
TAKKT AG

BUSINESS EQUIPMENT SOLUTIONS

Catalog 4th Annual General Meeting of TAKKT AG

May 6, 2003

Forum am Schlosspark, Ludwigsburg

Outlook 2002: our objectives in a continuous difficult environment

- changeover to IAS

- roll out of our system business to new regions

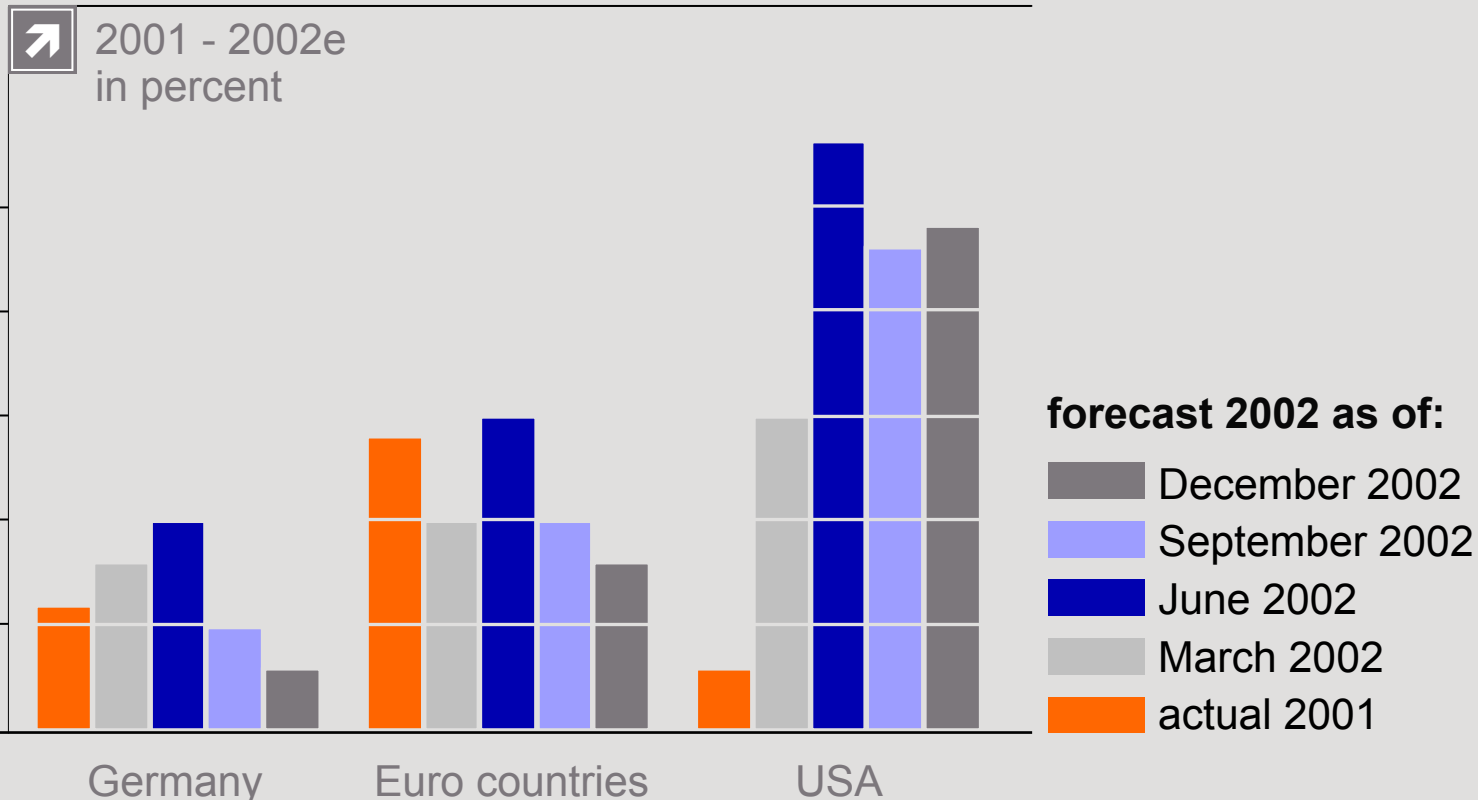
- fortification of our core competencies offer and service

- EBITDA margin further over 10 percent

➔ growth presupposes economic recovery

TAKKT 2002: changes in forecasting the GDP 2002

GROWTH GROSS DOMESTIC PRODUCT

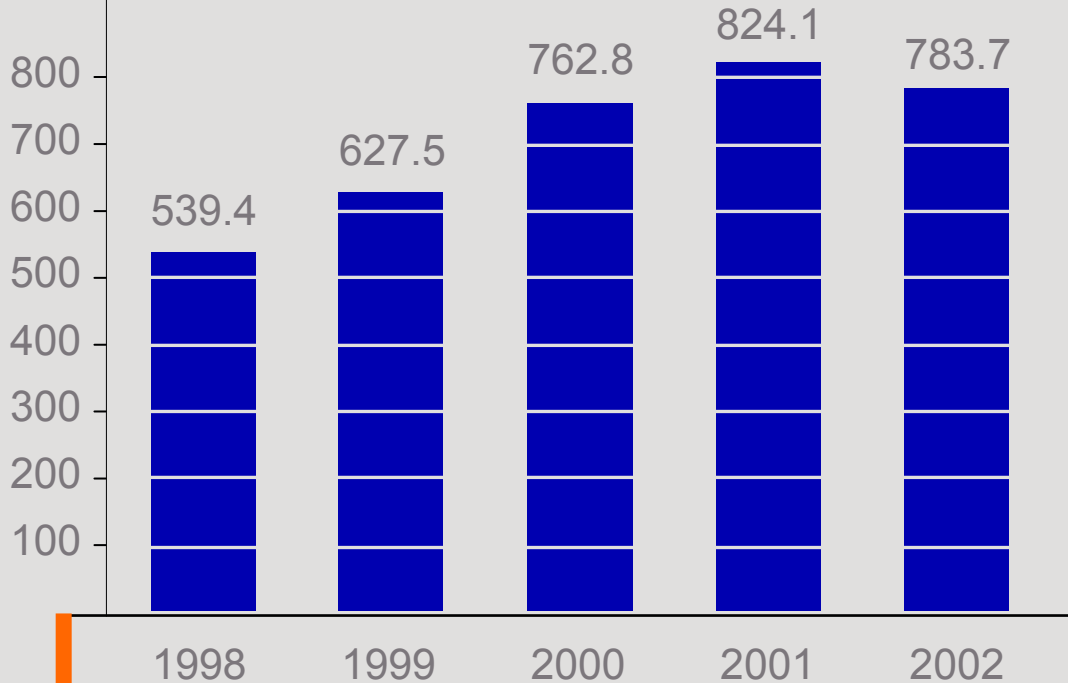


TAKKT group turnover: decline by 4.9 percent

TURNOVER TAKKT GROUP



1998 – 2002
in million Euro



CAGR: + 10%

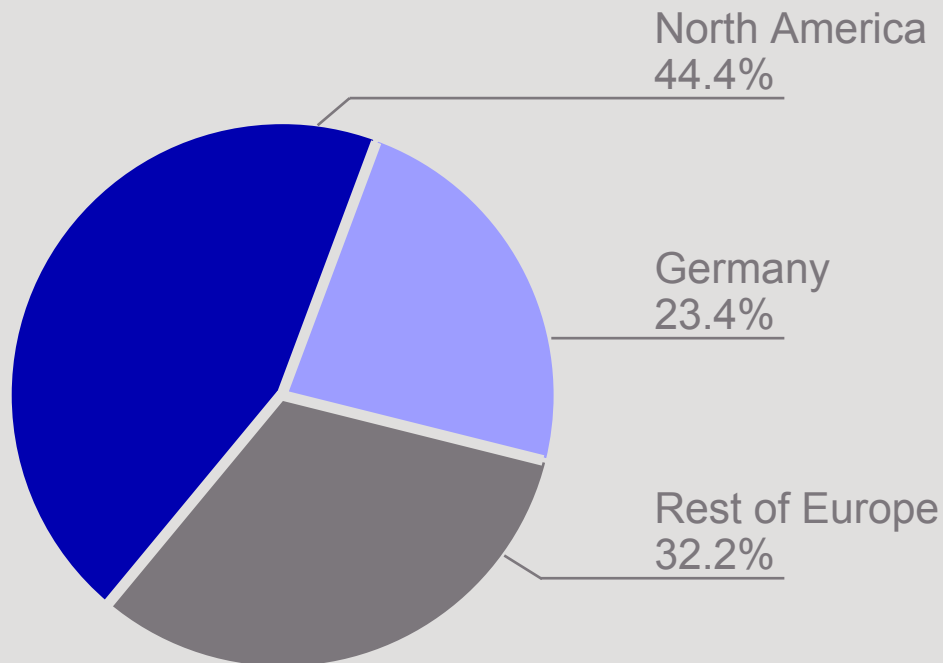
+14.9% +16.3% +21.6% +8.0% -4.9% **change**

Turnover: balance between Europe and North America

TURNOVER by regions



2002

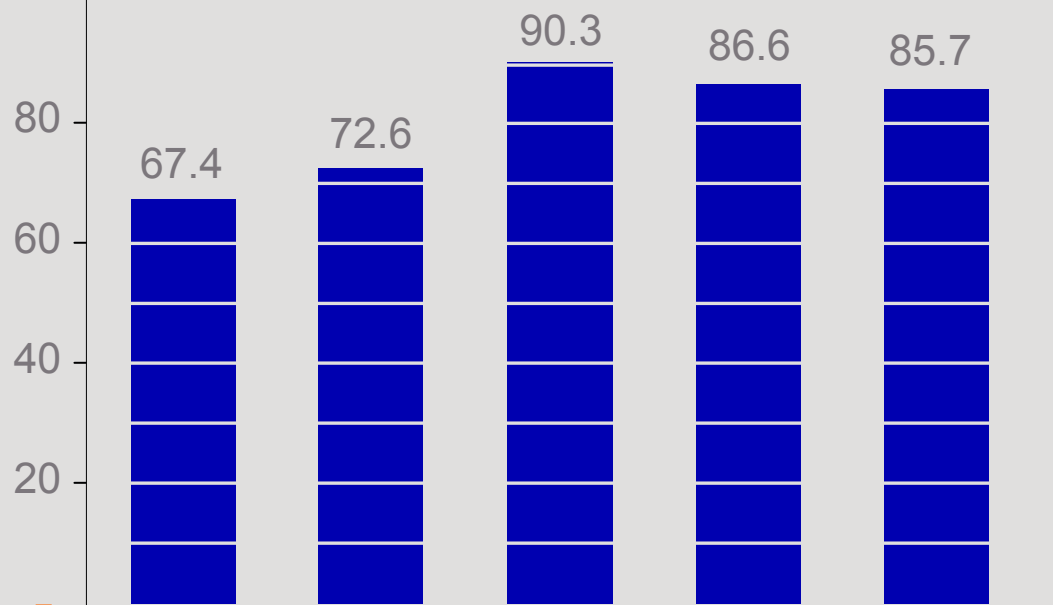


EBITDA: margin in target corridor of 10 to 12 percent

EBITDA



1998 – 2002
in million Euro



1998

1999

2000

2001

2002

CAGR: + 6%

12.5%

11.6%

11.8%

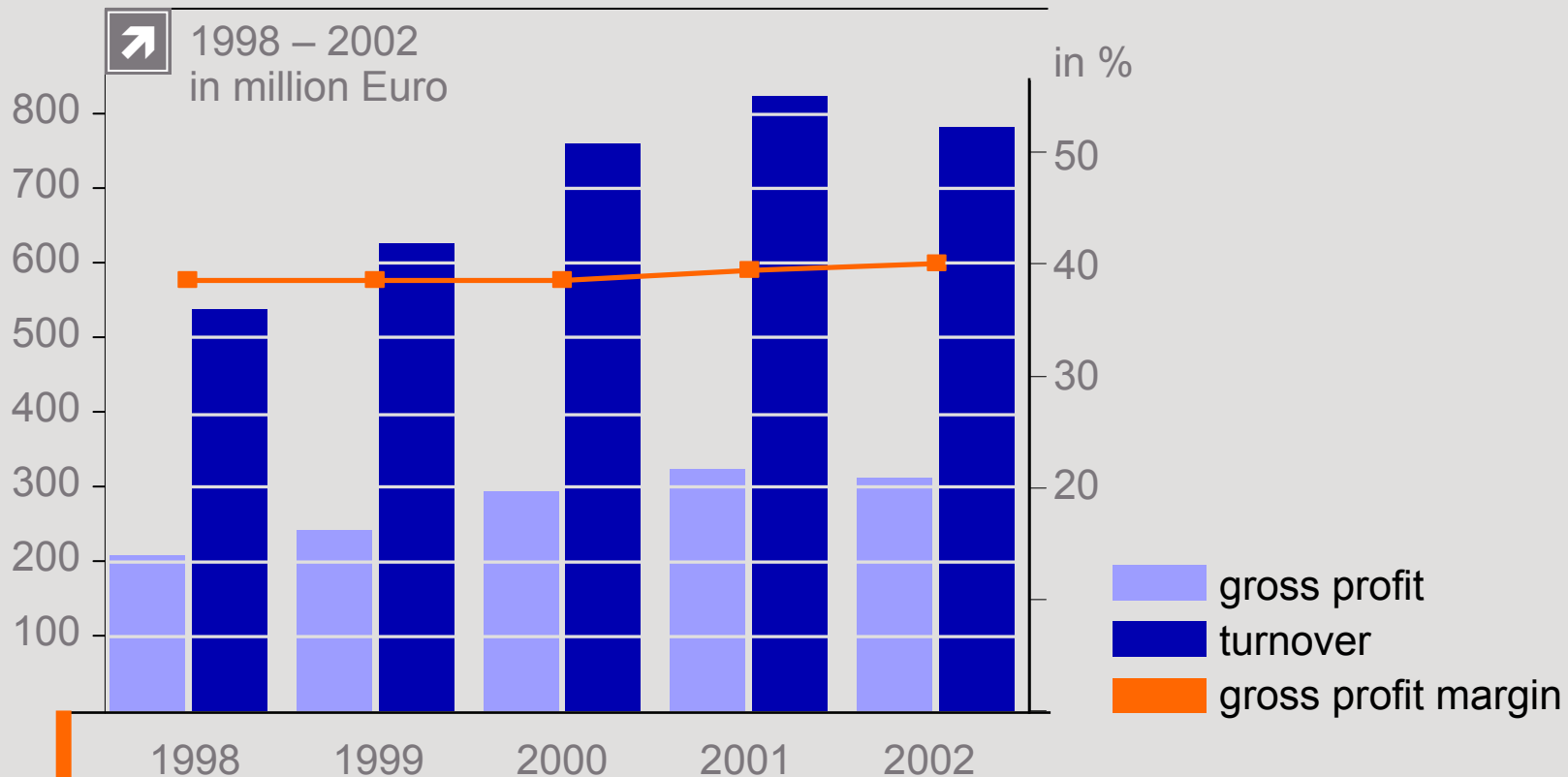
10.5%

10.9%

margin

Gross profit: increase of margin due to sales structure

GROSS PROFIT MARGIN

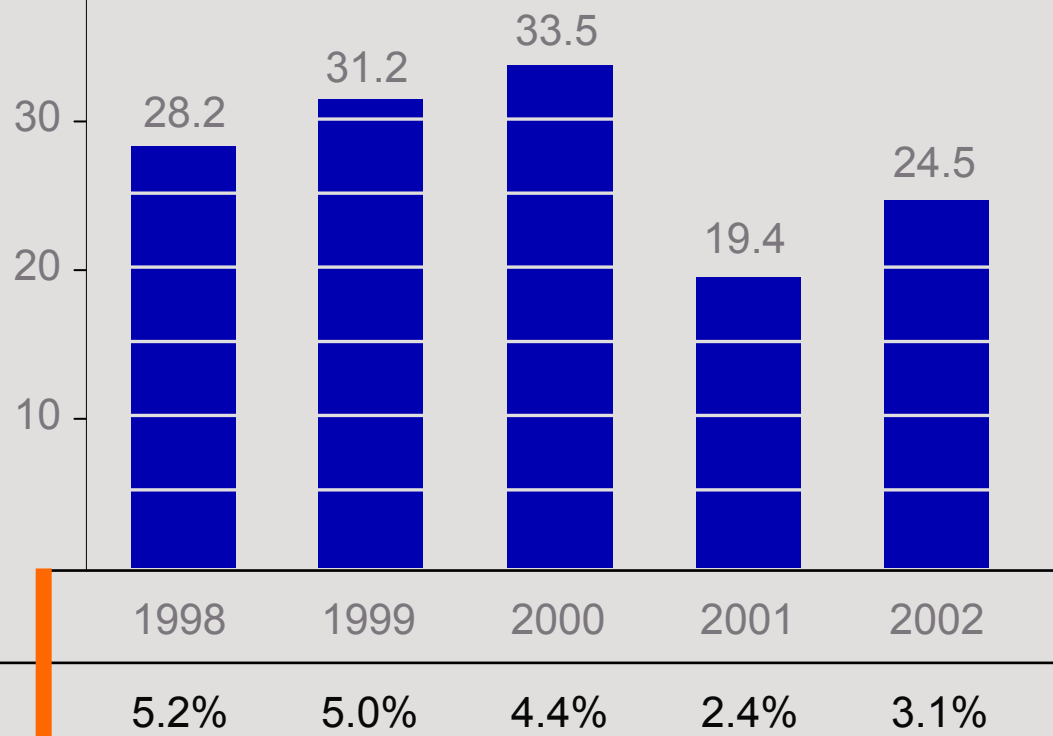


Profit after tax: additional benefit from reduced tax ratio

PROFIT AFTER TAX



1998 – 2002
in million Euro

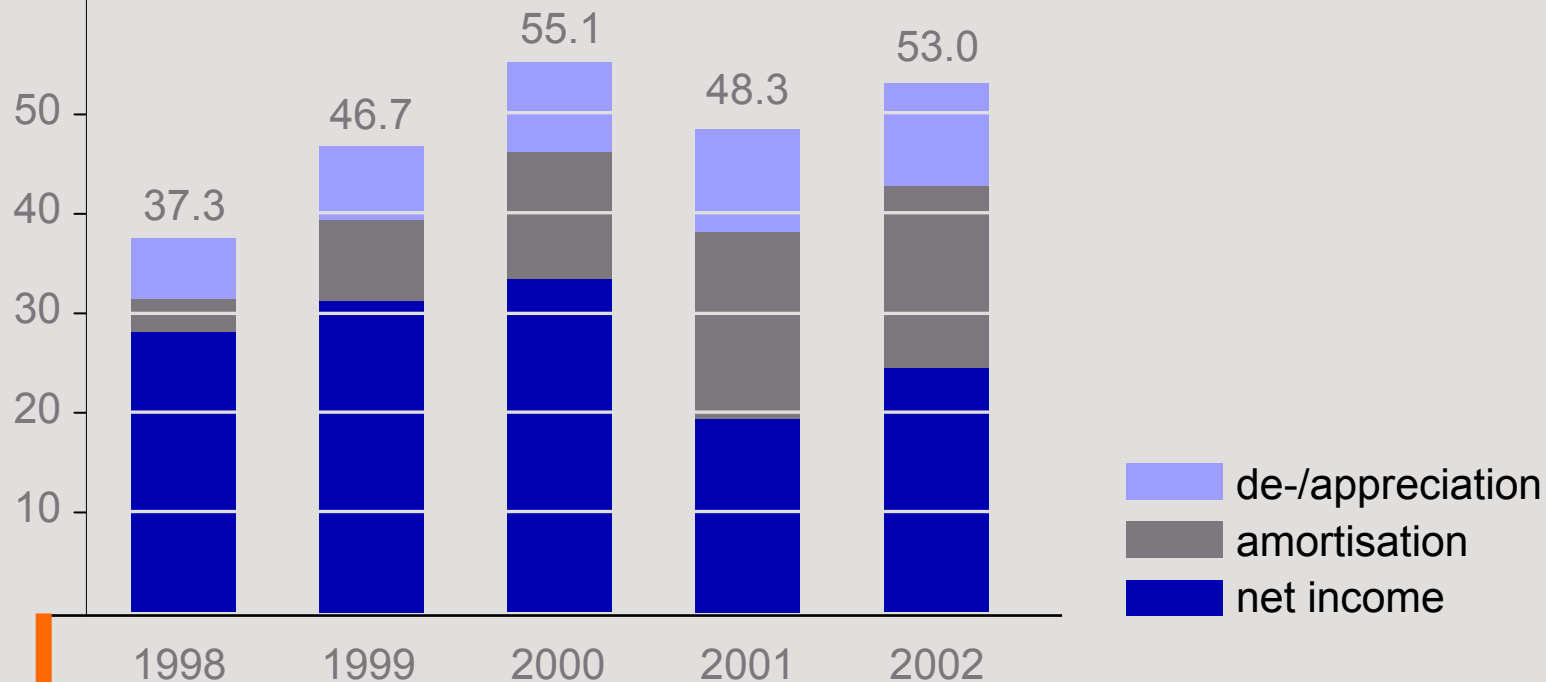


Cash flow: sustainable increase proves profitability

CASH FLOW



1998 – 2002
in million Euro

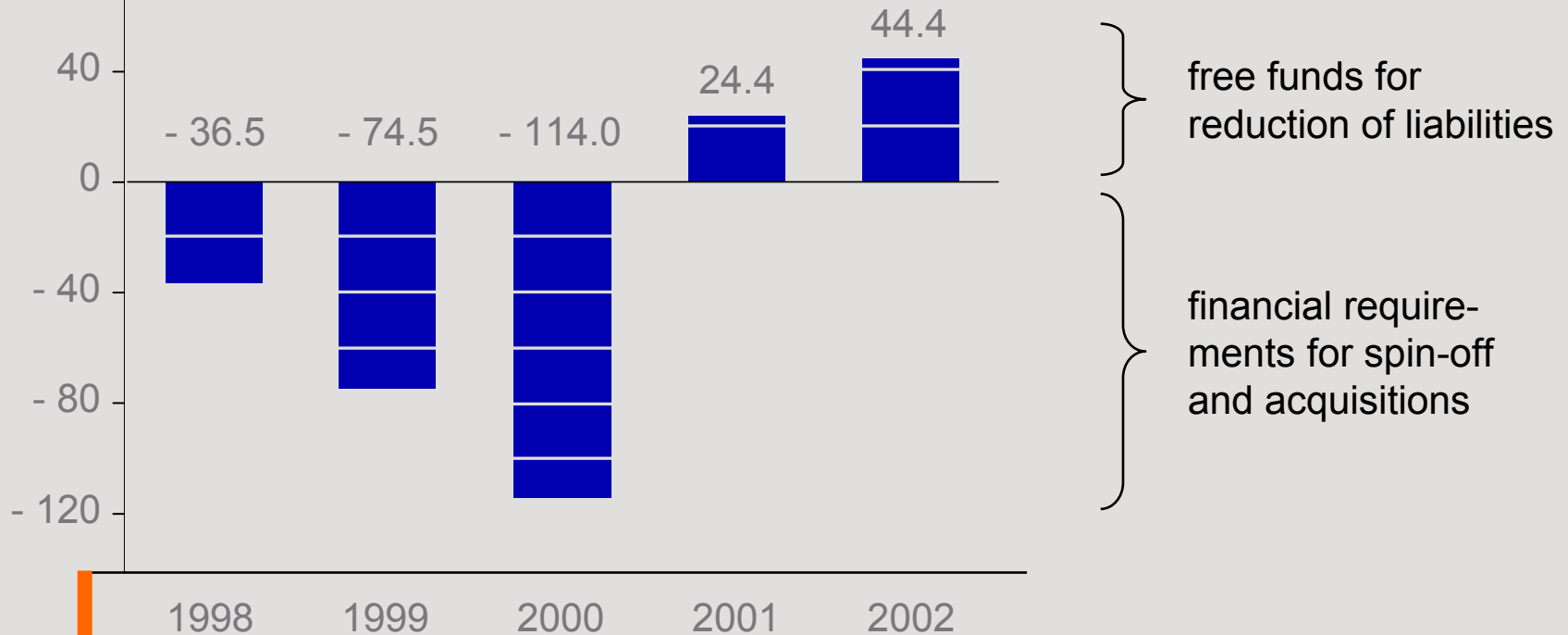


Free cash flow: assured debt redemption and financing of future growth

FREE CASH FLOW



1998 – 2002
in million Euro

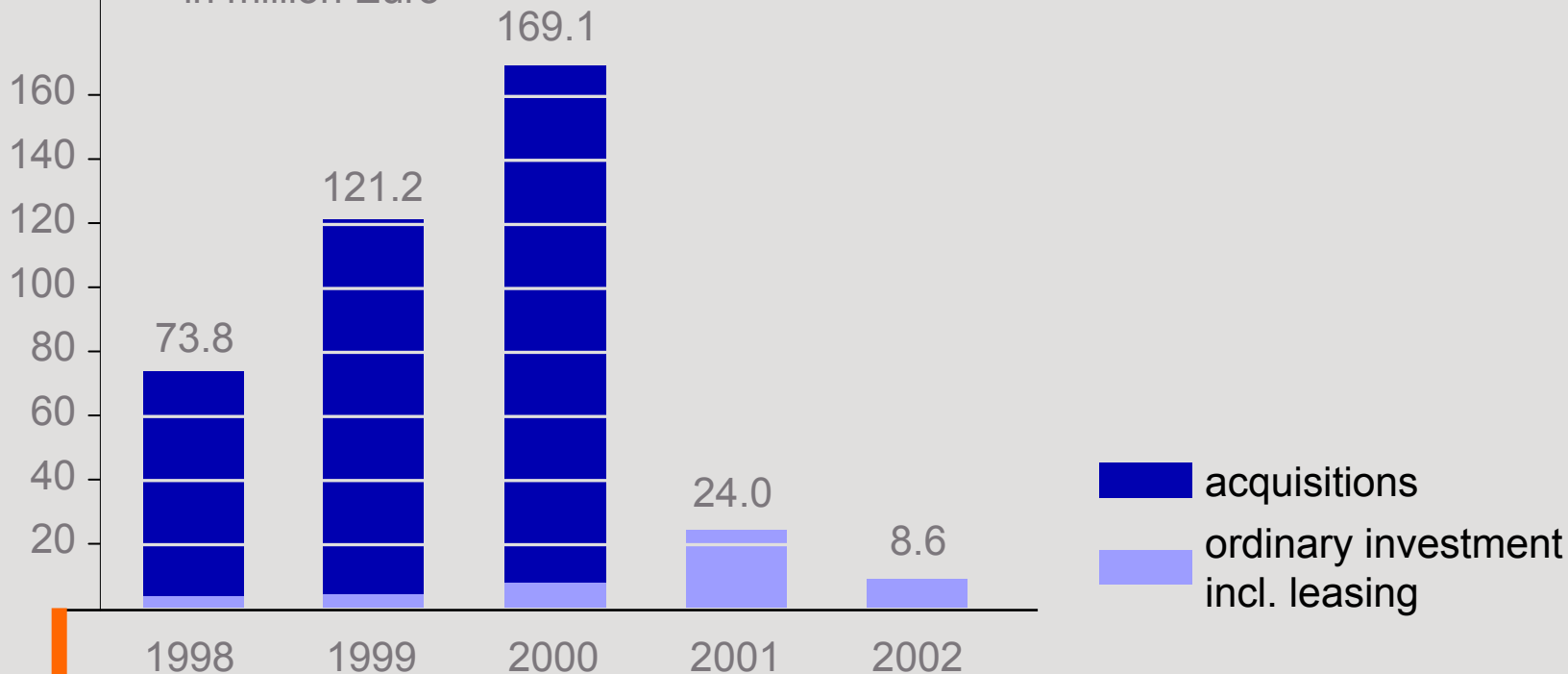


Capital investment: on a normal level

CAPITAL INVESTMENT



1998 – 2002
in million Euro



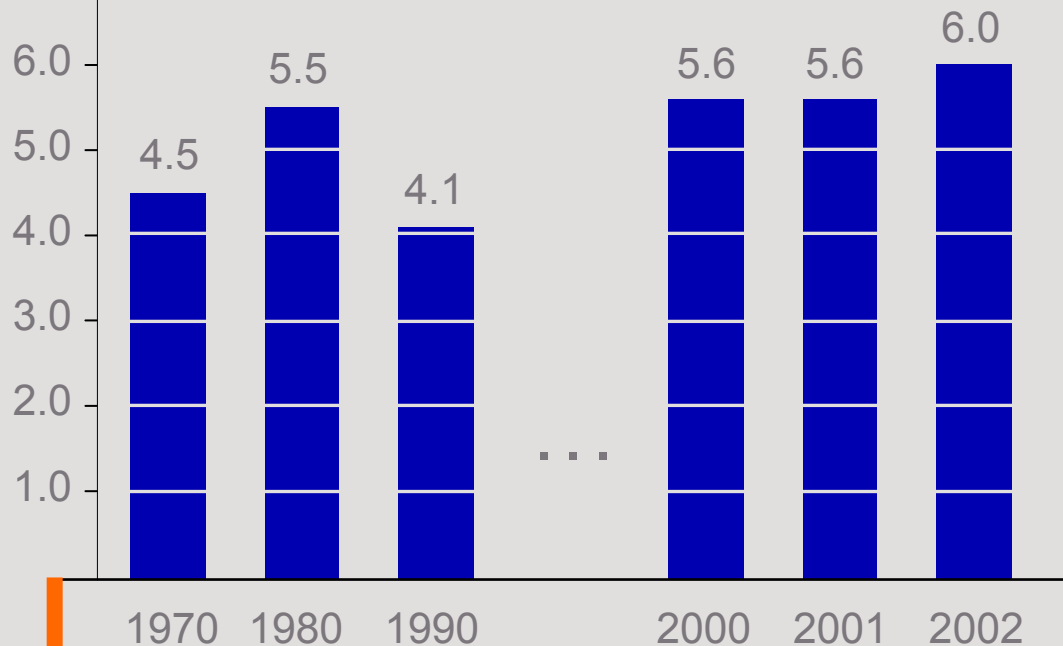
Mail order: gain of market shares

Market share of the German mail order business as % of total retail *

MARKET SHARE



1970 - 2002
in percent



TAKKT product portfolio: strong brands with unique service

KAISER+KRAFT
EUROPA

- over 30,000 articles: transport, warehouse, business, environmental and office appliances
- active in 20 countries
- no. of employees full time: 880

TopdeQ

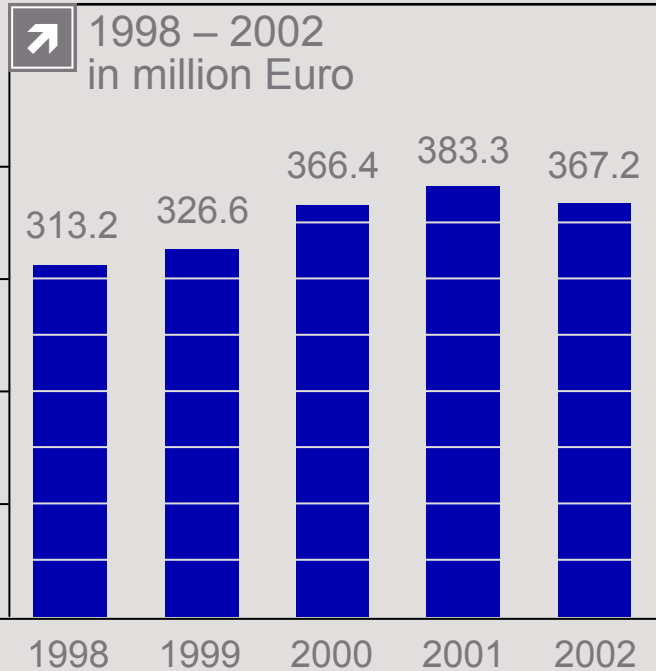
- over 2,000 articles: design-oriented office equipment and accessories
- active in 5 countries
- no. of employees full time: 235

K+K America
Corporation

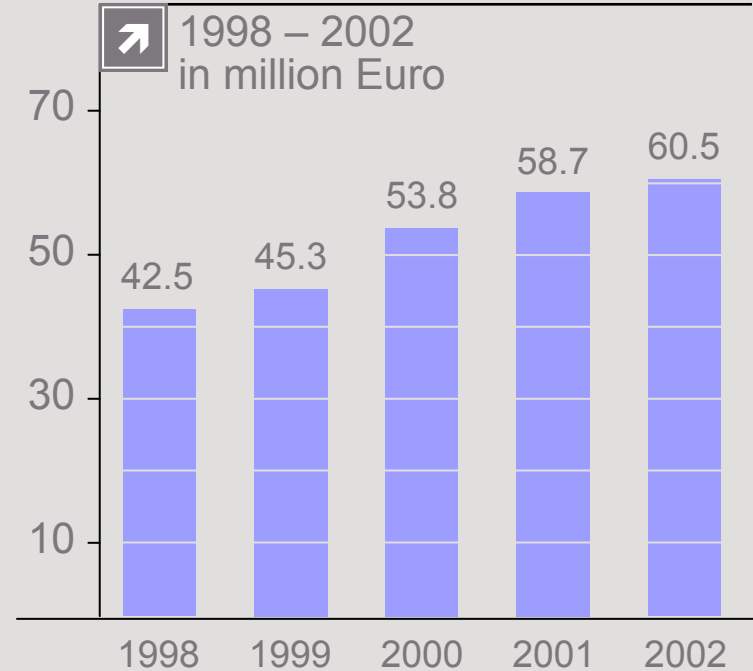
- over 68,000 articles: transport, warehouse, work safety, business, packaging, food-service equipment and supply
- active in 3 countries
- no. of employees full time: 774

KAISER + KRAFT EUROPA: remains most profitable division

TURNOVER

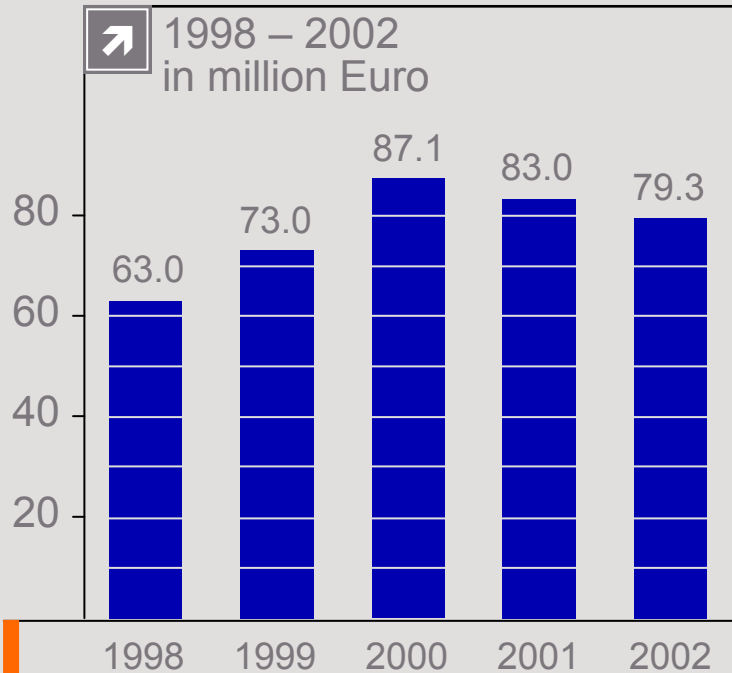


EBITDA

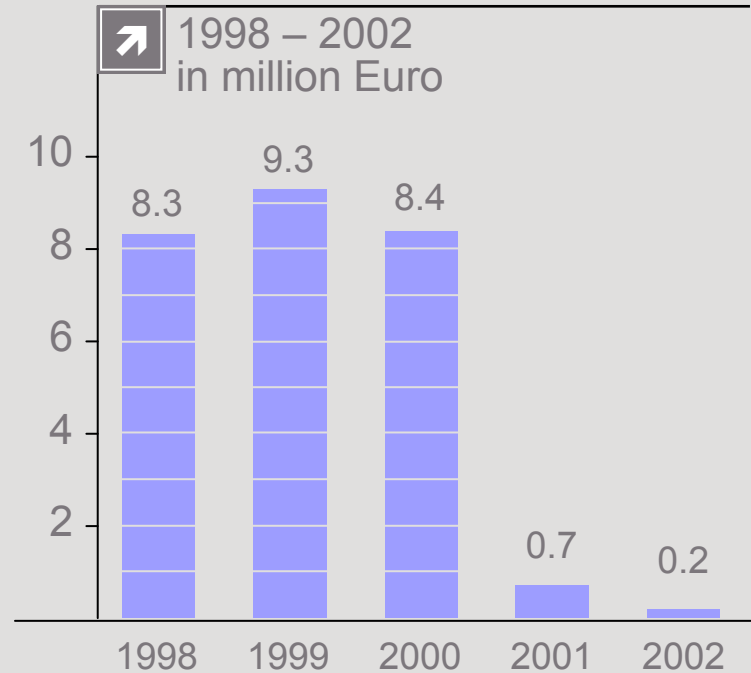


Topdeq: weak business in Germany and Switzerland could not be offset

TURNOVER



EBITDA

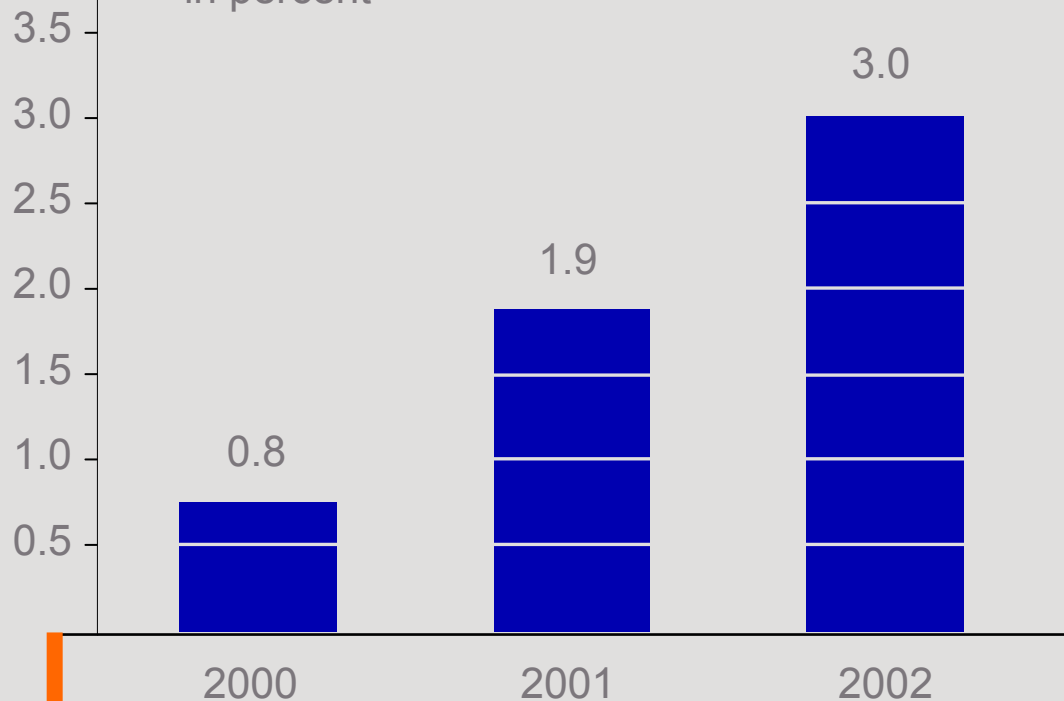


World wide web: continuous expansion of additional sales channel

INTERNET TURNOVER TAKKT

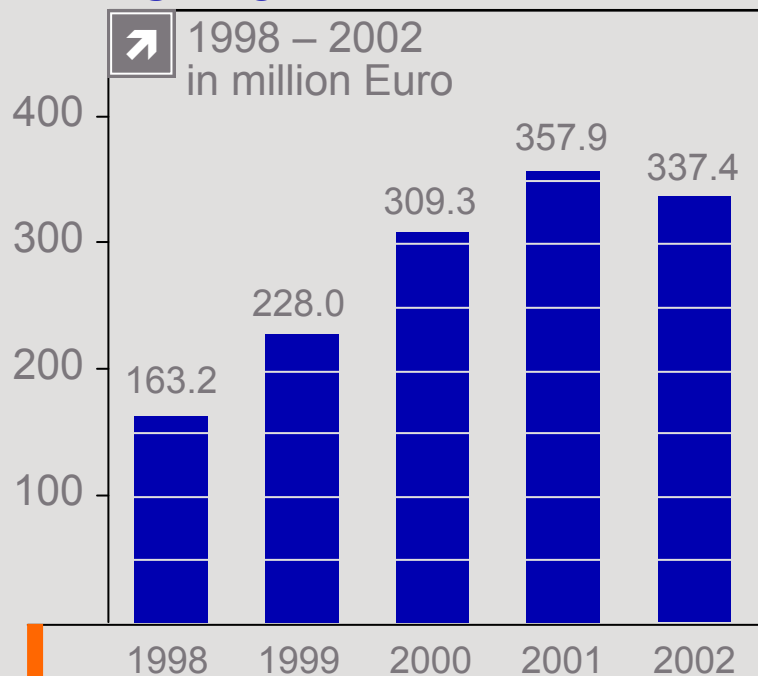


2000 – 2002
in percent

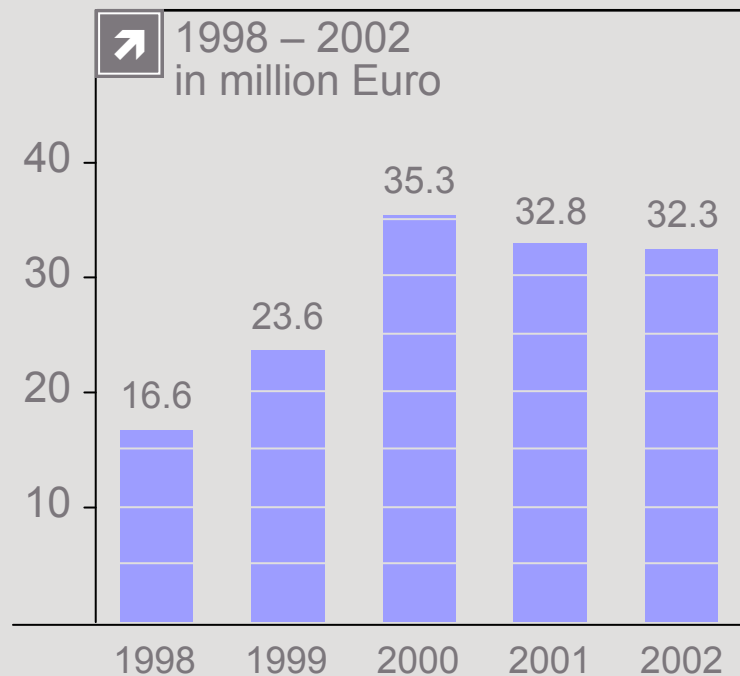


K + K America: decline in reporting currency, stable profitability

TURNOVER



EBITDA



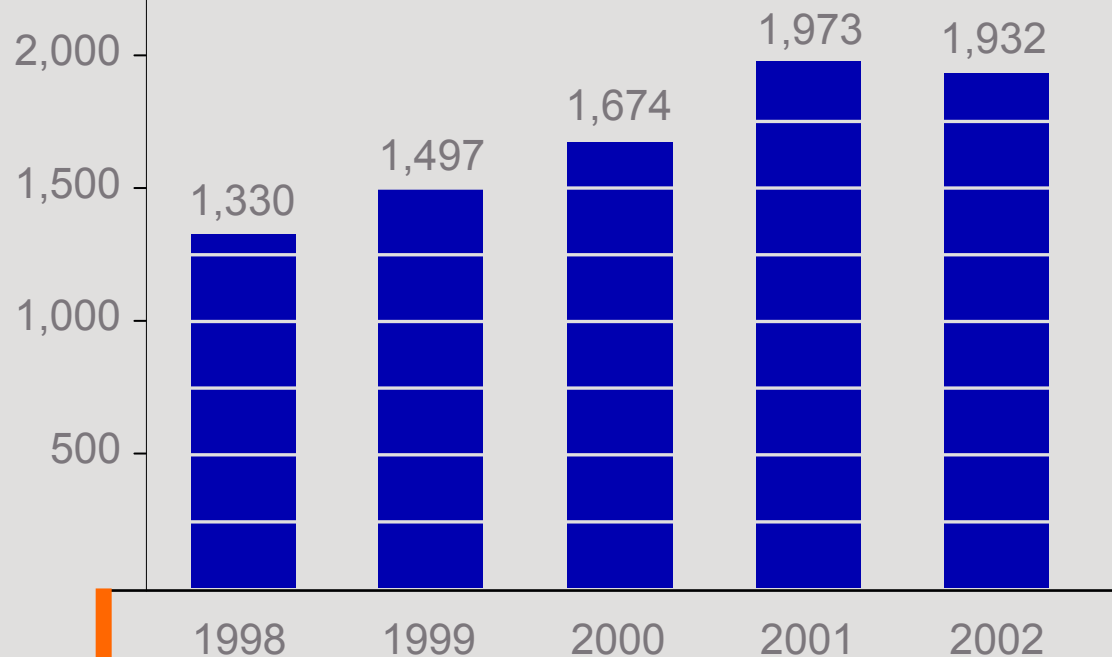
Employees: adjustment to business volume

EMPLOYEES




1998 – 2002

Ø on full time basis




Consolidated balance sheet: reduced total assets

ASSETS

 in million Euro	on 12/31/02	%	on 12/31/01	%
fixed assets				
goodwill	276.6	51.2	324.4	54.1
other intangible assets	6.5	1.2	9.5	1.6
tangible assets	75.4	14.0	80.6	13.4
financial assets	0.1	0.0	0.1	0.0
current assets				
stocks	60.7	11.2	59.3	9.9
trade and other debtors	88.2	16.3	97.5	16.3
cash and cash equivalents	5.5	1.0	3.9	0.7
prepaid exp. / deferred taxes	27.4	5.1	24.3	4.0
	540.4	100.0	599.6	100.0

Consolidated balance sheet: strengthened equity ratio

EQUITY AND LIABILITIES

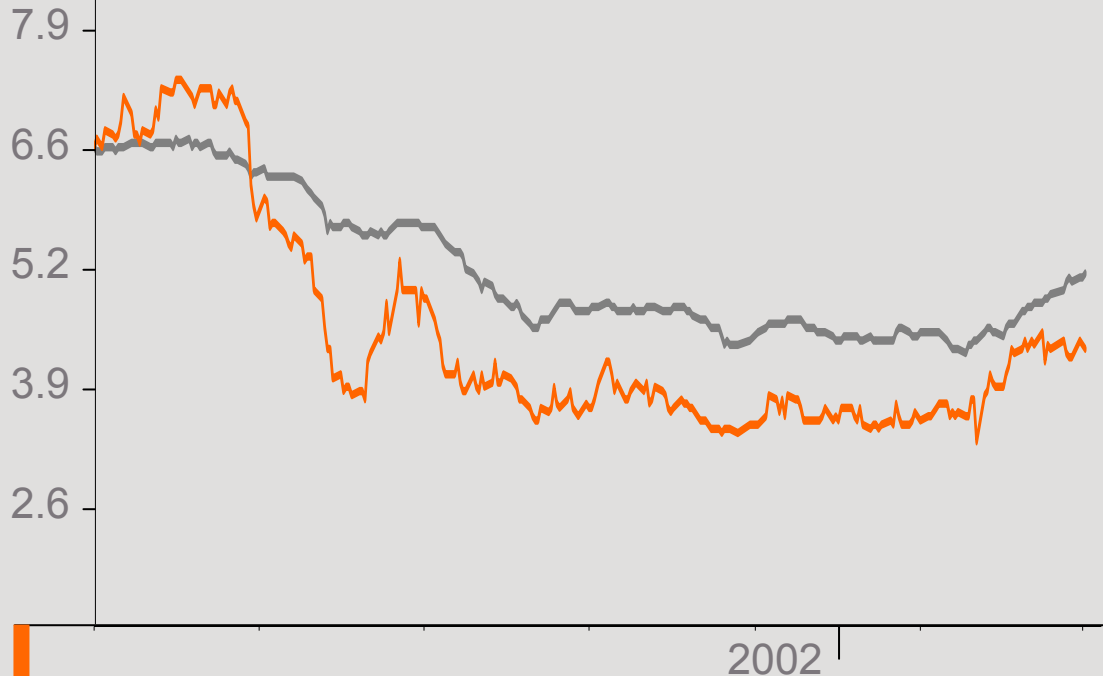
 in million Euro	on 12/31/02	%	on 12/31/01	%
shareholders' equity				
issued capital	72.9	13.5	72.9	12.1
general reserves	60.1	11.1	62.2	10.4
other comprehensive income	-7.2	-1.3	-5.4	-0.9
retained earnings	23.8	4.4	18.7	3.1
minority interest	3.7	0.7	3.9	0.7
provisions	29.3	5.4	24.4	4.1
short and long-term borrowings	291.3	53.9	357.0	59.5
trade and other liabilities	66.5	12.3	65.9	11.0
	540.4	100.0	599.6	100.0

TAKKT 2002: stock market and transparency

- since beginning of 2002 reporting according to IAS
- declaration of conformity to section 161 of the German Stock Corporation Act, concerning the Corporate Governance Code
- re-launch of TAKKT website
- TAKKT included in Prime Standard after restructuring of market segments by the German Stock Exchange

SHARE PRICE DEVELOPMENT

↗ in Euro
52 weeks



- market capitalisation (04-30-2003): Euro 317.1 million
- free float market capitalisation (04-30-2003): Euro 67.4 million
- 72.9 million shares
- TAKKT share
- SDAX (indexed)

TAKKT share buyback: background, utilisation, requirements

- background:

- possible share backlog – conversion of AXA bond into GEHE and TAKKT shares; approx. 10% of shares

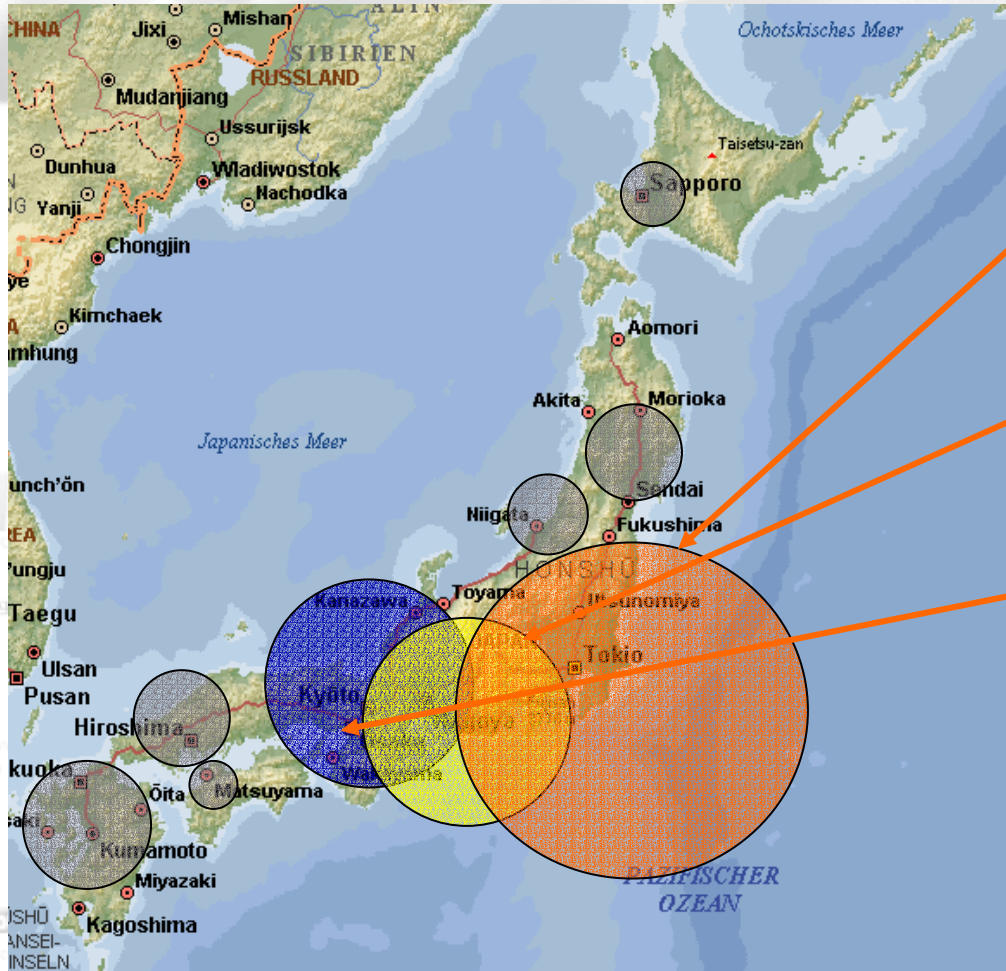
- utilisation:

- possible “currency“ for smaller acquisitions

- requirements:

- approval of Annual General Meeting
- period of 18 months
- maximum of 10 percent, i. e. 7.29m shares

TAKKT 2002: planned expansion steps in Japan



market penetration in three phases:

- phase 1 ● 2003 – 2004
region Kanto, 36% of GDP
- phase 2 ● 2004 – 2005
region Chubu, 14% of GDP
- phase 3 ● 2005 – 2007
region Kansai, 17% of GDP

TAKKT outlook 2003: quality before quantity

- year 2003 will remain difficult

- focus in 2003: continued strengthening of core competencies
 - product offer
 - service offer
 - improved advertising media

- expansion of market positions
 - established companies and new foundations of 2001 and 2002
 - expansion of Topdeq USA
 - new foundation KWESTO Hungary

➔ We do not have to change our successful business model.
There is merely an adjustment of priorities.

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