



Alone we are strong...
Together we are stronger

DOMINO
• SINCE 1992 •



• Index

About Domino

Production

Quality

Digitalization

Sustainability

Highlights of DOMİNO

**33 years
old**

**29 years
Bolu
Factory**

**33 years
& H&M**

**540
Employees**

**93%
WOMEN**

**60%
Women
Board
Member**

**99 – FEM
99% - FSLM**

**88%
Worker
Satisfaction**

**200.000
Total
80.000
Inhouse
Cap**

**2008 H&M
Green
Factory**

**0,01 co2e
Per piece**

**2018 Best
Managed
Company
Deloitte**

**1st
LEED Gold
Factory
2023**

**AQL 1.0
Zero
Defect
2024**

**2024
COS – Global
Quality
Frontrunner**

We Are Domino

When we set out with my colleague in 1992, we had dreams and promises we made to ourselves. To dream and produce, produce and export, and realize this with our whole family. We are living with what we have in common, regardless of who we are or where we come from. With these hearts beating with the same passion, we all crossed these roads together. We worked with enthusiasm, passion, and faith; we succeeded together and believed in people. We have brought our standards to European and World level. While it is not common even in Europe, we have accepted and implemented as the basic principle that production should also be compatible with the environment, living things and the people living in the region, and that sustainability should be taken as a basis in all matters.



1992 H&M and Domino

Domino Tekstil was founded by Umut Oran in 1992 with the aim of contributing to both the domestic and global textile industry with great hopes and ambitions. Umut Oran's first professional client before Domino was H&M, and this relationship has continued uninterrupted to this day.



1997 First Factory

Domino opened its first factory in Bolu, Turkey back in 1997. The factory has an impressive 30,000 m2 of open space and an additional 10,000 m2 of closed area, where H&M Group products are produced in increasingly large quantities.



2008 Domino - The Green Factory

Domino said our environment & nature first. In 2008, we received the first green factory award from H&M in Eastern Europe & Turkey.



2013

Domino has been working continuously with COS, one of H&M's new brands entering the market, since their early days in 2008. Since the early days of 2013, there has been an ongoing collaboration with & Other Stories. Similarly, like other collaborative projects, & Other Stories has been a valuable partner throughout the years.



2018 Domino - Best Managed Company & 8 March

Domino have adopted institutionalism, and we have become one of the best managed companies in Turkey selected by Deloitte in 2018.

While no one even dreamed of it, we declared May 1, Workers' Day in 2006 and March 8 International Working Women's Day in 2018, so that all our employees could celebrate with enthusiasm

We Are Domino

We are happy that we have worked for Turkey and invested in on-site work, food and social peace in Anatolia. We have reached the goals we set one by one by working hard and disciplined in unity, solidarity, sharing for 30 years, and we opened up to the world. In our second 30 years, we will continue to work, produce and grow as the whole Domino family, in order to realize the dreams we have set since the first day, more passionately and excitedly, in a more sustainable future.



2020 Covid 19 Pandemic

During the COVID-19 pandemic, we paused production for only one week, continuing to grow and maintain our operations throughout 2020. This resilience positioned us as the company with the highest employment and longest continuous operation during that period, earning us a prestigious government award for our commitment and performance.



2021 UN Global Compact Signatory

Domino became a signatory to the UNDP Global Compact. We committed to include the United Nations Global Compact targets in all our production and management processes and to work towards these targets



2022 Self Reliant

Domino has been working continuously with COS, one of H&M's new brands entering the market, since their early days in 2007. Since the early days of 2017, there has been an ongoing collaboration with ARKET. Similarly, like other collaborative projects, ARKET has been a valuable partner throughout the years.



2023 Year of Sustainability & LEED Gold Certification

Domino has established its second factory on the same campus, 25 years after the first factory, in the 30th year of its establishment. This investment, made after the pandemic and during the global economic crisis, demonstrates Domino's confidence in itself and the industry.



2024 Year Of Quality & Strategic Partnership

As Domino Tekstil, we declared 2024 the Year of Quality. We have engaged Barbara Hüwe as a consultant to internalize international luxury production. We've written the book 'Story of Perfect Wool Trousers' to showcase our distinction.



2025 Year Of Efficiency

Domino is 33 years old and continues to write its future with sustainability, quality, and now efficiency. Stay on tune...



**We are proud to produce
40% of tailored trousers sold
COS globally**

**We are very proud to be
one of the biggest woven multi-capable
supplier for Arket at the region**

**Domino's main production area
Woven bottoms (denim & non
denim)**

COS *& other Stories* ARKET



Abercrombie & Fitch



Massimo Dutti





We Are Domino

We are aware that existing resources are scarce and limited. For this reason, we care that all the resources we use in our production processes and on our campus come from sustainable sources.

We carefully apply all certification systems that may be necessary to ensure that all accessories and fabrics used in our factory are sustainable.



NATIVA
PRECIOUS FIBER



Product Group

Women – Men – Kids

All kinds of woven denim and non-denim pants
(tailored, casual, smart casual and personalized),
short skirt, dress, salopette, waistcoat,
unlined Jacket, casual shirt, woven tops
Washable and dyed products

Fabric Groups

Woven denim and non-denim fabrics at
sustainable qualities
(GOTS - OCS, GRS-RCS,
RWS, Tencel, BCI etc.)

2023

Year of Sustainability

2024

Year of Quality



2025

Year of Efficiency

2023 Year Of Sustainability

*Sustainability is not a choice, it is a necessity,
but also a moral responsibility*

- LEED Gold Certification
- Gender Strategy – Gender Report
- Tuna Umut Oran Foundation
- Paid Holidays – March 8, hygiene, fatherhood, stop smoking
- Career Pools – Promoted Line Chiefs rate 70%
- Sustainability Report 2023
- Green energy
- Science-Based Target Initiative Target
- Ready for 'Green Deal'
- LNG to Natural Gas 2025
- 0,02 co2e per piece



2024 Year Of Quality

*To Elevate Quality;
Luxurious Making
Zero Defects*

Change of Mentality

- Barbara Hüwe – Hugo Boss
- Zero defect
- Uncut Thread & Zero Thread
- 5 win battles
- AQL 1.0 since S1
- 4-point system
- 'Holly Book Of Defect Hunting & Solving for Trousers'
- 'Perfect Wool Trosuers Making' book
- Shop raid by Domino Team
- More than 2000 hours on quality training



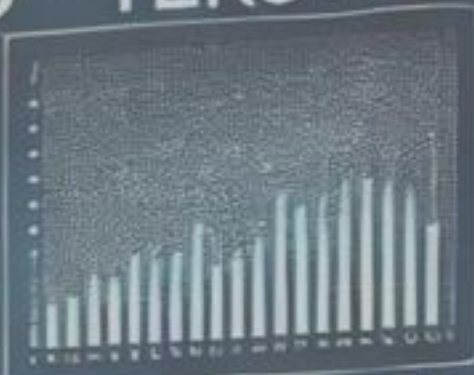
2025 Year Of Efficiency

- Sarper Arslan – Hugo Boss
- Changing Business Mindset (Production – Planning - Management) - Cengiz Yaşar Alan
- Big Line Project: In order to decrease the set up time, seamless production flow
- Decrease set up time all factory
- Head Count development on mid-management
- Lean Organizational Transformation
- Decrease model change over across the factory



**DOMINO
TEKSTIL**

INITIATION OF DETAILED EFFICIENCY STUDIES AT DOMINO TEKSTIL



FLOW CHARTS



DATA ANALYSIS



DOMINO TEKSTIL

2025 – Year of Efficiency

Purpose : Shape the Future

2025 – Year of Efficiency

Sarper Arslan – Master of Efficiency

Sarper Arslan is a seasoned consultant with over 25 years of expertise in Smart Factory transformation, Lean Manufacturing, and Operational Excellence for the apparel and fashion industry. Renowned for guiding global brands like Hugo Boss and Birkenstock, he helps CEOs and COOs achieve sustainable growth through data-driven strategies, workforce development, and future-ready manufacturing solutions.





EFFECTIVE RESOURCE MANAGEMENT



ORGANIZATIONAL DEVELOPMENT



EFFICIENCY DEVELOPMENT – SEWING LINES



NEW ENGINEERING PERSPECTIVE & TOOL SET



CUTTING ROOM FLOW OPTIMIZATION

Efficiency Development Sewing Lines

FOCUS AREAS

EXPECTED OUTCOMES

Efficiency Loss Analysis

Seamless Production Flow

Decreasing Line Balancing Losses

Reduction in Excess Production Times

Competency Management

Increase in Flexibility & Efficiency

Model Changeover Management

Effective Model Changeover Process

Effective & Holistic Production
Planning based on Product Families

Increase in Flexibility & Quality

~ % 5 Overall Efficiency Increase

PRODUCTION

Bussines Mindset

“

**Transparency &
Traceability &
Accountability**

=

TRUSTWORTHY

”

Our Production Strategy

- Flexible lines for fast routes during peak season (4 - 6 weeks)
- Digital RFID and Production traceability systems were installed
- 100% Guaranteed On Time Shipment
- Competency Development Project
- Efficiency Advisor - ex Hugo Boss – **Sarper ARSLAN**



Operational Excellence – Key Highlights with Sarper Arslan

- ▶ Efficiency-focused transformation across production.
- ▶ Guided by consultant **Sarper Arslan** with an engineering mindset.
- ▶ Focus areas:

Resource Management & Organizational Development.

Sewing line improvements:

- ▶ Loss analysis
- ▶ Better line balancing
- ▶ Faster model changes
- ▶ Skill optimization → Target: ~5% efficiency increase
- ▶ Cutting room flow redesigned for smoother operations.
- ▶ New engineering tools introduced; decisions became data-driven.
- ▶ Efficiency became a cultural mindset, boosting agility and consistency.



Our Design Sample Room

- VCR room
- 25+model 3D capacity (CLO)
- 3D design in 6 hours
- Continuous training for technical staff (pattern makers)
- University & Industry relations for new staff



QUALITY

2024
The BEST
Quality Year

“

**To Elevate Quality;
Luxurious Making
Zero Defects**

”

Quality

- Self Reliant Quality Management System
- Competent & Agile Technic Quality Team (NQC, N-tech, N-Fabric, N-Colorist, N-Lab,)
- Quality check for ready to ship goods (Factory Raid)
- Luxurious Quality – Advisor ex Hugo Boss – **Barbara HÜWE**
- Brand Based Dedicated Lines
- In-shop check regularly by Domino Team (Shop Raid)



Quality is not a process to be controlled, but a culture consciously designed.

Coming from the luxury segment—where excellence is not optional but essential—I have seen how a commitment to quality can reshape not only operations, but an entire way of thinking. Here, quality is not a target; it is a value lived every day.

As a consultant, it has been inspiring to witness quality evolving from a checklist into a mindset—one that guides decisions, strengthens partnerships, and ultimately defines the product. What unfolded was not just improvement, but a **cultural transformation**: a new understanding of what “doing things right” truly means.

This transformation at Domino reflects a journey of intention and discipline, and I hope it will continue to guide decision-making with clarity, consistency, and purpose.

The future demands intention—
and quality demands nothing less.



Barbara HÜWE

Luxury Fashion Quality
Transformation Consultant

Quality Frontrunner

On March 19, 2025, at the COS headquarters in London, we had the honor of receiving the "Outstanding Quality Pioneer" award during the Strategic Supplier Meeting of COS — the premium segment brand of our long-standing partner, the H&M Group.

This award, is a powerful recognition of our zero-defect philosophy, the AQL 1.0 quality system we have implemented, and the collective commitment of the entire Domino Tekstil team to deliver uncompromising excellence.

We proudly dedicated the year 2024 to quality — and this milestone is a testament to what can be achieved through precision, discipline, and shared purpose.



Quality Mindset:

“

We're all about top-notch quality,
making it our main focus, whether in products or service.

At Domino Tekstil,
we treat customers and employees equally,
prioritizing their satisfaction equally.

Here, there's no distinction
between those making the goods and those using them.
What customers want is just as crucial as what our team wants.

”

Quality isn't just a goal;
it's how we live and breathe every day.

U M U T O R A N

Digitalization

Digitalization Mindset:

“

**Elevating Products in the
Digital World: Domino
Where the Production
Meets Innovation."**

”

DIGITALIZATION

Live digital quality tracking system launched in Q4 2022 to enhance real-time control in production.

Instant detection of quality defects on-site through PO-based barcode traceability system.

Transparent, fast, and instant access to production data via digital platforms.

Daily Power BI reports ensure effective monitoring of:

- Line efficiency, Attendance

- Shipment fulfillment, Quality DHU rates

- Planning realization, Overtime tracking,

- Operator (craftsman) ability & competency follow-up

The system aims to:

- Improve flow time and product quality by eliminating waste,

- Direct resources towards value creation,

- Prevent defects before they occur to increase customer satisfaction.



Sustainability

•Yesterday

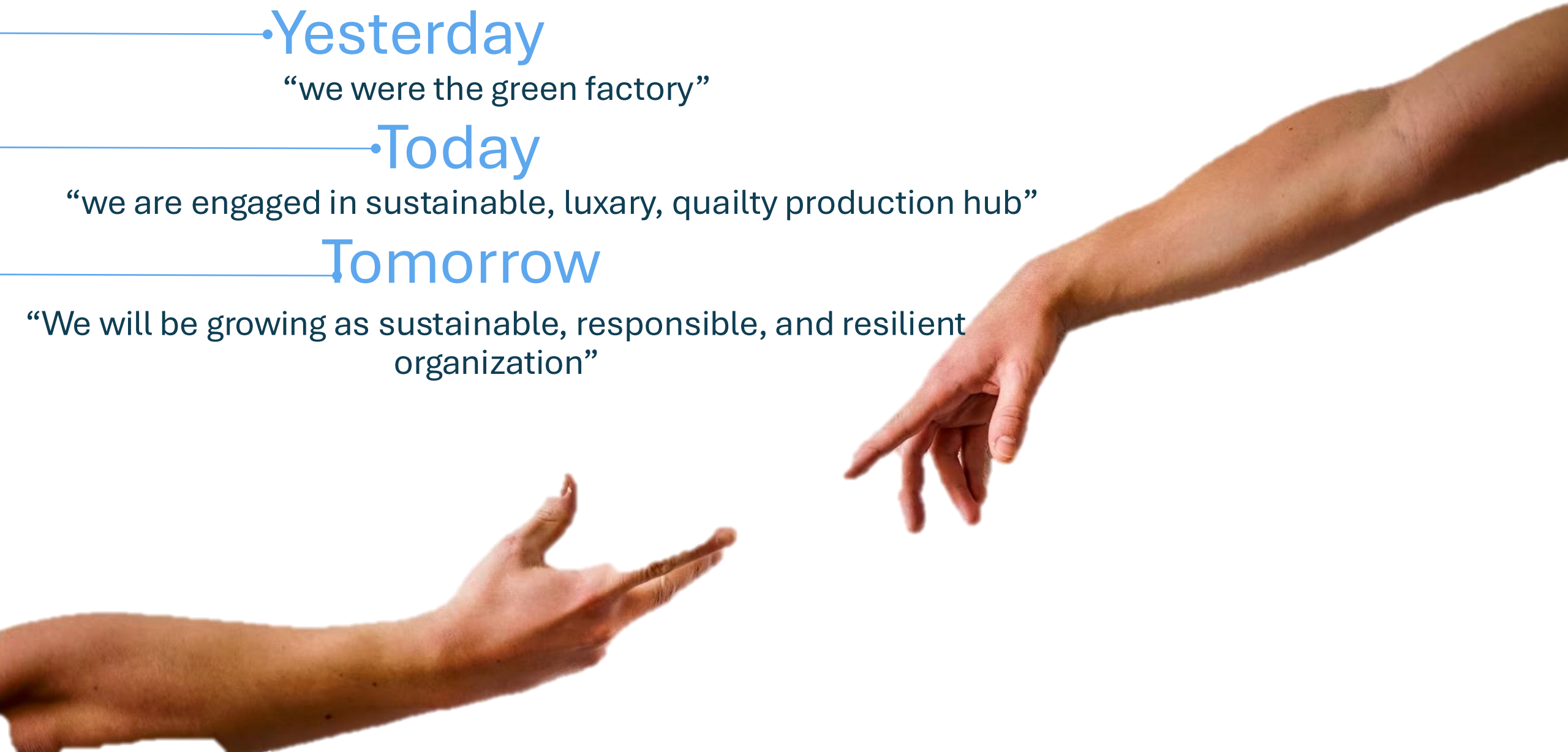
“we were the green factory”

•Today

“we are engaged in sustainable, luxury, quality production hub”

Tomorrow

“We will be growing as sustainable, responsible, and resilient organization”



Sustainability

Mindset:



TARGET
GENDER
EQUALITY



“

“Sustainability is not a choice, it is a necessity, but also a moral responsibility”

”

UMUT ORAN



Focused on Human Values



Sensitivity to Climate Change



Resource Optimization and Efficiency



Improving the Supply Chain



Dedication to Social Development



Transparency, Accountability, Traceability



Continuous Improvement

The Main Principles of the Sustainability Strategy

**Focused on
Climate**

Highlights of ENVIRONMENT

**0,01 co2e
Per piece**

**70% solar
energy
On site**

**96 point
FEM**

**100% I-
REC Offset
Since
2020**

**1# LEED
GOLD
Certificate
Building**

**100%
ZDHC
Compliance**

**100%
Waste
Managment**

**Zero Waste
Certificate**

**100%
sustainable
material**

**96%
recycle
waste**

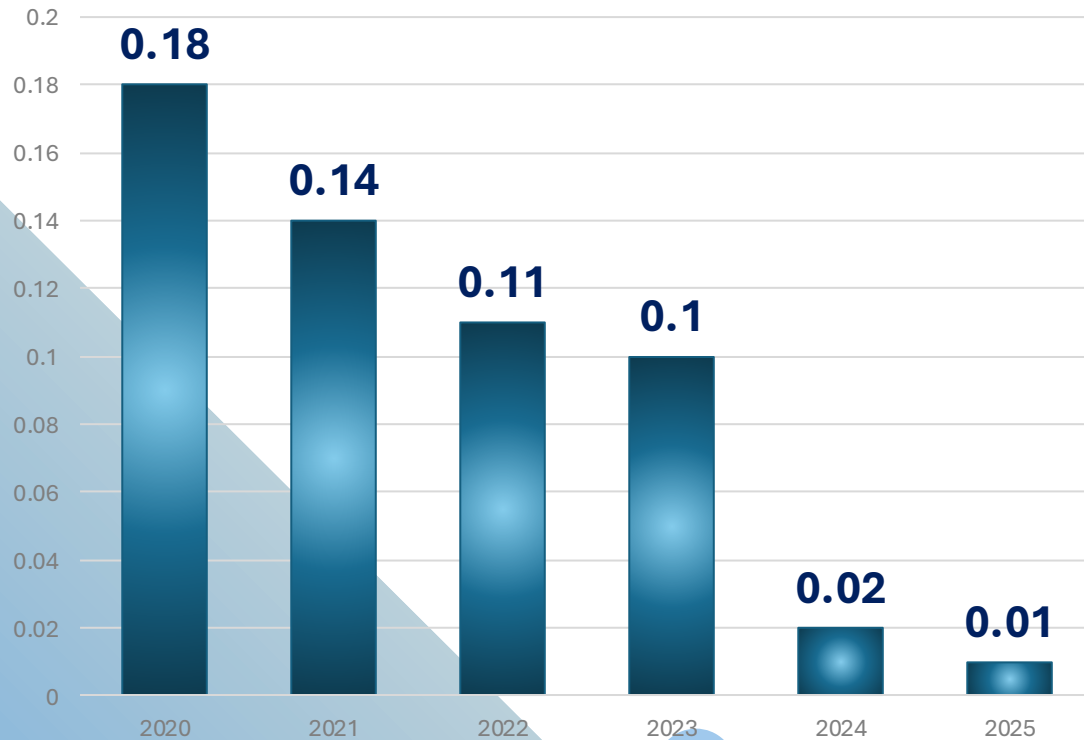
**Upcycle
Products**

**1000+
Tree
Planted**

SBTI

Climate – Energy & Carbon Food Print

Carbon Foodprint /per pcs



- 'Green Transformation, Green Production, Green Employment' action plan
- Step Carbon Emission Reduce is 78% per piece
- **Green Energy transformation = solar panels apr 70%**
- **I-REC 100% since 2020**
- **SBTI targets**



**Focused on
Human Values**

Highlights of GENDER

540
employees

93%
Women

**President
of the
Board:
WOMAN**

%60
Women
Board

100%
Women
Worker
Rep

90% women
supervisor

70% women
management

100%
External
Aid

100% verified
Wage
Management

+6% gender
pay gap

88%
worker sta.
Rate

99%
FSLM

30K+
hours
training

Social Policy

- ▶ No child labour
- ▶ No bounded labour
- ▶ No discrimination
- ▶ Fair remuneration
- ▶ Decent working hours
- ▶ Special protection for young workers
- ▶ No precarious employment
- ▶ Ethical business behaviour
- ▶ Protection of the environment
- ▶ The rights of freedom of association and collective bargaining



Human Values – Gender

- ▶ 93% women employee (since day 1)
- ▶ Chairwoman, 60% women at board, First employee at Board
- ▶ 100% elected worker rep women
- ▶ 90% women supervisor (87% increase in 3 years)
- ▶ 75% women in management
- ▶ 100% verified Wage Management
- ▶ +4% gender pay gap (76% decrease in 3 years)
- ▶ D&I Vulnerable Groups (Foreign Women employee)
- ▶ 100% H&S work place – in& out door -
- ▶ GBV training – Yanındayız & COS & Domino
- ▶ Open door policy, bipartite & communication committees
- ▶ Sustainability Report since 2023





“Türkiye blends centuries of craftsmanship with the strategic advantage of being close to Europe—delivering speed, agility, and uncompromising quality.

For 33 years, Domino Tekstil has transformed this power into luxury-level manufacturing, driven by an exceptional artisan team—93% women, 100% mastery.

For us, quality isn't a process.
It's a mindset.

And sustainability sits at the core of every choice we make.

Today, we share Türkiye's production strength and Domino's sustainable luxury vision as the beginning of the value we can create—together

“





Alone we are strong...
Together we are stronger

DOMINO
• SINCE 1992 •