



Oddo BHF Forum
January 16, 2024

TAKKT Story highlights



TAKKT's Vision: Bringing new Worlds of Work to life



B2B equipment market with ongoing huge growth opportunities due to trend shifts



Strategy based on three pillars:
Growth, OneTAKKT and Caring



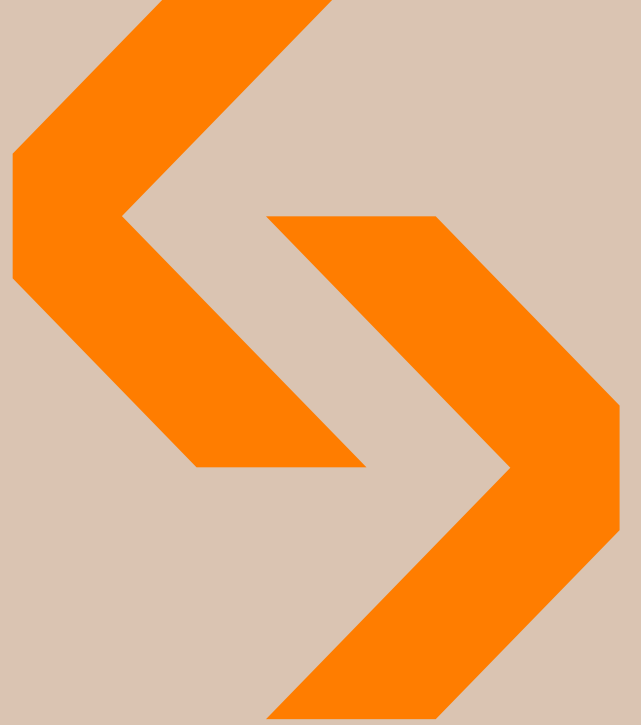
Committed to environmental resources,
people and customer success



Strong cash generation, high equity ratio
and attractive dividends



WHAT WE DO:
**BUSINESS MODEL,
ORGANIZATION,
MARKET POSITION**



TAKKT at a glance

Business model

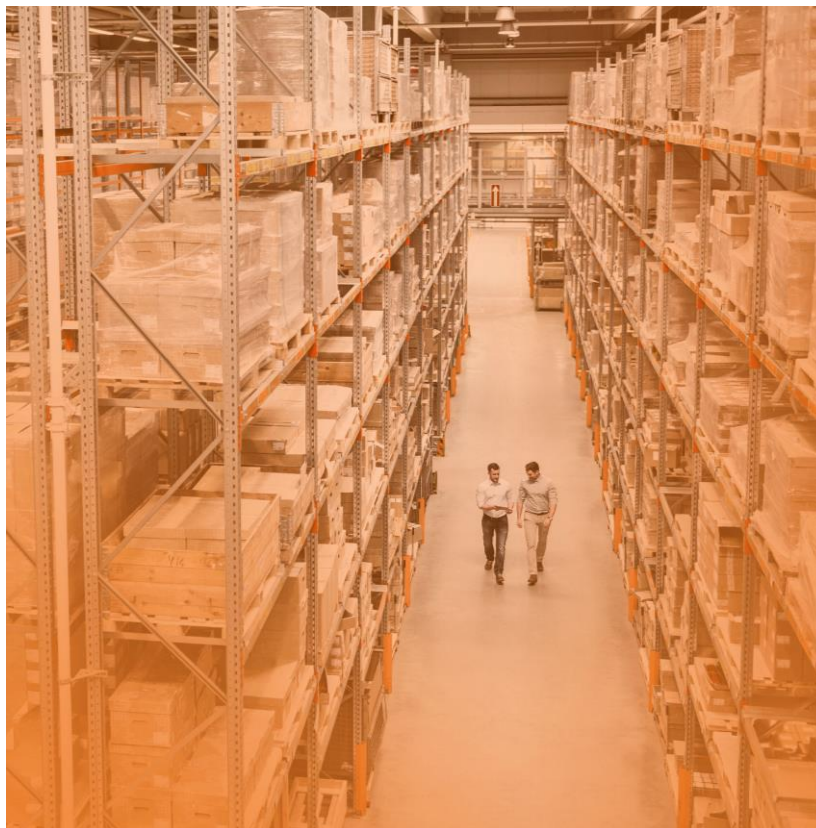


B2B distance selling
for equipment

Market cap



EURm ~900



Sales



EURm 1,337

Employees



2,500

Earnings



EBITDA EURm 132

Cash



Free cash flow
EURm 70



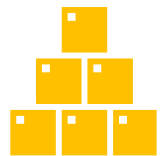
> Leading distance seller for business equipment



> E-Commerce focus supported by key accounters and print marketing



> Multi-brand approach to serve the market through three customer-oriented divisions



> Goods involved typically being durable and less price-sensitive equipment as well as special items

Industrial & Packaging



Office Furniture & Displays



FoodService



TAKXIT Value add beyond distribution



- Pre-selection of products to offer an attractive, broad and curated product portfolio (One-stop shops for three different worlds of work)
- Strong focus on sustainable products (low carbon footprint, recycled material, ..)
- Product expertise and personalized advise for customers
- Easy ordering, reliable and fast delivery, long warranty periods
- Customized solutions available in cooperation with manufacturers

Organization along 3 Worlds of Work

**Manufacturing,
Warehouse**



Service Industry



HoReCa



**INDUSTRIAL &
PACKAGING**

**OFFICE
FURNITURE &
DISPLAYS**

FOODSERVICE

DIVISIONS

Operations

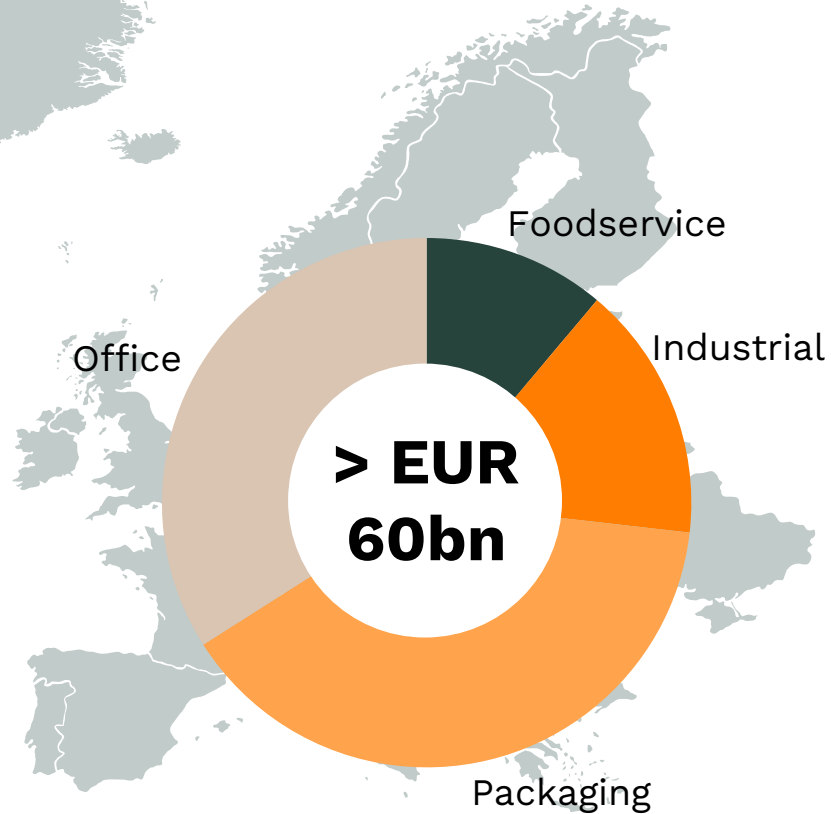
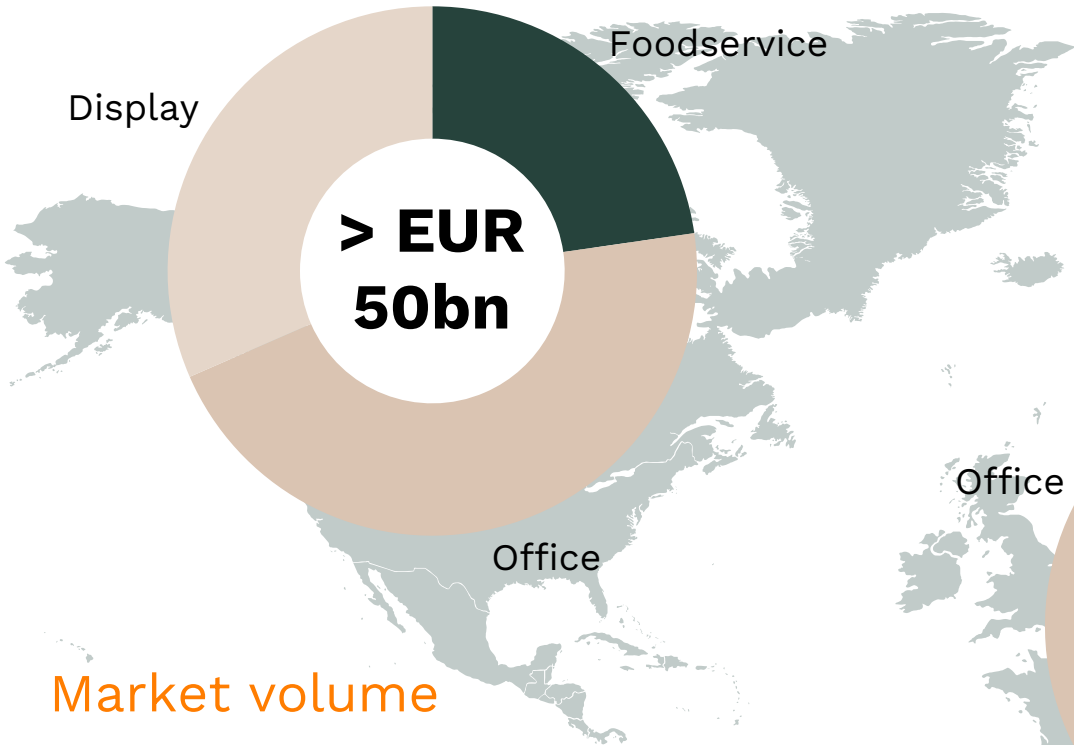
Technology & Data

Human Resources

Finance

GROUP
FUNCTIONS

Addressable market is > EUR 110bn



Market volume

> EUR 110bn

growing in line with
or above GDP

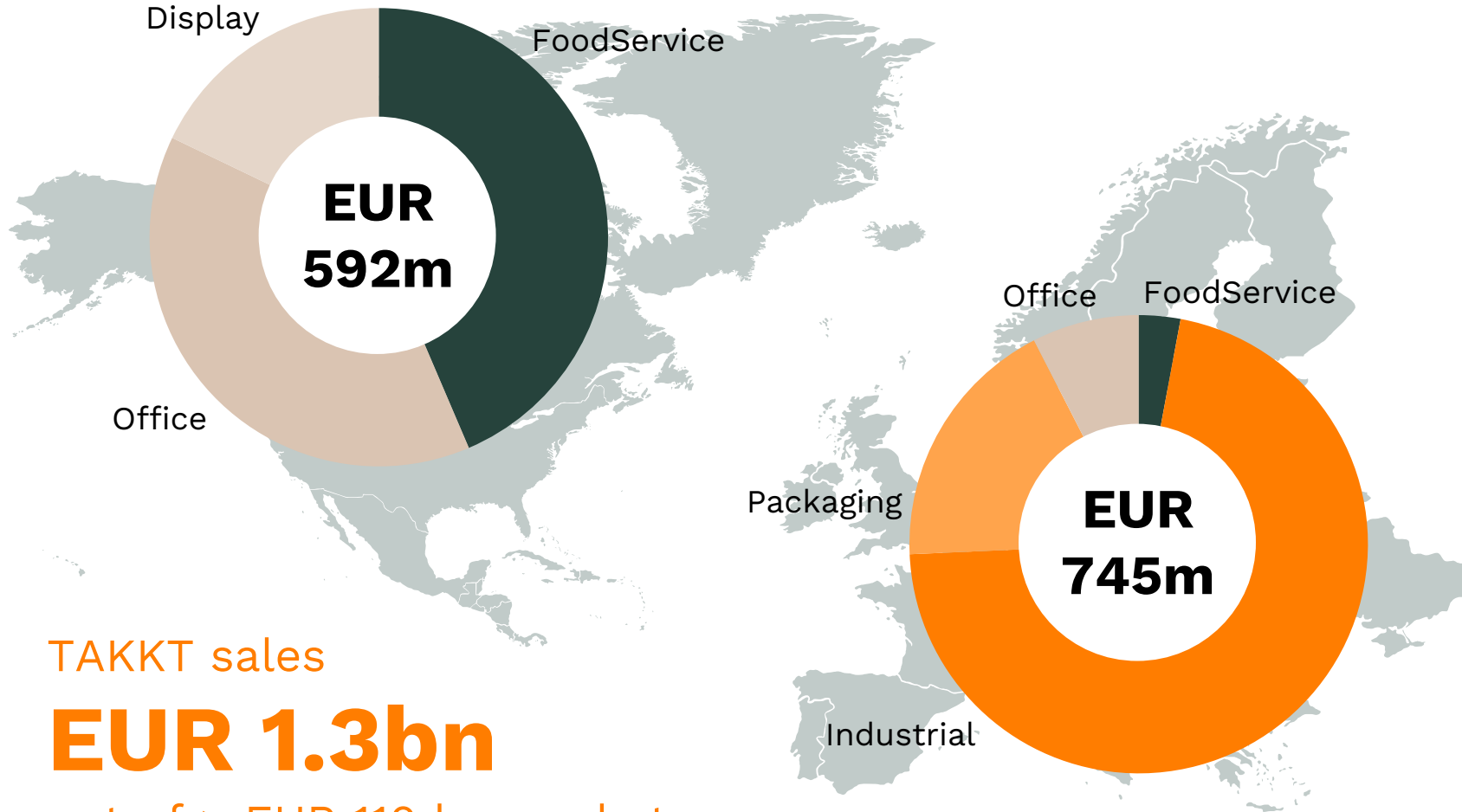
Market:

- > Large addressable market
- > Growth in line with or above GDP
- > Fragmented supplier structure
- > Fragmented competition
- > Fragmented customer segments

**Room to grow for
TAKKT**



Current market share around 1%



TAKKT sales

EUR 1.3bn

out of > EUR 110 bn market

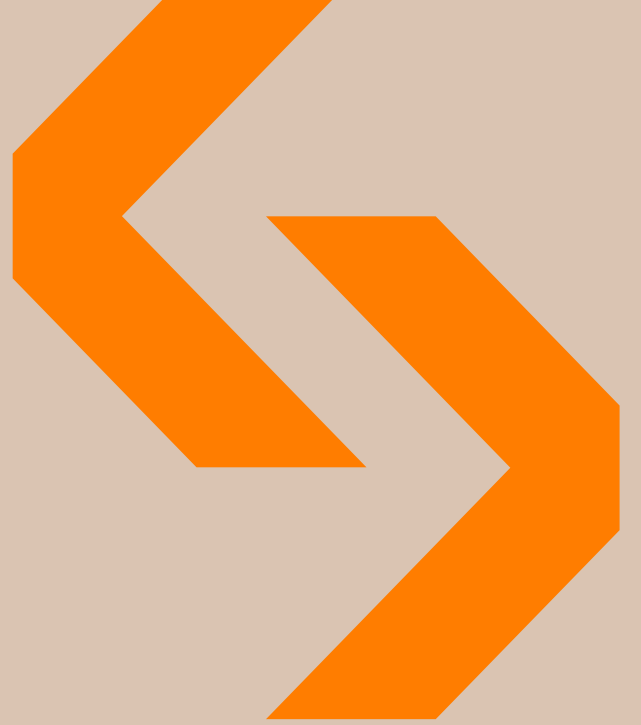
TAKKT

- > Strong presence in all markets (top 10 position in each)
- > Large assortment
- > Strong and long-term relationship with customers
- > Depth of suppliers globally, strong long-term relationships

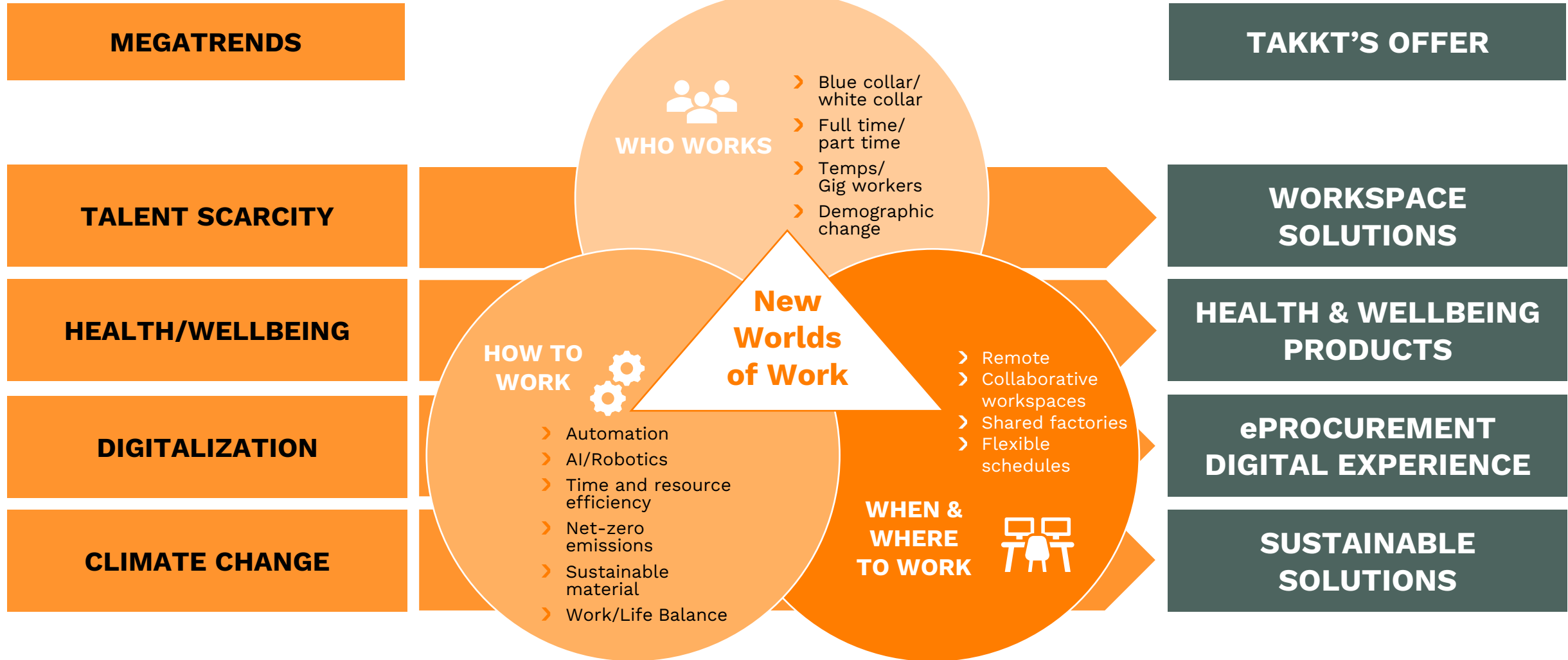
**Room to grow for
TAKKT**



WHAT DRIVES US:
OUR VISION
**Bringing new Worlds of
Work to life**



Deliver on evolving customer needs



SUSTAINABILITY



Sustainable solutions:

- NBF Parker chair
- › **Circular approach:** Manufacturing and shipping with **recycled materials** and recyclable components
- › Designed to be **stylish and functional** for long term use

HEALTH



Health & wellbeing products:

- Ergonomic workbench
- › Electrically height-adjustable for **ergonomic operation**
- › **Exchangeable** and replicable **elements**
- › **Energy saving** manufacturing

SERVICE/SOLUTIONS

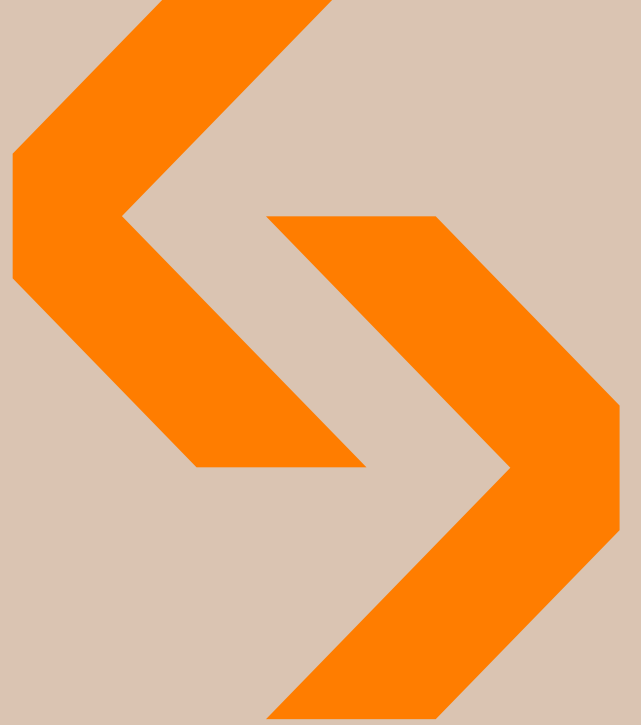


Workspace solutions:

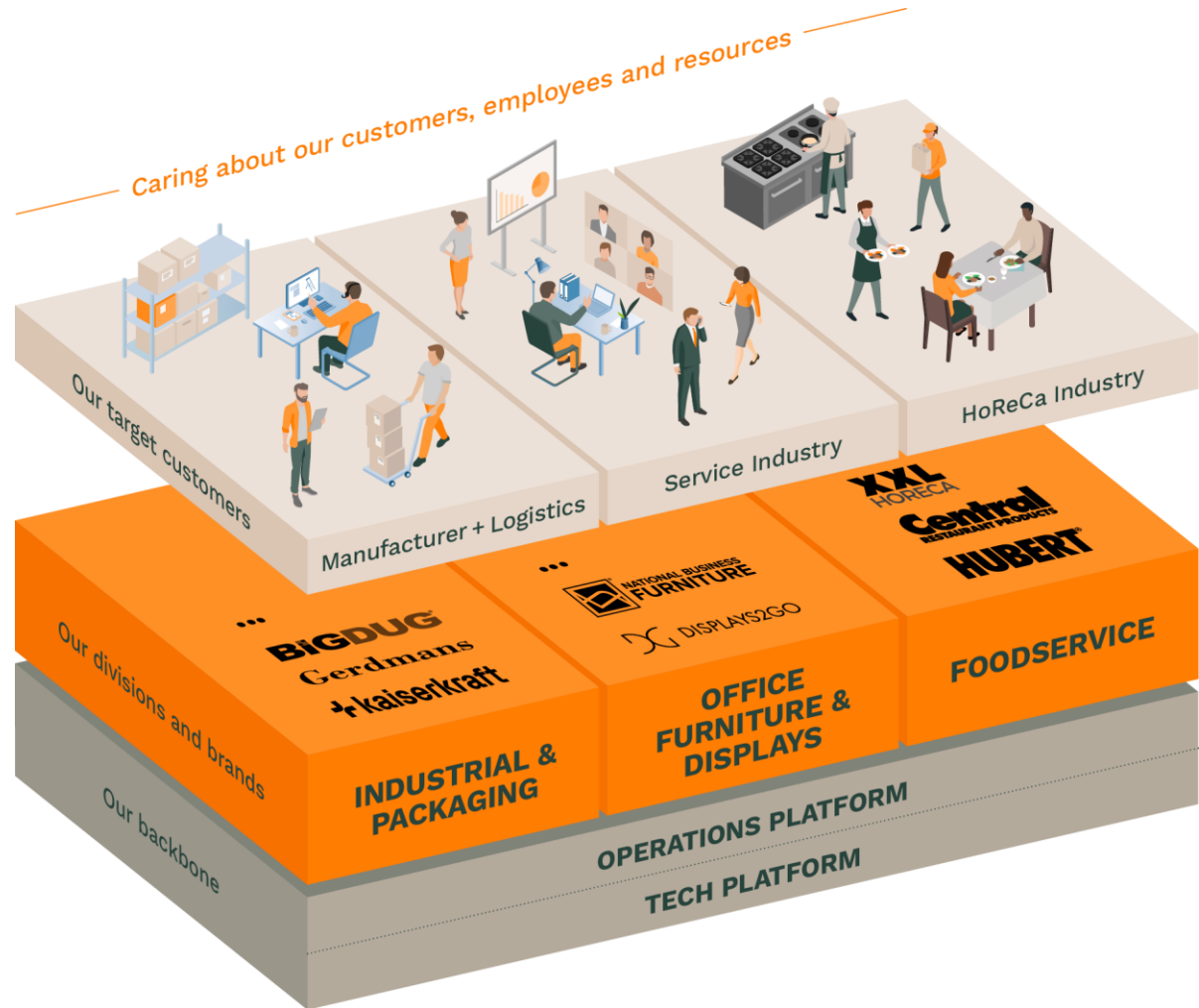
- Project planning and execution
- › Individual **consultation** on all products, **3D layout planning**
- › On-site **installation service**
- › **Cross-sell** of related product groups



HOW WE WIN:
OUR STRATEGY
Growth, OneTAKKT, Caring



TAKKT Strategy overview



Growth

- › Cross-selling
- › E-commerce excellence
- › Smart pricing

OneTAKKT

- › Integrated organization
 - › Three divisions with centralized sales, marketing and category management
 - › Scalable and efficient Group functions
- › Integrated tech stack
- › Integrated supply chain

Caring

- › Strong customer experience
- › Attractive employer brand
- › Sustainability and circularity

TAKKT Strategy progress 2023

- › Strategy with pillars Growth, OneTAKKT and Caring to be continued: TAKKT's on track to become a more integrated, growth-oriented, profitable and sustainable company

Growth progress

- › More than **EUR 10 million in additional sales** from cross-selling activities in I&P and FS YTD
- › E-Procurement business at I&P with **double-digit growth**

OneTAKKT progress

- › More than **EUR 25 million** cash improvements due to inventory release and cash conversion cycle work based on global **cash initiative**
- › Decision on future-proof **logistics networks** in US and Europe; roll-out from 2024 onwards will improve cost ratios mid-term

Caring progress

- › TAKKT has won the prestigious **German Sustainability Award** in capital goods/ wholesale category
- › Positive **growth** development of **enkelfähig products** due to focused marketing campaigns

TAKKT Sustainability: Goals and results

	Sustainability KPI	Goal 2025	Result 2022
	Share of enkelfähig products of order intake	40%	19.8%
	Reduction of CO2e emissions compared to base year 2021 (Scope 1 and Scope 2)	-20%	-11%
	Share of women in executive positions	45%	28.9%

TAKKT Sustainability: Ratings and awards



Confirmed score of A after change to Commercial Services and Supplies industry

- › On a Scale from CCC to AAA
- › 57th percentile within the benchmark
- › Significantly lower carbon intensity than the industry average



Risk Score improved to 16.8

- › On a scale from 0 (best) to 100 (worst): low ESG risk
- › Ranked #6 in the online and direct marketing retail sector
- › Strong and very transparent ESG disclosure



Score C-

- › On a scale from D- to A+
- › Decile rank 6 (from 1 best to 10 lowest within the industry)
- › Improvements in decreasing energy intensity in recent years



EcoVadis Gold Seal

- › Eco Vadis Gold Seal for the biggest subsidiary kaiserkraft
- › Top 1% within the industry



TAKKT wins German Sustainability Award 2024

- › First place in the category “Investment Goods – Distribution”
- › TAKKT is recognized as a pioneer for its sustainability initiatives
- › One of Germany's most prestigious awards for exceptional dedication to sustainability

TAK_{IT} M&A strategy

Targets

- › Region/market: Focus on **Europe and the US**
- › Worlds of work: **Integration** into one of the three **divisions** (more likely) or build-up of new division for additional WoW (less likely)
- › Financials: Solid financials and high organic **growth potential**

Rationale

- › Increase volume to improve **economies of scale**, address additional **markets and customer groups**, extend product range
- › Addition of **service capabilities** and other **recurring revenue** models
- › Strengthen **key competencies** to accelerate transformation (e.g., circular business models)



KEY TOPICS AND FINANCIALS FIRST NINE MONTHS 2023



TAKKT 2023: Navigating adversity



Challenging environment

with economic and geopolitical uncertainty:
reduced GDP, low PMIs, US shutdown discussion



Trend change

good July, weak top-line from mid August



Double down on priorities

gross profit margin, cost & cash management



Adjusted FY 23 forecast

Mid-single-digit organic sales decline
EBITDA between EUR 107 and 117 million



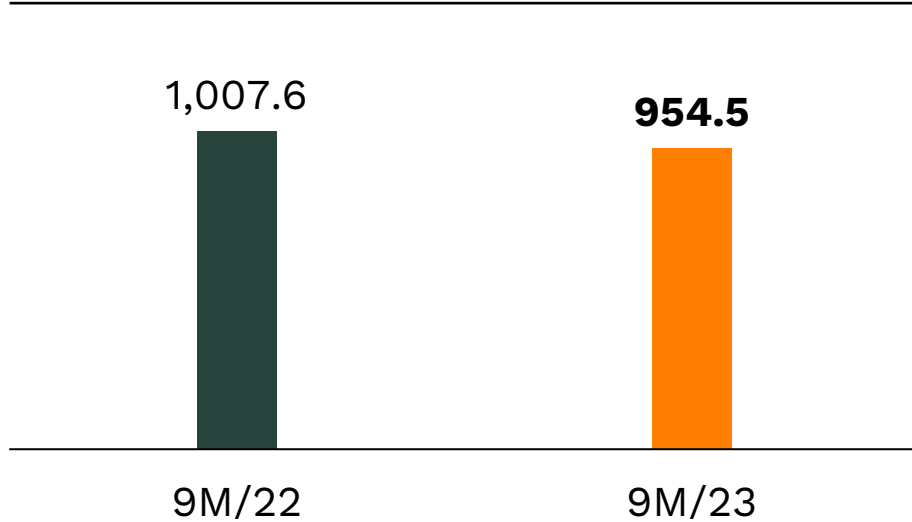
Continuation of proven strategy

Growth / OneTAKKT / Caring



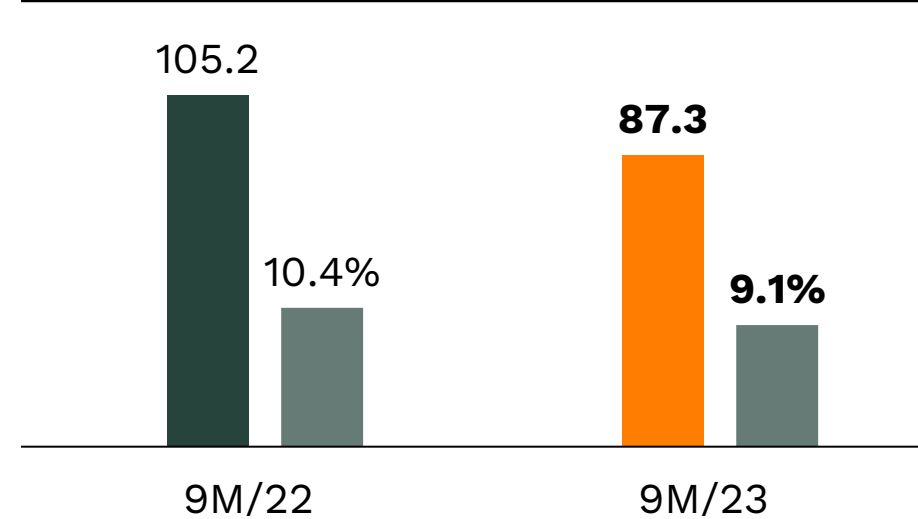
TAKKT 9M: TAKKT Group

Sales (in EUR million)



- › Sales decrease of 5.3%, negative effects from currency fluctuations (1.2%)
- › Organic sales 4.1% below prior year in a challenging economic environment
- › Mid-single-digit organic growth in FS division, negative growth rates in I&P and OF&D divisions

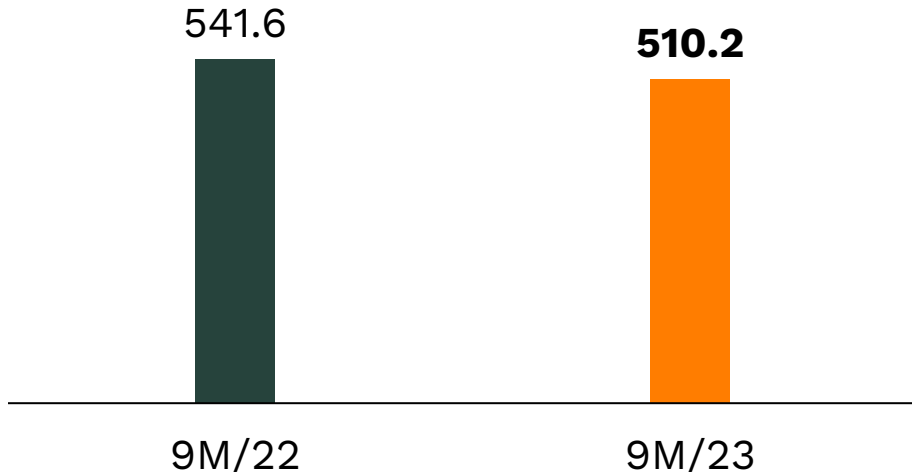
EBITDA (in EUR million) and margin (in %)



- › EBITDA was EUR 87.3 (105.2) million, EBITDA margin at 9.1% (10.4%)
- › Gross profit margin stable at 39.7% (39.7%) despite negative structural effects
- › Cost management: Significant reduction in marketing spend; personnel and other cost impacted by implementation of integrated setup and inflation
- › One-time expenses of less than EUR 3 million due to Certo and FoodService integration (9M/22 around EUR 4 million)

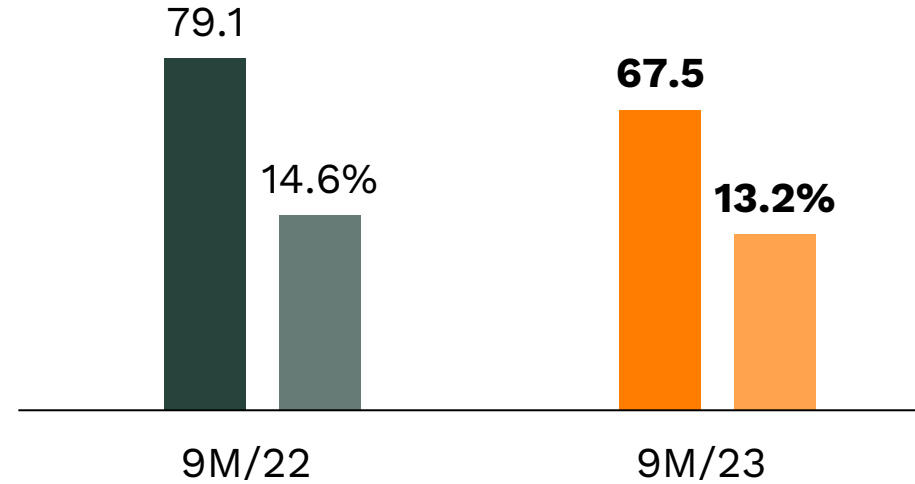
TAK 9M: Industrial & Packaging

Sales (in EUR million)



- › Sales decrease of 5.8% with negative currency effects of 0.5%
- › Organic sales decline of 5.3%, slightly impacted by phase-out of Certo
- › Positive growth in East Europe, Germany so far only slight single-digit decline despite recession environment

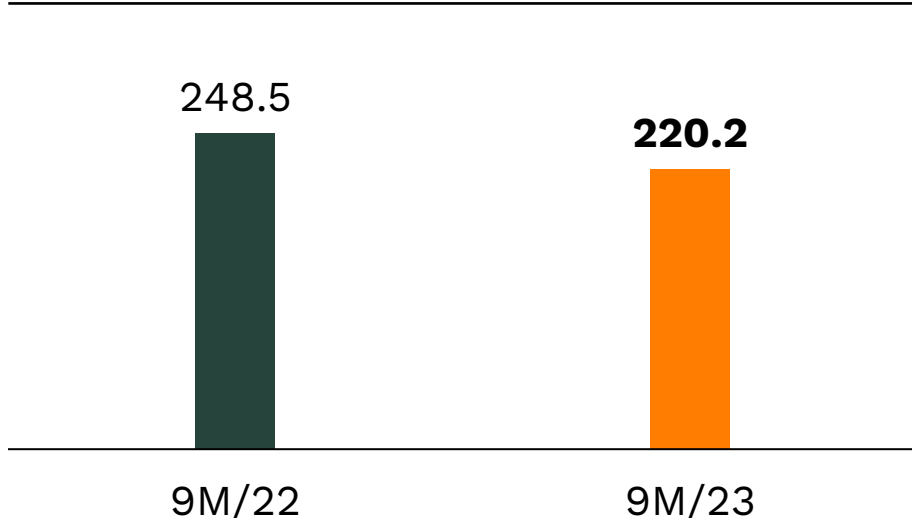
EBITDA (in EUR million) and margin (in %)



- › EBITDA was EUR 67.5 (79.1) million, EBITDA margin at 13.2% (14.6%)
- › Slow top-line, transformation costs and inflation with negative impact on cost ratios for personnel and other costs
- › One-time expenses of less than EUR 2 million in 9M/23, very similar amount in prior year

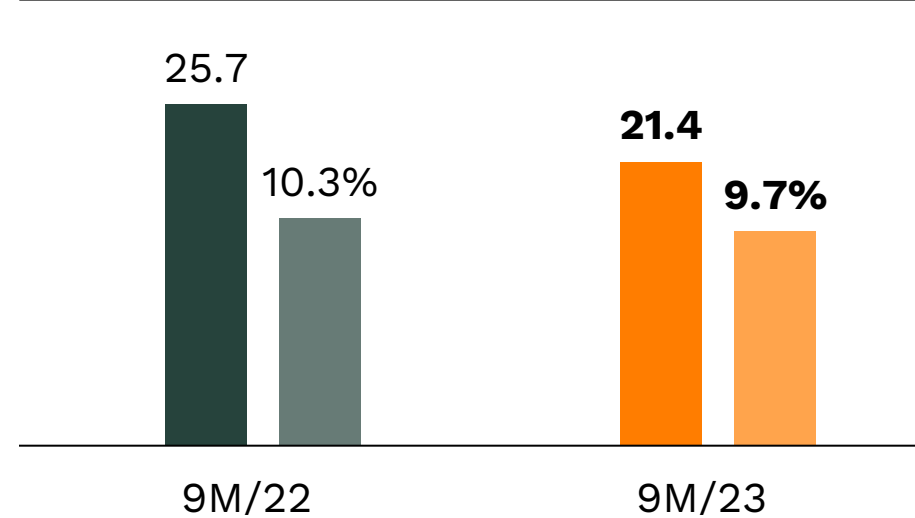
TAK 9M: Office Furniture & Displays

Sales (in EUR million)



- Sales decrease of 11.4% with negative currency effects of 1.7%
- Organic sales decline of 9.7% due to challenging environment
- Displays business with single-digit decline, office furniture with low double-digit decline

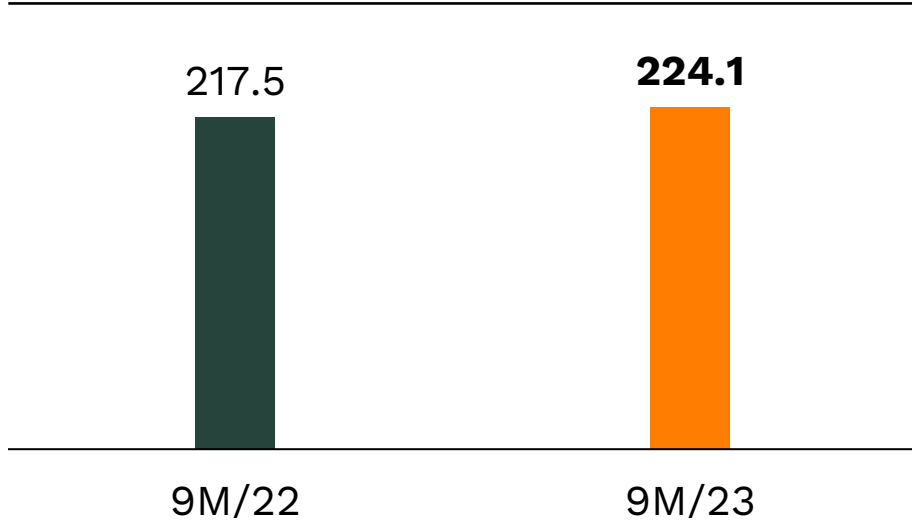
EBITDA (in EUR million) and margin (in %)



- EBITDA was EUR 21.4 (25.7) million, EBITDA margin at 9.7% (10.3%)
- Significant improvement in gross profit margin mostly offsets higher cost ratios

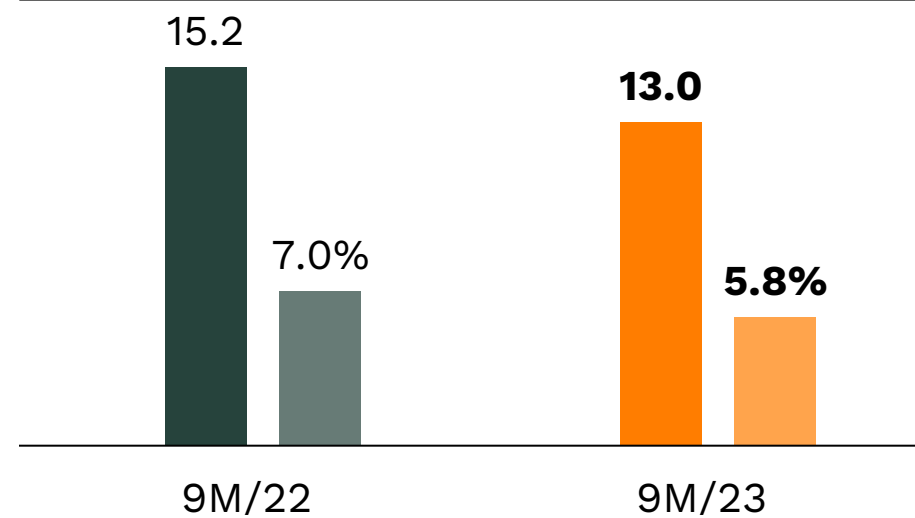
TAKKT 9M: FoodService

Sales (in EUR million)



- › Sales increase by 3.1% with negative currency effects of 2.1%
- › Organic sales growth at 5.2%, Hubert with stronger growth than Central

EBITDA (in EUR million) and margin (in %)



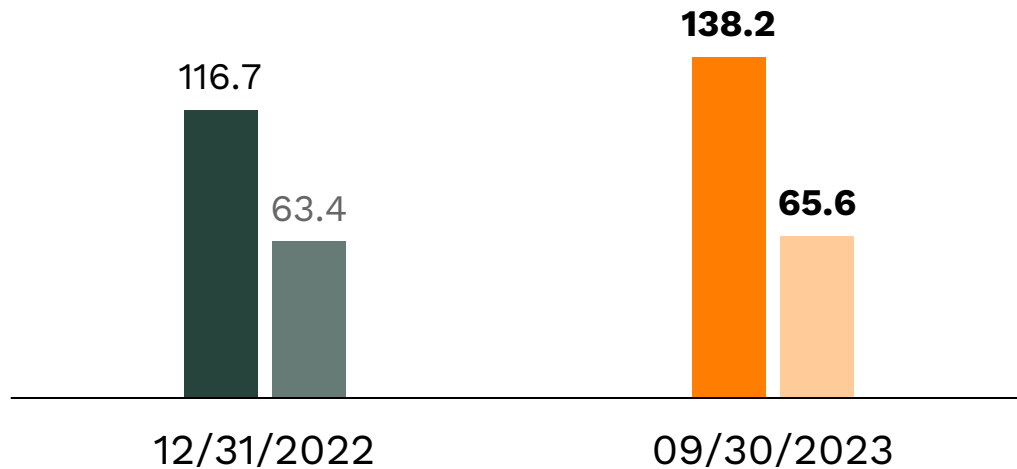
- › EBITDA was EUR 13.0 (15.2) million, EBITDA margin at 5.8% (7.0%)
- › Lower gross profit margin due to sale of discounted inventory and project business
- › One-time costs of around EUR 1 million for division integration

TAKKT Cash flow generation

<i>in EUR million</i>	9M/22	9M/23	
TAKKT cash flow	91.4	67.5	
Change in net working capital as well as other adjustments	-58.0	+4.8	• Slight reduction in NWC after substantial increase in 9M/22 due to cash release of EUR 25.7 million from inventories.
Cash flow from operating activities	33.4	72.3	
Capital expenditure in non-current assets	-9.7	-12.6	• Capital expenditure above prior year.
Proceeds from disposal of non-current assets	+0.3	+0.7	
Free TAKKT cash flow (for acquisitions, payout to shareholders and loan repayments)	24.0	60.4	• Significant increase in free TAKKT cash flow.

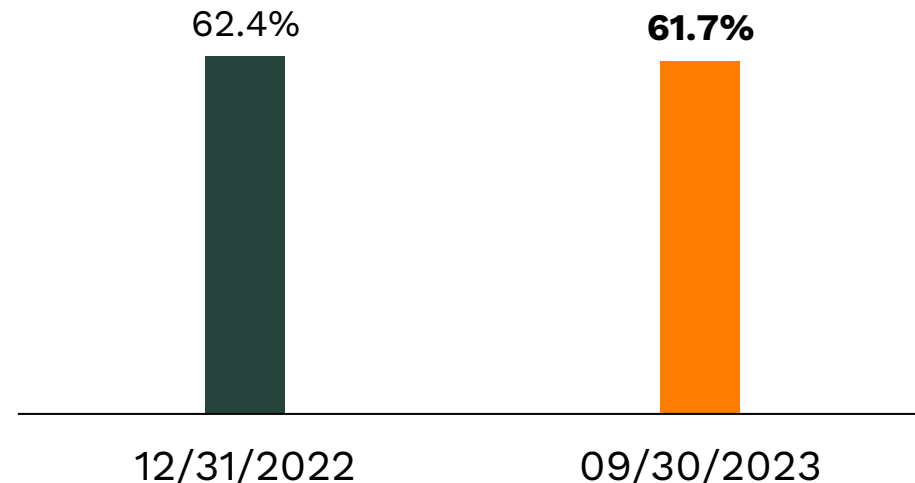
TAKAT Balance sheet

Net financial liabilities (of which lease liabilities)
(in EUR million)



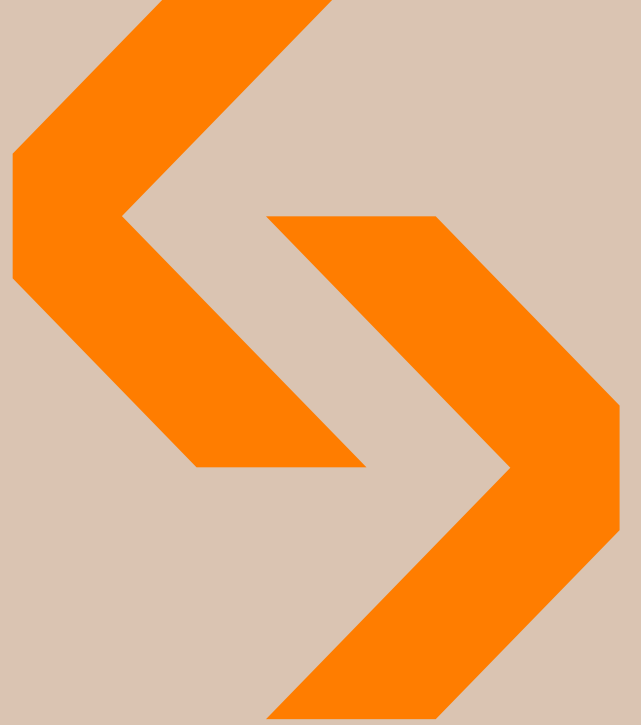
- › Increase in net financial liabilities expected to be compensated by continued cash generation until year-end

Equity ratio (in %)



- › Equity ratio above the target corridor of 30 to 60 percent
- › Strong balance sheet and financial flexibility allows for high dividend payment, share buyback and M&A

OUTLOOK 2023



TAKKT Outlook 2023

Economic environment

- Very challenging economic environment with subdued customer demand
- Declining GDP forecasts for Europe, recession in Germany, shutdown discussion in the US
- Increased geopolitical uncertainty
- Continued impact from cost inflation

TAKKT's priorities

- Keep gross profit margin stable at around 40%
- Intensify strict cost and profitability management with postponement of projects and continuous adjustment of FTE numbers
- Continue with cash focus and improvement of net working capital management

FY forecast for key financials

Mid-single-digit organic sales decline
(before: stable to slightly negative)

EBITDA between EUR 107 and 117 million
(before: EUR 120 and 130 million)

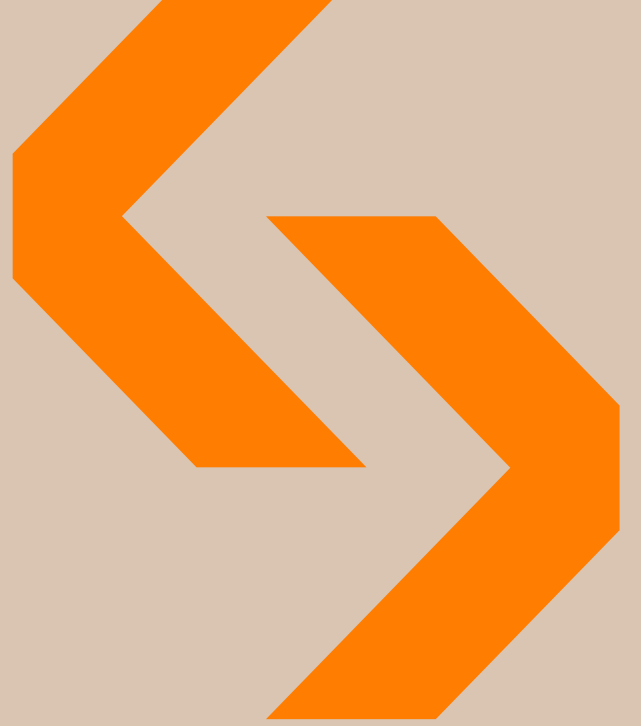
Significant increase in free TAKKT cash flow

Revision of medium-term goals

- Economic and geopolitical uncertainty are impacting medium-term planning and goals
- Increased focus on profitability and cash flow while maintaining mid-term growth trajectory
- Revision of medium-term corporate goals ongoing

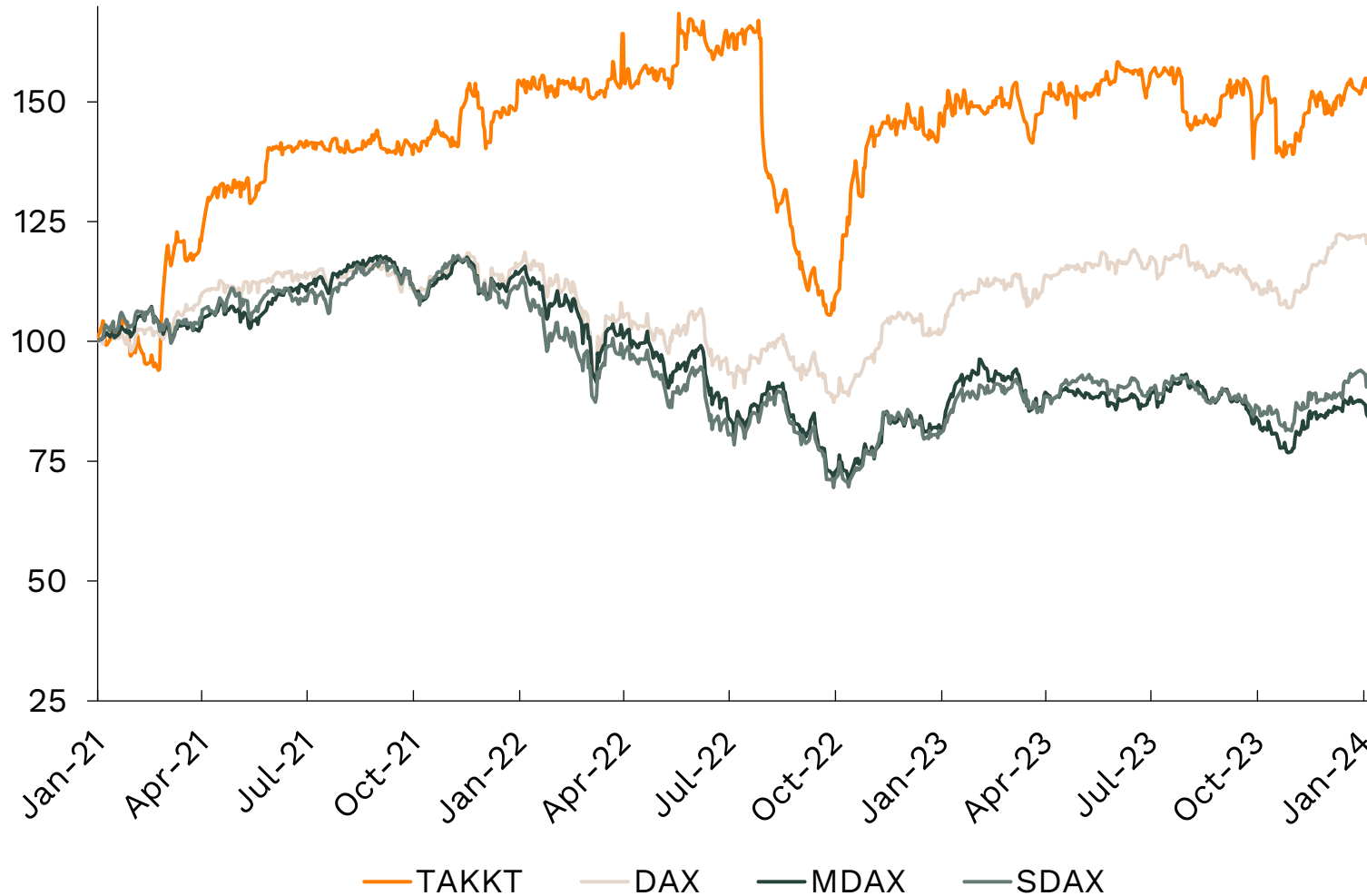


TAKKT SHARE AND INVESTMENT THESIS

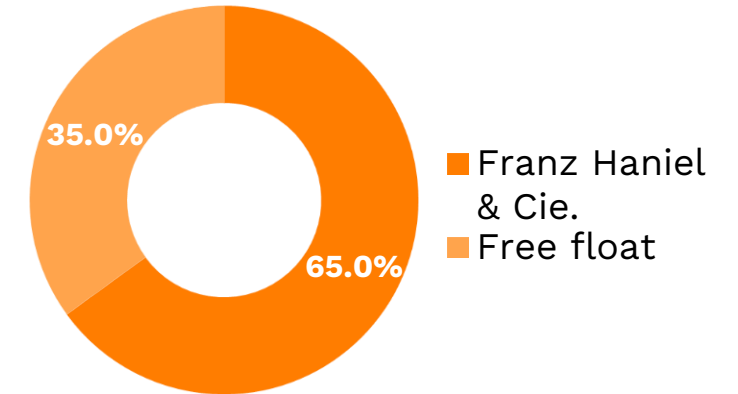


TAKKT Information about the TAKKT share

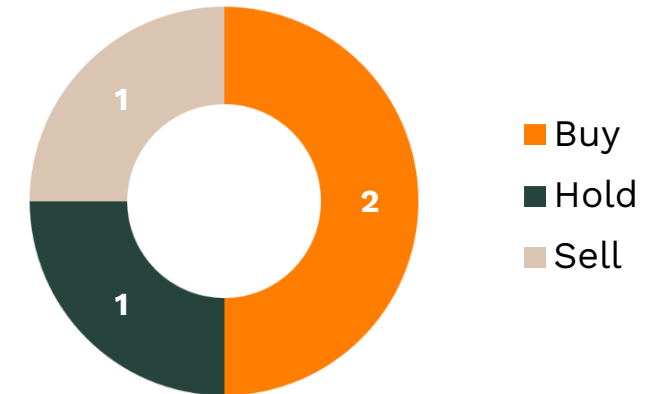
Total Shareholder Return: TAKKT and indices



Shareholder structure



Analyst recommendations



Average price target of EUR 13.7

TAKKT Share buyback and dividend

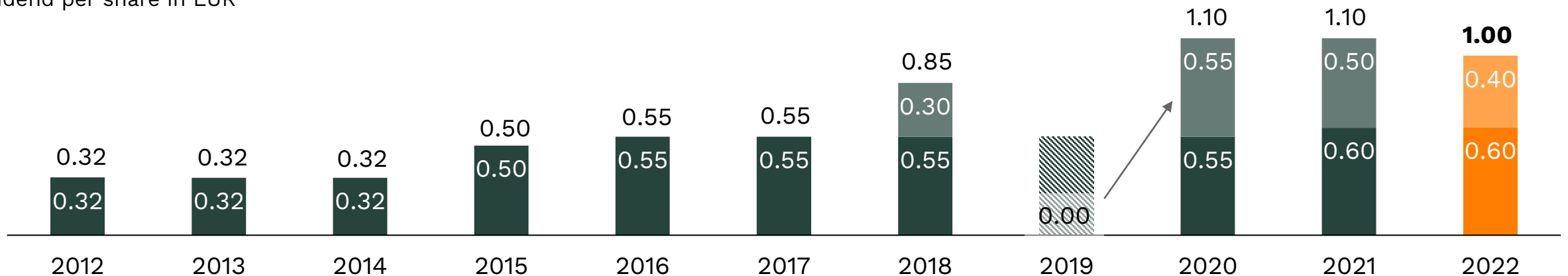
Share buyback

- Prolongation of share buyback program with a total volume of up to EUR 25 million until the end of December 2024
- To date, 850 thousand shares repurchased for EUR 11.0 million

Dividend proposal & policy

- Dividend payment of EUR 1.00 per share for 2022
- TAKKT commits to pay out at least a base dividend of EUR 0.60 per share in the coming years
- Possibility of special dividend when equity ratio is high, and funds cannot be reinvested

Dividend per share in EUR



TAKKT Investment thesis

Addressable market >EUR 100bn
lower e-commerce B2B penetration

**Excellent position to grow
in an attractive and
fragmented market**



Vision: Bringing new worlds of work to life
Strategy: Growth – OneTAKKT – Caring



**Clear vision & growth-
oriented strategy**

**Good execution
and track record**



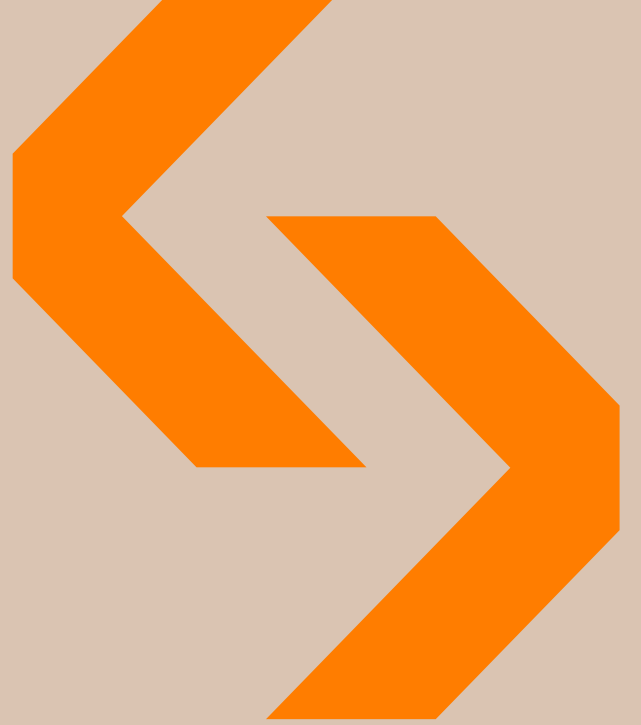
Flexible cost structure
and strict management
help to deliver on financial goals



**Strong balance sheet,
cash flow and
reliable dividend**

Dividend of EUR 1 per share for 2022,
dividend yield of 7%

APPENDIX



TAKKT Organic sales growth

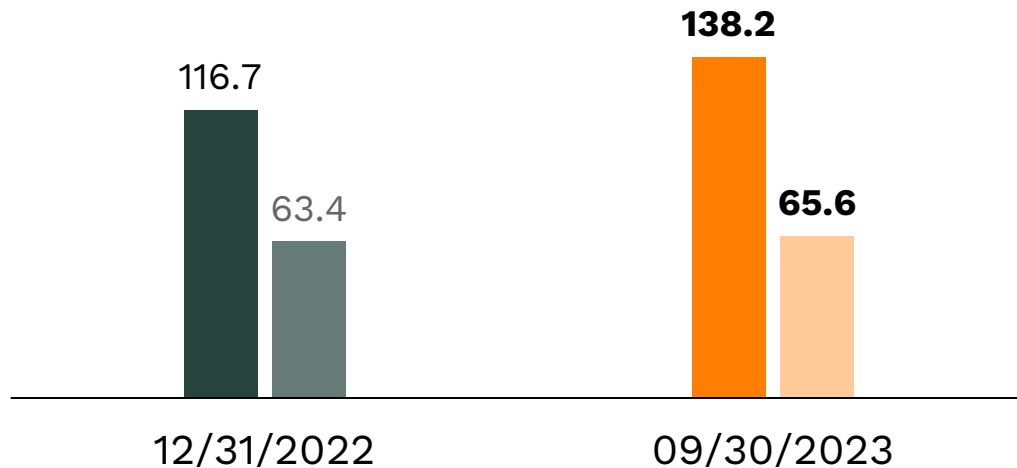
<i>Organic growth</i>	Q1/22	Q2/22	Q3/22	Q4/22	2022	Q1/23	Q2/23	Q3/23	9M/23
TAKKT Group	18.9%	6.8%	7.0%	-1.0%	7.5%	-3.3%	-1.8%	-7.1%	-4.1%
Industrial & Packaging	12.6%	5.8%	2.7%	-5.1%	3.7%	-4.2%	-4.3%	-7.5%	-5.3%
Office Furniture & Displays	24.3%	11.8%	11.1%	0.5%	11.3%	-5.8%	-10.3%	-12.2%	-9.7%
FoodService	35.6%	4.1%	13.7%	11.3%	14.9%	2.5%	14.9%	-0.6%	5.2%

TAKKT Structure of sales development

	Q1/23	Q2/23	Q3/23	9M/23
TAKKT Group in EUR	-2.0%	-2.8%	-10.6%	-5.3%
organic	-3.3%	-1.8%	-7.1%	-4.1%
currency	1.3%	-1.0%	-3.5%	-1.2%
acquisition/divestment	-	-	-	-
Industrial & Packaging in EUR	-5.1%	-4.6%	-7.8%	-5.8%
organic	-4.2%	-4.3%	-7.5%	-5.3%
currency	-0.9%	-0.3%	-0.3%	-0.5%
acquisition/divestment	-	-	-	-
Office Furniture & Displays in EUR	-1.6%	-12.2%	-18.5%	-11.4%
organic	-5.8%	-10.3%	-12.2%	-9.7%
currency	4.2%	-1.9%	-6.3%	-1.7%
acquisition/divestment	-	-	-	-
FoodService in EUR	6.5%	12.7%	-7.5%	3.1%
organic	2.5%	14.9%	-0.6%	5.2%
currency	4.0%	-2.2%	-6.9%	-2.1%
acquisition/divestment	-	-	-	-

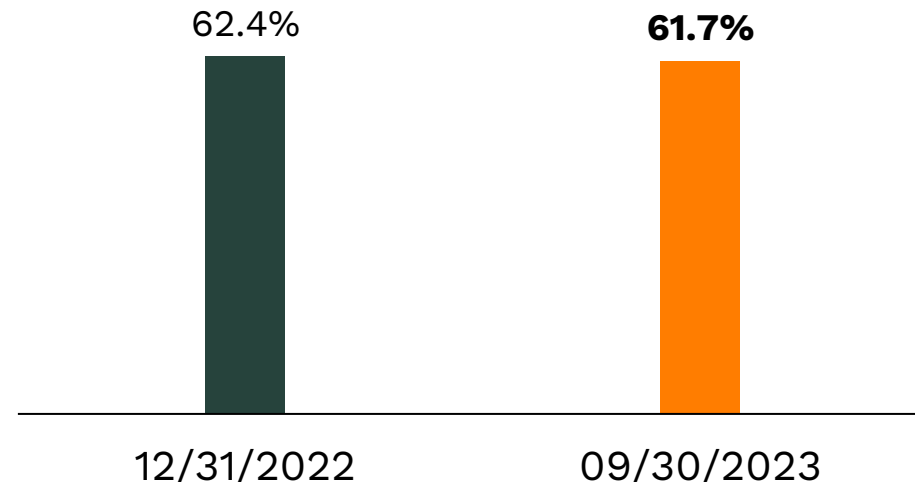
TAKKT Balance sheet

Net financial liabilities (of which lease liabilities)
(in EUR million)



- › Increase in net financial liabilities expected to be compensated by continued cash generation until year-end

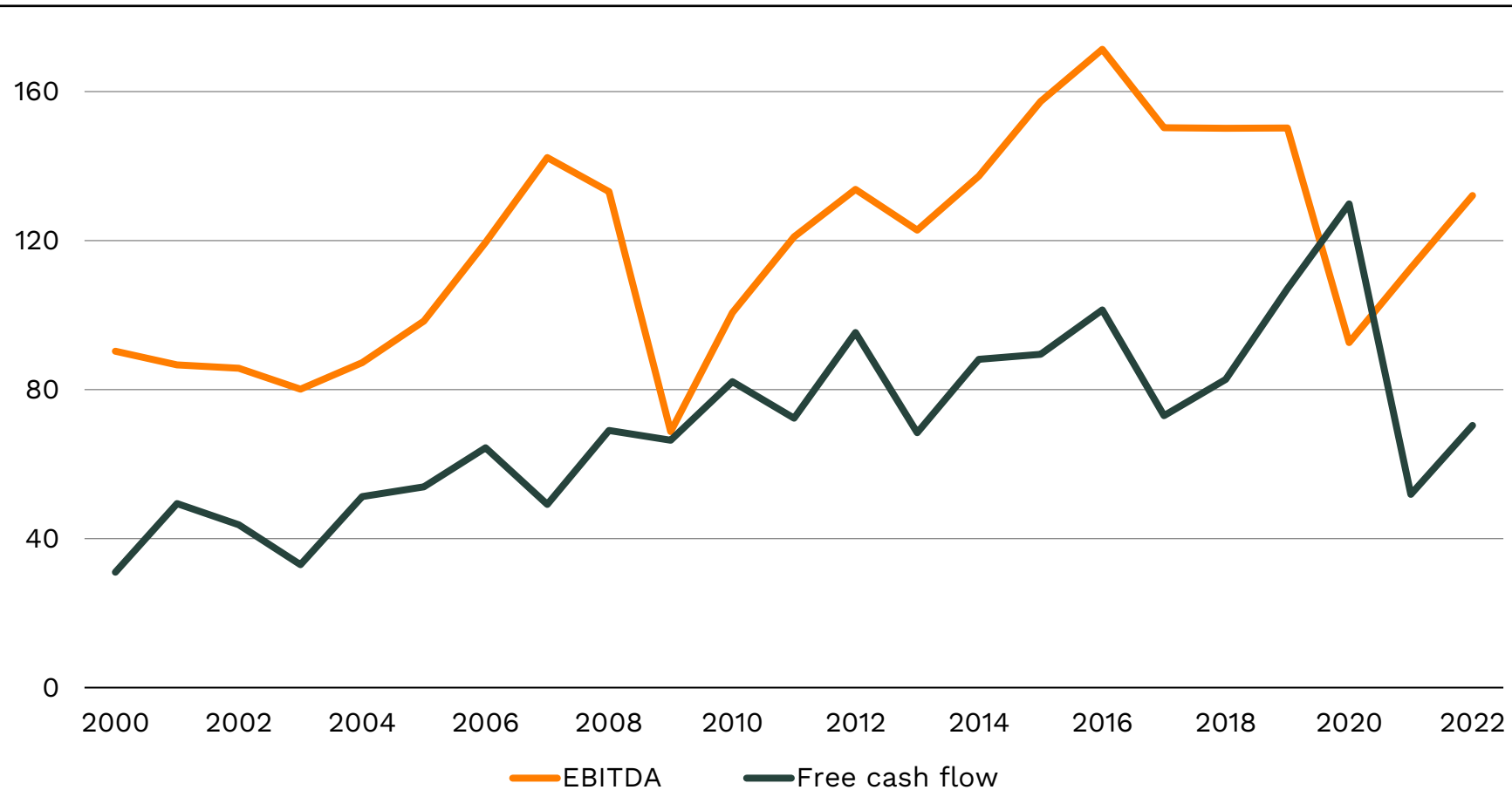
Equity ratio (in %)



- › Equity ratio above the target corridor of 30 to 60 percent
- › Strong balance sheet and financial flexibility allows for high dividend payment, share buyback and M&A

TAK Long-term free cash flow and EBITDA

Development of EBITDA and free cash flow (in EUR million)

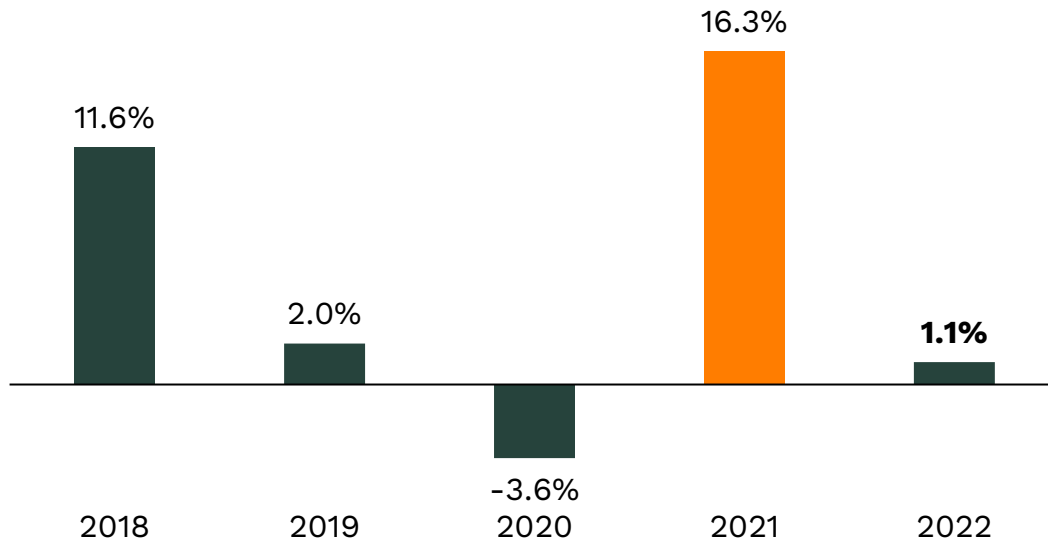


TAKKT Financial key figures

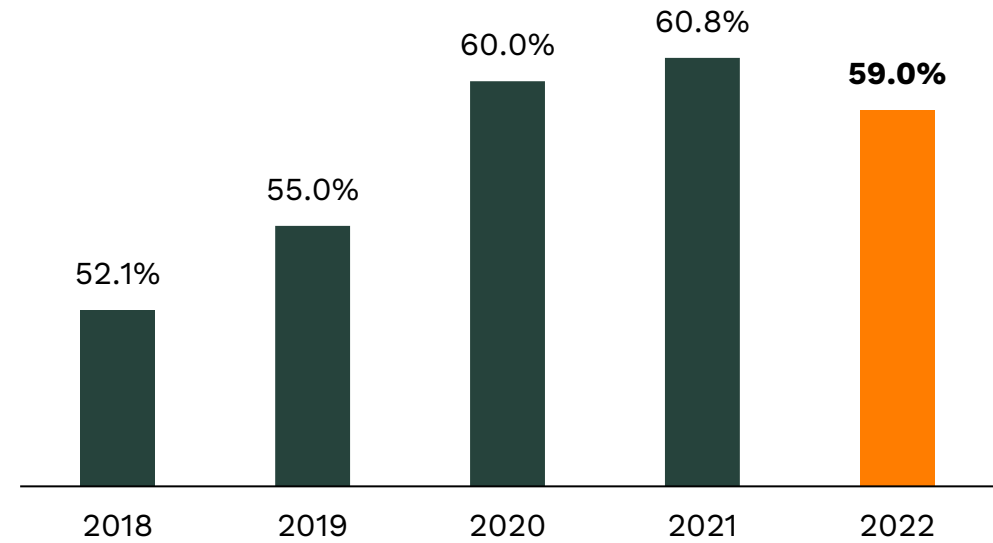
	2018	2019	2020	2021	2022
Organic sales development in percent	3.4	-1.4	-11.8	11.4	7.5
Organic growth in order intake via e-commerce in percent	11.6	2.0	-3.6	16.3	1.1
Gross profit margin in percent	41.5	41.3	39.7	40.2	39.3
EBITDA in EUR million	150.1	150.2	92.6	112.6	132.1
TAKKT cash flow in EUR million	120.8	120.4	82.0	94.3	115.1
Free TAKKT cash flow in EUR million	82.7	107.1	129.8	51.9	70.4
Capital expenditure ratio in percent	1.8	1.8	1.2	1.6	1.1

TAK_{IT} E-com growth and share

Organic e-commerce growth of order intake (in %)

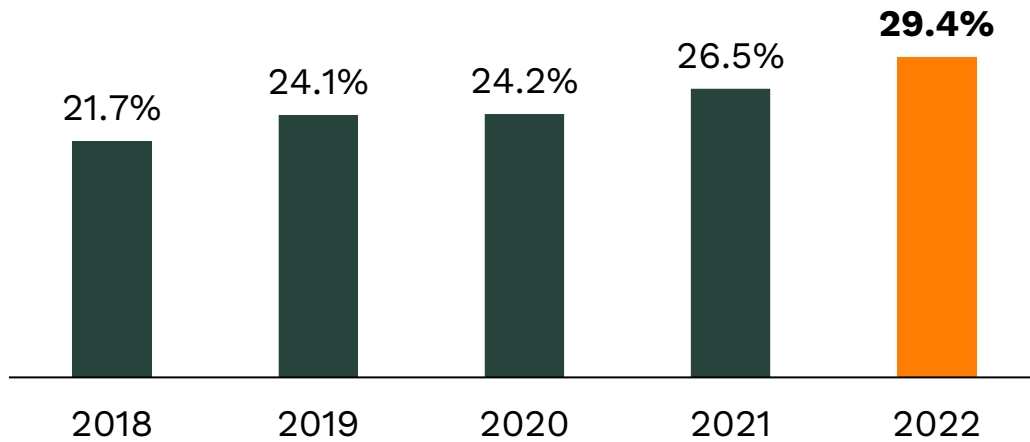


Share of e-commerce in order intake (in %)

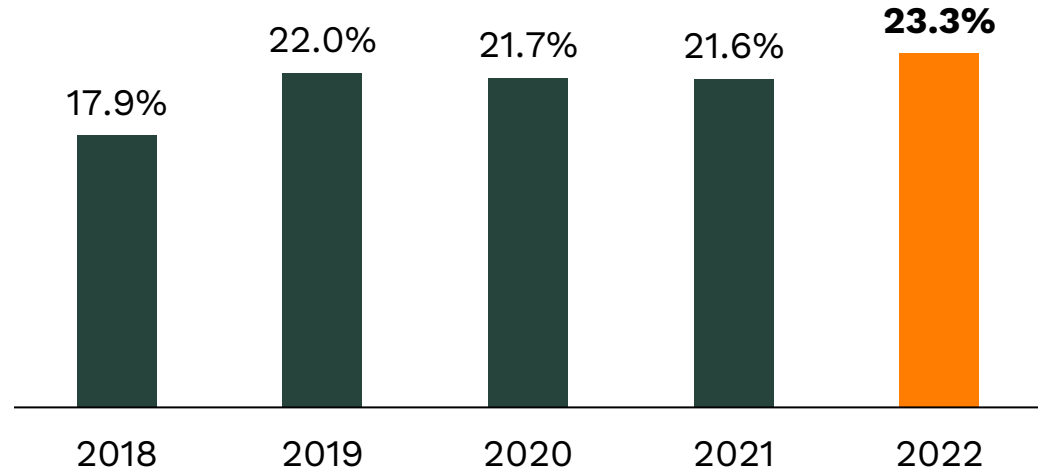


TAKAT Product range figures

Share of private labels* (in %)



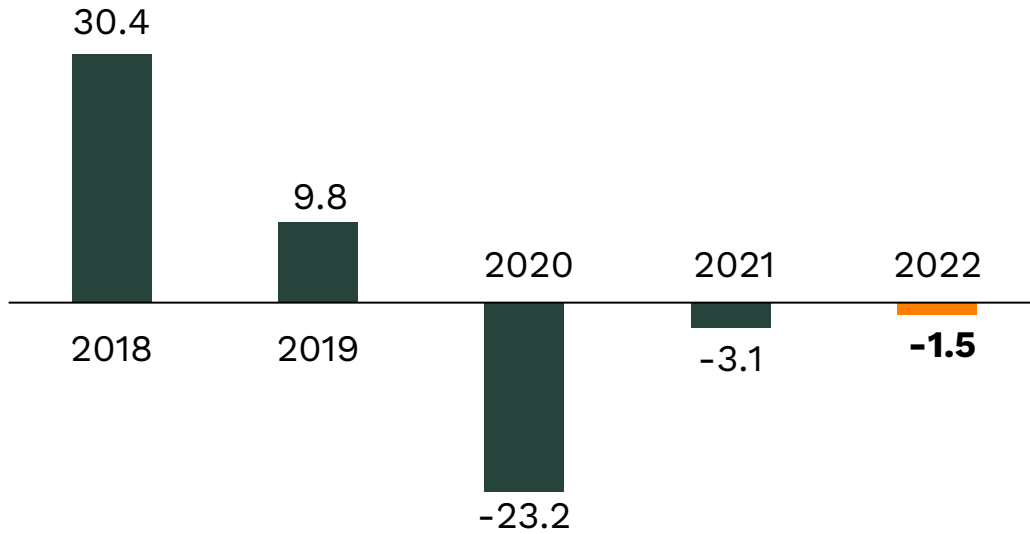
Share of direct imports* (in %)



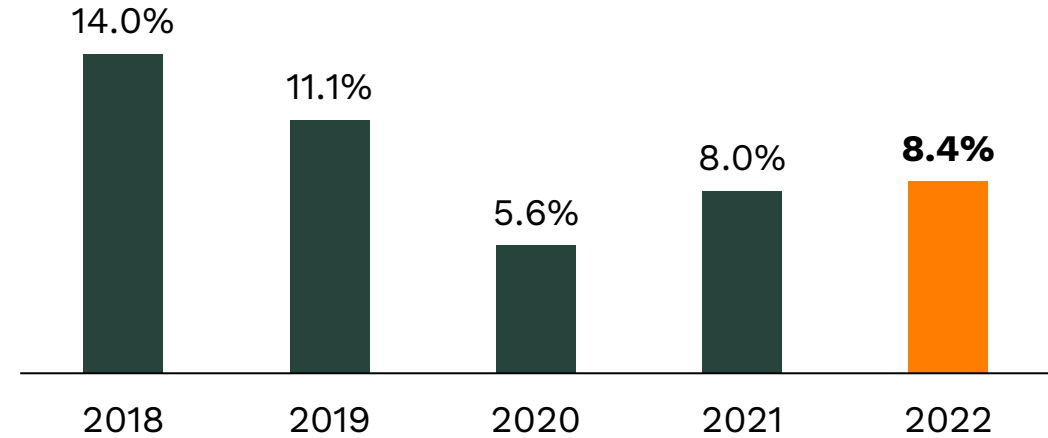
* The figures have only been reported as shares of sales since 2019. For prior years, they are shown as shares of order intake (private label) and purchase volume (direct imports).

TAKKT Value-based figures

TAKKT value added (in EUR million)

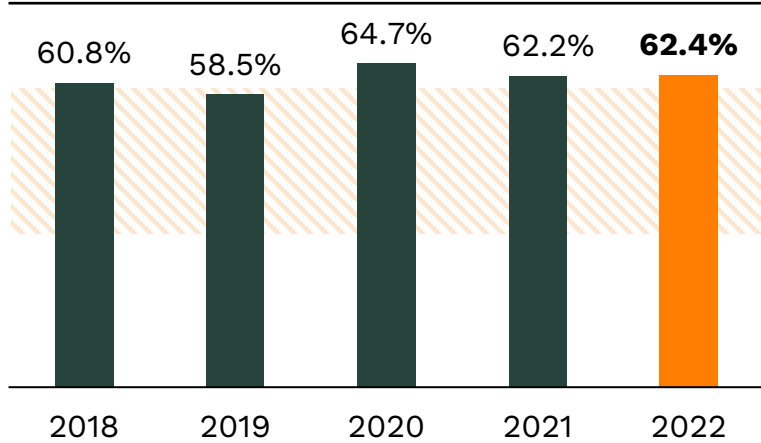


Return on Capital Employed (in %)



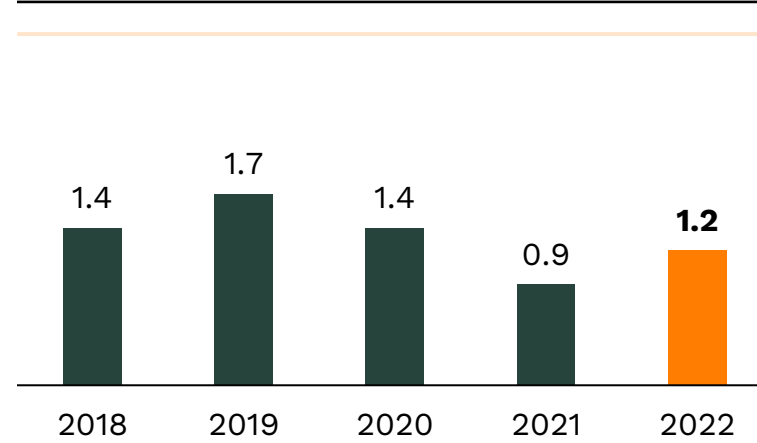
TAKKT Internal covenants

Equity ratio (in %)



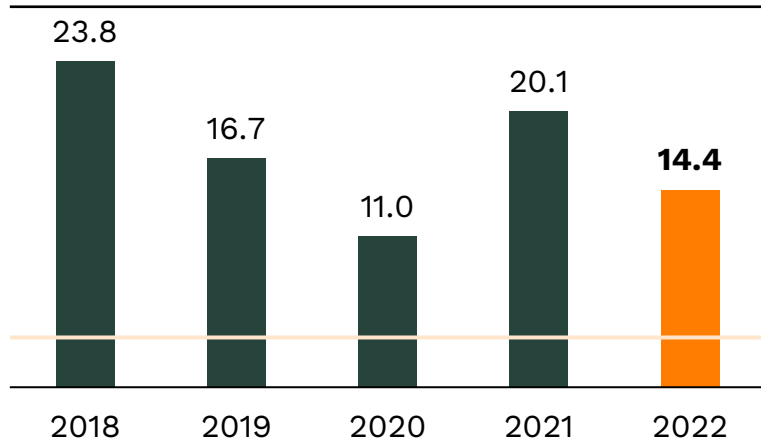
Internal target range:
30 to 60 percent

Debt repayment period (in years)



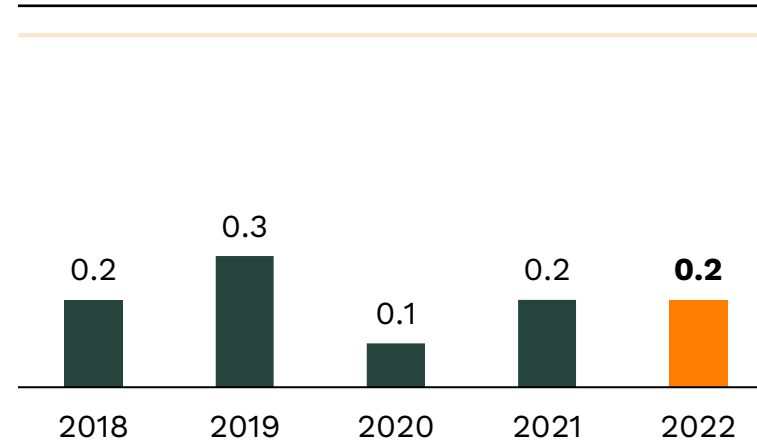
Internal target value:
< 5 years

Interest cover



Internal target value:
> 4

Gearing



Internal target value:
< 1.5

TAKKT investor relations

IR Contact

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TAKKT AG is headquartered in Stuttgart, Germany.

Upcoming Events

February 7, Montega Hamburger Investorentag
February 15, Preliminary results Q4 and FY 2023
March 28, Annual report and analysts' conference

Basic data TAKKT share

ISIN / WKN / Ticker	DE0007446007 / 744600 / TTK
No. shares	65,610,331
Type	No-par-value bearer shares
Share capital	EUR 65,610,331
Listing	September 15, 1999
Designated sponsors	Hauck Aufhäuser Lampe, ODDO BHF

Historic share price development (Xetra)

