



Analysts' conference 2026

Agenda

1. Review 2025
2. Guidance 2026
3. Strategy update
 1. Focus – Growth – Performance
 2. Mid-term targets
 3. Growth progress
 4. Performance progress

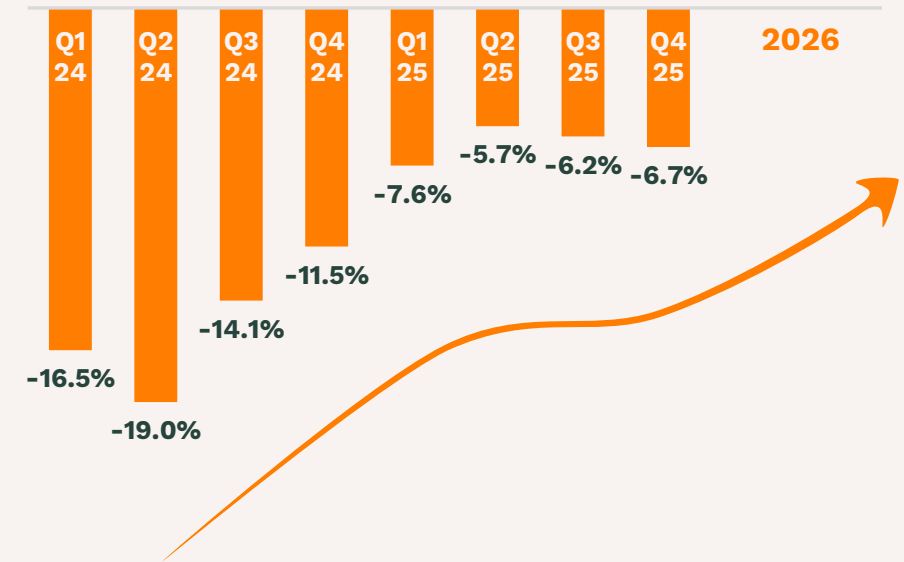


Significant underlying progress in a weak environment



- › Key **internal challenges** addressed and **resolved** across H2/2024 and H1/2025
- › Refocused on **structural improvements** (operating model, tech stack, robust processes)
- › Maintained emphasis on **customer proximity** in a contracting market
- › Continued and prioritized strategic **investments in the business**
- › Leaner cost base to support **stronger earnings and profitability** in the next upcycle

Organic growth rates y-o-y



Full year financials 2025



TOP LINE



SALES: EUR 964.3m

Organic development of **-6.6%** in difficult markets



PROFITABILITY



EBITDA: EUR 19.8m

Adjusted margin at **3.8%** impacted by lower top line and gross profit margin



CASH GENERATION



FCF: EUR 10.3m

Positive free cash flow due to improved cash generation in H2

Continued execution focus in volatile market

Market environment



Economic **uncertainty and volatility** likely to persist (tariffs, geopolitics,..)



GDP growth estimates (as of February)

Eurozone: 1.2%
Germany: 1.0%
US: 2.5%



PMI manufacturing (February 2026)

Eurozone: 50.8
Germany: 50.9



Fiscal and monetary policy depending on severity and length of impact from Iran conflict (GDP, inflation)



Priorities

COMMERCIAL

- › Advance **omnichannel sales model** by scaling proven 2025 growth initiatives
- › **Accelerate commercial recovery** with individual go-to-market actions across channels, divisions and regions

OPERATIONAL

- › **Leverage new operating model:** Simplify, automate and relocate with accelerated process and system improvements
- › **Unlock profitability gains** with continued rightsizing, improved procurement and freight & warehouse savings

Gradual improvement after a slow start in 2026



TOP LINE

- › Discontinuation of bid contract will impact organic growth by one percent
- › Return to positive organic growth over the course of the year

Organic sales development

-7% to +3%



PROFITABILITY

- › Ongoing execution of structural improvements
- › One-time costs slightly below prior year (EUR 16.5m)

Adjusted EBITDA margin

2% to 5%



CASH GENERATION

- › Continued release of NWC
- › Evaluation of options for additional cash contributions
- › Higher investments into processes and systems

Free cash flow

positive



Downside risk and potential guidance implication from conflict in Middle-East:

- › Hardly any direct operational impact, indirect impact on price increases for products and freight; GDP growth, inflation, and customer demand not yet quantifiable
- › Guidance assumes temporary and limited impact

Progressing with TAKKT Forward Strategy

FOCUS »

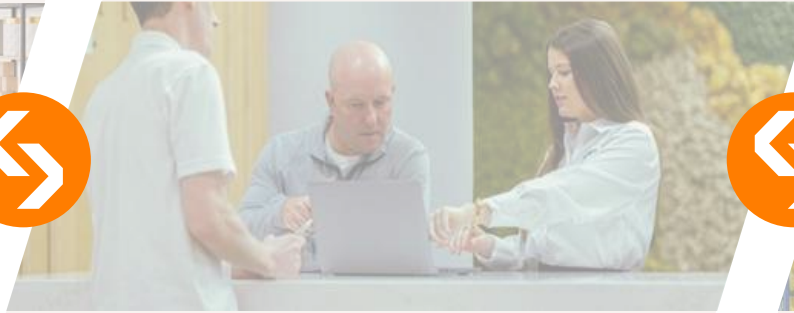
Develop TAKKT portfolio around strong core of Industrial & Packaging



Streamlined **organizational structure** and improved **Displays2go**

GROWTH »

Realize full customer potential by tailored omni-channel experiences, enhanced assortments, services, and sustainability



Implemented commercial initiatives to better **scale existing customer base**

PERFORMANCE »

Improve profitability and cash generation by upgrading processes & systems and operating more efficiently



Delivered on **EUR 15m** sustainable run rate cost savings towards **target** of **EUR +30m**

Mid-term financial targets

Mid-term targets confirmed, full target realization delayed by one to two years due to high degree of volatility and weak markets

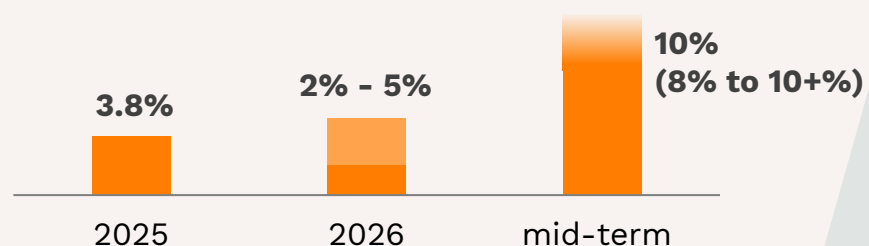
Organic sales growth



› Above market growth

› Long-term market growth expected to be in line with nominal GDP

Adj. EBITDA margin



› Significant profitability increase; target margin depending on economic environment and achievable leverage

Free cash flow



› Average cash conversion of 50-60%

› Resumption of substantial and sustainable dividend payments as soon as earnings and free cash flow allow

GROWTH » INDUSTRIAL & PACKAGING



“LEADING DISTRIBUTOR FOR INDIRECT MRO SPEND IN EUROPE”

Progress and initiatives 2025

WINNING TENDER WITH KAM

Awarded supplier status due to **strong product, fulfillment and sustainability performance** for multi-location customer across Europe

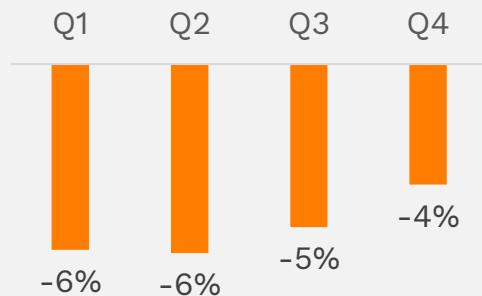
UPGRADE PRODUCT RANGE

Added **new products**, generating **additional sales** while improving assortment efficiency by delisting 20k products as part of 80:20 approach

INCREASE BRAND VISIBILITY



Organic sales growth



Top line stabilization slower than initially expected

Next steps

- › Scale mid, large and group customers in attractive industries
- › Strengthen regional go-to-market omnichannel steering

GROWTH » NATIONAL BUSINESS FURNITURE



“NATIONAL PARTNER FOR COMMERCIAL FURNITURE IN NORTH AMERICA”

Progress and initiatives 2025

MORE STRATEGIC PRICING

Holistic approach integrating freight pricing, price elasticity and expanding offer with attractive entry level products

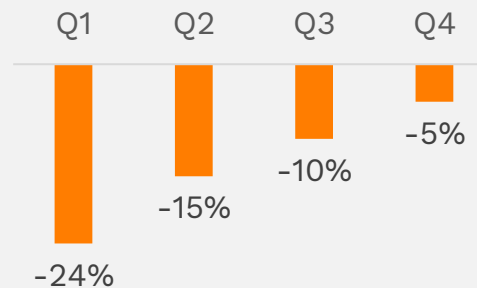
UPGRADE WEBSHOP

Significantly improved online performance over the course of the year

LEVERAGE TOUCHPOINTS

Upswing in transactional business generating leads for project orders

Organic OI growth



Sequential stabilization in order intake not yet reflected in sales

Next steps

- › Deliver sales team transformation for better lead generation and conversion
- › Grow project service capabilities for revenue gain

GROWTH » DISPLAYS2GO



“ONE-STOP SHOP FOR CUSTOMIZABLE DISPLAY SOLUTIONS”

Progress and initiatives 2025

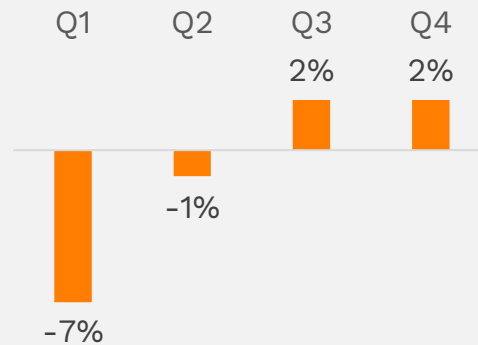
DRIVE RE-ENGAGEMENT

Grew customer and order counts with strategic pricing, marketing optimizations, webshop improvements and proactive outreach

ATTRACTIVE BRANDING

Strengthened positioning as value-add service provider through improved customer experience and brand refresh

Organic sales growth



Return to positive sales growth in H2

Next steps

- » Increase customer prospecting, leveraging new brand positioning
- » Grow with high value repeat customers

GROWTH **»»** FOODSERVICES



“TRUSTED PARTNER FOR SMALLWARE AND FOODSERVICE EQUIPMENT”

Progress and initiatives 2025

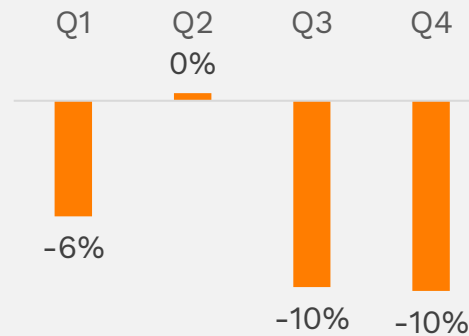
EXPAND CUSTOMER BASE

Entered mid-sized restaurant chains segment (20 to 300 locations) with full-service solution for new openings and replenishments

GROW MANAGED ACCOUNTS

Scaled core customers operating canteens and cafeterias with extended project support, EDI connectivity and additional services

Organic sales growth

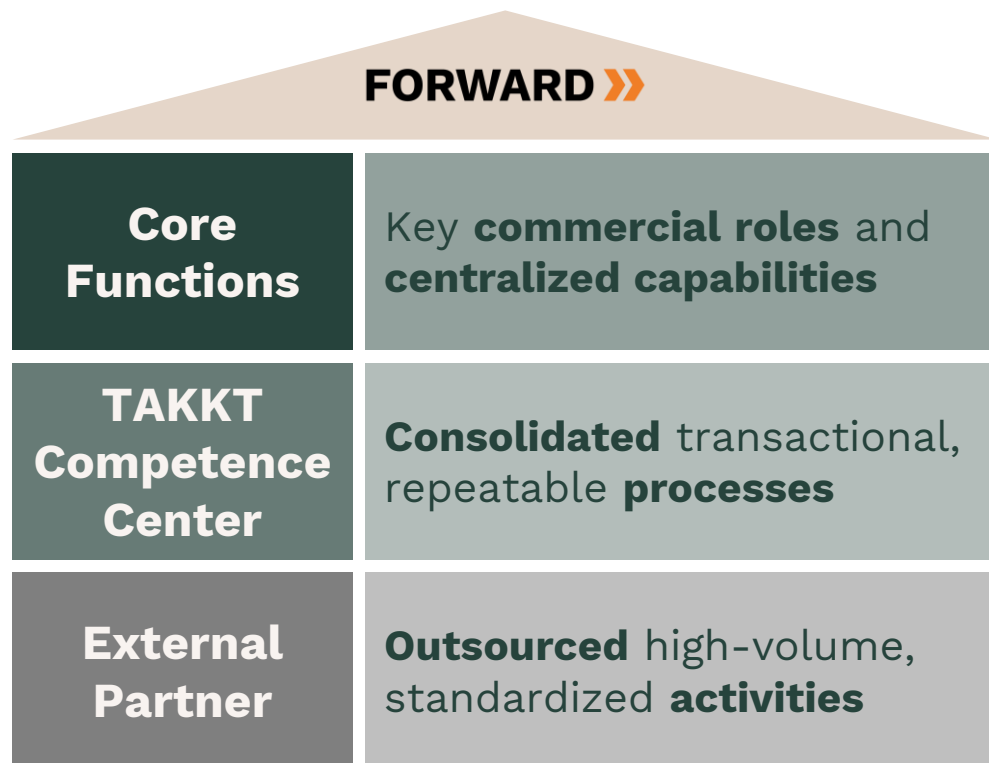


Continued challenges in Call Center channel in a weak market

Next steps

- › Strengthen call center lead generation and convert sales pipeline with chains
- › Extend private label equipment, accessories and parts offering

Stronger Operating Model for Speed, Efficiency and Scale



Streamline – Automate – Relocate

- Clearer structures enabling **faster and more consistent execution**
- More efficient workflows through **standardized and technology-supported processes**
- Centralized handling of high-volume activities to **free divisions for customer-facing work**

TCC established

Hired **70 FTEs** to date, supporting IT, Finance, HR, Procurement

Substantial cost savings

Mid-term run rate savings in mid single-digit EUR million range

Scalability & Capabilities

Improved **structural scalability** and established **new capabilities** in IT, data and AI

Performance actions on track – 50% of target achieved

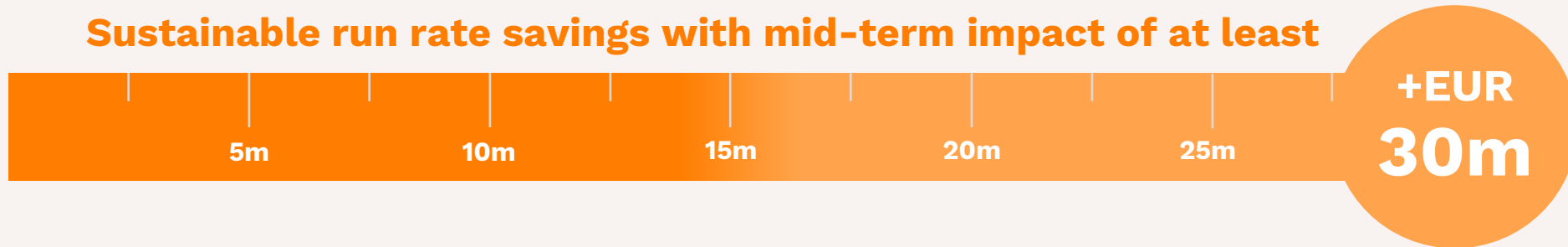
EUR 15m in run rate savings realized in 2025

- › Implementation of **leaner operating model** and **rightsizing**
- › **Freight & network** improvements and lower **discretionary spend**
- › Increased **sales and marketing** efficiency

...with another EUR 15m planned for 2026

- › More efficient **procurement** processes and best cost country sourcing
- › Next steps in implementing **new operating model** and continued rightsizing
- › **Continued efficiency gains** in freight and warehousing, IT spend and other improvements

Sustainable run rate savings with mid-term impact of at least



 Q&A



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TAKKT AG is headquartered in Stuttgart, Germany.

Upcoming Events

April 30, Quarterly statement 1 / 2026

May 11, Equity Forum Spring Conference

May 20, Shareholders' Meeting

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	MWB, ODDO BHF