

# BRINGING NEW WORLDS OF WORK TO LIFE

Corporate presentation



# Business model

# BRINGING NEW WORLDS OF WORK TO LIFE

By caring about environmental resources,  
people and customer success.



# TAKKT supports customers in three specific worlds of work

## Customers' industries

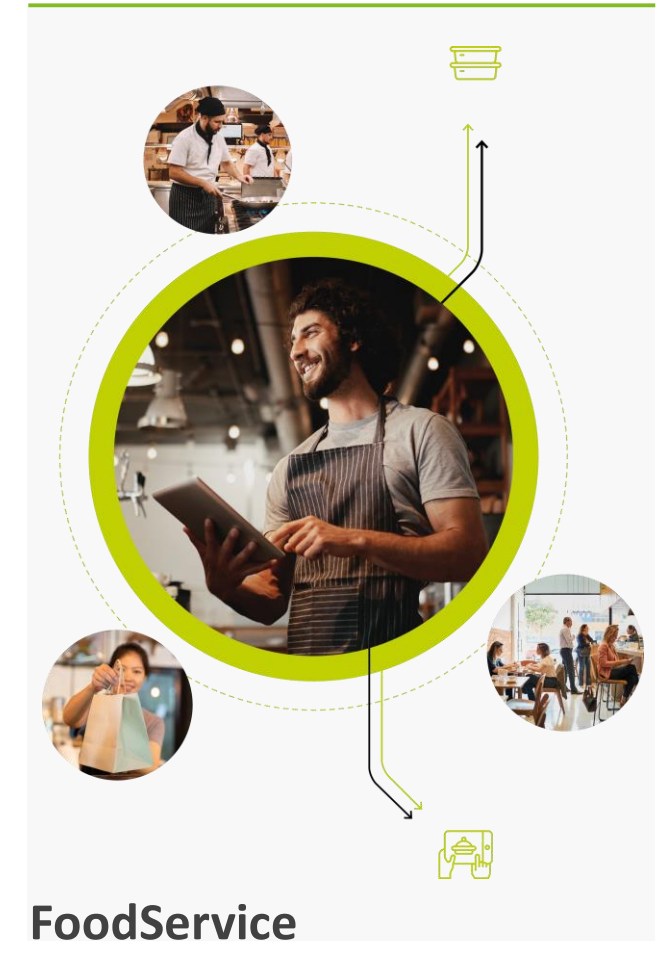
### Manufacturing, Warehouse



### Service Industry



### Hotels, Restaurants, Catering

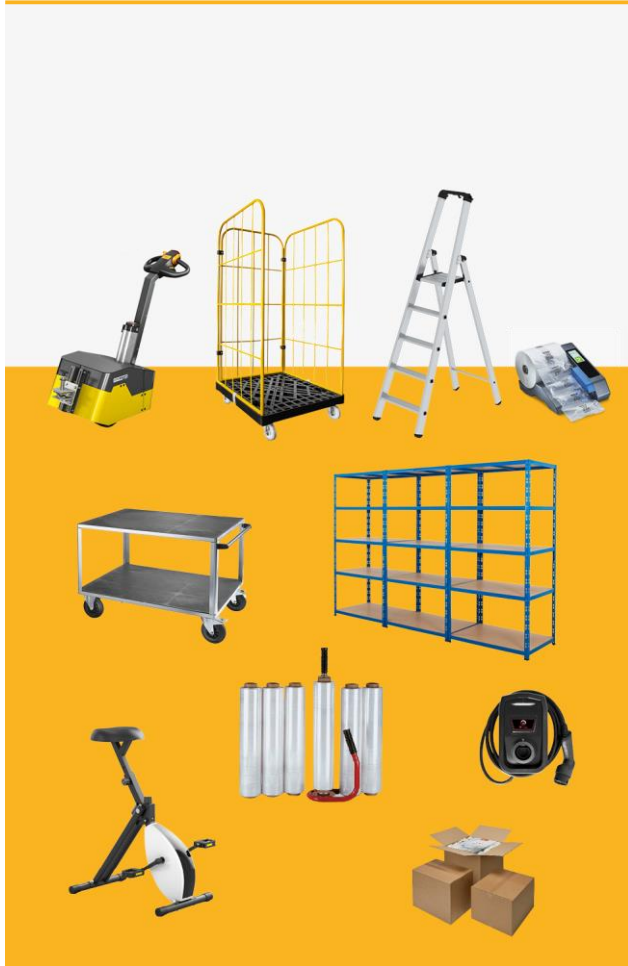


## TAKKT's divisions

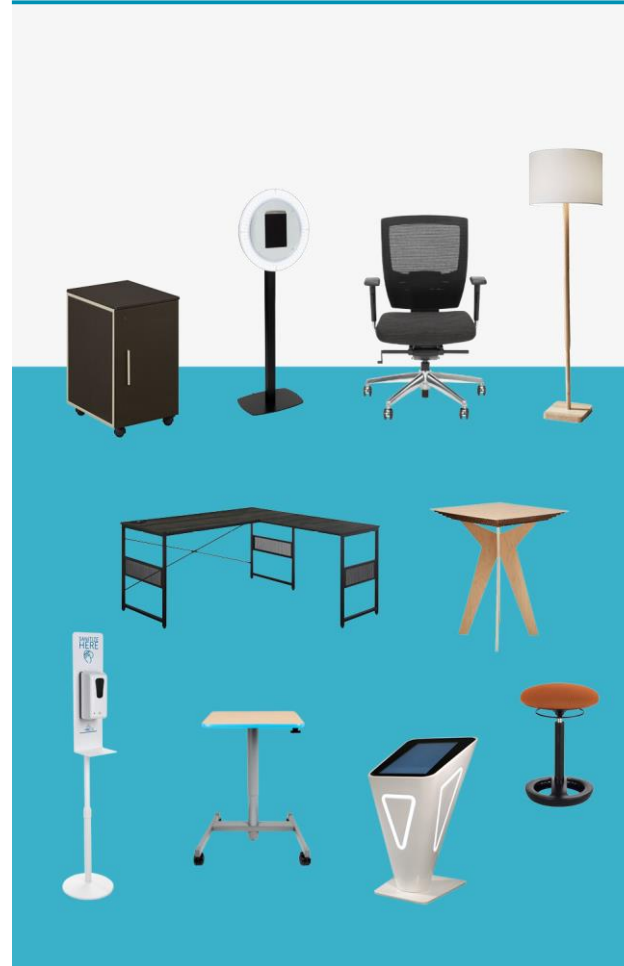
Our divisions are product specialists and sell equipment and specialties with an average order value of around EUR 500 in 2021

## Divisions

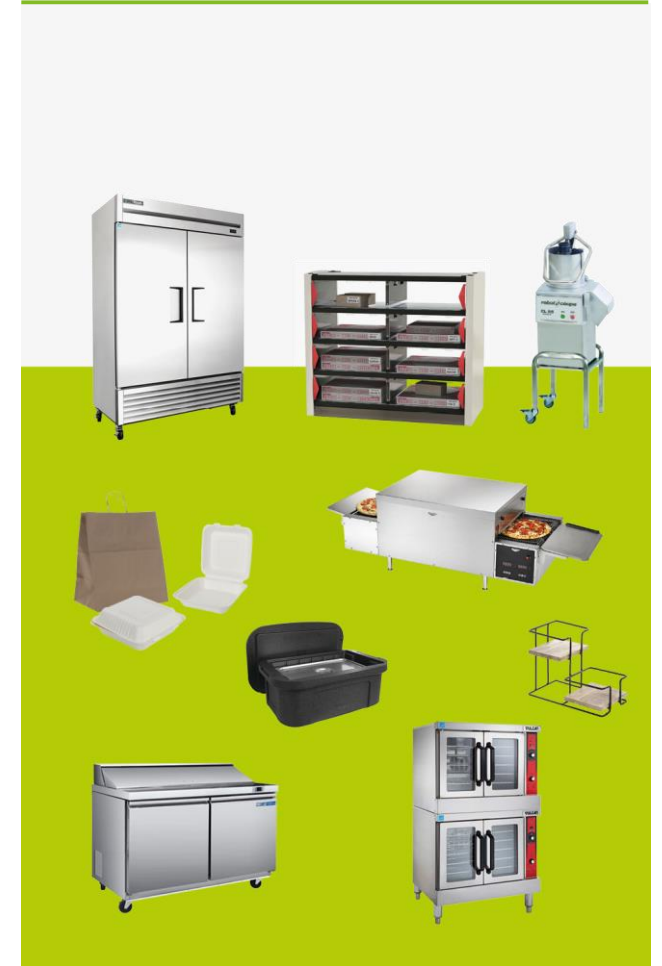
### Industrial & Packaging



### Office Furniture & Displays



### FoodService



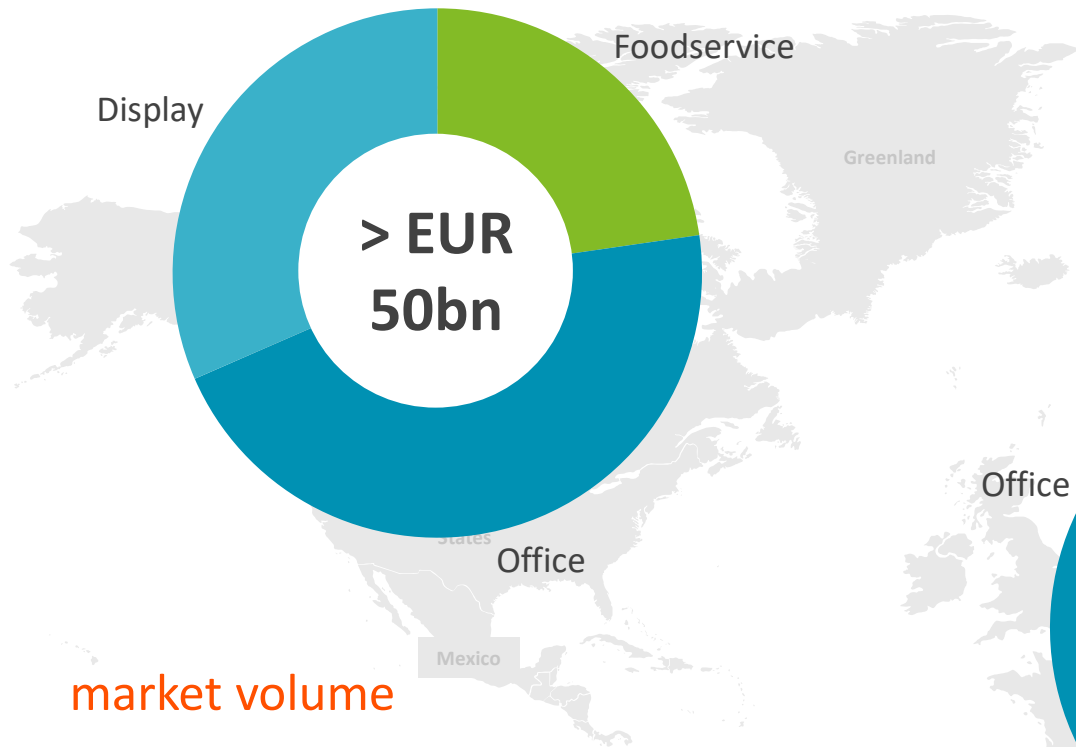
## New organizational structure with three customer-oriented divisions and integrated Group functions



*New Group structure (as of January 1, 2022)*



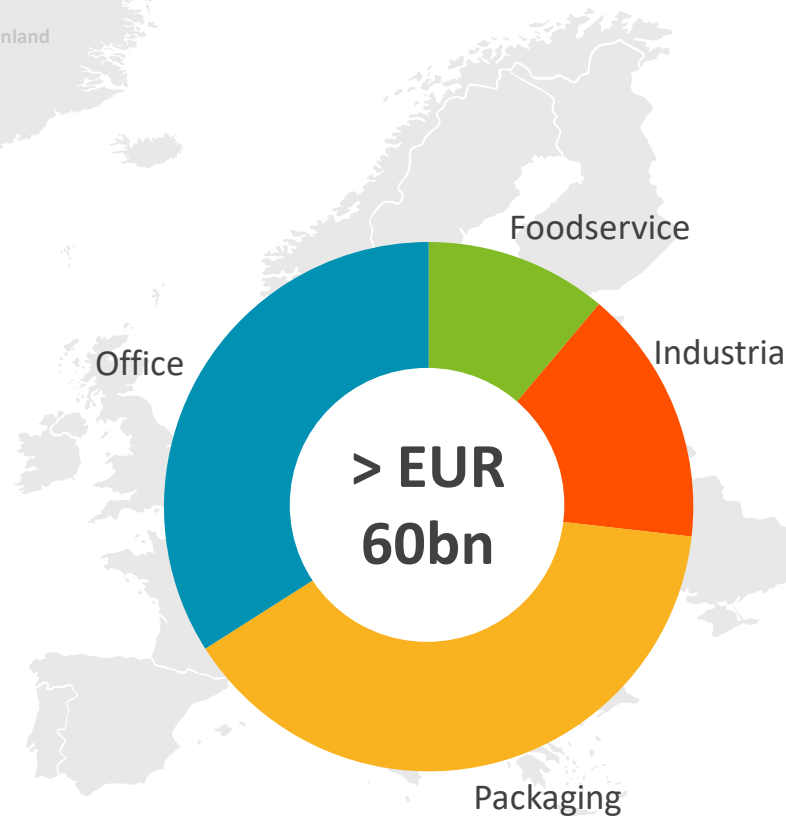
TAKKTs addressable market is > EUR 110bn in size and growing



market volume

**> EUR 110bn**

growing in line with  
or above GDP

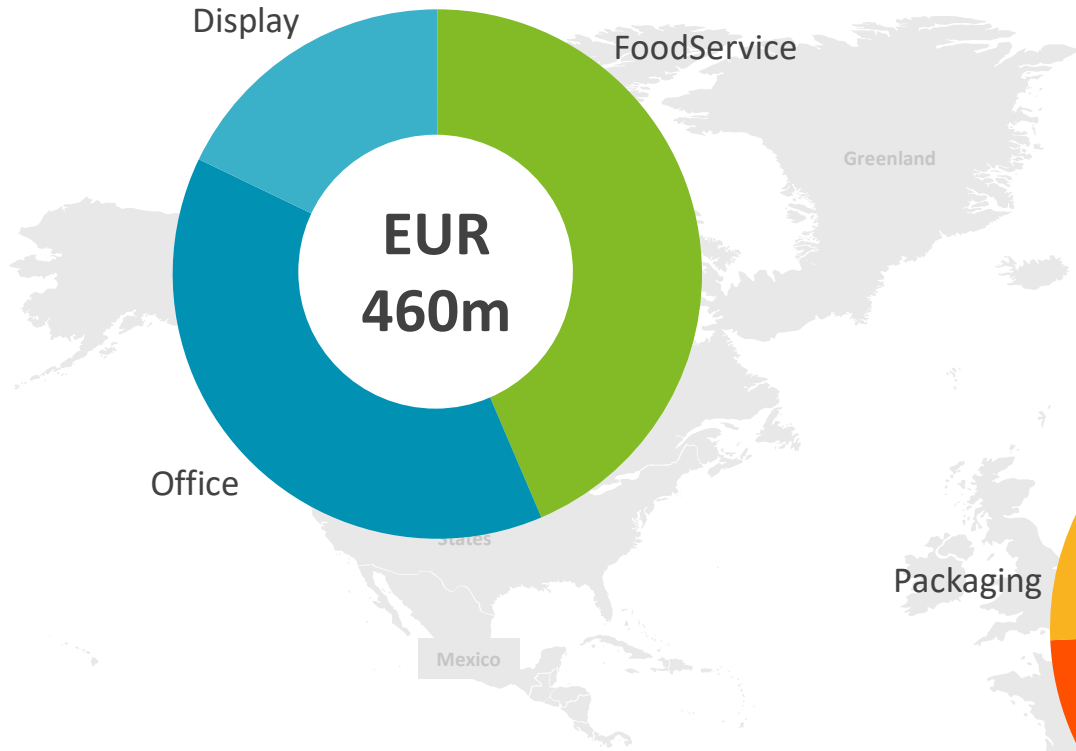


## Market:

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

Room to grow for **TAKKT**

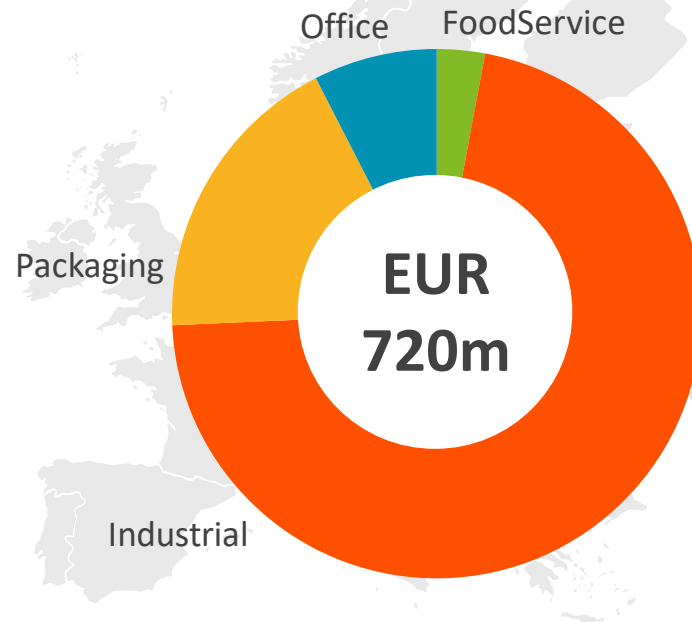
TAKKT's market share is currently around 1% leaving significant room for growth



TAKKT revenues

**EUR 1.2bn**

out of > EUR 110 bn market



## TAKKT

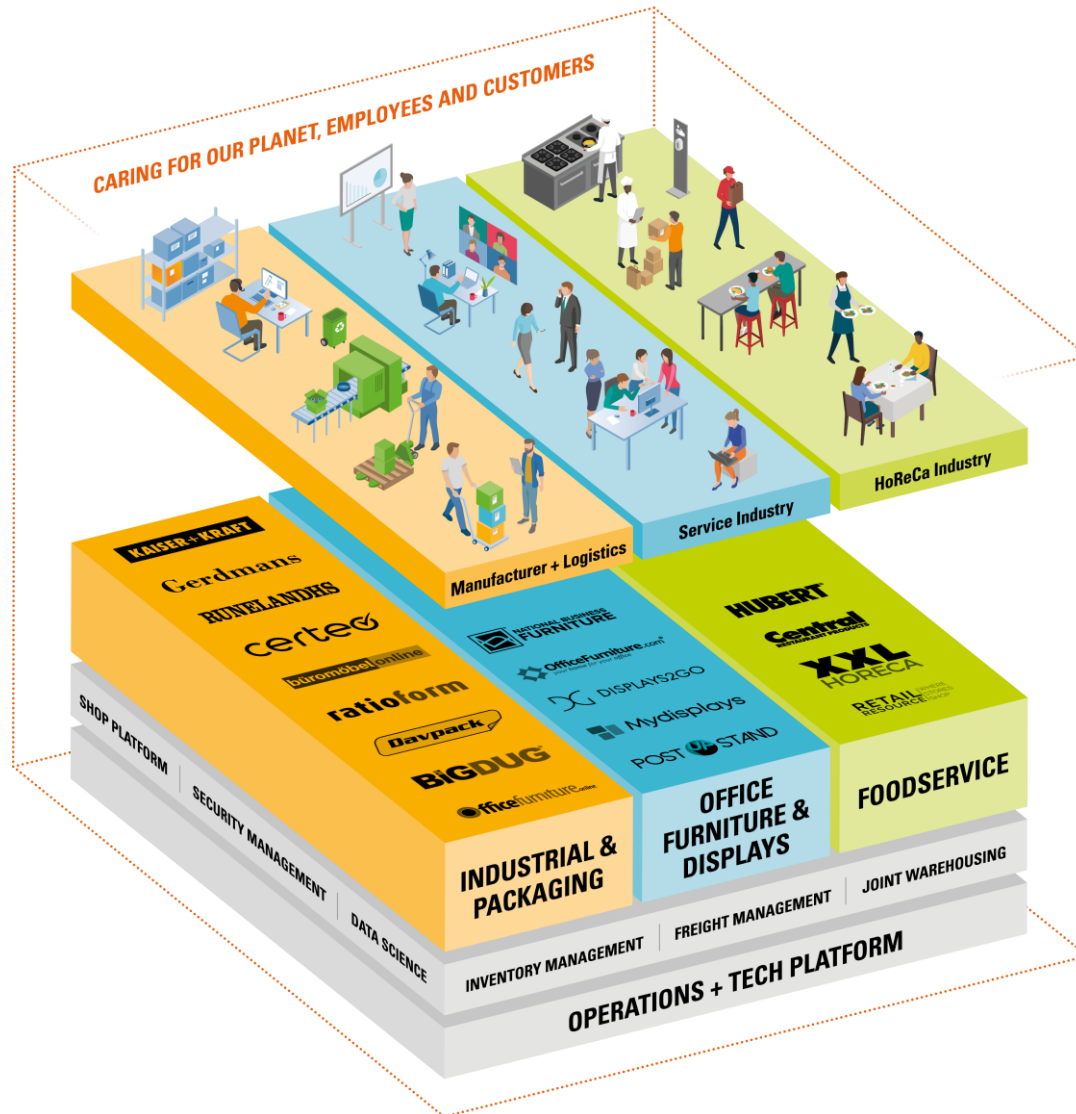
- Strong presence in all markets (top 10 position in each)
- Large assortment
- Strong and long-term relationship with customers
- Depth of suppliers globally, strong long-term relationships

Room to grow for **TAKKT**



# Strategy

# Strategy builds on three pillars Growth, OneTAKKT and Caring



## TAKKT's strategic pillars

### Growth:

- Three divisions for three worlds of work
- E-commerce excellence
- Smart pricing

### OneTAKKT:

- Scalable platforms in supply chain & tech
- New collaboration and employee empowerment

### Caring:

- Strong customer and employee focus
- "Enkelfähig" products & circular business models

# We aim to deliver value via levers in Growth, OneTAKKT, and Caring

## Growth

Opportunity through **customer focus** via new division set-up

- E-commerce excellence
- Smart pricing/margin management
- Cross-selling/SoW
- Reposition Displays2go, Hubert, E4W

## OneTAKKT

Scalability and efficiency via **integration**

- Tech platform harmonization
- Integrated data platforms
- Global supply chain platform
- Integrated support functions

## Caring

Growth enabling additional **business opportunities**

- Increase customer focus
- Employee engagement
- Expand assortment of sustainable products and new circular business models

M&A to further accelerate

# Financial and non-financial targets for 2025

## Growth

**Sales EUR 2bn**

Organic growth: ø10% p.a.  
Organic e-commerce  
growth: ø15% p.a.



## OneTAKKT

**EBITDA EUR 240m**  
**Free TAKKT cash flow**  
**EUR 150m**

Increase in profitability  
by 2-3 percentage points



## Caring

**cNPS of 60**  
**eNPS of 50**

45% share of women in  
leadership positions  
40% share of  
“enkelfähig” products

# Financials and performance figures

## Development of key financials in 2021

**1,178.0**

**Sales** *in EUR million*

**112.6**

**EBITDA** *in EUR million*

**57.0**

**Net profit** *in EUR million*

**51.9**

**Free TAKKT cash flow**  
*in EUR million*

**62.2**

**Equity ratio** *in percent*

**1.10**

**Dividend proposal**  
**per share** *in EUR*

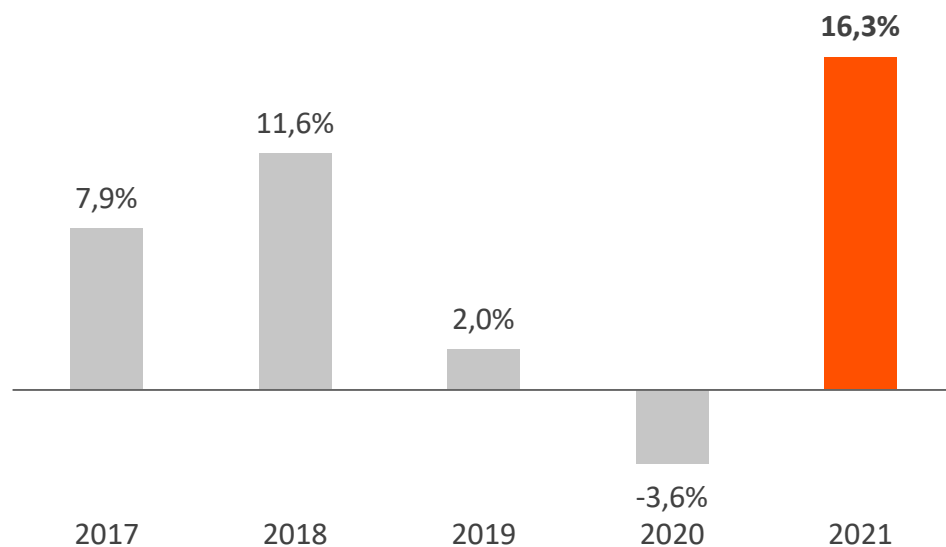


## Financial key figures

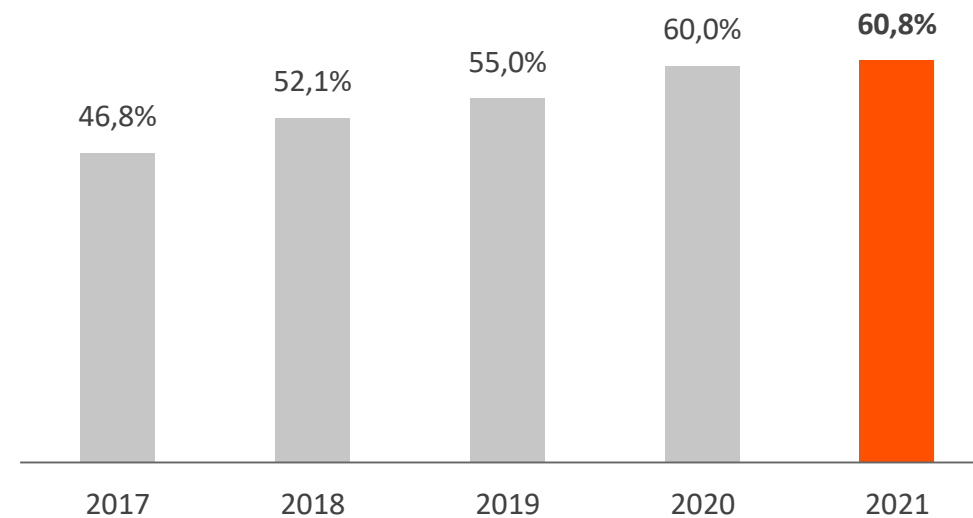
	2017	2018	2019	2020	2021
Organic sales development in percent	0.4	3.4	-1.4	-11.8	11.4
Organic growth in order intake via e-commerce in percent	7.9	11.6	2.0	-3.6	16.3
Number of orders in thousand	2,465	2,676	2,642	2,535	2,500
Average order value in EUR	458	449	460	425	491
Gross profit margin in percent	42.5	41.5	41.3	39.7	40.2
EBITDA in EUR million	150.3	150.1	150.2	92.6	112.6
TAKKT cash flow in EUR million	109.1	120.8	120.4	82.0	94.3
Free TAKKT cash flow in EUR million	73.0	82.7	107.1	129.8	51.9
Capital expenditure ratio in percent	2.1	1.8	1.8	1.2	1.6

# E-com growth and share

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

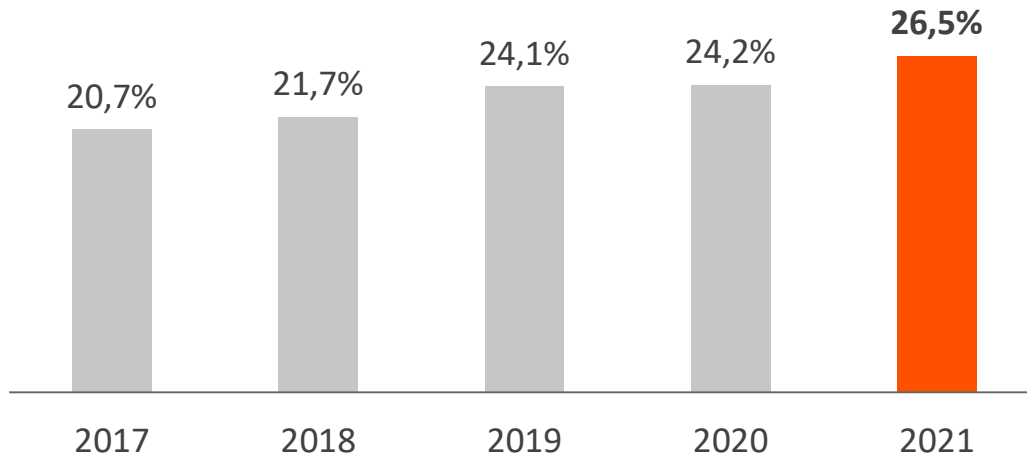


Share of e-commerce in order intake (in %)

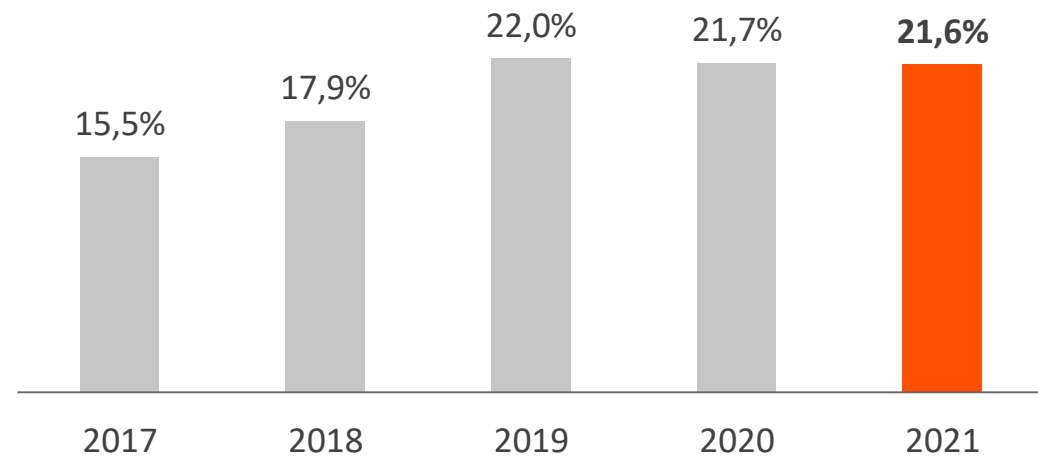


# Product range figures

Share of private labels\* (in %)



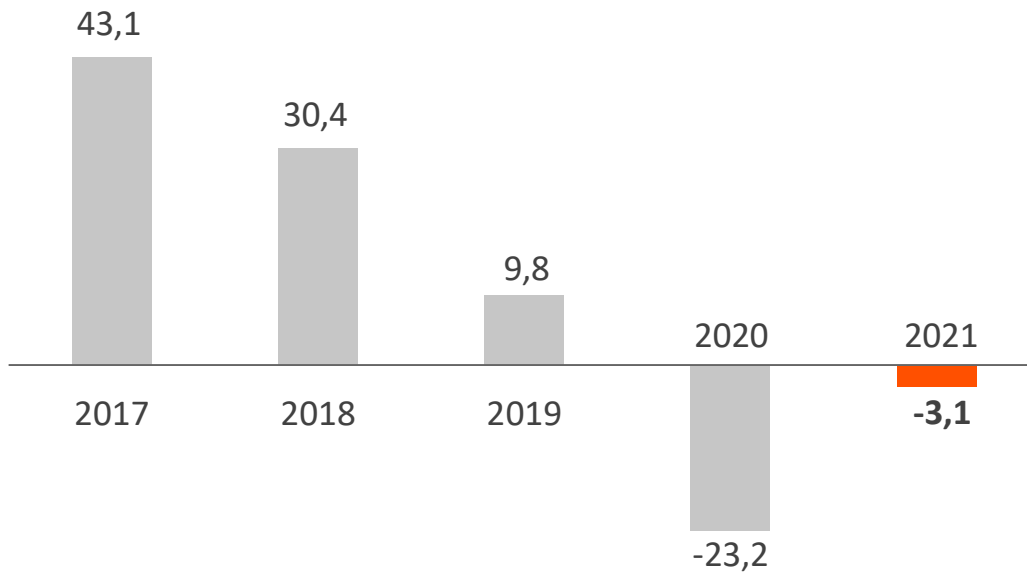
Share of direct imports\* (in %)



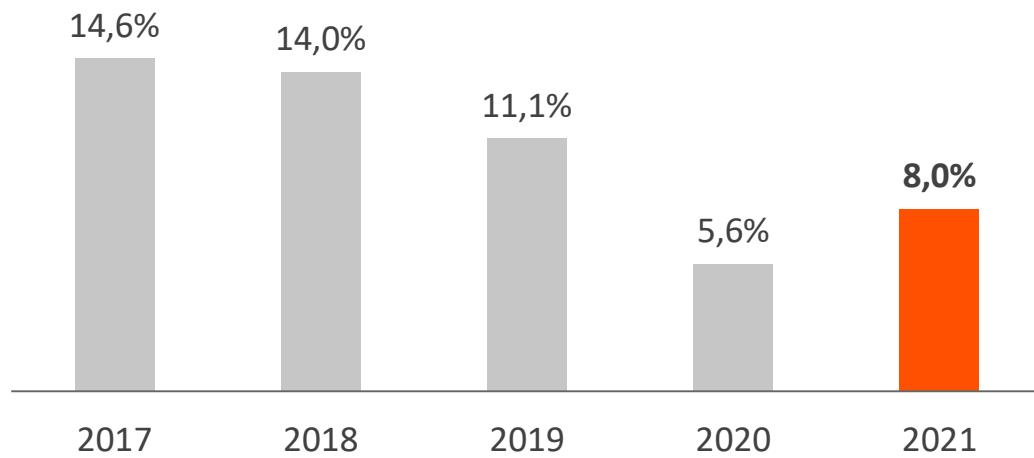
\* The figures have only been reported as shares of sales since 2019. For prior years, they are shown as shares of order intake (private label) and purchase volume (direct imports).

# Value-based figures

TAKKT value added (in EUR million)

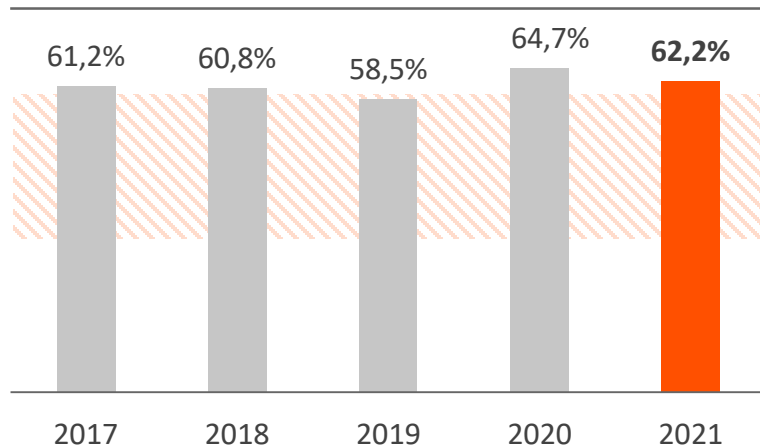


Return on Capital Employed (in %)

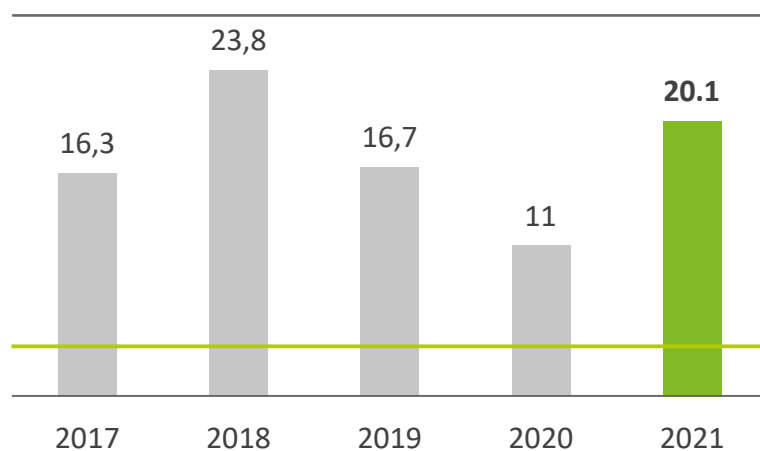


# Internal covenants within or exceeding the target range

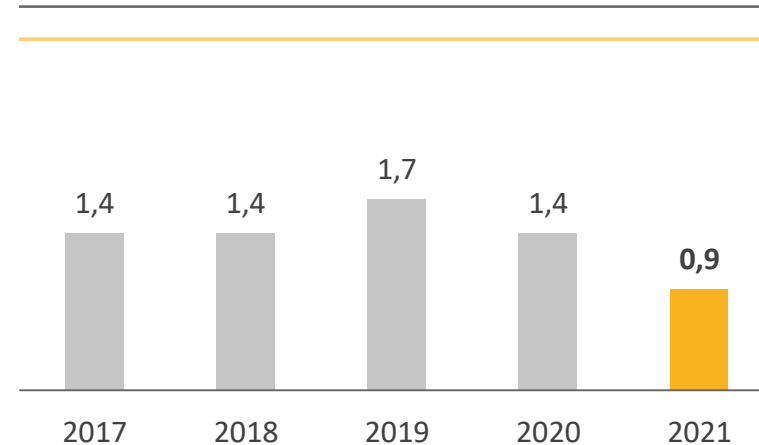
Equity ratio (in %)



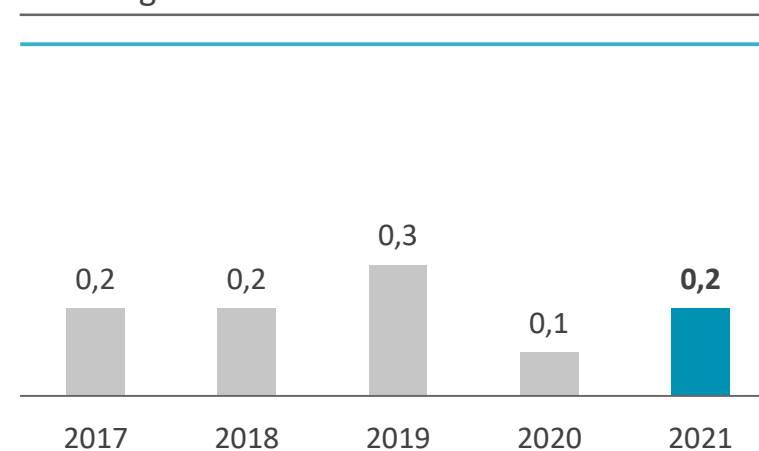
Interest cover



Debt repayment period (in years)



Gearing



# Outlook 2022



# Organic sales growth

<i>Organic growth</i>	Q1/21	Q2/21	Q3/21	Q4/21	<b>2021</b>	Q1/22
<b>TAKKT Group</b>	<b>-3.3%</b>	<b>24.6%</b>	<b>12.1%</b>	<b>14.4%</b>	<b>11.4%</b>	<b>18.9%</b>
Industrial & Packaging*	3.6%	30.3%	13.5%	13.7%	14.5%	12.6%
Office Furniture & Displays*	-14.8%	25.7%	13.7%	13.1%	8.1%	24.3%
FoodService*	-8.6%	10.8%	7.1%	18.6%	6.7%	35.6%

\* New division structure implemented at the beginning of 2022. The table shows the pro forma figures for 2021 in the new structure.

# Outlook: TAKKT expects strong growth and a significant increase in earnings in 2022

## Economic environment

- Russia's invasion of Ukraine has a negative impact on global economic growth via higher commodity prices, increased uncertainty and reduced business confidence
- Higher inflation rates and bottlenecks in the supply chains continue to have an impact on business development

## TAKKT's focus

- Top priority: inflation management to keep gross profit margin stable
- Tight supply chain and inventory management to fulfill customer demand
- Acceleration of transformation and implementation of strategic initiatives along the three pillars Growth, OneTAKKT and Caring

## Key financials

- High level of uncertainty after a good start to the year. Overall, for the full year TAKKT expects

**high single-digit  
organic sales growth**

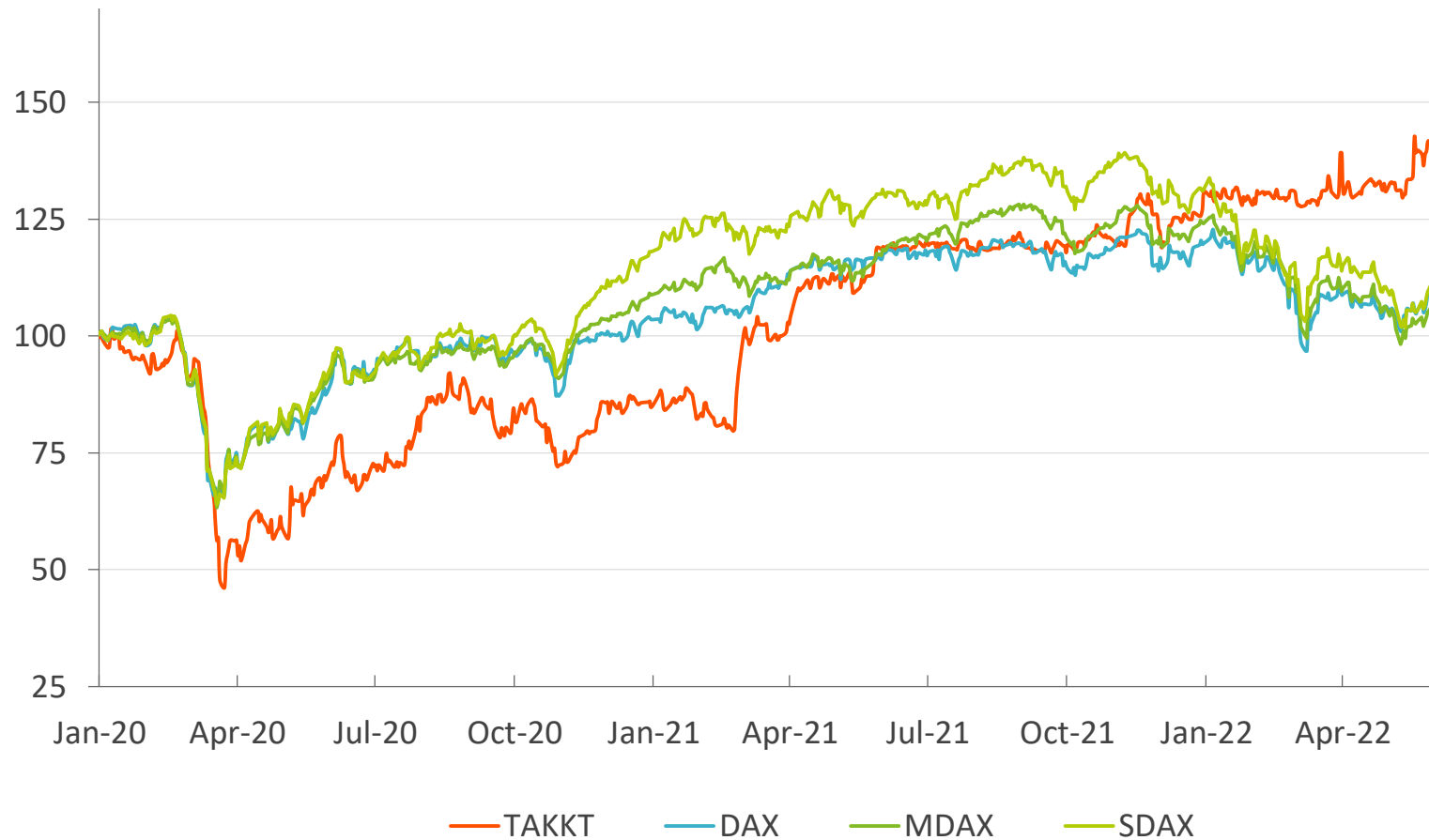
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**EBITDA between  
EUR 110 and 130 million**

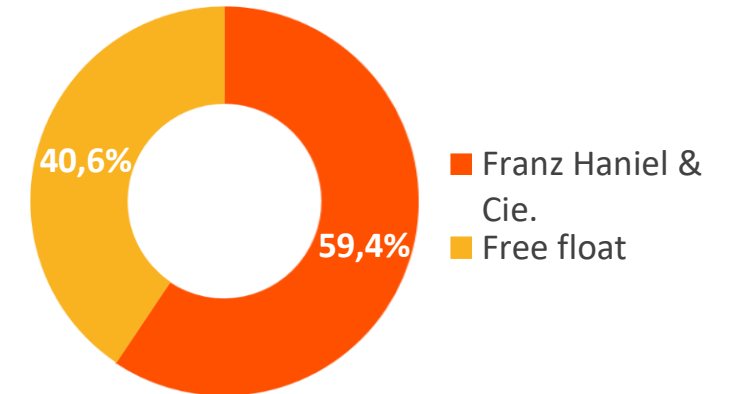
# TAKKT share, dividend and equity story

# TAKKT share performance, shareholder structure and analyst recommendations

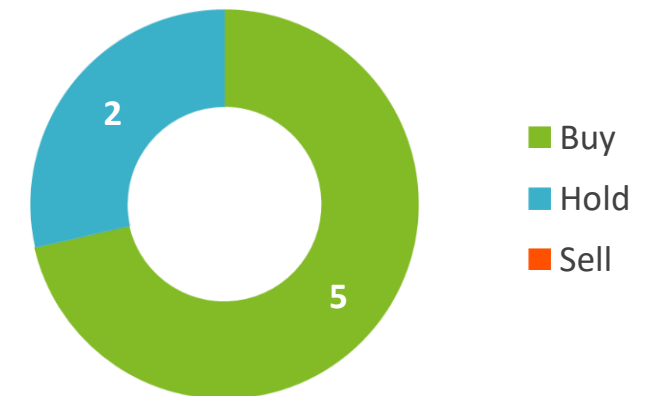
## Total Shareholder Return: TAKKT and indices



## Shareholder structure



## Analyst recommendations



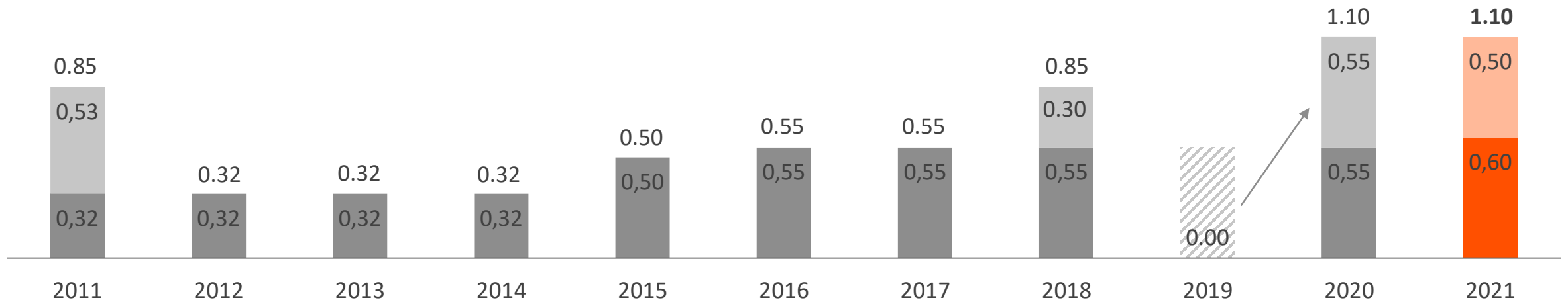
Average price target of EUR 17.3

TAKKT pays dividend of EUR 1.10 per share for 2021 and commits to a base dividend of at least EUR 0.60 for the future

### Dividend proposal & policy

- Dividend payment of EUR 1.10 per share for 2021
- 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



## Summary: Highlights of our new story



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



B2B equipment market with huge growth opportunities due to trend shifts



Strategy based on three pillars:  
Growth, OneTAKKT and Caring



2025 growth targets: EUR 2bn sales,  
EUR 240m EBITDA and EUR 150m free cash flow



Committed to environmental resources,  
people and customer success



# TAKKT investor relations

## IR Contact

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TAKKT AG is headquartered in Stuttgart, Germany.

## Upcoming Events

**July**

28. Earnings call H1/2022

## 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
Index	SDAX, prime standard
Designated sponsors	Hauck Aufhäuser Lampe, ODDO BHF

## Historic share price development (Xetra)

