar Furniture Group, and she continues to contribute to our Company's ambitious goals.

We were included in the BIST Corporate Governance Index.

In accordance with the Corporate Governance Principles published by the Capital Markets Board, our Company's Corporate Governance Compliance Rating was determined to be 9.12 out of 10, based on an assessment conducted by Kobirate Uluslararası Kredi Derecelendirme Hizmetleri ve Kurumsal Yönetim A.Ş. Our Company was included in the BIST Corporate Governance Index in May 2025. The Company's Corporate Governance Compliance Rating report is available on the corporate website (https://www.doganlarmobilyagrubu.com).

Doğanlar Furniture Group became the first furniture company to receive the "Environmental Label Certificate"

Doğanlar Furniture Group led the environmental, economic, and social transformation in the furniture industry with the Sustainability Conference held on October 23. The event, held under the motto "Transformation is in Our Nature," brought together representatives from Çanakkale Onsekiz Mart University, Kastamonu Entegre, Samet Kalıp, and Akrotes Mimarlık to discuss the future of furniture and the vision for sustainable production. We achieved another industry first by obtaining the Environmental Label Certificate for our eco-friendly baby mattress.

We were included in the BIST Sustainability and BIST Participation Sustainability indices

Following our application to Borsa Istanbul, our company was included in the BIST Sustainability and BIST Participation Sustainability indices on October 1, 2025.

Our first TSRS-compliant Sustainability Report is now available

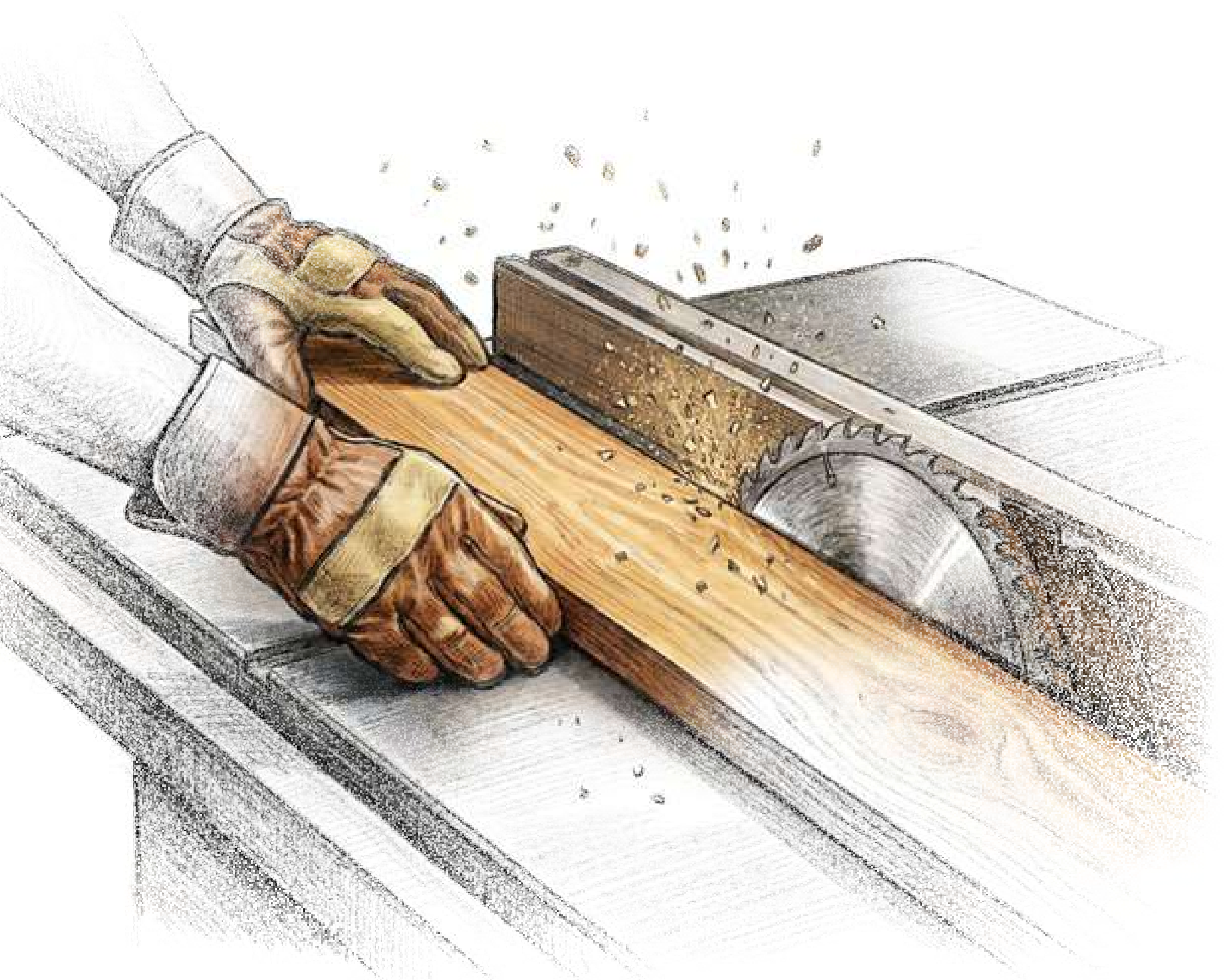
We published our first Sustainability Report compliant with Turkish Sustainability Reporting Standards (TSRS) on August 19, 2025.

Doğanlar Furniture Group was voted "Türkiye's Happiest Workplace" yet again

Doğanlar Furniture Group ranked first in the furniture industry for the fourth time in the "Türkiye's Happiest Workplace" survey conducted by Happy Place to Work.

Doğanlar Furniture Group in Türkiye

Wide and growing service network



Factories

Düzce Factory

159,500 m² total area

62,000 m² indoor space

Çanakkale Biga Factory

247,075 m² total area

84,000 m² indoor space

30,000-m² warehouse in Biga and 25,000-m² warehouse in Düzce, **a total storage area of 137,000 m² in Türkiye**

Logistics Centers

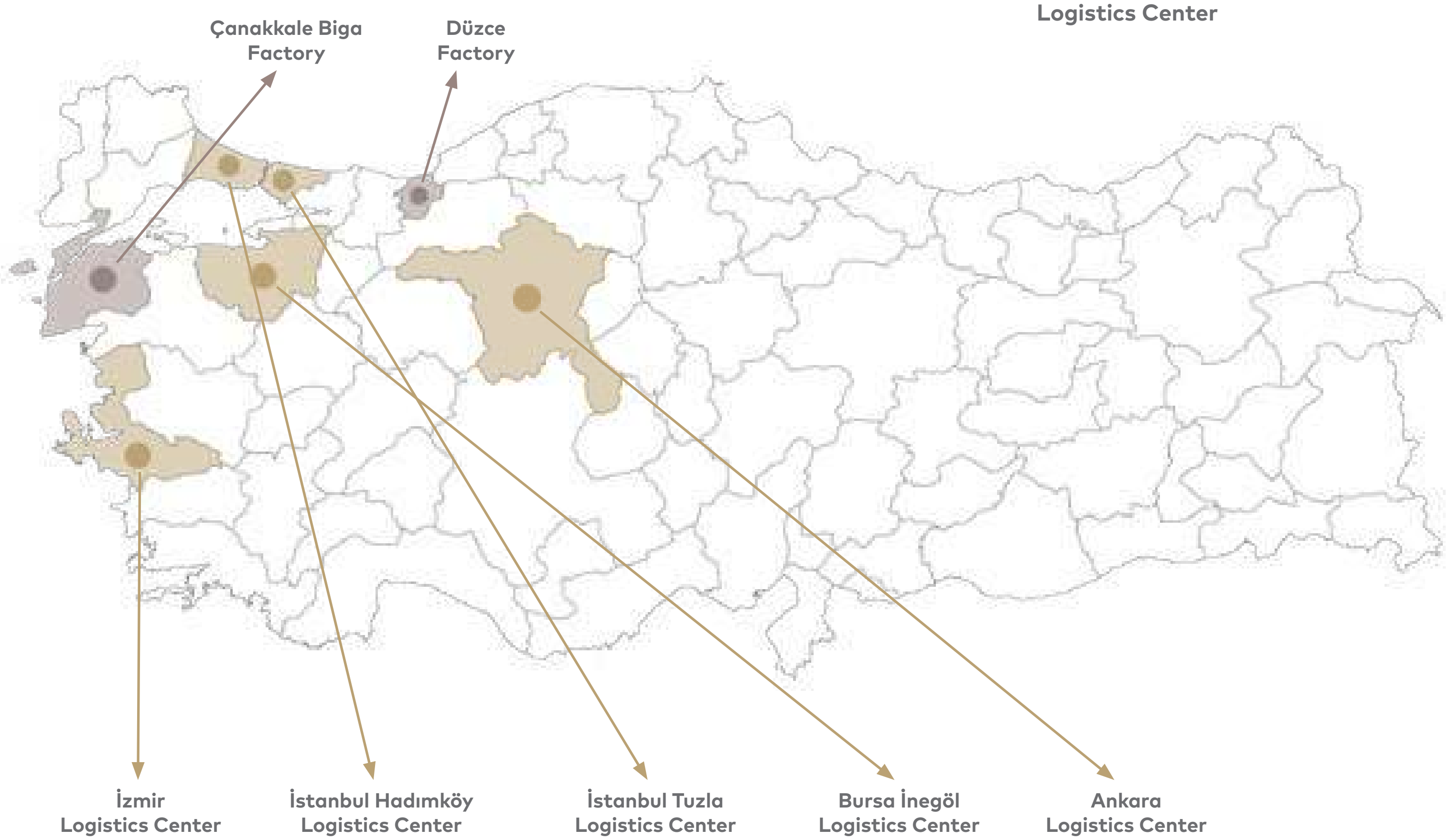
Ankara
Logistics Center

Bursa İnegöl
Logistics Center

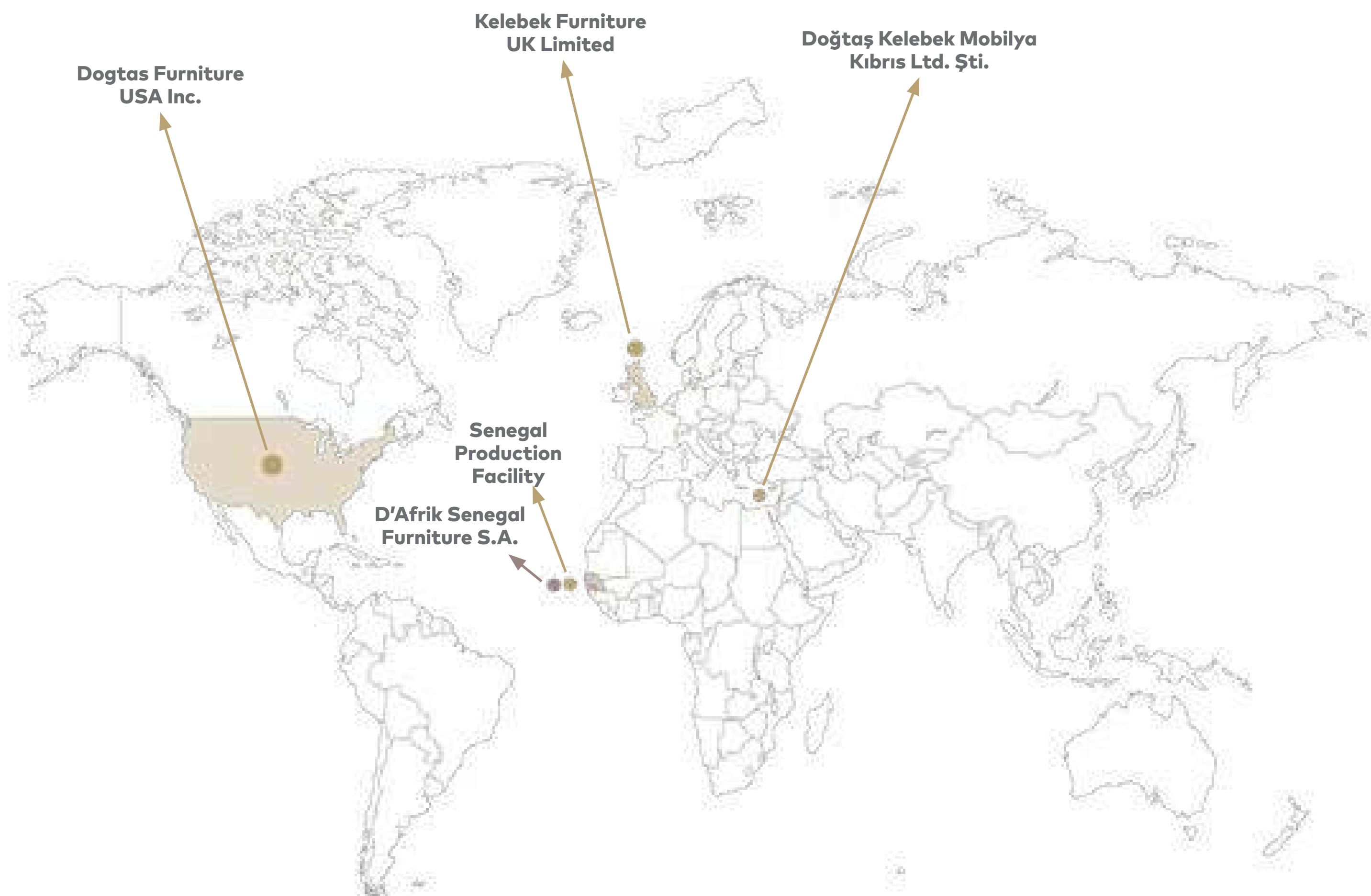
İstanbul Hadımköy
Logistics Center

İstanbul Tuzla
Logistics Center

İzmir
Logistics Center



Doğanlar Furniture Group in the Rest of the World



Production Facilities

Senegal Production Facility

52,800 m²
total area

10,340 m²
indoor space

Foreign Subsidiaries

Doğtaş Kelebek Mobilya
Kıbrıs Ltd. Şti.

Doğtaş Kelebek Mobilya
Senegal Ltd.Şti.

D'Afrik Senegal
Furniture S.A.

Dogtas Furniture
USA INC.

Kelebek Furniture
UK Limited

- Doğanlar Furniture Group exported to **56** countries in 2025.
- The Group has monobrand retailing operations in **45** countries.
- Doğtaş has **56** sales points across **42** countries, including **50** franchises, **2** retail stores, and **4** chain stores.
- Kelebek has **21** sales points in **16** countries, including **17** franchises and **5** chain stores while Kelebek Kitchen-Bathroom has **1** sales point.
- There are **5** Monobrand sales points in **4** countries, in addition to **33** Lova Sleep stores in Doğtaş and Kelebek sales points.
- Biga Home has a total of **24** sales points, including **4** center and **20** corner stores.
- In addition to its store channel, overseas sales are conducted through corner stores, chain stores, and wholesale, online, and project-based sales.

Doğanlar Furniture Group in Türkiye and the Rest of the World

Doğanlar Furniture Group serves with **741** sales points in Türkiye and abroad. The Group has **634** sales points in Türkiye and **107** sales points abroad.

Channel	2022	2023	2024	2025
Domestic Retail	**110**	**93**	**79**	**63**
Doğtaş	31	31	29	25
Kelebek	43	38	37	30
Lova Sleep (Exclusive)	33	23	12	8
Lova Sleep (Corner)*	70	71	65	63
Kelebek Kitchen-Bathroom	3	1	1	-
Domestic Franchise	**451**	**530**	**606**	**571**
Doğtaş	195	214	241	228
Kelebek	166	192	213	208
Lova Sleep (Exclusive)	51	78	102	85
Lova Sleep (Corner)*	357	403	455	426
Kelebek Kitchen-Bathroom	39	46	50	50
Domestic Total	**561**	**623**	**685**	**634**
Foreign Retail (Subsidiary)	**4**	**7**	**7**	**6**
Doğtaş	3	3	3	2
Kelebek	1	1	-	-
Lova Sleep (Corner)*	3	4	-	2
Biga Home	-	3	4	4
Foreign Franchise	**92**	**100**	**103**	**101**
Doğtaş	55	55	50	54
Kelebek	20	18	20	21
Kelebek Kitchen-Bathroom	1	-	1	1
Lova Sleep (Exclusive)	7	7	6	5
Lova Sleep (Corner)*	49	73	45	33
Ruum Store	9	7	7	-
Biga Home (Corner)	-	13	19	20
Foreign Total	**96**	**107**	**107**	**107**
Total Sum	**657**	**730**	**795**	**741**

* Lova Sleep corners inside Doğtaş and Kelebek sales points are not included in the count.

International Operations

Region	Country	Brands
Europe	Bosnia and Herzegovina	Doğtaş, Kelebek
Europe	Germany	Doğtaş
Europe	France	Doğtaş
Europe	Kosovo	Doğtaş
Europe	Switzerland	Doğtaş
Europe	Malta	Doğtaş
Europe	United Kingdom	Kelebek
Europe	Austria	Doğtaş
Europe	TRNC	Doğtaş, Kelebek
Europe	Montenegro	Doğtaş, Kelebek
Europe	Belgium	Doğtaş
Europe	Moldova	Doğtaş
Europe	Romania	Doğtaş
Europe	Bulgaria	Doğtaş, Kelebek
Asia	Uzbekistan	Doğtaş
Asia	Kazakhstan	Doğtaş
Asia	Turkmenistan	Doğtaş, Lova Yatak
Asia	Azerbaijan	Doğtaş, Kelebek, Lava Yatak
Asia	Pakistan	Doğtaş
Asia	Kyrgyzstan	Doğtaş
Asia	Mongolia	Kelebek, Kelebek Mutfak, Lova Yatak

Region	Country	Brands
Middle East	Iraq	Doğtaş, Lova
Middle East	Lebanon	Doğtaş, Kelebek
Middle East	Palestine	Doğtaş, Kelebek
Middle East	Oman	Doğtaş
Middle East	Syria	Doğtaş
Middle East	Saudi Arabia	Doğtaş, Kelebek
Africa	Libya	Doğtaş
Africa	Morocco	Doğtaş, Kelebek
Africa	Burkina Faso	Kelebek
Africa	Angola	Doğtaş, Kelebek
Africa	Zambia	Doğtaş, Kelebek
Africa	Liberia	Doğtaş
Africa	Uganda	Doğtaş
Africa	Nigeria	Doğtaş
Africa	Senegal	Doğtaş, Kelebek, Biga Home
Africa	Ghana	Doğtaş
Africa	Mauritius	Doğtaş, Kelebek
Africa	Rwanda	Doğtaş
Africa	Gambia	Doğtaş
Africa	Bahrain	Doğtaş
Africa	Togo	Doğtaş
Africa	Gabon	Doğtaş
US	US	Doğtaş
South America	Suriname	Doğtaş

Key Financial and Operational Indicators

The Company's financial statements for the period from January 1, 2025, to December 31, 2025, have been disclosed on the Public Disclosure Platform and are available on the Company's website at **www.doganlarmobilyagrubu.com**, under the **"Investor Relations"** section.

Balance Sheet (TRY, thousands)	12.31.2024	12.31.2025
Current Assets	4,012,520	2,960,331
Non-Current Assets	8,856,729	8,766,774
Short-Term Liabilities	7,271,106	8,900,714
Long-Term Liabilities	1,416,740	1,433,075
Shareholders' Equity	4,181,404	1,393,317
Asset Size	12,869,250	11,727,106
Income Statement (TRY, thousands)	**2024**	**2025**
Revenues	**15,493,318**	**12,808,491**
Cost of Sales (-)	(10,768,254)	(10,063,710)
Gross Profit	**4,725,064**	**2,744,781**
Operating Profit from Main Operations	(247,331)	(952,631)
Net Profit/(Loss) for the Period (Parent Company Shares)	**(593,623)**	**(2,823,798)**
Profit Margins (%)	**2024**	**2025**
Gross Profit Margin	30%	21%
Net Profit Margin	-4%	-22%
Investments (TRY, thousands)	**2024**	**2025**
Lands	29,354	-
Underground and Aboveground Installations and Buildings	87,223	24,207
Machinery, Plant, and Equipment	265,999	48,078
Transportation Vehicles	3,955	352
Upholstered Furniture and Fixtures	154,677	59,673
Special Costs	427,468	172,541
Ongoing Investments	85,612	48,929
Total	**1,054,288**	**353,780**

Financial Structure Strengthening and Operational Improvement Initiatives

Doğanlar Furniture Group has initiated a comprehensive improvement program aimed at strengthening its financial structure and enhancing operational performance for 2026. In this regard, the following actions have been planned and put into implementation:

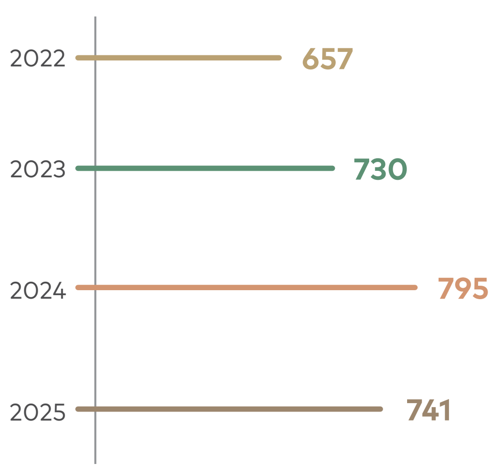
- As part of financial liability management, the maturity structure of existing bank loans and POS-related costs is being optimized, and negotiations with financial institutions regarding potential refinancing are ongoing.
- To improve working capital management, initiatives are underway to optimize inventory levels and enhance cash conversion cycles.
- To accelerate collection processes, actions have been taken to develop and implement enhanced dealer financing models.
- Within the scope of the operational efficiency program, improvement measures are being carried out to optimize cost and expense items.
- Throughout 2026, alternative strategic options are being evaluated with the objective of strengthening the Company's shareholders' equity structure.
- In line with the competency-based transformation of the Human Resources function, action plans have been developed for the redefinition of the organizational structure, and the implementation process has been initiated.

As of the end of 2025, Doğanlar Furniture Group operates in a total sales area of 724,000 m²

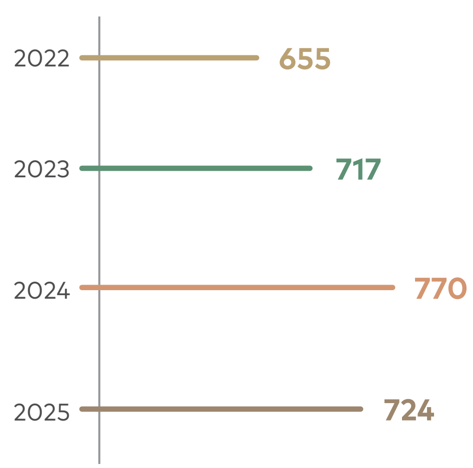
Domestic and International Points of Sale by Year (units)	2022	2023	2024	2025
DOĞTAŞ	284	303	323	309
Kelebek	230	249	270	259
lova sleep	91	108	120	98
Kelebek Kitchen · Bathroom	43	47	52	51
ruum store	9	7	7	-
BiGA HOME	-	16	23	24
Total	**657**	**730**	**795**	**741**

Domestic and International Points of Sale by Year (thousand m²)	2022	2023	2024	2025
DOĞTAŞ	367	396	423	393
Kelebek	271	294	317	307
lova sleep	17	23	25	19
BiGA HOME	-	-	5	5
Total	**655**	**717**	**770**	**724**

Domestic and International Points of Sale by Year (units)



Domestic and International Points of Sale by Year (thousand m²)



Milestones

1935
Kelebek was founded as a panel manufacturer.

1972
Doğtaş commenced furniture production.

1978
Kelebek commenced furniture production.

1981
Kelebek joined the Enka Group.

1987
Doğtaş Mobilya A.Ş. was founded.

1990
Kelebek was listed on Borsa İstanbul.

1991
Kelebek opened its first overseas store in Germany.

1994
Doğtaş made its first export sale to Albania.

1996
Doğtaş commenced its retail operations.

2005
Doğtaş invested in upholstery and bedding groups.

2006
Two industrialist families acquired the majority of Kelebek's shares.

2008
Doğtaş joined the TURQUALITY® Support Program.

2009
Doğtaş launched its "Exclusive" concept stores.

2012
Kelebek was acquired through a partnership between Doğtaş and International Furniture B.V.

2013
Doğtaş and Kelebek merged in October 2013 through a reverse merger. The new title of the company became "Doğtaş Kelebek Mobilya Sanayi ve Ticaret A.Ş."

2014
Kelebek joined the TURQUALITY® Support Program.

2017
The Maltepe Design Center was established.

International Furniture B.V. sold its shares on the stock exchange and exited.

Management responsibilities were transferred to Doğanlar Holding.

Lova Sleep commenced its operations.

2019
Ruum Store, Doğtaş's online sales brand, became operational.

2021
Our Group's title became "Doğanlar Furniture Group."

Doğtaş began a collaboration with Amazon.

2022
Doğanlar Furniture Group was ranked among the top 100 women-friendly companies.

We joined the BIST Participation All and BIST Participation 100 indices.

2023
We inaugurated our first production facility abroad in Senegal.

BİGA Home brand commenced its operations.

Carbon Footprint reporting studies began.

2024
Nearly 800 sales points were reached.

A total of 7,948.6 kWp in Solar Power Plant Investments was completed in Düzce and Biga production facilities.

Our first Sustainability Report was published.

2025
Doğanlar Furniture Group became the first furniture company to receive the "Turkish Environmental Label."

We were included in the BIST Sustainability and BIST Participation Sustainability indices.

Shareholding Structure

Subscribed, registered and issued capital of Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret Anonim Şirketi (Doğanlar Furniture Group) as of December 31, 2024, and December 31, 2025:

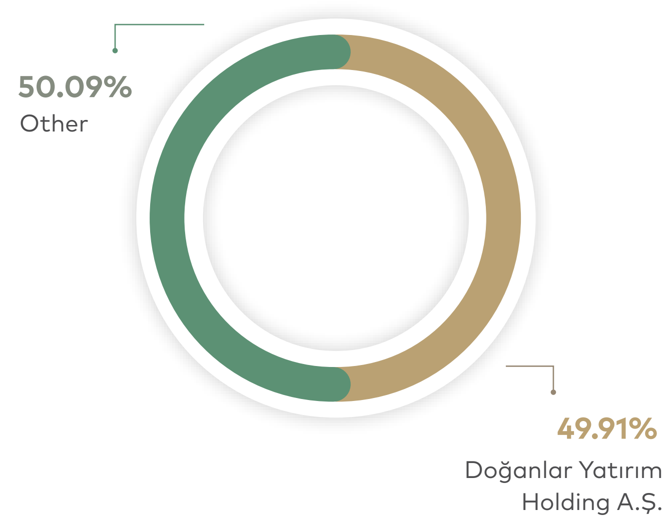
Shareholding Structure	12.31.2024	12.31.2025
Registered Capital Ceiling	1,500,000,000	1,500,000,000
Issued Capital	350,000,000	350,000,000

The Board of Directors, in its resolution dated October 22, 2020, approved a paid capital increase. The issued capital of Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. was increased from 269,069,767 Turkish lira to 350,000,000 Turkish lira in accordance with the prospectus approved under Capital Markets Board resolution no. 79/1619, dated December 31, 2020.

Our Board of Directors passed a resolution on March 29, 2024, to extend the validity period of the Registered Capital Ceiling. The Company applied to amend Article 6, titled "Capital," of the Articles of Association and obtained the necessary permission letters from the Capital Markets Board of Türkiye and the Ministry of Trade. The amendment to the Articles of Association, setting the Registered Capital Ceiling at 1,500,000,000 Turkish lira for 2024–2028 (five years), was approved at the 2023 Ordinary General Assembly held on June 28, 2024.

As of December 31, 2025, Doğanlar Furniture Group's shareholders and their shareholding percentages are as follows.

Partner's Trade Name /Full Name	Share in Capital	
	Amount (TRY)	Ratio (%)
Doğanlar Yatırım Holding A.Ş.*	174,698,610.79	49.91
Other	175,301,389.21	50.09
Total	**350,000,000.00**	**100.00**



* With the share transactions carried out by Doğanlar Yatırım Holding A.Ş. on June 16, 2025, and October 21, 2025, Doğanlar Holding's stake in Doğanlar Furniture Group's capital now stands at 49.91 percent.

Subsidiaries

Trade Name	Company's Field of Activity	Place of Establishment and Operation	Currency	Paid-in Capital	Company's Share in Capital (%)
2K Oturma Grupları İnşaat ve Taahhüt San. ve Tic. A.Ş.	Sofa Manufacturing, Construction and Contracting	Türkiye	TRY	1,164,250	100
3K Mobilya Dekor. San. ve Tic. A.Ş.	Furniture Manufacturing and Trade	Türkiye	TRY	15,700,000	100
Doğtaş Mobilya Pazarlama Ticaret A.Ş.	Retail Furniture Trade	Türkiye	TRY	19,250,000	100
Doğtaş Bulgaria Eood	Retail Furniture Trade	Bulgaria	BGN	40,000	100
Doğtaş Holland B.V.	Retail Furniture Trade	The Netherlands	EUR	1,650,000	100
Doğtaş Germany GmbH	Retail Furniture Trade	Germany	EUR	1,200,000	100
Doğtaş Kelebek Mobilya Kıbrıs Ltd. Şti.	Retail Furniture Trade	TRNC	TRY	490,000	99
Doğtaş Kelebek Mobilya Senegal Sari	Furniture manufacturing, exporting, importing	Senegal	XOF	1,000,000	100
Dogtas Furniture USA INC.	Retail Furniture Trade	USA	USD	100,000	100
Kelebek Furniture UK Limited	Wholesale and Retail Furniture Sales	United Kingdom	GBP	1,000	100
D'Afric Senegal Furniture S.A.	Furniture Manufacturing and Trade	Senegal	XOF	10,000,000	100

A chain of retail stores was established under 3K Mobilya Dekorasyon San. ve Tic. A.Ş. ("3K") in 2006 to sell furniture and commercial products. In 2013, the company closed the stores operated by its subsidiary 3K and transferred them to its dealers. The production activities of the Company's other subsidiary, 2K Oturma Grupları İnşaat Taahhüt Sanayi ve Ticaret A.Ş., were terminated on March 28, 2007, and the manufacturing plant was closed. Doğtaş Mobilya Pazarlama Ticaret A.Ş. ("Doğtaş Pazarlama") was established in 1996 to sell furniture, sofa sets, and commercial products through its branches across Türkiye. As of December 31, 2025, the related companies are inactive.

One of the Company's subsidiaries, Doğtaş Kelebek Mobilya Kıbrıs Ltd. Şti. ("Doğtaş Cyprus"), was established in the Turkish Republic of Northern Cyprus on June 4, 2021, to operate in retail furniture sales and marketing. As of December 31, 2025, it has 1 (one) branch.

One of the Company's subsidiaries, Doğtaş Kelebek Mobilya Senegal Ltd. Şti. ("Doğtaş Senegal"), was established on April 27, 2021, in Senegal, to manufacture, export and import furniture. As of December 31, 2025, it has 1 (one) branch office.

One of the Company's subsidiaries, Doğtaş Furniture USA INC., was established on July 28, 2021, in New Jersey, United States of America, to manage and develop the Company's overseas retail sales activities more effectively. As of December 31, 2025, Doğtaş America has 1 (one) branch office.

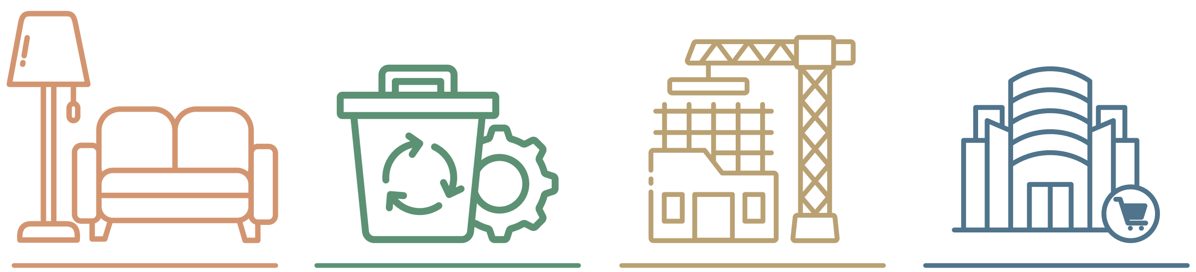
One of the Company's subsidiaries, Kelebek Furniture UK Limited ("Kelebek UK"), was established in England on April 26, 2022, to manage and develop the Company's overseas retail sales activities more effectively. As of December 31, 2025, it has 1 (one) branch office.

One of the Company's subsidiaries, D'Afric Senegal Furniture S.A., was acquired on December 30, 2023. The Company manufactures local furniture at its 52,800 m² production facility in Dakar, Senegal, and conducts wholesale and retail furniture sales through its branches in four different regions. It produces a variety of items at its production facilities, including panels, upholstered furniture, bedding, bed bases, and home textiles. The production facility is located in the industrial zone and provides significant employment for the local community. As of December 31, 2025, it employs 66 people. Among all employees, 55 are locals. It continues its sales activities through four outlet stores and 20 corner stores in the busiest and most populated cities of Senegal. In 2024, the facility made its first export to Gambia.

Doğtaş Germany, Doğtaş Holland, and Doğtaş Bulgaria are not included in the consolidation and are recognized as available-for-sale financial assets because they are not material to the consolidated financial statements.

About Doğanlar Holding

"Doğanlar Holding operates in the furniture, retail, energy, and construction industries, with a focus on environmentally friendly projects and investments in renewable energy across all its operations"



Established by Hacı Ali Doğan in the 1970s, Doğanlar Holding is one of Türkiye's leading conglomerates, operating in the furniture, retail, energy, and construction industries. Doğanlar Holding began its journey in the furniture industry with the establishment of Doğan Furniture by Hacı Ali Doğan in Biga, Çanakkale. Over the years, the company has steadily grown, evolving into a diversified group operating across multiple industries. This expansion has enabled the group to serve various industries while making significant contributions to social and economic development. Collaborating with a diverse range of institutions across multiple continents, Doğanlar Holding exemplifies an innovative, global Turkish corporation, offering product portfolios that meet the world's most advanced standards and are validated by numerous quality assurance certifications. Beyond its contributions to the national economy, Doğanlar Holding also prioritizes education, health, culture, arts, and environmental initiatives through its corporate social responsibility projects. Additionally, it continues to strengthen international relations across the 56 countries to which it exports. It values sustainability, digitalization, capacity enhancement, R&D, and innovation investments that support its sustainable growth and competitiveness.

Doğanlar Holding ranks among the 100 largest groups in Türkiye and continuously invests at home and abroad through Biotrend in the energy industry; Doğyap in the construction industry; Troypark in the retail industry; and Doğtaş, Kelebek Furniture, Kelebek Kitchen-Bathroom, Lova Sleep, Ruum Store, and BİGA Home in the furniture industry. With a family of 3,100 people, Doğanlar Holding proudly contributes to the national economy through its successful operations.

Driven by its commitment to social responsibility and recognizing the importance of educating girls for societal development, Doğanlar Holding contributes to the education and development of talented and successful young people and children with limited financial means in the cultural, artistic, scientific, and sports fields throughout the country.

Doğanlar Holding in Numbers

4 Industries

20 Production facilities

6 Brands

3,100 Employees

56 Export destinations

2 R&D centers

741 Domestic and foreign points of sale

2 Design centers

Our Vision, Mission, and Values

Our Vision

Becoming a leading global brand that shapes the future of furniture through sustainable and innovative solutions.

Our Mission

Providing furniture solutions that create value for stakeholders through human-centered and environmentally friendly operations.

Our Values

Our Brand: In everything we do, we act with a strong awareness of our most valuable asset — our brands.

Transparency: We consistently prioritize openness in our management practices and business ethics. We foster a culture of self-criticism within our company.

Warmth: We prioritize family closeness and friendliness in our internal and external relations, ensuring the family spirit is felt throughout our organization. We regard our employees, solution partners, and dealers as members of our family.

Socially and Environmentally Responsible Company Culture: Aligned with our mission, we continue on our path, prioritizing a social and environmental approach that emphasizes communal sharing and humanitarian values.

Reliability: We prioritize offering the most reliable products in terms of price and performance, along with the most dependable service before and after sales. Reliability is built through a corporate culture that ensures a fair working environment for our employees, a transparent management system for shareholders, and respect for environmental regulations for society.

Strategy and Areas of Growth

Increasing Brand Power and Penetrating New Markets:
By strengthening the positioning of our brands to enhance their value, and by leveraging our existing and new product groups, we aim to increase our competitiveness in both domestic and international markets. By focusing on target export markets, we strive to become a strong player on the global stage.

Customer Experience Orientation:
Building long-term loyalty and trust by delivering solutions that exceed customer expectations. Improving satisfaction at all contact points by optimizing "customer journey" processes.

Digital Transformation and Data Management:
Ensuring efficiency by integrating digital technologies into all our business processes, from production to after-sales services. Enhancing decision-making processes through data analytics and artificial intelligence. Optimizing digital sales channels by expanding e-commerce platform options.

Human Resource Development:
Supporting the personal and professional development of our employees by prioritizing talent management. Increasing innovation by fostering a work culture that promotes diversity and inclusion. Implementing innovative HR strategies that enhance performance and motivation.

Sustainability-Oriented Production and Operations:
Reducing our carbon footprint by increasing the use of environmentally friendly materials. Minimizing our environmental impact through energy-efficient facilities and renewable energy sources. Improving waste management in production processes by adopting circular economy models.

Social Contributions and Responsibility:
Contributing to society by supporting social responsibility projects in education, sports, and the environment. Promoting sustainable development across every link of the value chain by supporting local manufacturers and the economy.

Leading with R&D and Innovation:
Encouraging innovation to lead in new product design and material technologies. Offering industry-leading solutions through projects developed in collaboration with our business partners.

Focus and Efficiency:
Increasing the efficiency and effectiveness of our production centers and points of sale through sales point and product portfolio optimization.

Awards and Achievements

This year, our brands have once again received various awards. At the Brandverse Awards, organized in collaboration with Marketing Türkiye and BoomSonar, Kelebek won the gold award in the Data Analytics section for furniture, while Doğtaş received the silver award.

With our 2024 Annual Report, which reflects our corporate transparency, strategic vision, and effective communication approach, we received the following World Vision Awards in the LACP Annual Report Competition, Retailing Segment:

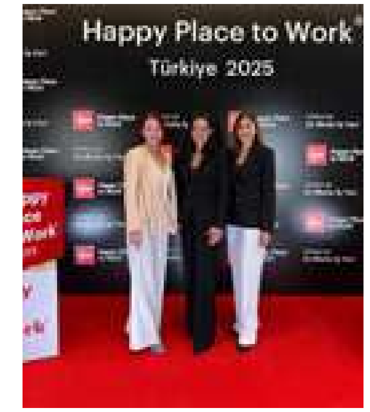
- Gold award in Vision Awards Worldwide
- Ranked 31st in the Top 100 Reports in EMEA (Europe, Middle East, Africa)
- Silver award in the "Best Shareholder Letter" category in EMEA

LACP VISION AWARDS GOLD WINNER WORLDWIDE

LACP VISION AWARDS TOP 100 REPORTS EMEA REGION

LACP VISION AWARDS BEST SHAREHOLDER LETTER EMEA REGION

In a survey conducted by Happy Place to Work, Doğanlar Furniture Group was named "Türkiye's Happiest Workplace" in the furniture industry for the fourth time.



In a survey conducted by Turkishtime magazine based on 2024 data, we ranked first in the list of "Top 50 Companies by the Number of Design Registrations Obtained in the R&D Center" and 136th in the list of "Top 250 Companies with the Highest R&D Expenses."

This year, as in previous years, Doğanlar Furniture Group's success was recognized with several awards. Drawing strength from its employees, business partners, and production, the Group climbed 17 places from the previous year in Türkiye's Top 500 Industrial Enterprises (ISO 500), rising to 260th place. It ranked 235th in net sales and 78th in employment. Continuing its success, the Group was also included once again in the Capital 500 and Fortune 500 lists.

2025 Activities

2025 Sector Assessment

Furniture holds a significant position in Türkiye's manufacturing industry, driven by population growth, urbanization trends, demand for housing and social living spaces, and developments in the office and service industries. The largest group generating demand in the Turkish furniture market is newlyweds setting up their homes. Rising divorce rates in recent years have created additional demand for furniture due to the need for post-divorce housing. Another key factor shaping the industry is housing sales. The transformation potential arising from the renovation of housing units in urban transformation projects creates a significant growth opportunity for the furniture industry.

The furniture industry, which consists mainly of small and medium-sized enterprises, concentrates its production activities in certain centers, primarily Istanbul, Bursa, Kayseri, Ankara, and Izmir. Increasing investments in design, branding, R&D, and value-added production is crucial in the furniture industry for maintaining the industry's international competitiveness. Sustainable and environmentally friendly production, alongside carbon footprint reduction practices, remains decisive in the industry's transformation process, particularly in line with European Union regulations. Following the contraction in global trade in 2023, the 2.3-percent increase in global goods trade in 2024, reaching a volume of $24.4 trillion, partially supported external demand in the furniture industry. However, geopolitical risks, protectionist tendencies, and high cost pressures continue to impact the industry. Türkiye's total exports in 2024 reached $261.8 billion, up 2.4 percent, while industrial exports remained relatively flat. During this period, exports in the furniture, paper, and forestry industries amounted to approximately $7.9 billion, showing a limited year-on-year decline. The European Union remains the primary market for Türkiye's furniture industry, with Germany, the UK, and the USA among the prominent markets. As of 2024, European countries account for 56.8 percent of Türkiye's total exports, with the EU accounting for 41.5 percent.*

The furniture industry is expected to undergo significant transformation in the coming years due to increasing environmental regulations, sustainability expectations, and digitalization trends. Circular economy practices, recyclable materials, and carbon footprint reduction are becoming increasingly decisive in production processes which account for a significant share in global emissions. The heightening impact of environmental regulations in many markets, particularly in the European Union, necessitates a re-evaluation of all processes from product design to the supply chain. Meanwhile, digitalization, the widespread use of e-commerce channels, and the integration of technologies such as artificial intelligence and augmented reality into sales and customer experience continue to transform the competitive landscape. Changing living spaces and consumer expectations highlight the need for modular, functional, and space-saving designs, creating new opportunities and structural changes that require adaptation by industry players.

(*) Türkiye Exporters Assembly 2025 Export Report

Our Brands

Doğanlar Furniture Group offers reliable, high-quality service to customers through Doğtaş, Kelebek, Kelebek Kitchen-Bathroom, Lova Sleep, Ruum Store, and Biga Home. The Group grows more successful every day with its six well-established brands and maintains industry leadership with collections that incorporate cutting-edge technologies. Embracing a design philosophy attuned to evolving expectations and lifestyles, the Group brings flexibility to spaces through smart, modular, and functional products, while shaping the living areas of tomorrow through the use of sustainable materials.

DOĞTAŞ

Kelebek

Kelebek
KITCHEN - BATHROOM

lova
sleep

BiGA
HOME

ruum store

DOĞTAŞ

"As a trendsetter in the furniture world, Doğtaş blends aesthetics and functionality into living spaces. The brand adds a personal touch to customers' homes with collections enriched by natural textures, craftsmanship, and timeless designs."

Blending a heritage of nearly 50 years with today's evolving lifestyles, design sensibilities, and consumer expectations, Doğtaş has continued its journey of growth and transformation in 2025. Since its establishment in Çanakkale, Doğtaş has become one of Türkiye's leading lifestyle brands, embodying its mission of adding value to people and life at every point of contact. Doğtaş embraces a vision that goes beyond aesthetics and focuses on functionality, quality, and emotional connection, offering

solutions that touch every aspect of life and create long-term value.

With over 300 concept stores both domestically and internationally, Doğtaş is one of the leading players in the furniture industry. As a global brand from Türkiye, Doğtaş continues its growth with stores in trend-setting cities across Europe, Africa, the Turkic Republics, Asia, and beyond.

Doğtaş has built a brand story rooted in real life, which revolves around listening to, living with, and experiencing people's needs. This story also informs its strategies as the company positions itself as a brand that designs 'the new', stirs emotion, and transforms the way people live. From design and production to customer experience and digital interaction, Doğtaş reimagines its journey of meaning at every turn, ensuring that its collections create spaces where people feel a greater sense of well-being and belonging and can express their unique lifestyles.

Amid accelerating digitalization and the evolution of consumer interaction into a multi-channel, data-driven structure, Doğtaş steadily enhances its digital presence, supporting its communication strategies with analytical insights. Treating social media as more than a visibility platform and positioning it as a strategic tool to establish sustainable brand-consumer connections, Doğtaş reaffirmed its success by receiving the Silver Award in the furniture category at the SocialBrands Data Analytics section of the Brandverse Awards, organized in collaboration with Marketing Türkiye & BoomSonar. Doğtaş approaches technology from a human perspective, continuously improving the customer experience with AI-powered practices. Melis, an AI-powered interior designer, is a first in the furniture industry. By interacting with users through digital platforms, she makes the selection of decorations and furniture more accessible, personalized, and intuitive. Through this approach, Doğtaş's innovative vision, which combines technology, design, data, and emotion, is transformed into a tangible experience.

Having established strong contacts with domestic and international stakeholders throughout the year, Doğtaş met with business partners from Türkiye and around the world at a dealer meeting held in Antalya to share its targets, strategies, and new products for 2025. On the international stage, Doğtaş demonstrated its strong global brand vision by participating in Salone Del Mobile Milano 2025, one of the most prestigious gatherings in the furniture and design world. The collections exhibited in Milan attracted significant attention from global visitors, highlighting human-oriented design, craftsmanship, and sustainability.

Throughout 2025, Doğtaş collections catered to every corner of living spaces with an expanding product range across Home, Garden, Youth, and Furniture categories. From interior spaces to outdoor areas, youth rooms, and functional living solutions, these collections are shaped by an approach that combines aesthetics with comfort and design with functionality. Going beyond today's needs to address changing lifestyles and future expectations, Doğtaş continues to reflect this design approach in each new product.

Kelebek

"Kelebek has been inspiring living spaces with its unique collections in a variety of styles since day one"

Kelebek, Türkiye's first modern modular furniture manufacturer and the industry's most venerable brand, was established shortly after the Republic's founding, with the endorsement of Atatürk himself. Over the years, the brand has developed and grown, finding its way into both people's homes and hearts. It unites minimalism and naturalness as a brand of individual pleasure and design, creating a butterfly effect in millions of homes across Türkiye and around the world.

Kelebek operates in a large production facility spanning 160,000 square meters, including 62,000 square meters of indoor space in Düzce. Leveraging 90 years of experience, the brand delivers top-quality service to customers through its production facilities and 259 sales points in Türkiye and abroad.

Kelebek continues to grow across various categories. In addition to the furniture group, Kelebek operates and expands in the Kelebek Kids, Kelebek Garden, and Kelebek Dekor categories, which also act as catalysts for its overall industry growth.

With its global design vision brought to life in collaboration with Karim Rashid, Kelebek has ushered in a new era of transformation. The "Kelebek Effect," the brand's global design vision, introduces a style that is simple, dynamic, natural, free, and timeless. Collections created under this vision blend Scandinavian naturalism with Japanese minimalism, along with design influences from America, Africa, Europe, the Eastern Bloc, and the Middle East. The brand has developed a new Turkish stylization by combining the Gestalt approach and the Bauhaus design philosophy with designs that feature diverse coating techniques inspired by German and Italian technologies.
Kelebek creates new trends for eco-friendly and modern living spaces with its sustainable design approach, while prioritizing sustainable materials in its product selection. As a trendsetter in Türkiye's furniture industry, Kelebek Mobilya has now expanded into online shopping, offering a wide range of products to suit every style and need. Leveraging the advantages of e-commerce, Kelebek products can be easily explored and delivered to customers quickly and securely.

In 2025, Kelebek continued to make significant investments in digital infrastructure, sustainability, sales points, and brand development. The brand also participated in the HIVE Furniture Show in Dubai, a furniture and interior design fair that brings together leading furniture companies from around the world.

Kelebek
KITCHEN - BATHROOM

"Kelebek Kitchen-Bathroom seeks to transform kitchen and bathroom spaces into areas of leisure rather than necessity, with user-oriented designs and high-quality standards."

With 90 years of experience, Kelebek Kitchen-Bathroom transforms kitchens and bathrooms from purely functional spaces into modern, practical living areas that reflect the expectations, tastes, and lifestyles of its customers. Thanks to its innovative approach and high-quality standards, the brand maintained its leading position in the industry in 2025.

Maximizing customer satisfaction, Kelebek Kitchen-Bathroom stands out by offering Türkiye's first and only five-year warranty on all kitchen models. The brand's free measurement, shipping, and installation services provide convenience and confidence to customers at every stage of the purchasing process. With personalized design services from expert consultants, customers can easily create the living spaces of their dreams. The brand's kitchen experts offer a free project design service, featuring 16 cabinet door models and more than 1,500 product options at sales points nationwide.

Kelebek Kitchen-Bathroom continuously enhances its product and service quality by incorporating highly valued customer feedback. With its innovative approach, customer-focused service, and high-quality standards, Kelebek Kitchen-Bathroom is committed to transforming living spaces into unique experiences while maintaining its growth as the leading brand in the industry.

In 2025, to increase customer engagement in domestic stores, Kelebek Kitchen-Bathroom continued its traditional events featuring renowned chefs. A dealer order portal was launched on https://www.kelebekmutfak.com/en to track all stages of orders, from conception onward.

Kelebek Kitchen-Bathroom serves as a strong anchor through its involvement in prestigious construction projects across Türkiye. Due to high demand in recent years, the brand has become a popular choice worldwide, recognized for its customer experience focus and quality approach that meets global standards.

Highlights from 2025:
• Istanbul Pullman Hotel
• Park Gordion Residence Ankara
• Akzirve Topkapı 29

lova sleep

Lova Sleep addresses diverse sleep needs with mattresses crafted from cutting-edge materials. The brand offers a unique comfort experience with sleep solutions tailored to an individual's body structure and sleeping habits.

Lova Sleep incorporates globally recognized technologies and advancements to create tailored products supported by scientific research. As Türkiye's leading furniture manufacturer, Doğanlar Furniture Group has applied its experience and industry expertise to Lova Sleep in a distinctive way. Developed with a focus on sleep comfort and quality, Lova Sleep introduced dynamic sleep features in 2017. Today, it continues to operate 524 corner stores and 98 mono-brand sales points.

Positioning itself as Türkiye's "Comfortable Sleep Brand," Lova Sleep strives to provide a high-quality, comfortable sleep experience. With this goal in mind, it continually advances its mattress technologies and addresses diverse sleep needs with mattresses made from cutting-edge materials. The brand offers a unique comfort experience with sleep solutions tailored to an individual's body structure and sleeping habits.

With its modern facility in Biga, Çanakkale, Lova Sleep manufactures products using the latest technology production lines and ergonomic designs. Lova Sleep teams conduct extensive research on body anatomies and sleeping positions to provide a more satisfying and healthier sleep experience. The research carried out at the brand's R&D center, along with findings obtained using cutting-edge devices, plays a key role in shaping the product portfolio. Each product is therefore continuously refined, improved, and innovated to ensure customers enjoy the most comfortable sleep experience. Lova Sleep meticulously integrates next-generation in-bed materials into its products, crafting high-quality bed solutions that meet the unique needs of its customers.

Lova Sleep offers a wide range of products to meet the needs of users across various living spaces. Its portfolio includes categories such as sleep, home textiles, and home cosmetics. The sleep category features products with diverse comfort and design characteristics, incorporating ergonomic solutions developed with modern technologies to provide a restful experience. In the home textile category, the brand offers an extensive range of products, including pillows, duvets, mattress protectors, duvet cover sets, pillowcases, blankets, bedspreads, and cushions. The bathroom textile collection includes items such as hand towels, bathrobes, and loincloths, adding a touch of elegance to users' living spaces. The home cosmetics category features scented candles, air fresheners, room fragrances, and more. The brand's diversified portfolio combines aesthetic and functional values, catering to the varied expectations of its customers.

"Biga Home, a key driver of Doğanlar Furniture Group's ambition to become a global brand, has rapidly achieved success in Senegal"

Biga Home was established by Doğanlar Furniture Group in Dakar, Senegal, in September 2023. The brand offers high-quality, innovative products to meet the diverse tastes and style preferences of Senegalese customers. It has successfully expanded to 24 sales points, including 4 retail stores. In addition to its mono-brand stores, the brand operates corners in some of Senegal's leading homeware stores.

BİGA Home is the first Turkish company to establish manufacturing operations in Africa. With a 10,340-square-meter production facility in Dakar, Senegal, and a total investment of €12 million to date, the brand continues its mass production and sales activities across categories such as home, bedding, bed bases, headboards, upholstered products, kitchen, and office furniture. All BİGA Home-branded designs are planned to be produced at the Senegal facility.

In 2025, BİGA Home carried out its operations in Senegal with 20 corner sales points and 4 factory outlets located in the country's most active and populated cities. The Company's first branch in Gambia is planned to open in March 2026. During the year, BİGA Home took part in the BNDE Bank Office Furniture Project, the Senegal Presidential Guest House Project, and the Senegal Prime Ministry Residence Project.

BİGA Home carried out its first export to Gambia in 2024. Owing to the strategic location of the region, the Company aims to export to nearly 20 countries, primarily Senegal and other African countries, as well as members of the Economic Community of West African States (ECOWAS), Mauritania, and the United States. The Company also benefits from the advantage of conducting trade without customs duties with ECOWAS member countries.

www.ruumstore.com

ruum store

Ruum Store prioritizes accessibility in both design and pricing, making modern, simple, and durable furniture available to a wider audience.

Ruum Store has been serving customers online since 2019. Leveraging both online and offline sales channels, Ruum Store focuses on providing quality, modular, and functional furniture that fits every budget through its affordable pricing policy. The brand places strong emphasis on affordability, combining quality with reasonable prices to make it possible for everyone to own the furniture of their dreams. Ruum Store prioritizes accessibility in both design and pricing, making modern, simple, and durable furniture available to a wider audience. With its focus on "the most stylish solutions for narrow spaces," Ruum Store offers products designed for every living space, from living rooms to children's rooms, kitchens, and bathrooms.

Sales - Marketing

International Markets

Doğanlar Furniture Group expanded into international markets through its brands Doğtaş, Kelebek, and Lova Sleep. Alongside its store network maintained through franchises and affiliates, the Group operates corner stores, chain stores, wholesale stores, online channels, and projected works. Doğtaş has 56 sales points in 42 countries, Kelebek has 21 sales points in 16 countries, and Lova Sleep operates 5 stores in 4 countries.

In line with restructuring efforts for international markets in 2025, strategic priorities include growth in chain stores, projected works, and wholesale channels, alongside the continued development of traditional retail channels. Within this framework, significant progress has been achieved in chain stores through the addition of new strategic customers to the portfolio.

Chain stores continue to strengthen the foundation of the brands' journey toward sustainable growth in international markets. This channel remained among the Group's strategic priorities in 2025, as it provides access to a broad customer network, increases brand visibility, and supports long-term market positioning. In the coming period, the potential of this channel will be further enhanced through new customer acquisitions in the American market. Existing collaborations in Africa, the Balkans, and the Middle East continue to develop steadily.

Projected works remained a key pillar of our international growth strategy, enabling our brands to participate in large-scale housing, hotel, and commercial projects. In 2025, Qatar, alongside Malta, the United States, and Iraq, ranked among the leading markets supporting volume in this channel. Field visits conducted throughout the year strengthened existing collaborations while ensuring direct contact with a wide range of stakeholders for new project opportunities. Accordingly, projected works continue to contribute to a long-term and sustainable sales portfolio.

Throughout 2025, sales channels were supported by campaigns, communication efforts, and digital practices tailored to national and regional dynamics. Digitalization initiatives and improvements in customer experience supported the overall performance of sales channels. New sales points helped strengthen existing markets while enabling entry into new ones. In 2025, we opened our first store in Syria under the Doğtaş brand, formally establishing our presence in the region. Following the opening in Idlib, preparations began for a second store in Damascus. The objective remains to deepen market presence through continued store openings.

To increase international visibility, the Group participated in trade fairs in Milan and Dubai. Collections exhibited in Italy attracted attention for their design approach, while Dubai offered valuable opportunities to establish contacts in projected works. Global trade fairs were closely monitored to gain up-to-date insights into market trends and potential business collaborations. Ongoing market research, competitive analysis, and feasibility studies in target markets continue to support our international growth strategy.

In 2025, increased efficiency in customer visits and trade fair participation led to a higher volume of international contacts. Efforts in Asia and the Middle East, in particular, enabled entry into new markets and the establishment of valuable business collaborations. During this period, market share within existing projects expanded, and investments in project-based works continued with strong commitment. Key priorities for 2026 include expanding retail operations, maintaining momentum in chain stores and projected works, and further deepening operations in selected markets.

E-Commerce

Doğanlar Furniture Group has taken significant steps in its e-commerce activities, which were planned with strategic approaches tailored to each product category. By focusing on simplicity and profitability in its campaigns, the Group moved forward with clear and straightforward offers that make purchasing decisions easier for customers. To boost brand awareness, efforts focused on showcasing product and category diversity by increasing the number of product displays on strategic platforms. The website https://product.doganlarmobilyagrubu.com/ was made accessible to customers worldwide and features detailed technical information and product assembly animations. In addition, a comprehensive platform was developed to manage the entire e-commerce infrastructure and integration layers.

Doğanlar Furniture Group sells online in Türkiye through www.dogtas.com/tr, www.kelebek.com/tr, and www.lovayatak.com.

Internationally, the Doğtaş, Kelebek, and Lova Sleep brands are sold through international dealers, subsidiaries, and online marketplaces.

Doğtaş prioritizes making people's lives easier by ensuring that customers can access the brand anytime, not only when necessary. The brand sells online via www.dogtas.com and through various online marketplaces. Through its international website, www.dogtas.us, Doğtaş continues online sales of its products primarily in New York and New Jersey.

In 2025, Lova Sleep made significant progress in its e-commerce activities by increasing operational efficiency. By continuously improving its website and quickly integrating customer feedback, the brand succeeded in increasing the time customers spend on the site. Customer satisfaction improved notably as a result of reduced shipping lead times achieved through category-focused initiatives.

Biga Home's bedding products are now available on https://www.electromenager-dakar.com. In addition, Casanova and Astra Meuble, two companies operating in Senegal, feature Biga Home products on their websites.

Production Facilities and Logistics Centers

Doğanlar Furniture Group operates production facilities equipped with the latest technology and robotic processes in Düzce and Biga, Türkiye, as well as in Dakar, Senegal. In Türkiye, the Group manufactures across a total area of 406,575 square meters, with facilities strategically located near the country's main furniture centers and high-demand regions.

Düzce Factory

Ankara Yolu Üzeri 9. km, Doğanlı Köyü, 81100, Düzce

Total area 159,500 m^2
R&D area 1,325 m^2
Indoor area 62,000 m^2
Storage area 25,000 m^2

Production capacity
1,920,200 m^2/year panels, 53,500 units/year upholstered furniture

Biga Factory

İdriskoru Köyü, Hacıvenez Mevkii, No:29, Biga, Çanakkale

Total area 247,075 m^2
R&D area 1,175 m^2
Indoor area 84,000 m^2
Storage area 30,000 m^2

Production capacity
2,400,000 m^2/year panels, 96,000 units/year upholstered furniture, 75,600 units annual bed production capacity

Production Facilities and Logistics Centers

Senegal Production Facility

En Face Du Marche D'intérêt National, D Afric Senegal Furniture, Diamniadio/Dakar

Total area 52,800 m² **Indoor area** 10,340 m²

Production capacity
220,000 m²/year panels, 15,000 units/year upholstered furniture, 25,000 units annual bed production capacity

Logistics centers were established in five major hubs across Türkiye to reduce operational and logistics costs and enhance customer satisfaction for Doğanlar Furniture's extensive dealer and supplier network. Together with the warehouse areas in Düzce and Biga, a total of **122,000 m² square meters of storage area** has been attained in Türkiye.

Domestic Logistics Centers

Ankara Logistics Center, Bursa Inegöl Logistics Center, Istanbul Hadımköy Logistics Center, Istanbul Tuzla Logistics Center, Izmir Logistics Center

Overseas Logistics Centers

In addition, the company's overseas subsidiaries have 6,000 m² of **storage space in four different locations**. (USA, Senegal, UK, Cyprus)

R&D, Innovation and Design

At Doğanlar Furniture Group, we accelerate R&D and design efforts to deliver faster and more innovative solutions that meet our customers' evolving expectations.

We focus on innovation, quality, and sustainability, designing furniture that adds value to our customers' living spaces. We prioritize R&D efforts to accurately understand user needs and deliver the best possible experience across all processes, from design to production.

We leverage the latest technologies to provide comfortable, functional, aesthetic, and durable products to our customers across all our brands, including Doğtaş, Kelebek, Kelebek Kitchen-Bathroom, Lova Sleep, and Ruum Store. Our R&D activities are guided by an innovative perspective across all processes, beginning with design.

In a survey conducted by Turkishtime magazine based on 2024 data, we ranked first in the "Top 50 Companies by Number of Design Registrations Obtained in the R&D Center" and 136th in the "Top 250 Companies with the Highest R&D Expenses."

At Doğanlar Furniture Group, we advance product development with an innovative approach to provide our customers with more personalized and comfortable experiences. By combining different material compositions, we enhance component diversity and develop tailored material procurement processes to meet specific needs. This enables us to focus on creating more comfortable, functional, and customizable products that meet the expectations of each user. We incorporate advanced mechanism solutions into our design processes to enhance the functional performance of our products. We optimize transition functions in sofa-beds using motorized systems, special mechanisms with multi-axis movement, and modular conversion components.

As part of our functional enhancements tailored to user scenarios, we develop integrated coffee table modules for reading and service needs, low-energy LED lighting units, and base-headboard integrations that ensure structural stability. To this end, we continuously refine the functional system architecture, taking into account ergonomics, durability, moving part lifespan, torque requirements, and user safety, delivering highly efficient solutions that ensure ease of use for consumers.

In 2025, we strengthened our sustainability-focused R&D and innovation strategy by prioritizing technologies that reduce environmental impact across materials, production, and design processes. We conduct comprehensive composite analyses, mechanical performance tests, flame retardancy and abrasion resistance assessments, and supply chain sustainability audits to expand the use of recycled textile-based materials in our product portfolio. Using the Circular Design Guide, we incorporate product life cycle assessment (LCA) into the early stages of design, requiring all new designs to meet criteria relating to carbon footprint, material efficiency, demountability, and recyclability. As part of our efforts to expand the use of bio-based materials, we carefully work to increase the biopolymer content of raw materials, conduct structural strength tests, minimize formaldehyde emissions, and ensure compatibility with mass production. We aim to reinforce our sustainability strategy by developing a product and production ecosystem that delivers low environmental impact, high performance, long lifespan, and alignment with the circular economy.

Doğanlar Furniture Group applied to the Ministry of Industry and Technology to operate as a Design Center and received the Design Center Certificate following inspections at its centers in Istanbul/Maltepe, Düzce, and Çanakkale on August 3, 2017, January 10, 2020, and February 14, 2023, respectively. Incentives for Design Centers include income withholding tax relief, insurance premium support, additional corporate tax deduction for Design Center institutions, stamp tax exemptions, and customs duty incentives.

In 2025, an investment of 130,507,524 Turkish lira was made in R&D and innovation. Our Design Centers employ 61 R&D and innovation staff, including 47 designers.

Doğtaş

Doğtaş has a new 1,175-m² design and innovation space. We prioritize customer experience in product development, delivering smarter and more comfortable solutions through greater technology integration. Following our comfort- and ergonomics-focused design approach, we optimize hybrid material combinations and enhance sitting and sleeping experiences with multi-layered support systems.

Kelebek

Kelebek has a new 1,335-m² design and innovation space. With a design approach that meets customer expectations through advanced technology, the brand continues to develop innovative products on a global scale. Concepts suited to different lifestyles are created through collaborations with local and international designers. These include a special collection developed with world-renowned industrial designer Karim Rashid, showcasing a strong design vision. Additionally, it develops projects that enhance the efficiency of digital product design and visualization with the support of artificial intelligence.

Lova Sleep

Throughout 2025, Lova Sleep's R&D activities focused on sustainability and efficiency. While minimizing production costs, the brand developed solutions to meet customer demands. It placed strong emphasis on ergonomic design to fulfill customer expectations, alongside creating user-friendly products that combine aesthetics and functionality.

To optimize production quality, it improved efficiency by reviewing every stage, from material selection to production techniques. The brand continues its efforts to develop environmentally friendly products, with research and solutions aimed at making production processes more efficient while maximizing customer satisfaction.

Investments and Incentives

Doğanlar Furniture Group's total investment spending in 2025 reached TRY 353,780,337 million.

Biga Rooftop SPP Investment Project

In 2023, we launched a major project to expand our renewable energy production. As part of this initiative, a solar power plant with a capacity of 4,542 kWp was established to meet the energy needs of our Biga facility. A 1,600 kVA transformer was added to strengthen the facility's energy infrastructure, and 27,000 m² of roof panels were renewed. These upgrades improved fire safety and enhanced energy efficiency. In February 2025, following inspection and partial approval by the Turkish Electricity Distribution Corporation, we commissioned our unlicensed SPP Power Plant in Biga, Çanakkale, with a capacity of 2,992 kWp/2,000 kWe.

Düzce Rooftop SPP Investment Project

The Düzce Rooftop SPP Project, another major renewable energy investment by Doğanlar Furniture Group, involved installing a solar power plant with a 5,000-kWp capacity to meet the energy needs of our Düzce facility, generating an estimated 5,750,000 kWh annually. The facility's energy infrastructure was strengthened with a 3,150-kVA transformer and 5,000 solar panels. The project was completed and commissioned following official acceptance after inspection by the Turkish Electricity Distribution Corporation.

These SPP projects, aligned with our sustainability goals, will contribute to reducing our energy dependency and carbon footprint.
In 2025, Doğanlar Furniture Group's total investment spending reached 353,780,337 Turkish lira, covering modernization of retail, marketing, and production facilities, as well as investments in IT and fixtures.

Investment Incentive Certificates

The Ministry of Industry and Technology of the Republic of Türkiye granted investment incentive certificates for Doğanlar Furniture Group's Çanakkale/Biga and Düzce production facilities. The support provided by these certificates is detailed below.

The investment incentive certificate for the Biga/Çanakkale Production Facility was received on February 6, 2020. The incentive falls under the Second Region support class and includes VAT Exemption, Corporate Tax Deduction (55 percent, Investment Contribution Rate [ICR] 20 percent), Insurance Premium Employer Share Support (Three Years), and Customs Duty Exemption. This certificate is valid until August 6, 2026.

The investment incentive certificate for the Düzce Production Facility was received on January 29, 2020. The incentive falls under the Fourth Region support class and includes VAT Exemption, Corporate Tax Deduction (70 percent, Investment Contribution Rate [ICR] 30 percent), Insurance Premium Employer Share Support (Six Years), Customs Duty Exemption, and Interest Support. This certificate is valid until July 24, 2026.

Additionally, the investment incentive certificates for the Rooftop SPPs were granted by the Ministry of Industry and Technology for the Çanakkale/Biga and Düzce production facilities.

The support provided by these certificates is detailed below.

The Rooftop SPP Investment Incentive Certificate for the Çanakkale/Biga Production Facility was received on October 15, 2024. The incentives include VAT Exemption, Corporate Tax Reduction (70 percent, Investment Contribution Rate [ICR] 30 percent), Insurance Premium Employer Share Support (Six Years), and more. The SPP Investment Incentive Certificate falls under the Second Region support class, while Fourth Region supports were granted per Presidential Decree No. 5209, dated February 23, 2022. The certificate of completion/closure for this document was approved by the Ministry of Industry and Technology on April 8, 2025.

The Rooftop SPP Investment Incentive Certificate for the Düzce Production Facility was received on October 15, 2024. The incentives include VAT Exemption, Corporate Tax Reduction (70 percent, Investment Contribution Rate [ICR] 30 percent), Insurance Premium Employer Share Support (Six Years), and more. The SPP Investment Incentive Certificate falls under the Third Region support class, while Fourth Region supports were granted per Presidential Decree No. 5209, dated February 23, 2022. The certificate of completion/closure for this document was approved by the Ministry of Industry and Technology on April 8, 2025.

TURQUALITY®

TURQUALITY® is the world's first and only state-sponsored brand development program. Today's increasingly competitive environment and changing consumer habits push companies to create strong brands that deliver greater value and higher market share to become international players.

The focus of the TURQUALITY® Program differs from typical export incentives; it aims to support companies in their brand development efforts rather than merely increasing exports. The Doğtaş brand has participated in the TURQUALITY® support program since 2008. The five-year roadmap submitted to the Ministry of Trade was approved on December 12, 2023, extending TURQUALITY® support for the Doğtaş brand until December 2028. Since 2008, the program has supported 81 stores in 42 countries, covering rent, store decoration, promotion, and advertising. Support was also provided for participation in exhibitions.

Our Kelebek brand was part of the Brand Support Program from 2014 to 2018 and entered the TURQUALITY® support program in 2019. The five-year roadmap submitted to the Ministry of Trade was approved by the Ministry, and the TURQUALITY® support period for Kelebek was extended until January 2030 on January 17, 2025. To date, the Company has benefited from TURQUALITY® support for 14 stores in 10 countries. These programs also provide support for corporate infrastructure expenses. These programs also provide support for corporate infrastructure expenses.

Support in this context includes:
Corporate Infrastructure-Related Software and Software-Related Consultancy Expenses » Overseas Brand and Patent Registration » Environmental and Quality Certifications » Fashion and Industrial Designer Expenses » Market Survey Costs (Overseas) » Growth Roadmap. Our brands under TURQUALITY® benefited from all the support items mentioned above. In 2025, our Company received TURQUALITY® support totaling 42,428,000 Turkish lira.

Human Resources

Doğanlar Furniture Group's human resources approach is designed to foster a meaning- and purpose-oriented work culture.

Per its human resources policy and strategy, the Company operates with the awareness that its most valuable resource is its people and therefore continues to implement various practices for employees while closely following HR trends.

The core principle of Doğanlar Furniture Group is to ensure employees continuously develop by aligning their individual goals with Company objectives, enabling them to contribute effectively to the organization. The Company aims to create a sustainable development environment by regularly reviewing its practices to enhance the employee experience.

Doğanlar Furniture Group Human Resources Principles

» We believe in open communication and encourage it at all levels of the organization.
» Our primary objectives are to maintain workplace harmony and create an environment where employees feel safe, proud, and happy.
» We manage career and talent management processes with equality in mind. All employees with the necessary knowledge, skills, and behavioral maturity are offered equal opportunities.
» We implement training and development programs to support employees' expertise, personal growth, and leadership skills.
» We encourage innovative ideas and reward suggestions that improve our business through a dedicated system.
» We value diversity, inclusion, and a fair, unbiased work environment where all employees have equal opportunities.
» Our goal is to increase operational efficiency by integrating digitalization, automation, and innovative technologies into human resources processes.
» We design human resources processes in line with sustainability principles to create long-term, people-centric value.

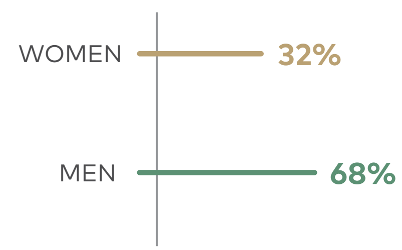
Employee Profile

At Doğanlar Furniture Group, we uphold a people-oriented work culture, recognizing that our success is built on the knowledge, skills, and dedication of our employees. We believe the most essential element of our growing organizational strength is the value our employees contribute to the company.

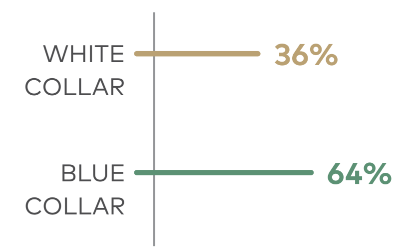
As of December 31, 2025, Doğanlar Furniture Group employs a total of 2,106 people ,both in Türkiye and abroad. Of these, 1,233 employees are members of the Öz Ağaç-İş Union. The Collective Labor Agreement negotiations between the Company and the Öz-Ağaç Labor Union concluded successfully. A two-year Collective Labor Agreement was signed and came into force on January 1, 2025.

The health and well-being of our employees remain a fundamental priority in our sustainability approach. To that end, we provide private health insurance to all employees, with coverage options extending to their spouses, children, and dependents. We also provide childcare support for female employees who are union members, along with transportation, meals, and other essential social benefits for all employees.

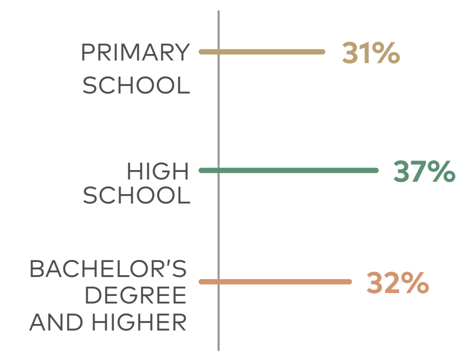
Gender



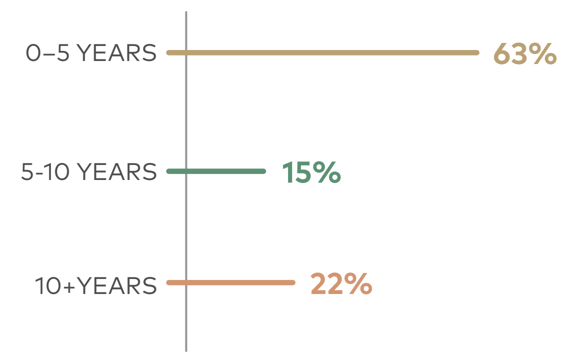
Collar Type



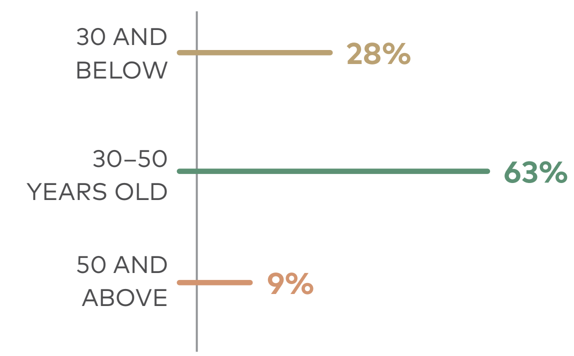
Education



Seniority



Age



Career Management

Career management at our Company is guided by fair and transparent processes, enabling employees to reach their full potential effectively. We conduct annual performance and potential evaluations with our managers, planning promotions and assignments according to objective criteria aligned with defined competency sets and job objectives.

We are committed to providing equal development opportunities for all employees, offering diverse career paths through rotation, internal transfers, and job enrichment. This approach allows employees in our retail stores to advance to HQ positions based on their skills and performance. It supports individual growth while strengthening our organization's agility and sustainability in talent management.

Recruitment

Our recruitment strategy focuses on attracting candidates who align with our corporate values and culture, and who possess the necessary skills for the role. Candidates are assessed on educational background, technical knowledge and skills, professional experience, and position-specific qualifications using objective, transparent, and measurable criteria.

All applications are reviewed meticulously within the framework of fairness, equal opportunity and confidentiality, and external evaluators are engaged to enhance the impartiality of the evaluation processes. Efforts to increase diversity in our candidate pool are integral to building an inclusive and sustainable organizational structure. In 2026, we will prioritize digitalization, process efficiency, and improved candidate experience.

Performance Management

Our company integrates performance management with its corporate strategies, addressing it systematically in line with the annual targets and performance indicators of each department. KPIs established by departments are monitored at regular intervals, and the data collected are analyzed comprehensively to enhance operational efficiency, optimize business processes, and strengthen contributions to organizational goals. This approach cultivates a goal- and results-oriented work culture across the company while enabling holistic performance management.

Employee Satisfaction and Loyalty Management

Employee satisfaction and engagement are essential for personal growth, job fulfillment, and the sustainable success of our company. Accordingly, we prioritize regular monitoring of satisfaction, improving the employee experience, and developing practices that boost engagement.

Annual employee engagement and satisfaction surveys, conducted with independent research companies, provide valuable insights into our employees' expectations and needs. The results from these surveys guide development-oriented action plans in engagement, leadership, and experience.

We actively maintain our "Great Idea" suggestion system to encourage innovative ideas from our employees and accelerate process improvements. Proposals from teams or individuals are carefully evaluated, and feasible ideas are rewarded and implemented. This fosters active employee participation in decision-making and highlights their contributions to organizational development.

We also implement health awareness programs, social events, and work-life balance practices to support the physical and mental well-being of our employees. As part of our "Employee Health and Awareness Series," we hold monthly seminars to provide expert opinions, preventive health information, and content aimed at promoting overall well-being.

Thanks to our human-oriented practices, we have retained the title of the happiest workplace in the furniture industry for the fourth consecutive year in the "Türkiye's Happiest Workplace" survey conducted by Happy Place to Work.

Equity, Diversity, and Inclusion

At Doğanlar Furniture Group, we are committed to providing a fair, respectful, and inclusive working environment for all our employees by taking a strong stance against discrimination and inequality of opportunity. We treat all our employees equally, regardless of gender, age, ethnicity, religion, sexual orientation, disability, or any other characteristic.

We adopt confidential reporting mechanisms to assess any suspicion of discrimination or inequality, handling all reports in an independent and impartial manner. No cases of discrimination were reported in 2025.

Our compensation policy is based on fair and objective criteria that consider all employee differences. Remuneration is determined by the nature of the job, level of responsibility, and performance criteria. Similarly, candidates are evaluated based on objective criteria such as educational background, experience, skills, and suitability for the position, ensuring equal opportunities for all.

We work determinedly to create an environment where every individual has equal opportunities. As a signatory of the United Nations Women's Empowerment Principles (WEPs), we support the empowerment of women at all levels of economic life.

At Doğanlar Furniture Group, we believe that diversity, equality, and inclusion strengthen our organization, and we are committed to upholding these principles in all our business processes while providing employees with an inclusive working environment.

Training and Development

Doğanlar Furniture Group's Training and Development department, operating under Akademi-D, aims to foster a learning organizational culture by providing needs-based, value-oriented solutions that support corporate strategies. Educational activities follow the approach of "Driving, Deepening, Designing, and Delivering Value."

Employee development is supported through training programs in Corporate, Personal, Professional, and Leadership Development categories, based on position-specific needs analyses. Training needs are determined in consultation with senior management and department heads, while requests for seminars, conferences, and technical training are evaluated by Human Resources and relevant managers based on budget and expected benefits.

In 2025, 6,760 person/hours of training were delivered across Headquarters, Enterprises, and domestic and international sales channels. Additionally, 2,442 hours of online training were provided through the Akademi-D Development Platform.

Face-to-face training sessions focused primarily on sales, with particular emphasis on retail operations. As part of the Retail School Development Journey, training sessions covered topics including product knowledge, service approach, and sales techniques. Training sessions designed to enhance communication and collaboration skills were conducted at both the headquarters and the factories. All training sessions were created by our internal resource team, incorporating gamification and practical activities in alignment with the adult learning model.

A training catalog was published on the online platform, highlighting topics identified through needs analyses. The catalog featured content on topics such as Artificial Intelligence, Data Analytics, Feedback, Collaboration, and Positive Attitude, along with product information and sales tips tailored to each specific sales channel.

We developed and launched tailored hybrid programs for our brands, including the Retail School Sales Consultant, Interior Architect, Store Manager, and Dealer Development Journeys. Comprising five modules, these programs provide a holistic learning experience by combining on-site training, practical application, and online solutions.

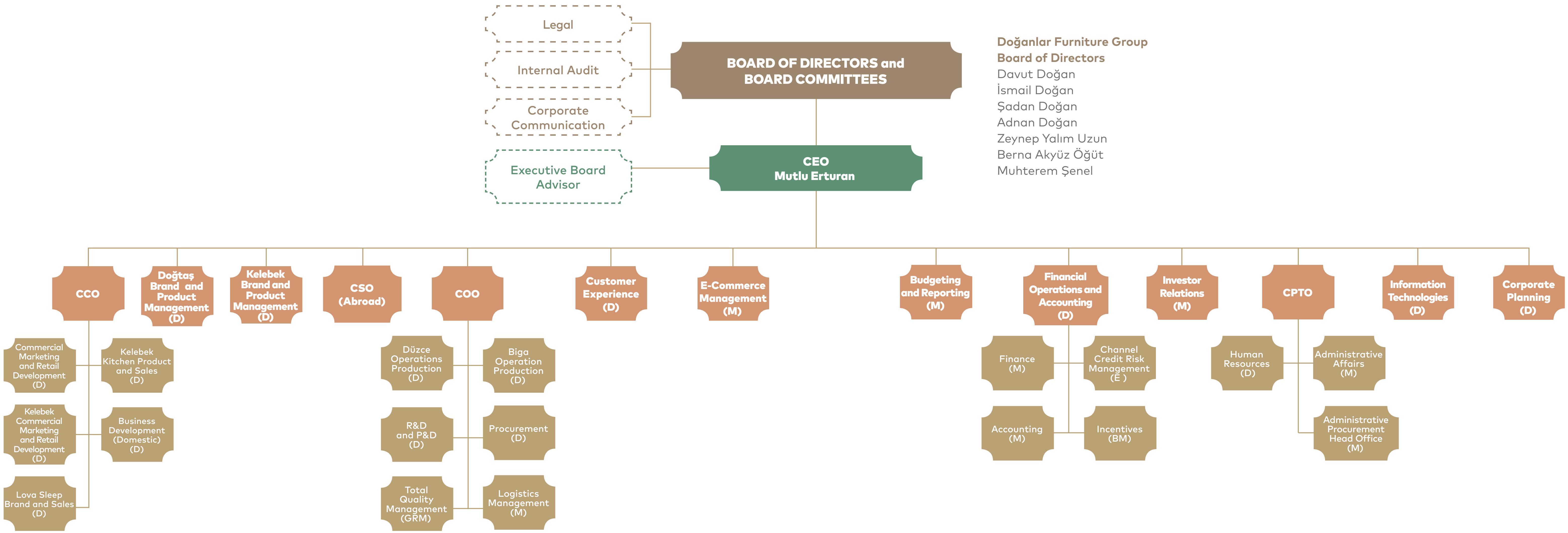
Each month, key topics are featured under the "Training of the Month" concept, guiding our employees to the Akademi-D Development Platform to promote self-directed learning. The platform provides short courses via Development Boards, Knowledge Showcases, and "Did You Know?" banners, along with a monthly "I Know with Akademi-D" quiz-based competition to enhance synergy between teams.

In 2026, we will focus on expanding development opportunities for all employees, creating alternative learning methods, and diversifying our learning tools. Our key KPIs include maintaining a training satisfaction rate above 95%, increasing training hours per employee, and extending engagement time on the platform.

Our Orientation Program

At Doğanlar Furniture Group, we provide a two-stage orientation, online and in person, to help new employees adapt quickly and effectively.

Launched in 2024 under the theme "From Sketch to Reality," the Happiness in the Workplace Digital Orientation project aims to enhance employee experience and raise internal awareness. The program consists of five modules: 'Who We Are,' 'Our Brands,' 'Our Brand Departments,' 'Our Shared Services Departments,' and 'Our Production Facility Departments.' Designed according to adult learning principles, these modules incorporate videos, reading and audio materials, and gamification elements. The online component is complemented by face-to-face interactions, including breakfasts with the CEO and special introductory meetings for managers, to support rapid adaptation to the corporate culture.



Doğanlar Furniture Group Board of Directors
Davut Doğan
İsmail Doğan
Şadan Doğan
Adnan Doğan
Zeynep Yalım Uzun
Berna Akyüz Öğüt
Muhterem Şenel

CEO: Chief Executive Officer
CFO: Chief Financial Officer
COO: Chief Operations Officer
CSO: Chief Sales Officer
CPTO: Chief People&Transformation Officer
D: Director
M: Manager
GRM: Group Manager
E: Executive
BM: Business Manager

- - - - It refers to the department within the holding company that provides the service.

In line with our company's strategic priorities, a significant restructuring has been undertaken within our top management in order to make our organization more agile, integrated, and sustainable. During the period, **Ms. Mutlu Erturan** assumed the role of **Chief Executive Officer (CEO)** as of 15 August 2025. Effective 22 September 2025, **Ms. Burcu Salıngan Çilingir** was appointed as the **Chief People & Transformation Officer (CPTO)**, a newly established executive position within our company. In parallel, our **CRM** organization was restructured under the new umbrella of **Customer Experience**. As of 1 October 2025, **Mr. Osman Fırat** was appointed as **Customer Experience Director**. Under the newly defined **Operations Management** structure, an additional senior executive role was created, and **Mr. Cem Yetik** was appointed as **Chief Operations Officer (COO)** effective 20 October 2025. To enhance the effectiveness and efficiency of our S&OP processes, the Corporate Planning Department was established, and **Mr. Mesut Tok** was appointed as **Corporate Planning Director** as of the same date. As of 16 February 2026, **Mr. Selçuk Yiğit** was appointed as **Finance and Financial Affairs Director**. Furthermore, effective 23 February 2026, **Mr. Tarık Hakan Leloğlu** assumed the role of **Chief Commercial Officer (CCO)**.

Information Technologies and Security

Doğanlar Furniture Group prioritizes maintaining the highest level of information security in digital business processes, ensuring the confidentiality, integrity, and accessibility of all data management activities. The Company continuously updates its information security policies to protect customer and business partner data and minimize digital risks across business processes.

All information technology processes comply with the ISO 27001:2022 Information Security Management System. Senior management closely monitors information security processes, supporting continuous improvements, enhancing compliance and audit mechanisms, and implementing business continuity and disaster recovery scenarios. Employee awareness is strengthened through training on the Law on the Protection of Personal Data (KVKK) and the Information Security Management System (BGYS).

To ensure effective implementation of its information security policy, the Company enforces compliance with standards in collaborations with third-party business partners. Potential suppliers and subcontractors are carefully evaluated based on their adherence to information security policies, and preference is given to those able to meet these standards.

Digital Transformation Activities

Digitalization efforts are pursued with determination to make business processes more efficient, traceable, and sustainable. By developing digital solutions across areas from production to after-sales services, we aim to ensure continuous improvement and efficiency in business processes. In 2025:

» ManageEngine products were launched to maintain an inventory of IT software and hardware as part of ITIL processes.
» The SOC/SIEM Management service was launched to protect our systems against cybersecurity attacks.
» Business intelligence and data analytics activities were strengthened with new reports.
» The on-time delivery project, providing customers with the most suitable routes and times during order entry, was completed.
» Efforts continued to increase and monitor efficiency in production using artificial intelligence and machine learning applications.
» Activities for smart systems to control all semi-finished products, packages, and components with RFID reached the testing phase.
» Our website, https://product.doganlarmobilyagrubu.com/, featuring technical information and assembly animations of products, was redesigned with a new, fast-paced interface where all information is displayed on a single screen.
» The corporate portal, the intranet page where we share internal announcements, newsletters, and key projects, was developed and launched in-house.
» The dealer portal was launched to enable faster communication with our dealers and provide quick access to price tags and newsletters.
» The Lean Office suggestion system was digitized.
» Our brands' website infrastructure and designs were updated, and a new system was implemented with end-to-end integration.

Rise With SAPA HANA

At Doğanlar Furniture Group, we take an innovative approach to digitalization and focus on aligning all our operations with today's demands. Launched to serve this purpose, the Rise With SAPA HANA project is a key step in our Company's digital transformation journey. With this project, a first in the furniture industry, we are moving all our business processes to the cloud, increasing efficiency, and establishing an infrastructure that can quickly adapt to market changes. As part of these activities, we aim to provide fast and accurate reporting through real-time, comprehensive data access and improve revenue efficiency by strengthening our CRM processes. With this project, we intend to establish real-time decision support systems through cloud-based artificial intelligence integrations.

Investor Relations and Stock Performance

Doğanlar Furniture Group's Investor Relations Department shares information about the Company's operational results, performance, and other relevant updates with shareholders, investors, research analysts from brokerage firms, and other stakeholders, in line with its disclosure policy.

Investor Relations hosts quarterly webcast presentations with corporate investors following the release of financial and operational results. Meetings are held with the active involvement of the Company's CEO and CFO, ensuring prompt responses to investors' inquiries. Podcast recordings of the meetings are made available to individual investors upon request. The Department also conducts one-on-one meetings with investors, highlighting the regularity of these meetings to ensure transparency, accurate information sharing, and strong corporate governance. In 2025, more than 30 events, including video conferences, face-to-face meetings, and webcasts, were organized and attended.

At the same time, the website www.doganlarmobilyagrubu.com is available in Turkish, English, and French to provide direct access to institutional and individual investors and keep them informed about developments. The Company strives to respond transparently to inquiries from institutional and individual investors who reach out via phone, email, or during General Assembly meetings through the Electronic General Meeting (e-GEM) system, in accordance with the publicly disclosed information framework.

The Investor Relations Department presented a comprehensive report to the Board, outlining all activities conducted throughout the year. The Investor Relations Department provides updates on the Company's stock performance and related developments at Board meetings. Additionally, developments in the stock price, price changes relative to the BIST100, comparisons of similar company stock performances, market capitalization, and industry news are shared with the Board of Directors and senior management on a regular monthly basis through the Investor Relations Bulletin. The Investor Relations Department operates under the CFO. Investor Relations Manager Aysun Vardan serves as a member of the Corporate Governance Committee.

Share Performance

The shares of Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. have been traded on Borsa Istanbul A.Ş. since 1990. As of December 31, 2025, the closing share price was 4.79 Turkish lira. The Company's share performance information is shown on the right.

Share Information	
BIST code	DGNMO
Initial Public Offering	1990
Indices Included	BIST INDUSTRIALS / BIST 500 / BIST MAIN / BIST CORPORATE GOVERNANCE / BIST ALL SHARES-100 / BIST ALL SHARES / BIST SUSTAINABILITY PARTICIPATION / BIST SUSTAINABILITY / BIST WOOD PAPER PRINTING / BIST PARTICIPATION ALL SHARES
Number of Publicly Traded Shares	175,134,191.89
Free Float Rate	50.04

	TRY
Share Price (31.12.2025)	4.79
Lowest (29.12.2025)	4.77
Highest (06.01.2025)	9.81
Total Market Capitalization	1,676,000,000

As of the end of 2025, Doğanlar Furniture Group's market cap is TRY 1.7 billion.

Aysun Vardan – Investor Relations Manager

Professional Licenses: Capital Market Operations Level 3
Corporate Governance Rating License

Investor Relations General Communication

Tel: +90 216 425 1224
Email: ir@doganlarmobilyagrubu.com

Sustainability

Sustainability Approach

At Doğanlar Furniture Group, we consider sustainability a key element in creating long-term value. By integrating environmental, social, and governance (ESG) criteria into our business processes, we prioritize financial success while fulfilling our responsibilities to society and the planet.

Our "Furniture of the Future" vision is grounded in our responsibility to nature and humanity. Accordingly, we manage all business processes, including the supply chain, production, product design, and stakeholder relations, in alignment with sustainability principles. Drawing strength from our employees at every step, we aim to produce furniture that is forward-looking while adhering to ethical principles.

Materiality Analysis

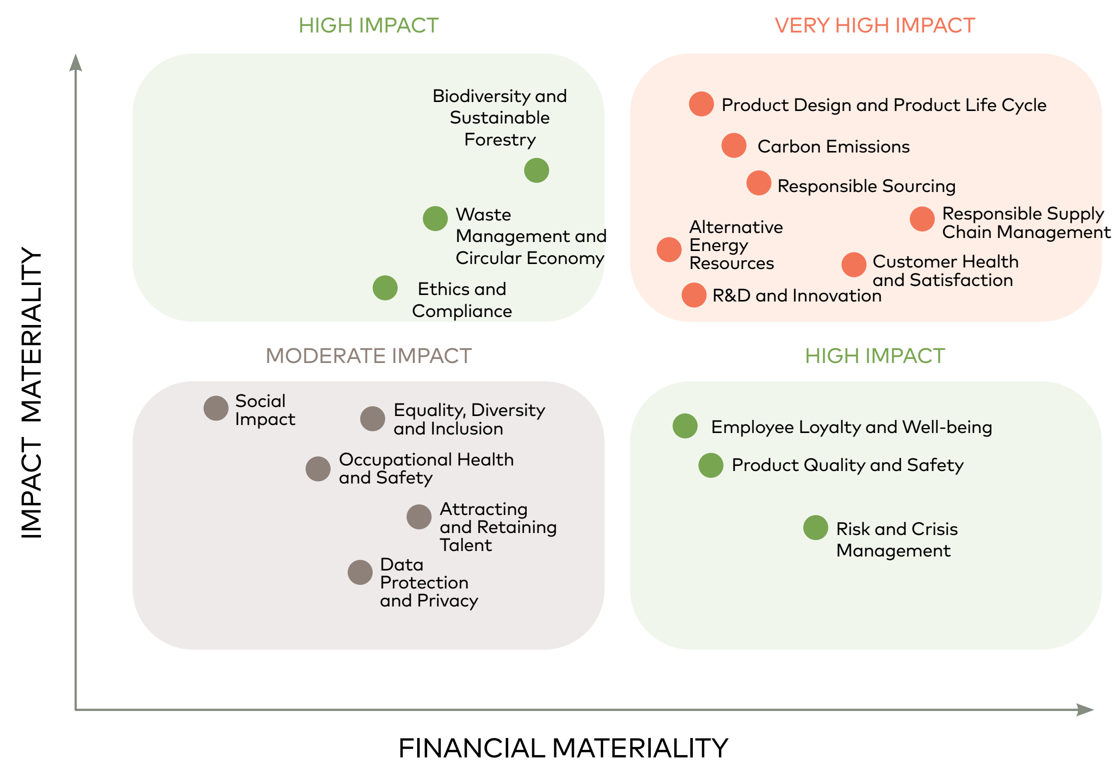
We conducted a materiality analysis, which serves as the basis of our sustainability strategy, to identify the most critical issues affecting our ESG performance. In this process, we adopted a double materiality approach by evaluating the impacts of our activities on the environment and society, as well as how these factors affect the financial performance of Doğanlar Furniture Group.

During the materiality analysis, we used a multi-stage approach to assess our Company's sustainability issues. First, we identified a broad range of topics by considering global and sectoral trends, peer company analysis, and international sustainability standards. While supporting this phase with comprehensive desk-based research, we also considered national and international reports guiding our business strategy, industry best practices, and legal regulations in the markets where Doğanlar Mobilya operates.

We expanded the process through desk-based research, internal management interviews, and stakeholder activities. Interviews with managers from various functions helped us identify material issues aligned with our Company's strategic goals. We also analyzed how sustainability issues affect our Company's activities and how stakeholders perceive them through workshops and internal surveys. During this process, we developed a perspective that integrates the views of both internal and external stakeholders, aligning their expectations with our Company's sustainability goals.

Double Materiality Assessment Methodology

The analyses were synthesized using a materiality matrix that compares the financial impacts on Doğanlar Furniture Group's business processes with their effects on the environment and society. This matrix helped us determine our strategic priorities by evaluating the impact of our activities on sustainability issues and the risks and opportunities these issues present.



VERY HIGH IMPACT
- R&D and Innovation
- Alternative Energy Sources
- Carbon Emissions
- Responsible Sourcing
- Responsible Supply Chain Management
- Customer Health and Satisfaction
- Product Design and Product Life Cycle

HIGH IMPACT
- Waste Management and Circular Economy
- Biodiversity and Sustainable Forestry
- Employee Loyalty and Well-Being
- Ethics and Compliance
- Risk and Crisis Management
- Product Quality and Safety

Stakeholder Engagement

We place great importance on building strong, lasting relationships with our stakeholders throughout our sustainability journey. Integrating their expectations and needs into our business strategies through transparent, continuous communication helps strengthen our sustainability performance. Through stakeholder analyses, we gather our stakeholders' views on our sustainability performance and material issues and incorporate them into our decision-making processes. To that end, we regularly interact with a wide network of stakeholders, from our employees to investors, public institutions, and customers, through various communication channels.

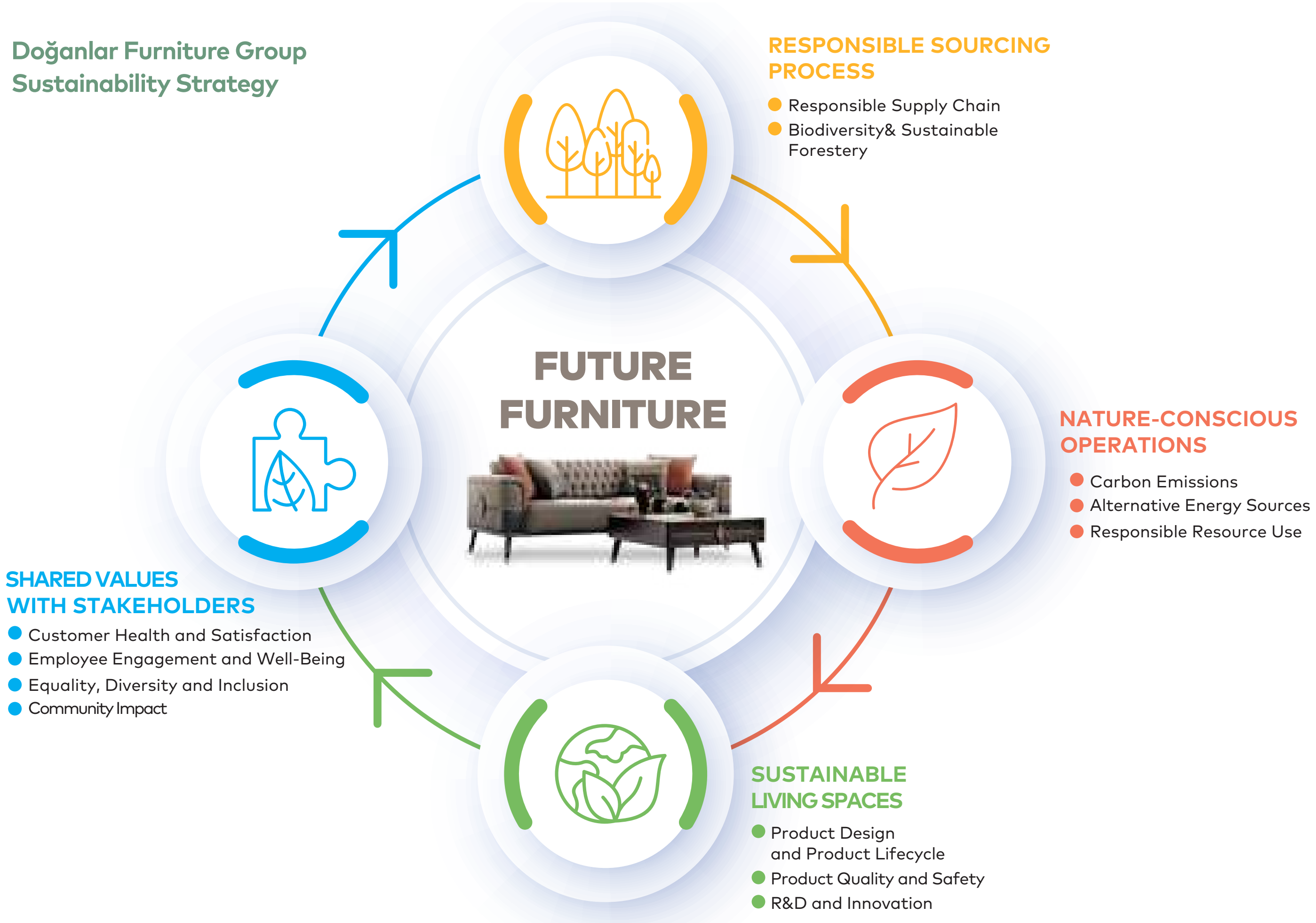
Stakeholder Group	Communication Channel
Employees	In-house portal (intranet), in-house WhatsApp groups, face-to-face internal communication meetings, social media channels, social events, employee satisfaction surveys, internal publications such as announcements and notices, and annual and sustainability reports
Investors and Shareholders	Corporate website, annual and sustainability reports, investor and analyst meetings, General Assembly meetings, online roadshows (webinars), one-on-one meetings, material event disclosures, and social media channels
Financial Institutions	Corporate website, annual and sustainability reports, financial statements, one-on-one meetings, material event disclosures, and social media channels
Customers	Fairs, field visits, dealer meetings, mobile meetings, and social media channels
Suppliers	On-site visits, fairs, supplier meetings, mobile meetings, and social media channels
Public Institutions	On-site visits, financial statements, annual and sustainability reports, and material event disclosures
Media	Interviews and statements, press conferences, annual and sustainability reports, and social media channels
Organizations (sectoral organizations, universities, associations, and NGOs)	Social responsibility projects; participation in panels, conferences, summits, seminars, and workshops; meetings and discussions; social media channels; and university career events

Sustainability Strategy

At Doğanlar Furniture Group, we have designed our sustainability strategy as a comprehensive approach, integrated into every stage of our Company's business processes. At the core of our strategy is a double materiality approach that considers both the financial impact of sustainability issues and their environmental and social consequences within our sphere of influence. Driven by the materiality analysis, our strategy focuses on four core value areas. We integrate sustainability across our value chain in four sequential stages: Responsible Procurement Processes, Nature-Friendly Operations, Sustainable Living Spaces, and Shared Value with Stakeholders. We embrace a responsible furniture approach at every stage of the value chain, from procurement and operations to product design and stakeholder engagement. Drawing strength from our employees at every step, we aim to produce furniture that is forward-looking while adhering to ethical principles. We shape the furniture of the future with this approach.

At Doğanlar Furniture Group, we have developed our sustainability strategy to cover all our processes, from supply chain and production to sales, marketing, and customer satisfaction. We are determined to incorporate this strategy into both our business processes and our organizational culture.

Doğanlar Furniture Group Sustainability Strategy



Value Chain

We Adopt Responsible Procurement Processes

The furniture of the future embraces responsibility from the very first step.

We are committed to sourcing raw materials sustainably, preventing deforestation, and upholding biodiversity conservation. We prioritize transparency, traceability, and ethical values at every stage of our supply chain.

We Conduct Nature-Friendly Operations

The furniture of the future prioritizes environmental responsibility in its production.

We craft each piece of furniture with care, ensuring harmony with nature. We are dedicated to sourcing energy for our production processes from alternative sources. We develop innovative solutions to reduce emissions and manage resources responsibly.

We Design Sustainable Living Spaces

The furniture of the future is designed with both the present and the future in mind.

We create durable, high-quality furniture with timeless designs, providing sustainable living spaces for our customers. From the design phase onward, we contribute to transforming consumption habits through circular economy practices.

We Create Shared Value with Our Stakeholders

The furniture of the future grows with its stakeholders.

We adopt practices that promote the well-being and growth of our employees. We make a positive impact on society through our social responsibility initiatives. We strive to achieve the highest standards in customer experience and place strong emphasis on feedback. We amplify our lasting, positive impact by growing together.

Sustainability Goals

We aim to enhance our ESG performance each year through the sustainability targets we have set for the future. As part of our commitment to continuous improvement, we extend environmental and social goals throughout the organization, concentrating on different stages of the value chain. Our first sustainability report outlines the short-, medium-, and long-term goals we have set for the four value areas and material issues of our sustainability strategy.

Value Area	Material Issue	Sustainability Goal	Term	Related SDG
Responsible Procurement Processes	Responsible Supply Chain	Having 50% of the entire supplier portfolio and 30% of critical suppliers undergo ESG audits by 2027.	Medium-Term	
		Providing training to suppliers to develop their sustainability competencies by 2026.	Short-Term	
		Establishing a Supplier Academy by 2028.	Medium-Term	
	Biodiversity and Sustainable Forestry	Launching at least one biodiversity project every year.	Short-Term	
Nature-Friendly Operations	Carbon Emissions	Achieving net-zero emissions by 2050.	Long-Term	
		Using 100% renewable energy in operations by 2030.	Long-Term	
	Alternative Energy Sources	Replacing at least 50% of logistics vehicles with zero-emission vehicles by 2030.	Long-Term	
		Investing $4 million into our renewable energy projects by 2030.	Long-Term	
	Responsible Sourcing	Reducing waste going to landfill by 50% by 2027.	Medium-Term	
		Recycling or recovering 60% of the waste generated from our operations by 2027.	Medium-Term	

Value Area	Material Issue	Sustainability Goal	Term	Related SDG
Sustainable Living Spaces	R&D, Innovation and Design	Achieving a 30% utilization rate for sustainable raw materials across the entire bedding range by 2027.	Medium-Term	
		Issuing a Circular Design Guide in 2025 as a reference for design processes.	Short-Term	
		Releasing a new collection annually in accordance with the Circular Design Guide, beginning in 2026.	Short-Term	
		Ensuring 5% of the new products designed each year are made with recycled and upcycled materials by 2026.	Short-Term	
		Obtaining at least 2 patents every year.	Short-Term	
Shared Value with Stakeholders	Employee Loyalty and Well-being	Keeping the employee turnover rate below 30%.	Medium-Term	
		Keeping the employee satisfaction rate above 75%.	Medium-Term	
		Keeping the average number of hours of in-class training per employee above 7 hours.	Medium-Term	
	Equality, Diversity and Inclusion	Increasing the percentage of female managers from 19% to 25% by 2027.	Medium-Term	
	Customer Experience and Satisfaction	Increasing the customer satisfaction rate to 75% by 2028.	Medium-Term	
		Focusing 25% of marketing campaigns on sustainability.	Short-Term	

Sustainability Principles Compliance Framework

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must provide details or a link to the publicly disclosed information.

Explanations regarding compliance with the principles are provided in the "Description" column.
The extent to which the requested information is provided on a consolidated or standalone basis should be indicated in the "Description" column.

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must include details or a link to the publicly disclosed information.		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION
		YES	NO	PARTIALLY	N/A		
A. General Principles							
A1. Strategy, Policy and Goals							
A1.1	Material environmental, social, and corporate governance (ESG) issues, risks, and opportunities have been identified by the Company's Board of Directors.	X				At Doğanlar Furniture Group, we carefully evaluate the impacts of climate-related risks and opportunities on our business processes and closely monitor emerging opportunities while managing the identified climate risks. Our initial activities in this context were published in the 2023 Sustainability Report, while our more comprehensive activities were included in the TSRS-Compliant 2024 Sustainability Report (Pages 85–97).	
	ESG policies (e.g. Environmental Policy, Energy Policy, Human Rights and Labor Policy, etc.) have been established and publicly disclosed by the Board of Directors.	X				As part of ESG Policies, we have policies in place on Environmental Protection, Quality, Employee Rights, Occupational Health and Safety, Remuneration, Integrated Management Systems, and Anti-Bribery and Corruption.	
A1.2	Short- and long-term targets set within the scope of ESG policies are disclosed to the public.	X				In 2025, the short-, medium-, and long-term goals of Doğanlar Furniture Group were defined and published (Page 49).	
A2. Implementation/Monitoring							
A2.1	Committees and/or units responsible for implementing ESG policies, along with the Company's highest-ranking officials overseeing ESG matters and their roles, have been identified and disclosed.	X				We have a Sustainability Governance structure that emphasizes the active involvement of all employees, particularly the Executive Board, in defining and implementing sustainability strategies, tracking performance, and monitoring sustainability goals. This structure includes the Sustainability Board, Sustainability Committee and Sustainability Task Forces (Page 81-84).	
	The responsible committee or unit has reported its activities within the scope of policies to the Board of Directors at least once a year.	X				The activities within the Sustainability Governance Structure are reported to the Sustainability Board, which consists of Executive Board members, at least once a year (Pages 81–84).	
A2.2	Implementation and action plans have been established and publicly disclosed in line with ESG objectives.	X				The completed and planned activities for sustainability goals were shared in the 2024 Sustainability Report (Pages 34–35).	
A2.3	ESG Key Performance Indicators (KPIs) and their annual achievement levels have been publicly disclosed.			X		The first sustainability report of Doğanlar Furniture Group was published in 2024. Developments regarding the goals will be included in reports published in the coming years.	
A2.4	Activities aimed at improving the sustainability performance of business processes, products, or services have been publicly disclosed.	X				The 2024 Sustainability Report details the actions taken to improve business processes, products, and services (Pages 56–60).	
A3. Reporting							
A3.1	Information on the Company's sustainability performance, targets, and actions has been presented in the annual reports in an understandable, accurate, and sufficient manner.	X				This information was included in the sustainability section of the annual report (Pages 98-108).	
A3.2	The Company has publicly disclosed information regarding its alignment with specific United Nations (UN) 2030 Sustainable Development Goals.	X				Sustainability goals and their related SDG links were included in the annual report (Pages 100-101).	
A3.3	Lawsuits filed against the Company and/or concluded in relation to ESG matters, which are important for ESG policies and/or may significantly affect operations, have been publicly disclosed.				X	In 2025, no lawsuits were filed against and/or finalized on environmental, social and corporate governance issues.	
A4. Verification							
A4.1	ESG Key Performance Measures of the Company have been verified by an independent third party and publicly disclosed.			X		Limited assurance was obtained for Scope 1 and Scope 2 emissions in the TSRS-compliant 2024 Report.	
B. Environmental Principles							
B1	The Company has publicly disclosed its environmental management policies, practices, action plans, programs, and environmental management systems (recognized under the ISO 14001 standard).	X				In our Group's factories, we manufacture various product groups in accordance with the standards of the ISO 9001 Quality Management System, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 50001 Energy Management System (Page 110-111). In addition, we have an environmental policy in place.	
B2	For environmental reports prepared in connection with environmental management disclosures, the scope, reporting period, reporting date, and any limitations regarding reporting conditions have been publicly disclosed.	X				The 2024 Sustainability Report provides information regarding the scope of the ESG data included in the report (Page 4).	

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must include details or a link to the publicly disclosed information.		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION
		YES	NO	PARTIALLY	N/A		
B4	Environmental targets included in the performance incentive systems for stakeholders such as board members, managers, and employees have been publicly disclosed.			X		ESG goals were identified in 2024, and efforts to include employees and managers in the performance report will be completed next year.	
B5	The ways in which material environmental issues are integrated into business objectives and strategies have been publicly disclosed.	X				In 2024, a Materiality Analysis was conducted to help identify the Company's Sustainability Goals (Pages 100-101).	
B7	The Company has publicly disclosed how environmental issues are managed during operational processes and across its value chain, including suppliers and customers, and how these matters are integrated into its business objectives and strategies.			X		Supply Chain Management processes were detailed in the Sustainability Report (Pages 38–42). Efforts are ongoing on supply chain compliance policies.	
B8	The Company's engagement in environmental policy-making processes involving relevant institutions and NGOs, as well as its collaborations with these organizations, have been publicly disclosed.			X		Throughout 2024, unusable electronic waste, consisting of electronic equipment that had reached the end of its lifespan and ceased to function, was sent for recycling as part of a campaign conducted in collaboration with the Education Volunteers Foundation of Türkiye for nature-friendly disposal and recycling integration. (Page 52)	
B9	The Company has publicly disclosed information regarding its environmental impacts on a periodic and comparable basis, based on environmental indicators such as greenhouse gas emissions—Scope 1 (Direct), Scope 2 (Energy Indirect), Scope 3 (Other Indirect), as well as air quality, energy management, water and wastewater management, waste management, and biodiversity impacts.			X		Calculations of emissions and environmental data were not completed in 2024. The 2024 Sustainability Report included comparative data on Scope 1, Scope 2, Scope 3, energy management, water management, and waste management, covering 2023 and 2024 (Pages 47–48, Page 106).	
B10	Details of the standard, protocol, methodology, and base year used to collect and calculate the data have been publicly disclosed.			X		Comparative data for 2022 and 2023–2024 was shared (Page 110-114).	

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must include details or a link to the publicly disclosed information.		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION
		YES	NO	PARTIALLY	N/A		
B11	The increases or decreases in environmental indicators for the reporting year, compared to previous years, have been publicly disclosed.	X				Comparative data for 2022 and 2023–2024 was shared (Page 106).	
B12	Short- and long-term targets have been established to mitigate environmental impacts; both these targets and the progress achieved against goals set in previous years have been publicly disclosed.	X				In 2024, we set short-, medium-, and long-term goals for reducing environmental impact. The 2024 Sustainability Report shares progress toward these goals (Page 100).	
B13	A climate change mitigation strategy has been established, and the planned actions have been publicly disclosed.	X				Doğanlar Furniture Group identified and assessed the impacts of climate-related risks and opportunities on business processes in its TSRS-Compliant Sustainability Report, detailing mitigation actions (Pages 85–91).	
B14	Programs and procedures have been established and publicly disclosed to prevent or mitigate the potential negative impacts of products and/or services on the environment.	X				All activities related to product quality and safety were detailed in the Sustainability Report (Pages 61–62).	
	Actions have been taken to reduce the greenhouse gas emissions of third parties (e.g., suppliers, subcontractors, dealers), and these actions have been publicly disclosed.			X		Doğanlar Furniture Group's ESG assessments of its suppliers were shared in the 2024 Sustainability Report (Pages 38–42).	
B15	Environmental benefits and cost savings from initiatives and projects aimed at reducing environmental impacts have been publicly disclosed.			X		As part of our 2023 efforts, we sold sofas produced with fabrics made from recycled PET bottles under the Doğtaş brand. We have been doing this since 2021. On average, each sofa uses 25 meters of fabric, helping to recycle 1,000 PET bottles. In 2024, we recycled 90,000 PET bottles, which were used to produce 1,000 meters of fabric for bed base and headboard production. We have also reduced our environmental impact by switching to recycled fibers in the silicone padding used in mattress production. Thanks to this project, we have recycled 11 million PET bottles, equivalent to nearly 120 metric tons. Additionally, in 2024, we recycled 35,000 PET bottles by using 1,000 meteç rs of recycled fabric in mattress production (Pages 59–60). High-impact environmental projects carried out in 2025 will be shared in the 2025 Sustainability Report.	
B16	Energy consumption data (natural gas, diesel, gasoline, LPG, coal, electricity, heating, cooling, etc.) have been publicly disclosed as Scope-1 and Scope-2.	X				Emission calculations for 2025 have not been completed, and details regarding the requested data will be shared in the 2025 Sustainability Report. Emission data for 2022–2023, and 2024 were shared in the 2024 Sustainability Report.	

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must include details or a link to the publicly disclosed information.		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION
		YES	NO	PARTIALLY	N/A		
B17	Public disclosures have been made regarding electricity, heat, steam, and cooling generated during the reporting year.			X		Emission calculations for 2025 will be not completed, and details regarding the requested data were shared in the 2025 Sustainability Report. (Page 47)	
B18	Initiatives to expand the use of renewable energy and the transition to zero- or low-carbon electricity have been undertaken and publicly disclosed.			X		Energy management activities were included in the 2024 Sustainability Report (Page 50).	
B19	Renewable energy production and consumption data have been publicly disclosed.	X				Data is currently available on the current and planned renewable energy production capacity of the Biga and Düzce Rooftop SPP projects (Page 50).	
B20	Energy efficiency projects were carried out, and the energy consumption and emission reductions achieved through these projects have been publicly disclosed.			X		As part of energy efficiency initiatives, an Energy Monitoring and Tracking System (SCADA) will be introduced. With this system, the energy consumption of the production departments is monitored in real time, and consumption per kWh is analyzed to implement efficiency improvements. The amount of reduction achieved will be reported in the 2025 Sustainability Report (Page 50).	
B21	Water consumption, including the amounts withdrawn from underground or above-ground sources, recycled, and discharged, as well as the relevant sources and procedures, has been publicly disclosed.			X		We use domestic water, but not in our production processes. The amount of water withdrawn and discharged as part of water management was shared in the 2024 Sustainability Report. (Page 106)	
B22	The Company has publicly disclosed whether its operations or activities are included in any carbon pricing system, such as the Emissions Trading System, Cap & Trade, or Carbon Tax.				X	We do not participate in any carbon pricing systems.	
B23	Information on the carbon credits accumulated or purchased during the reporting period has been publicly disclosed.				X	We do not have any carbon credits.	
B24	If carbon pricing is applied within the Company, the details have been publicly disclosed.				X	Carbon pricing is not yet in place.	

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must include details or a link to the publicly disclosed information.		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION
		YES	NO	PARTIALLY	N/A		
B25	The platforms through which the Company discloses its environmental information have been publicly disclosed.	X				The Company's environmental data are shared in reports such as the Sustainability Report and Annual Report, as well as on the Company website.	
C. Social Principles							
C1. Human Rights and Employee Rights							
C1.1	A Corporate Human Rights and Employee Rights Policy has been established, encompassing the Universal Declaration of Human Rights, ILO Conventions ratified by Türkiye, and other relevant legislation. Responsibilities for the implementation of this policy have been assigned, and both the policy and the designated responsible parties have been publicly disclosed.	X				This is addressed in our Employee Rights Policy. This policy was expanded in 2025.	
C1.2	Taking into account supply and value chain impacts, the Company's Employee Rights Policy includes provisions on fair labor practices, the improvement of working standards, the promotion of women's employment and inclusion, and non-discrimination on the basis of gender, race, religion, language, marital status, ethnic identity, sexual orientation, gender identity, family responsibilities, union activities, political opinion, disability, and social and cultural differences.	X				We have an Employee Rights Policy. This policy was expanded in 2025. The Supply Chain Compliance Policy will also be published in 2026.	
C1.3	Measures taken throughout the value chain to safeguard the rights of groups sensitive to specific economic, environmental, and social factors (such as low-income populations, women, etc.) and to ensure equal opportunity and minority rights have been publicly disclosed.	X				Equal opportunities is addressed in the Employee Rights Policy.	
C1.4	Developments regarding preventive and corrective practices against discrimination, inequality, human rights violations, forced labor, and child labor have been publicly disclosed.	X				This is addressed in our Employee Rights Policy. This policy was expanded in 2025.	

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must include details or a link to the publicly disclosed information.		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION
		YES	NO	PARTIALLY	N/A		
C1.5	Investments in employees, including training and development policies, compensation, fringe benefits, the right to unionize, work-life balance solutions, and talent management, are covered in the Employee Rights Policy.	X				We have an Employee Rights Policy. The activities carried out for employee training and development were included in the 2024 Sustainability Report (Pages 71–72).	
	Mechanisms for resolving employee complaints and disputes have been established, and the dispute resolution procedures have been defined.			X		We have an Employee Rights Policy. These processes were also included in the 2024 Sustainability Report (Page 73).	
	Activities conducted during the reporting period to promote employee satisfaction were made public.	X				Activities related to employee satisfaction were reported in the 2025 Annual Report (Page 82-83).	
C1.6	Occupational health and safety policies have been established and publicly disclosed.	X				We have an OHS policy.	
	Measures to prevent workplace accidents and protect employee health, along with accident statistics, have been made publicly disclosed.	X				Doğanlar Furniture Group's strategies and activities regarding occupational health and safety were included in the 2025 Annual Report (Page 112) and the 2024 Sustainability Report (Pages 74–75).	
C1.7	Personal data protection and data security policies have been established and publicly disclosed.	X				We have a Personal Data Protection and Information Security Policy in place. It has been made public.	
C1.8	An Ethics Policy has been established and publicly disclosed.	X				We have a Code of Business Ethics.	
C1.9	Activities regarding social investment, corporate social responsibility, financial inclusion, and access to finance have been disclosed.			X		Social responsibility and social investment activities were shared in the Annual Report (Pages 114-115).	
C1.10	Informative meetings and training programs on ESG policies and practices were organized for employees.	X				As part of the sustainability efforts in 2024, employees received ESG Sustainability 101 training.	

If the compliance status with the principles is determined to be "Yes" or "Partially," the report must include details or a link to the publicly disclosed information.		COMPLIANCE STATUS				EXPLANATION	REPORT INFORMATION ON PUBLICLY DISCLOSED INFORMATION
		YES	NO	PARTIALLY	N/A		
C2. Stakeholders, International Standards and Initiatives							
C2.1	A Customer Satisfaction Policy outlining the management and resolution of customer complaints has been developed and publicly disclosed.			X		Our Company holds a ISO 10002 Customer Satisfaction Management System Certificate (Annual Report Page 111). Processes for managing and resolving customer complaints were detailed in the Sustainability Report (SR Page 76).	
C2.2	Information regarding stakeholder engagement (identifying stakeholders, topics of engagement, and frequency) has been publicly disclosed.	X				Stakeholder Engagement methods were included in the Sustainability Report (Page 27-28).	
C2.3	The international reporting standards adopted in reporting have been explained.	X				The 2024 Sustainability Report was issued in accordance with GRI standards (Page 110).	
C2.4	Sustainability principles adopted by the Company, as well as international organizations, committees, and initiatives of which it is a signatory or member, have been publicly disclosed.	X				Doğanlar Furniture Group is a member of the Women's Empowerment Principles (WEPs) (Page 105).	
C2.5	Developmental efforts and initiatives have been carried out to qualify for inclusion in the sustainability indices of Borsa Istanbul and/or international index providers.	X				The Company was included in the Borsa Istanbul Sustainability Index in 2025.	
D. Corporate Governance Principles							
D1	Stakeholder views have been taken into account in the development of sustainability measures and strategies.	X				A Stakeholder Workshop was held in 2024 to gather stakeholders' views on Doğanlar Furniture Group's sustainability vision and material sustainability issues.	
D2	The Company has carried out social responsibility projects, awareness-raising events, and training programs to enhance awareness of sustainability and its importance.			X		Employees received Sustainability 101 Training in 2024.	

Environmental Management

At Doğanlar Furniture Group, we adopt an environmentally friendly production approach across all our facilities. We continue our efforts to conserve natural resources, reduce waste, and minimize environmental impact. We prioritize environmental sustainability principles in the manufacturing of modular furniture and beds, our core areas of operation.

We carry out all our production activities in accordance with the ISO 14001 Environmental Management System standard, regularly monitor our energy, water, and raw material consumption, and fully comply with environmental regulations. With our ISO 9001 Quality Management System, ISO 45001 Occupational Health and Safety Management System, and ISO 50001 Energy Management System certifications, we manage environmental, quality, safety, and energy concerns in an integrated manner.

In line with our sustainable development approach, we periodically evaluate the environmental impacts of our activities through the implementation of our environmental policy. In compliance with national and international regulations, we aim to raise environmental awareness and support the sustainability of the life cycle with all our stakeholders. We focus on continuously improving our environmental performance through efficient energy and water use, waste reduction, and recycling initiatives as part of our environmental management practices. We are committed to full compliance with all environmental obligations.

As part of our environmental management approach, we invest in and allocate resources to wastewater management, noise control, environmental permits, environmental and waste consultancy, and emissions calculations. In line with our Integrated Management Systems Policy, we provide regular training to employees and subcontractors at our production facilities to ensure that environmental awareness becomes an integral part of our corporate culture.

Quality, Integrated Management System

Doğanlar Furniture Group's Integrated Management Systems focus on increasing performance, driving continuous improvement, meeting legal and other requirements, and achieving system objectives.

Doğanlar Furniture Group holds the following certificates:

» ISO 45001 Occupational Health and Safety Management System Certificate
» ISO 10002 Customer Satisfaction Management System Certificate
» ISO 9001 Quality Management System Certificate
» ISO 14001 Environmental Management System Certificate
» ISO 50001 Energy Management System Certificate
» ISO 27001 Information Security System
» FSC® Certificate
» Biga Factory After-Sales Services Competence Certificate
» Düzce Factory After-Sales Services Competence Certificate
» Biga Factory Service Competence Certificate
» Düzce Factory Service Competence Certificate
» OEKO-TEX® STANDARD 100 Certificate

Integrated Management System

At Doğanlar Furniture Group, we strive to ensure that all our products are high-quality, durable, and accessible, and we consider it our fundamental responsibility to maximize product quality and safety for our customers. We carry out all our activities in compliance with national legislation, applicable regulations, and international standards, primarily the ISO 9001 Quality Management System Standard, and in alignment with Doğanlar Furniture Group's policies and objectives. We have adopted Integrated Management Systems as our policy and are committed to conducting all activities in accordance with it. Doğanlar Furniture Group manages all business processes under the Integrated Management System, with a focus on performance improvement, continuous development, compliance with legal and other requirements, and the achievement of system objectives. Accordingly, the ISO 9001 Quality Management System, ISO 45001 Occupational Health and Safety Management System, ISO 50001 Energy Management System, ISO 10002 Customer Satisfaction Management System, ISO 14001 Environmental Management System, and ISO 27001 Information Security Management System certificates form the foundation of this structure. To embed the Integrated Management System into the Company culture and raise employee awareness, we provide regular training on QDMS, document management, and Integrated Management Systems.

The Group implements a comprehensive quality management process that covers system and product certification, new product development, quality control of purchased raw materials, statistical process control (SPC) in production, and final product evaluation.

The highest quality and safety standards are maintained throughout both the prototyping and mass production stages of our products. Our beds (TS EN 1725), home seating products (TS EN 12520), tables (TS EN 12521), home and kitchen cabinets (TS EN 14749), and other products fully comply with the safety, durability, and quality standards set by the Turkish Standards Institute (TSE) and are certified with the Certificate of Conformity to Turkish Standards. The inspections and tests required for our products are conducted by the TSE in a testing laboratory, and test reports confirming their conformity are issued accordingly.

To ensure that the fabrics used in upholstery and other product lines meet minimum quality, health, and safety standards, tests are carried out in both domestic and international laboratories. The Company also holds various certifications confirming that its production processes comply with standards that protect human health and the environment. Doğanlar Furniture Group aims to implement lean production and promote this culture throughout the Company. In line with the lean production practices initiated at Lean Office, continuous improvements are carried out with the active participation of the upholstery production, panel production, quality and management systems, after-sales services, and R&D teams. The goal of the lean production practices, coordinated by the Lean Office, is to increase production efficiency through on-site quality activities and ensure continuous customer satisfaction through supplier development initiatives.

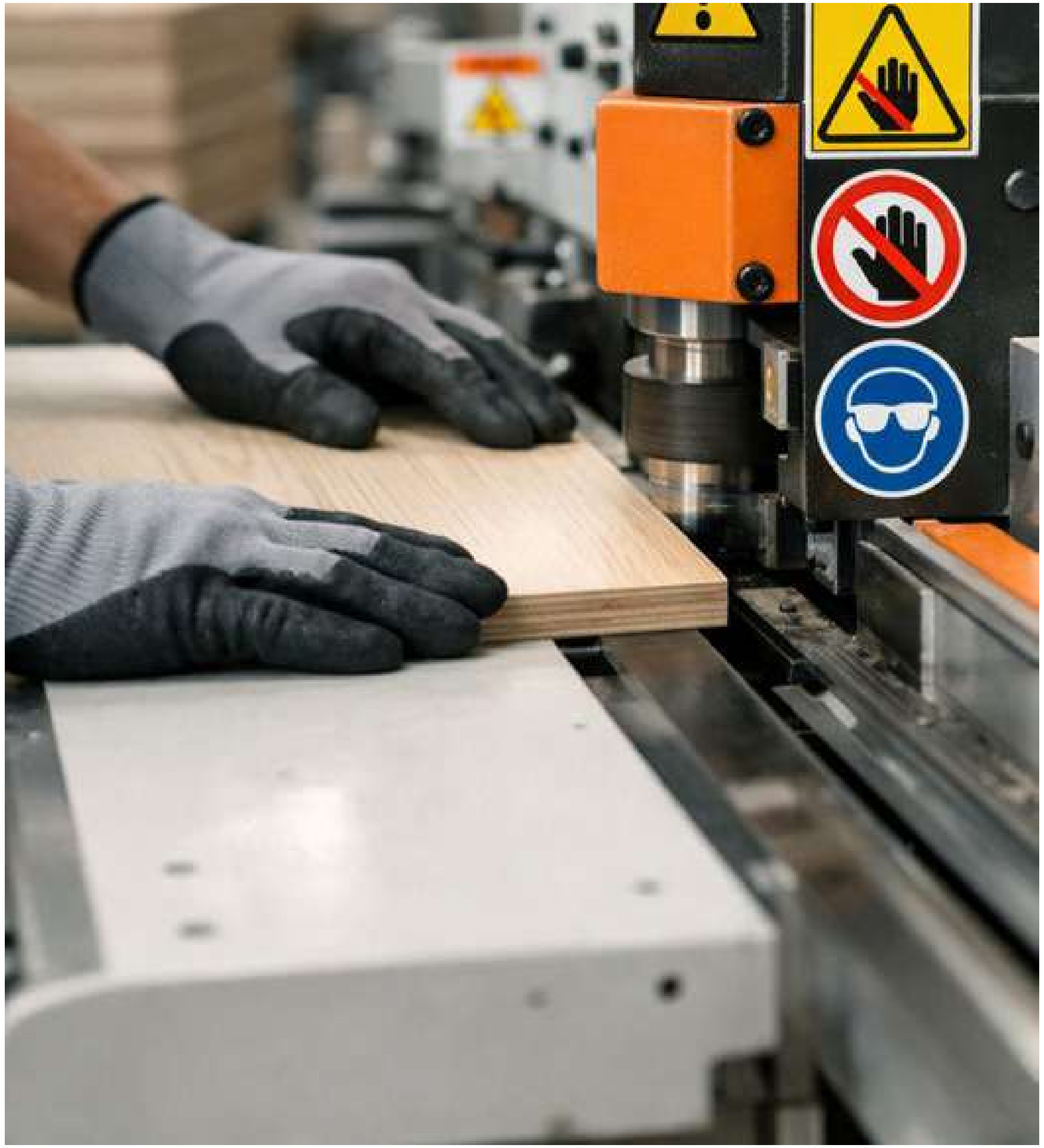
Occupational Health and Safety

At Doğanlar Furniture Group, we prioritize employee health and safety and continue our efforts toward achieving zero workplace accidents. In accordance with our Occupational Health and Safety Policy, we aim to create a safe and healthy working environment across all operations and safeguard the wellbeing of our employees.

Under our Occupational Safety Policy, we:
» Create healthy and safe working conditions in line with our zero-occupational-accident and zero-occupational-disease approach;
» Take proactive measures by identifying risks and hazards in the work environment and eliminating them;
» Maintain communication by understanding and addressing the OHS needs and expectations of our employees and all relevant parties;
» Proactively plan and implement necessary measures for potential emergencies;
» Provide opportunities for OHS training and closely monitor the effectiveness of the training;
» Monitor the OHS performance of contractors and implement improvement processes;
» Identify OHS-related opportunities and integrate them into our processes;
» Set quantitative goals, develop action plans, and track progress to ensure successful OHS performance;
» Provide the necessary resources to foster a safe work culture;
» Act in accordance with national and international regulations, collective labor agreements, and other obligations;
» Adopt the principle of continuous improvement in our OHS activities and encourage participation at all levels of the organization.

Doğanlar Furniture Group has implemented the ISO 45001 Occupational Health and Safety Management System. We regularly monitor regulatory requirements and act promptly to address them. We continuously update our risk assessments and plan corrective actions to mitigate identified hazards and prevent near misses. We also carry out rigorous daily field checks and report the results. Representatives from each unit continuously monitor workplace safety through daily reports. Additionally, we address potential risks in advance and continue to improve process safety through monthly occupational safety committee meetings.

As part of our 2025 occupational health and safety performance targets, we took various measures to reduce workplace accidents, improve hazard reporting, and enhance employee safety and the work environment. We also continued to improve our performance by taking more corrective actions, strengthening control of the work environment, and implementing training and practices that raise awareness of occupational safety, in line with our goal of zero workplace accidents. We continuously improve our occupational health and safety management system and take proactive steps to minimize workplace accidents. We have established fire, rescue, protection, and first-aid teams as part of our emergency plans. In addition to basic OHS training, we provide on-the-job training to enhance employees' professional skills, environmental awareness training, and toolbox training for contractors.



Corporate Social Responsibility Projects

At Doğanlar Furniture Group, we implement various projects that contribute to the social development of Türkiye and continue to create benefits for society. We develop corporate social responsibility projects in collaboration with our shareholders, managers, and employees across the Company. Guided by our environmental and social awareness, we support gender equality and quality education in every project we undertake.

Doğanlar Furniture Group Sustainability Conference

Doğanlar Furniture Group led the environmental, economic, and social transformation in the furniture industry with the Sustainability Conference held on October 23. The event, held under the motto "Transformation is in Our Nature," provided a platform to discuss the future of furniture and the vision for sustainable production.

Shaping the industry's transformation, the conference was hosted by Doğanlar Furniture Group. The event, attended by representatives from the Turkish Ministry of Environment, Urbanization and Climate Change, the Turkish Environment Agency, Çanakkale Onsekiz Mart University, Kastamonu Entegre, SAMET, and Akrotes Mimarlık, as well as corporate investors and members of the media, addressed environmental transformation, innovation, and the circular economy under the theme "Furniture of the Future."

During the event, the Turkish Environment Label, recognizing Doğanlar Furniture Group as an "Environmental Label User," was presented to Chairman İsmail Doğan by an official from the Ministry of Environment, Urbanization and Climate Change.

Guest Paw Project

Through our Doğtaş brand, we support the adoption of stray animals. As part of a project encouraging each Doğtaş store to adopt a stray animal, we placed kennels called "Guest Paws" in our stores. This project helps provide safe environments for stray animals.

Paw Insurance

To encourage the adoption of our little friends through our Doğtaş brand, we offer customers a one-year free replacement guarantee on upholstered products if the fabric of their seats is damaged by their pawed companions.

Kelebek Kids Drawing Contest

Kelebek Mobilya combined children's imaginations with the spirit of the Republic. This year, the traditional "Kelebek Kids Drawing Contest" was held for the seventh time under the theme "Little Butterflies Drawing for the Republic." Open to children aged 6–13, the contest allowed young artists to reinterpret the Republic's 102nd anniversary in a variety of colors. The works of the 23 prize-winning children were displayed in Kelebek Mobilya stores across Türkiye.

The Kelebek Effect on Nature Photography Contest

The "Kelebek Effect on Nature" photography contest, held under the motto "a sapling with every photo," returns images capturing natural beauty back to nature. Participants donated saplings by submitting photos of nature..

Women's Volleyball Club Sponsorship

Kelebek Mobilya, aiming to support the empowerment of female athletes, is backing the Bahçelievler Municipality Sports Club Women's Volleyball Team for the new season. Kelebek Mobilya continued its support for women's volleyball by extending its sponsorship of the Bahçelievler Municipality Sports Club, which competes in the Vodafone Sultans League, for the 2025–26 season.

Corporate Governance

Board Committees and the Board's Assessment

Structure and Formation of the Board of Directors, and Independent Members

In the election and formation of the Board of Directors, we comply with the Turkish Commercial Code (TCC), capital markets legislation, the Capital Market Law, and Capital Markets Board's (CMB) regulations and resolutions. The Articles of Association also provides the rules on the matter. The Board consists of seven members elected by the General Assembly, three of whom are independent.

The CMB's Corporate Governance Communiqué stipulates that "The number of independent members on the Board of Directors cannot be less than one-third of the total number of members." Currently, independent members make up 43% of the Board of Directors.

In appointing the members of the Company's Board of Directors, our goal is to establish a structure that supports efficient and constructive work, enables timely and rational decision-making, facilitates committee formation, and ensures the effective organization of committee activities. The Board of Directors consists of qualified and experienced members with the necessary knowledge and skills.

The majority of Board Members are non-executive members. In the current Board structure, İsmail Doğan, Şadan Doğan, and Adnan Doğan serve as Executive Board Members, while Davut Doğan, Berna Akyüz Öğüt, Zeynep Yalım Uzun, and Muhterem Şenel serve as Non-Executive Board Members. Pursuant to Article 7 of the Company's Articles of Association, Board Members are elected for a maximum term of three years. Board Members who have completed their terms may be re-elected. The Board has two female members, representing 29% of its total membership.

A written declaration is obtained from our Independent Board Members confirming that they meet the "independence" requirements in accordance with the Capital Market Law and CMB resolutions and regulations. As of the report date, no circumstances have been identified that compromise the independence of the Independent Board Members.

In accordance with Article 4.2.8 of the Corporate Governance Principles set forth in the CMB Communiqué on Corporate Governance, a "Directors and Officers (D&O) Liability Insurance" policy has been issued. The policy, valid for one year, covers potential damages to the Company resulting from faults committed by Board Members during their duties, with a total liability limit exceeding 25% of the Company's share capital.

Operating Principles of the Board of Directors

Our Company's Board of Directors operates transparently, accountably, fairly, and responsibly, in full compliance with the Corporate Governance Principles. In accordance with CGP 4.4.1, the Board of Directors meets as often as necessary to effectively fulfill its duties. Monthly meetings are held to evaluate the financial and operational results of the previous month.

The Company's Articles of Association set out the principles governing the Board of Directors' meetings, including their frequency and the quorums for meetings and decisions. Board meetings may be held at the Company's headquarters or, if approved by a majority of the Board, at any other location within or outside Türkiye. Members may attend Board meetings physically or electronically in accordance with Article 1527 of the Turkish Commercial Code. A Board resolution can also be approved in writing by the quorum of members specified in the Articles of Association for a proposal made by a Board Member and documented as a resolution, unless a member requests a meeting. However, this will require making said proposal to all Board Members.

At Board meetings, a quorum is achieved when an absolute majority of the total number of members are present. Resolutions at Board meetings are passed by the affirmative vote of the majority of members present, unless capital markets legislation requires the affirmative vote of the majority of Independent Board Members. The relevant provisions of the Turkish Commercial Code and capital markets legislation apply to the meeting format, agenda, invitations, voting, and the meeting and decision quorums of the Board. Members have no casting votes. In 2025, the Board of Directors held six meetings with a 90% attendance rate, reaching a total of 90 resolutions on various agenda items. Material Board resolutions are disclosed to the public via the Public Disclosure Platform (PDP).

The Company adopts a remuneration policy that determines the compensation of Board Members and executives with administrative responsibilities in accordance with applicable laws and regulations and the provisions of the Company's Articles of Association, taking the Company's long-term goals into account. Our remuneration policy is available on our corporate website at www.doganlarmobilyagrubu.com/en. This information is also provided in the "Policies" section of this report. Compensation for senior executives aligns with current market conditions, and any additional benefits based on competitive benchmarks are disclosed transparently to the public.

Financial Benefits Offered to Board Members and Senior Executives

The Company has established a remuneration policy that outlines the principles of compensation for Board Members and executives with administrative responsibilities, taking the Company's long-term goals into account, in accordance with applicable laws and regulations and the provisions of the Company's Articles of Association. The remuneration policy is available on our corporate website at www.doganlarmobilyagrubu.com. It is also available in the "Policies" section of this report. Compensation for senior management aligns with prevailing market conditions, and any additional benefits based on competitive benchmarks are disclosed transparently to the public.

The total benefits offered to Board Members and Senior Executives are outlined below.

December 31, 2024	December 31, 2025
TRY 151,089,266	TRY 177,151,106

The Company chooses not to disclose the individual remuneration and other benefits of Board Members and senior management, in line with the principle of proportionality. This approach balances the protection of personal rights and interests, as stipulated by the Law on the Protection of Personal Data and the Remuneration Policy, with shareholders' and stakeholders' right to access information, in accordance with the transparency requirements of the Corporate Governance Communiqué. Accordingly, remuneration for Board Members and senior executives is disclosed in aggregate in the annual report, without revealing individual details. Considering the importance of personal data confidentiality, Doğanlar Furniture Group closely monitors market practices to ensure alignment with common market practice.

The duties that our Board Members carry out outside the Company are as follows:

Full Name	Davut Doğan
Role	Honorary Chairman – Board Member
Duties Outside the Company	Doğanlar Yatırım Holding A.Ş. Chairman of the Board

Full Name	Şadan Doğan
Role	Vice-Chairman of the Board
Duties Outside the Company	Board Member at Doğanlar Holding A.Ş.; Chairman of the Biga Chamber of Commerce and Industry; Chairman of the Board of Directors of Biga Organized Industrial Zone; and Member of the Union of Chambers and Commodity Exchanges of Türkiye (TOBB) European Union Harmonization Commission

Full Name	Muhterem Şenel
Role	Independent Board Member
Duties Outside the Company	Investment Director at Alkima Partners; Senior Investment Manager at Taxim Capital

Full Name	Berna Akyüz Öğüt
Role	Independent Board Member
Duties Outside the Company	General Manager of Retail at LCW; Board Member at LCW

Full Name	İsmail Doğan
Role	Chairman of the Board
Duties Outside the Company	Board Member at Doğanlar Holding A.Ş.; Chairman of the Board at Doğyap İnşaat and D'afric Senegal Construction

Full Name	Adnan Doğan
Role	Board Member
Duties Outside the Company	Deputy Chairman & CEO of Doğanlar Holding

Full Name	Zeynep Yalım Uzun
Role	Independent Board Member
Duties Outside the Company	Member of the Advisory Board of Women on Boards Adria; Vice Chair of the Futurists Association of Türkiye; Member of the Women on Board Türkiye Placement Committee; and a Board Member at Şölen and Fenerbahçe Sports Club

Board of Directors Committees

The Doğanlar Furniture Group Board of Directors' committees were re-established by a Board decision dated May 21, 2025, and the committee members were assigned as follows.

Audit Committee

Full Name	Role
Muhterem ŞENEL	Chair (Independent Board Member)
Zeynep Yalım Uzun	Member (Independent Board Member)

Corporate Governance Committee

Full Name	Role
Berna Akyüz Öğüt	Chair (Independent Board Member)
Muhterem ŞENEL	Member (Independent Board Member)
Davut Doğan	Member
Mesut TOK	Member
Çağla YÜCEL	Member
Aysun VARDAN	Member

Early Detection of Risk Committee

Full Name	Role
Zeynep Yalım Uzun	Chair (Independent Board Member)
Muhterem ŞENEL	Member (Independent Board Member)
Adnan DOĞAN	Member

Committee Working Principles

Corporate Governance Principle 4.5.1 requires the Board of Directors to establish the Audit Committee, Corporate Governance Committee, Nomination Committee, Early Detection of Risk Committee, and Remuneration Committee to fulfill its duties and responsibilities effectively. However, if the Board's structure prevents the formation of separate Nomination and Remuneration Committees, the Corporate Governance Committee may assume their responsibilities. In this context, our Company has established the Audit Committee, Corporate Governance Committee, and Early Detection of Risk Committee. The duties of the committees not yet established by the Board are fulfilled by the Corporate Governance Committee, in accordance with the Corporate Governance Principles. According to Corporate Governance Principle 4.5.3, all members of the Audit Committee and the chairs of all other committees should be selected from the Independent Board Members. In this context, the chairs and members of the committees established by the Board's decisions dated May 21, 2025, were elected in accordance with the Corporate Governance Principles. Again, in accordance with these principles, the Company's CEO and General Managers do not serve on the committees.

Audit Committee: Non-Executive Independent Board Member Muhterem Şenel serves as the committee chair, with Non-Executive Independent Board Member Zeynep Yalım Uzun as the sole member. Members of the Audit Committee each have five years of experience in auditing, accounting, and finance. The members of the Committee are qualified in the Company's primary field of operation. The purpose of the Audit Committee is to oversee the Company's accounting system, the public disclosure and independent auditing of financial information, and the operation and effectiveness of the Company's internal control and auditing system, as well as related party transactions. The main duties of the Committee include overseeing the Company's accounting system and practices, the public disclosure of financial information, the operation and effectiveness of the internal control and internal audit systems, and the independent audit process, including the work of the independent audit firm. The Committee also undertakes other duties stipulated in the Communiqué and internal regulations. In 2025, the Audit Committee held 5 meetings with its members.

Corporate Governance Committee: Independent Non-Executive Board Member Berna Akyüz Öğüt serves as chair, with Independent Non-Executive Board Member Muhterem Şenel, Non-Executive Board Member Davut Doğan, Human Resources Director Çağla Yücel, Corporate Planning Director Mesut Tok, and Investor Relations Manager Aysun Vardan as members. The Corporate Governance Committee's primary purpose is to assess the implementation of the Corporate Governance Principles, identify any reasons for non-compliance and resulting conflicts of interest, make recommendations to the Board to improve corporate governance practices, and oversee the work of the Investor Relations Department. In implementing management practices to enhance business performance, the Committee evaluates the Company's existing and planned systems and processes and provides recommendations. As per the Corporate Governance Principles, since separate Nomination and Remuneration Committees have not been established due to the structure of the Company's Board of Directors, the Committee also assumes the responsibilities of the Nomination and Remuneration Committees outlined in the Corporate Governance Principles. The Committee evaluates and submits proposals to the Board of Directors on identifying, evaluating, training, and rewarding suitable candidates for the Board, as well as determining the principles of remuneration for Board Members and senior executives. In 2025, the Corporate Governance Committee held 4 meetings with its members.

Early Detection of Risk Committee: Non-Executive Independent Board Member Zeynep Yalım Uzun serves as chair, with Non-Executive Independent Board Member Muhterem Şenel and Executive Board Member Adnan Doğan as members. The majority of the Committee members are non-executive Board Members.

The Committee's purpose is to proactively identify risks that threaten the Company's existence, growth, and sustainability, including environmental, social, and governance (ESG) risks, as well as climate-related risks and opportunities. It aims to implement necessary safeguards and manage these risks effectively. The Committee guides the Board in identifying, defining, monitoring, and reviewing strategic, financial, operational, ESG, and climate-related risks that may affect the Company's activities. It assesses the likelihood and impact of these risks, ranks them accordingly, ensures they are reported, and incorporates these evaluations into decision-making processes. A Committee member has specific responsibility for ESG and climate-related risks and opportunities, including formulating policies, integrating these risks and opportunities into the Company's strategy, and reporting relevant information. In 2025, the Early Detection of Risk Committee held 6 meetings with its members.

THE BOARD'S ASSESSMENT ON THE WORKING PRINCIPLES AND EFFECTIVENESS OF THE BOARD COMMITTEES

In line with the Capital Markets Board's Corporate Governance Principles, the Company has established the Corporate Governance Committee, Audit Committee, and Early Detection of Risk Committee to ensure the Board fulfills its duties and responsibilities efficiently.

The Board of Directors has defined the duties, working principles, and members of the Committees. The Board resolution dated December 27, 2022, established the duties and working principles of the Committees.

The Committees' Working Principles were published on the Public Disclosure Platform and in the "Investor Relations" section of www.doganlarmobilyagrubu.com/en

In 2025, all Board Committees effectively performed their duties and responsibilities in compliance with the Corporate Governance Principles and their respective working principles.

İsmail DOĞAN Chairman of the Board	Şadan DOĞAN Vice-Chairman of the Board

(Signed in original document)

Policies

All policies and regulations in effect at Doğanlar Furniture Group are available at the link below.

Disclosure Policy

Dividend Distribution Policy

Remuneration Policy

Donations and Aid Policy

Quality Policy

Code of Business Ethics

Employee Rights Policy

Integrated Management Systems Policy

Anti-Bribery and Anti-Corruption Procedure

Environmental Policy

Diversity and Equal Opportunity Policy

Occupational Health and Safety Policy

Quality Policy

Information Security Management System Policy

Personal Data Protection and Processing Policy

Human Rights Policy

Other Matters

Changes between the End of the Period and the Preparation of the Report

None.

Legislative Amendments in 2025

During the period, the following legislative changes were implemented that affect the Company's balance sheets:

Pursuant to the Announcement made in accordance with the Decision No. 81/1820 dated December 28, 2023, of the Capital Markets Board, TAS 29 "Financial Reporting in Hyperinflationary Economies" was applied in the Group's consolidated financial statements for the year ended December 31, 2023

Information on Share Buybacks

The Company purchased shares with a nominal value of 13,839,743 Turkish lira as part of the share buy-back transactions under the decision dated May 23, 2018, and the transactions initiated and completed pursuant to the Board of Directors' decisions dated February 17, 2023, and August 7, 2023, in line with the Capital Markets Board's ("CMB") announcement of February 14, 2023.

Additionally, the Company purchased shares with a nominal value of 669,495 Turkish lira under the share buy-back transactions initiated by the Board of Directors' decision dated October 31, 2023. Due to the repeal of the announcement dated February 14, 2023, initiated by the Capital Markets Board Resolution dated August 1, 2024, the existing share buy-back program was terminated at the General Assembly meeting held on May 13, 2025.

The Company did not repurchase any shares between January 1 and December 31, 2025. The total nominal value of the shares owned by the Company, including those repurchased under the Board of Directors' decisions dated August 23, 2018, February 17, 2023, August 7, 2023, and October 31, 2023, reached 14,636,238 Turkish lira, representing 4.18% of the capital.

Information on Lawsuits Filed Against the Company That May Affect Its Financial Position and Activities, and Their Possible Outcomes

In 2025, the Company was not subject to any lawsuits that could affect its financial position or activities.

Credit Ratings

Title of the rating agency	Rating	Long-term national rating score	Investment grade status
JCR Eurasia Rating	04.17.2025	BBB+ (tr)	Investment Grade

Disclosures Regarding Administrative or Judicial Sanctions Imposed Against the Company and Members of the Governing Body Due to Non-Compliance with Legislative Provisions

Neither the Company nor the members of the Board of Directors have engaged in any practices in violation of applicable legislation, and no administrative or judicial sanctions have been imposed on the Company or its Board members.

Information on Any Conflicts of Interest with Companies Providing Services Such as Investment Advisory and Rating, and Measures Taken to Prevent Them

No conflict of interest was identified during the period. In procuring such services, we comply with CMB regulations and other relevant legislative requirements, taking careful measures to prevent any potential conflicts of interest.

Special and Public Audits in 2025

None.

Type and Amount of Capital Market Instruments Issued During the Period:

None.

Commercial and Financial Relations with Direct and Indirect Subsidiaries During the Period:

These transactions are disclosed in the "Related Party Disclosures" footnote of the Consolidated Financial Statements and Independent Auditor's Report dated December 31, 2025.

Significant Asset Acquisitions or Sales:

None.

Main Factors Affecting Business Performance and Significant Changes in the Business Environment:

None.

Amendments to the Articles of Association

No amendments were made to the Articles of Association in 2025.

The Company's capital adequacy has been assessed in accordance with Article 376 of TCC No. 6102 and relevant regulations. It has been confirmed that the capital is fully paid and maintained at an appropriate level.

During the year, the Company made donations and grants totaling 2,035,295 Turkish lira.

Category	Amount (TRY)
Training and Education Activities	1, 255,000
Sports Activities	300,000
Collaboration Activities with Public Institutions and Organizations	281,278
Volunteer Activities and Charitable Donations	199,017

The Company is part of a group of companies. In the previous year, it did not engage in any legal transactions with the controlling Company or its subsidiaries, whether initiated by the controlling Company or for the benefit of its subsidiaries, nor were any measures taken or avoided on behalf of the controlling Company or its subsidiaries.

Declaration of Independence

March 13, 2025

I hereby announce my nomination for the Board as an Independent Member at Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. (the Company) in accordance with the criteria outlined in the legislation, the Articles of Association, and Article 4.3.6 of the CMB Communiqué on Corporate Governance (II-17.1). I hereby declare that:

a) Within the last five years, neither I nor my spouse nor my relatives by blood or affinity up to the second degree have: (i) held an employment relationship in a managerial position with significant duties and responsibilities with the Company, companies controlled by or significantly influenced by the Company, or shareholders holding management control or significant influence over the Company and their controlled entities; (ii) held, individually or collectively, more than 5 percent of the Company's capital, voting rights, or privileged shares; or (iii) established any significant commercial relationship with the Company.

b) Within the last five years, I have not been a shareholder (5 percent or more), held a management position with significant duties and responsibilities, or served as a board member at companies from which the Company has purchased products or services or to which it has sold products or services to a significant extent, primarily in auditing (including tax, legal, and internal audits), rating, or consultancy, during the periods of such transactions;

c) I have the professional education, knowledge, and experience required to fulfill the duties I will undertake as an independent board member;

d) I am not currently employed full-time by any public institution or organization, and if elected, will not accept such employment, except for academic positions at universities as permitted by applicable legislation;

e) I am considered a resident of Türkiye pursuant to Income Tax Law No. 193 dated December 31, 1960;

f) I possess strong ethical standards, professional reputation, and experience to contribute positively to the Company's activities, maintain impartiality in conflicts of interest between the Company and its shareholders, and make independent decisions that take into account the rights of all stakeholders;

g) I can devote sufficient time to Company affairs to monitor its operations and properly fulfill the duties I have undertaken;

h) I have not served as a member of the Company's Board of Directors for more than six years within the last ten years;

i) I do not serve as an independent board member on more than three boards of companies in which the Company or the partners holding management control of the Company have management control, nor on more than five boards of companies listed on the stock exchange; and

j) I have not been registered or announced as a representative of a legal entity elected as a board member.

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Zeynep Yalım Uzun

(Signed in original document)

Declaration of Independence

March 13, 2025

I hereby announce my nomination for the Board as an Independent Member at Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. (the Company) in accordance with the criteria outlined in the legislation, the Articles of Association, and Article 4.3.6 of the CMB Communiqué on Corporate Governance (II-17.1). I hereby declare that:

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b) Within the last five years, I have not been a shareholder (5 percent or more), held a management position with significant duties and responsibilities, or served as a board member at companies from which the Company has purchased products or services or to which it has sold products or services to a significant extent, primarily in auditing (including tax, legal, and internal audits), rating, or consultancy, during the periods of such transactions;

c) I have the professional education, knowledge, and experience required to fulfill the duties I will undertake as an independent board member;

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j) I have not been registered or announced as a representative of a legal entity elected as a board member.

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Berna Akyüz Öğüt

(Signed in original document)

Declaration of Independence

March 13, 2025

I hereby announce my nomination for the Board as an Independent Member at Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. (the Company) in accordance with the criteria outlined in the legislation, the Articles of Association, and Article 4.3.6 of the CMB Communiqué on Corporate Governance (II-17.1). I hereby declare that:

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b) Within the last five years, I have not been a shareholder (5 percent or more), held a management position with significant duties and responsibilities, or served as a board member at companies from which the Company has purchased products or services or to which it has sold products or services to a significant extent, primarily in auditing (including tax, legal, and internal audits), rating, or consultancy, during the periods of such transactions;

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j) I have not been registered or announced as a representative of a legal entity elected as a board member.

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Muhterem Şenel

(Signed in original document)

Compliance with Corporate Governance Principles

Corporate Governance Principles Compliance Rating

The Corporate Governance Rating is a system designed to assess whether a company's governance structure, management practices, regulations concerning shareholders and stakeholder interests, and transparency and disclosure practices comply with modern Corporate Governance Principles. It evaluates these aspects and assigns a corresponding score based on the company's current status.

Doğanlar Furniture Group's compliance with Corporate Governance Principles (CGPs) was assessed using the Corporate Governance Compliance Rating methodology of Kobirate Uluslararası Kredi Derecelendirme ve Kurumsal Yönetim Hizmetleri A.Ş. In the Corporate Governance Rating Report announced on May 23, 2025, the evaluation was conducted under the main headings of Shareholders, Public Disclosure and Transparency, Stakeholders, and Board of Directors. Doğanlar Furniture Group received a Corporate Governance Compliance Rating of 9.12 out of 10.

These results demonstrate that Doğanlar Furniture Group is largely in compliance with the Corporate Governance Principles set by the CMB. Doğanlar Furniture Group has also qualified for inclusion in the BIST Corporate Governance Index and has been listed since May 2025.

Corporate Governance Principles Compliance Statement

Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. (Doğanlar Furniture Group) operates in accordance with the Corporate Governance Principles published by the Capital Markets Board (CMB) (II–17.1). Doğanlar Furniture Group manages its relations with shareholders, employees, customers, and all relevant parties through an efficient governance and supervision approach, adhering to the core corporate governance principles of accountability, fairness, transparency, and responsibility.

The Group complies with all mandatory principles outlined in the Corporate Governance Communiqué no. II-17.1 and follows the majority of the recommended non-mandatory principles. While striving for full compliance with the non-mandatory Corporate Governance Principles, the Group acknowledges that practical challenges and discrepancies between certain principles and the current market and Company structure have hindered the full achievement of this objective. We are currently working on the principles that have yet to be implemented and will enact them once the necessary administrative, legal, and technical frameworks are in place to support the Company's effective management.

The Company's Corporate Governance Compliance Report (CRF) and Corporate Governance Information Form (CGIF) for the accounting period January 1, 2025–December 31, 2025, have been prepared in accordance with the presentation principles set out in CMB resolution no. 2/49 dated January 10, 2019, and the CMB Corporate Governance Communiqué no. II-17.1. Doğanlar Furniture Group's Corporate Governance Compliance Report (CRF) and Corporate Governance Information Form (CGIF) for the accounting period January 1, 2025–December 31, 2025, are available on the Company's corporate website (www.doganlarmobilyagrubu.com) under "Corporate Governance/Corporate Governance Principles Compliance Report" and on the Public Disclosure Platform's website (kap.gov.tr).

General Assembly Meetings

The Company's General Assembly meetings are organized in accordance with the guidelines set out in the General Assembly section of the Corporate Governance Principles, the Turkish Commercial Code, and the Regulation on the Procedures and Principles of General Assembly Meetings of Joint Stock Companies and the Turkish Ministry of Trade Representatives to Be Present at These Meetings.

In addition to the General Assembly meeting announcements, our corporate website includes legislative announcements, disclosures, and other information that the Corporate Governance Principles require to be made available to shareholders.

As such:

» As of the date of the General Assembly meeting announcement, the total number of shares and voting rights reflecting the Company's shareholding structure were published on our corporate website.

» While preparing the General Assembly agenda, care was taken to present each proposal under a separate heading, and the agenda items were expressed clearly to avoid any misinterpretation. The agenda items did not include vague terms such as "other" or "various." Information provided prior to the General Assembly meeting was presented with references to the relevant agenda items.

» During the preparation of the Ordinary General Assembly agenda, there were no written requests submitted by shareholders to the Investor Relations Department for inclusion in the agenda. Similarly, no requests were received from shareholders, the CMB, and/or other relevant public institutions to add any items to the agenda.

» The convening method of the General Assembly ensures maximum shareholder participation. Meetings are conducted in a manner that does not lead to any inequality among shareholders. General Assembly meetings are held at the Company's headquarters.

» The Ordinary General Assembly meeting for the 2024 fiscal year was held on May 13, 2025, in Istanbul, where the Company's headquarters are located, in accordance with the Company's Articles of Association. Pursuant to our Articles of Association, meetings may also be held at another location within the city where the headquarters is located.

» The meeting chair made the necessary preparations and obtained the required information for the conduct of the General Assembly in accordance with the TCC, the Law, and relevant legislation.

» The meeting chair ensured that the agenda items were presented impartially, thoroughly, clearly and understandably during the Ordinary General Assembly. Shareholders were given equal opportunities to express their views and ask questions. The meeting chair ensured that shareholders' questions, except those concerning trade secrets, were answered directly during the General Assembly.

» It is essential that Board Members and at least one representative of the Independent Audit Firm are present at the General Assembly. Additionally, individuals responsible for agenda items or required to provide explanations must be present. If individuals other than those required by law are unable to attend the meeting, the meeting chair explains the reason for their absence to the General Assembly. In this regard, CMB resolution no. 4/89 dated February 1, 2013, applies. Our shareholders, Board Member & CEO, CFO, Legal Advisor, Independent Auditor, and other Company employees attended the Ordinary General Assembly for the 2024 fiscal year.

The 2024 Ordinary General Assembly meeting was held on May 13, 2025, at 10:30 a.m. at İdealtepe Mahallesi, Rıfkı Tongsir Caddesi, No: 107, Maltepe/Istanbul. At the General Assembly meeting, 17,546,899,347 of the 35,000,000,000 shares representing the Company's capital at that time were represented.

Questions from shareholders regarding agenda items, whether attending in person or by proxy, were answered during the meeting. The meeting minutes and the list of attendees were made publicly available on the PDP the same day. The meeting minutes and the list of attendees are also available to shareholders on the corporate website.

In accordance with Article 12 of the Articles of Association, the General Assembly sets the upper limit for donations. Donations exceeding this limit are prohibited, and any donations made are added to the distributable profit base. The Company's donations must comply with the Capital Market Law's regulations on disguised profit transfer, the TCC, and any other applicable laws. Material event disclosures must be made, and donations made throughout the year must be presented to shareholders at the General Assembly. At the General Assembly meeting held on May 13, 2025, it was reported that the Company donated 1,283,008 Turkish lira in 2024, and the upper limit for donations and charitable contributions was set at 3,000,000 Turkish lira for 2025.

The General Assembly meeting minutes, including those from previous years, are available on the corporate website at www.doganlarmobilyagrubu.com.

Voting and Minority Rights

The Company avoids any practices that could hinder shareholders from exercising their voting rights. It implements the necessary mechanisms to ensure that each shareholder can exercise their voting rights easily and appropriately. According to subparagraph 3 of Article 10 of the Company's Articles of Association on Electronic Attendance at the General Assembly meeting, right holders entitled to attend the Company's General Assembly under the "Regulation on General Assembly Meetings of Joint Stock Companies to be Held Electronically" may participate electronically in accordance with Article 1527 of the Turkish Commercial Code. At the 2024 Ordinary General Assembly meeting, in line with this provision, it was ensured that right holders and their representatives could exercise their rights specified in the regulation through the established system.

The Company's Articles of Association do not provide for any privileged shares or special voting rights. Each share carries one vote. The Company's partnership structure does not involve a legal entity with which it shares an affiliate relationship. There is no provision for minority shareholders to have representation in management. The Articles of Association do not include a cumulative voting method.

Transfer of Shares

The Company's Articles of Association include no provisions restricting the transfer of shares. The transfer of the Company's shares is carried out in accordance with the Turkish Commercial Code, capital markets regulations, and other applicable laws. Shares may be transferred off the stock exchange without any restrictions. No restrictions may be imposed on the transfer of shares that are or will be traded on the stock exchange.
When the Company repurchases its shares, it complies with capital markets regulations and other relevant laws, ensuring that all required material event disclosures are made.

Public Disclosure and Transparency

Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret A.Ş. is committed to making all required public disclosures in accordance with the law. The Company maintains an active and transparent disclosure policy, fully complying with the Capital Market Law in all public disclosure practices. It strives to implement the most effective communication strategy in line with the CMB Corporate Governance Principles.
The Company's Disclosure Policy outlines the additional information to be disclosed to the public beyond legal requirements. They also specify the frequency and method of such disclosures, the approach to responding to questions submitted to the Company, and other related matters.

In line with the Public Disclosure and Transparency principle, information is disclosed promptly, accurately, completely, clearly, efficiently, and in an interpretable way on the "Public Disclosure Platform" at www.kap.org.tr/en and on the corporate website at www.doganlarmobilyagrubu.com/en.This ensures that individuals and institutions who will benefit from the disclosures can make informed decisions.
During the year, 44 material event disclosures were made in accordance with CMB regulations. All material event disclosures were made in a timely manner and published on our website.

The Disclosure Policy is available on the Company's website.

Corporate Governance Principles Compliance Information Form and Compliance Report

The Corporate Governance Compliance Report (CGCR) and Corporate Governance Information Form (CGIF) for the accounting period January 1, 2025–December 31, 2025, are available on the Company's website (www.doganlarmobilyagrubu.com/en) under the "Corporate Governance/Corporate Governance Principles Compliance Report" section, as well as on the Public Disclosure Platform website (www.kap.gov.tr).

Information on Risk Management and Internal Control Mechanism

The Board of Directors has established a risk management and internal control mechanism. All potential risks are periodically reviewed by the Early Detection of Risk Committee and the Audit Committee, both of which are composed of members of the Company's Board of Directors.

Internal audits at Doğanlar Furniture Group are conducted by the Internal Audit Directorate within Doğanlar Holding's in collaboration with all employees.

The primary objective of internal audit activities is to protect the Company's tangible and intangible assets, ensure compliance with internal and external regulations, improve efficiency and effectiveness in business processes, and strengthen internal control mechanisms. The audits also aim to ensure that corrective measures are implemented promptly. Internal audits are conducted according to the Regular Audit Plan, which is prepared and updated throughout the year by the Internal Audit Directorate. The audit approach covers the areas of financial audit, process audit, review, and investigation pertaining to Doğanlar Mobilya Grubu and its subsidiaries all carried out in accordance with International Standards on Auditing and generally accepted auditing principles. The goal is to provide reasonable assurance regarding the accuracy of processes and activities, the effectiveness of control points, and the reliability of risky accounts. Internal audit findings and recommendations are first shared with the relevant process owners, and based on their evaluations, Corrective and Preventive Action Reports are prepared. These reports serve as a guide for the prompt resolution of issues and the implementation of necessary improvements, facilitating process enhancements and effective solutions. All activities are subject to continuous monitoring and evaluation by process owners, senior management, and the Internal Audit Department.

In addition to financial and process risks and opportunities, the Internal Audit Directorate also evaluates social and environmental matters, such as compliance with the code of ethics, occupational health and safety, and energy efficiency. The Board of Directors and the Audit Committee are regularly informed about the internal control system and internal audit activities. Additionally, the Audit Committee, established within the Board, plays an active role in the oversight of the Company's accounting, finance, and auditing processes. The Committee reviews financial reporting, operational risks, internal control mechanisms, internal and independent external audit activities, as well as compliance with laws and regulations, and provides recommendations to the Board of Directors.

The Doğanlar Furniture Group Risk Management and Internal Audit System is designed to ensure that all financial and operational risks related to its activities are controlled and kept at a reasonable level at all times.

Doğanlar Furniture Group's main financial risks can be summarized as follows:
Due to its operations, the Company is exposed to various financial risks, including the effects of changes in debt and equity market prices, foreign exchange rates, and interest rates. The Company's comprehensive risk management program focuses on the unpredictability of financial markets and aims to minimize potential adverse effects on its financial performance.

a) Capital Risk
In managing capital, the Company aims to ensure operational continuity by maintaining an optimal capital structure to achieve its objectives, deliver returns to shareholders, benefit other stakeholders, and reduce the cost of capital. The Company monitors its capital management through the debt-to-capital ratio.

b) Credit Risk
The Company is exposed to credit risk through its trade receivables from forward sales and deposits held at banks.

Credit risk is managed at the Group level, except for the credit risk associated with trade receivables. Each company is responsible for managing and assessing the credit risk of every new customer before agreeing to standard payment terms, delivery conditions, and timelines. Credit risk arises from cash and cash equivalents, deposits held at banks, and credit exposures to wholesale and retail customers, including outstanding receivables and promissory notes.

Management evaluates the credit quality of its customers by considering their financial position, past performance, and other relevant factors. The Company continuously monitors receivables to ensure there are no collection losses on its customers' trade balances.

c) Liquidity Risk
Liquidity risk includes the risk of being unable to finance asset growth, failing to settle maturing liabilities, or conducting transactions in illiquid markets. As part of liquidity risk management, the Company diversifies its funding sources, maintains sufficient cash and cash equivalents, and ensures that the total cash and cash equivalents remain above a predetermined level of short-term liabilities to meet any unexpected cash requirements.

d) Currency Risk
The Group faces foreign exchange risk due to the need to convert liabilities and receivables denominated in foreign currencies into Turkish lira. This foreign currency risk is monitored through analysis of the foreign currency position. The Group is primarily exposed to foreign currency risk in USD and EUR.

Ethical Management at Doğanlar Furniture Group

At Doğanlar Furniture Group, we place strong emphasis on maintaining high ethical standards in our operations and ensuring that all employees adhere to these principles. To achieve this, we enforce compliance with our ethical policies and principles through the Disciplinary Regulation and the Code of Ethics Regulation implemented within the Company, imposing disciplinary sanctions when necessary.

In accordance with the Code of Ethics, our stakeholders can submit their notifications through the ethics line at etik@doganlarmobilyagrubu.com. Ethical violations that are reported or detected are reviewed by the Audit Department or Human Resources Department, and necessary actions are taken based on the decision of the Disciplinary Board or the advice of the Employment Attorney.

After reviewing the ethical notifications, sanctions outlined in the Disciplinary Regulation, such as verbal warnings, written warnings, admonitions, reprimands, and termination of employment, are imposed for the relevant ethical violation. Regulatory and preventive measures are taken to avoid similar cases in the future.

To reinforce compliance with ethical rules and policies, various awareness activities and training sessions are organized for employees, and new hires are ensured to fully understand these rules during orientation and adhere to them. Employees receive ethics training through e-learning on the Akademi-D Development Platform.

Statement of Responsibility

Our consolidated financial statements for the period January 1, 2025–December 31, 2025, which were approved by the Board of Directors' resolution no. 90/16 dated March 11, 2026, and prepared in accordance with Capital Markets Board Communiqué No. II-14.1, along with the Board's annual report, are attached hereto.

We hereby declare that, prepared by our Company and audited by PwC Independent Audit and Certified Public Accounting Inc. for the period 01.01.2025 – 31.12.2025 in accordance with the Capital Markets Board of Türkiye's Communique Serial II-14.1 on "Principles Regarding Financial Reporting in Capital Markets" (the "Communique") and Resolution on inflation accounting dated December 28, 2023, the Consolidated Balance Sheet, Statement of Comprehensive Income, Cash Flow Statement, Statement of Changes in Equity (the "Financial Statements"), together with their accompanying notes, and the Annual Report prepared by our Company in compliance with Turkish Financial Reporting Standards (TFRS) and formats determined by the CMB, as well as the Corporate Governance Compliance Report (CRF) and Corporate Governance Information Form (CGIF) prepared in accordance with the Capital Markets Board of Türkiye's Decision No. 2/49 dated January 10, 2019 and the Sustainability Principles Compliance Framework (SPCF) prepared in accordance with the Capital Markets Board's decision dated June 23, 2022 and numbered 34/977 in line with Capital Markets Board of Türkiye regulations:

a) These documents have been examined by us;

b) Based on the information we have obtained within our areas of duties and responsibilities, they do not contain any inaccurate statements on significant matters or any deficiencies that, as of the date of any such statement, could be misleading on significant matters;

c) Based on the information we have obtained within our areas of duties and responsibilities, we declare that the financial statements, together with those within the consolidation scope, which were prepared in accordance with the applicable financial reporting standards, accurately reflect the Company's assets, liabilities, financial position, and profit and loss. We further affirm that the annual report fairly represents the Company's business development, performance, consolidated financial position, and the significant risks and uncertainties it faces.

Respectfully,

Audit Committee

Muhterem ŞENEL
Committee Chair

Zeynep YALIM UZUN
Committee Member

(Signed in original document)

Contact

Trade Name
Doğanlar Mobilya Grubu İmalat Sanayi ve Ticaret Anonim Şirketi

Head Office
İdealtepe Mahallesi, Rıfkı Tongsir Caddesi, No: 107, Maltepe, Istanbul.

Factories

Düzce Factory
Address: Ankara Yolu Üzeri 9. km, Doğanlı Köyü, 81100 Düzce

Biga Factory
Address: İdriskoru Köyü, Hacıvenez Mevkii, No: 29 Biga, Çanakkale

Senegal Production Facility
Address: En Face Du Marché D'intérêt National, D Afric Senegal Furniture, Diamniadio/Dakar

Foreign Subsidiaries

Doğtaş Kelebek Mobilya Kıbrıs Ltd. Şti.
Address: Atatürk Cad., Yağmur Sok., No: 14lA, Yenikent, Gönyeli, Lefkoşa/KKTC

D'Afric Senegal Furniture S.A.
Address: En Face Du Marché D'intérêt National, D Afric Senegal Furniture, Diamniadio/Dakar

Doğtaş Kelebek Mobilya Senegal Ltd. Şti.
Address: Ngor Almadies, Route Des Almadies en Face De La FBNBANK DAKAR/SENEGAL

DOGTAS FURNITURE USA INC.
Address: 385 Route, 17 South, Paramus, New Jersey, USA

Kelebek UK-Title: Kelebek Furniture UK Limited
Address: 293 Green Lanes, London, England, N13 4xs

Trade Registry No: 21271-0
Paid-in Capital: 350,000,000
Tax Office: Large Taxpayers
Tel: +90 216 425 00 02

Mersis No: 0542005583700010
Registered Capital Ceiling: 1,500,000,000
Tax ID: 5420055837
Fax: +90 216 425 00 08

www.doganlarmobilyagrubu.com

DOĞANLAR
FURNITURE GROUP

DOĞANLAR
FURNITURE GROUP

DOĞTAŞ Kelebek Kelebek KITCHEN - BATHROOM lova sleep ruum store BiGA HOME

İdealtepe Mah. Rıfkı Tongsir Cad. No:107 Küçükyalı / Maltepe İstanbul – TÜRKİYE +90 216 425 00 02 +90 216 425 00 08

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