

TAKSIT

TAKKT Analysts' conference hosted by

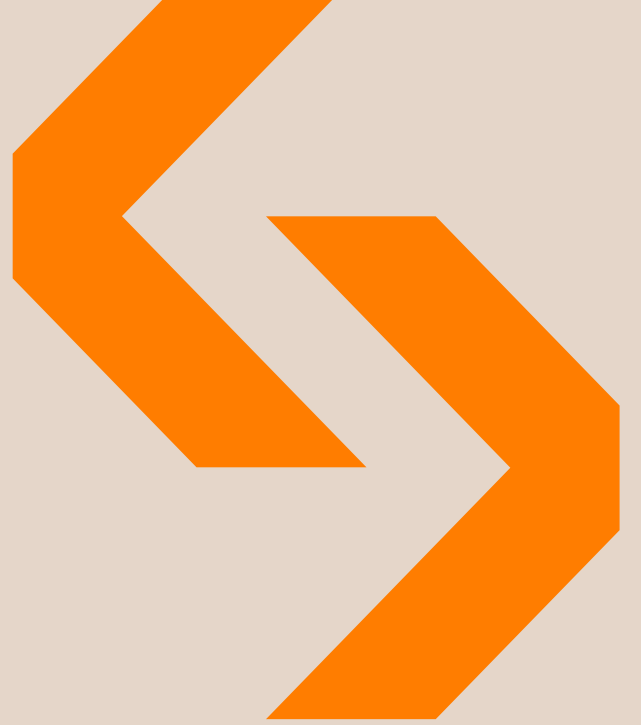


Lars Bolscho
CFO

Maria Zesch
CEO

AGENDA

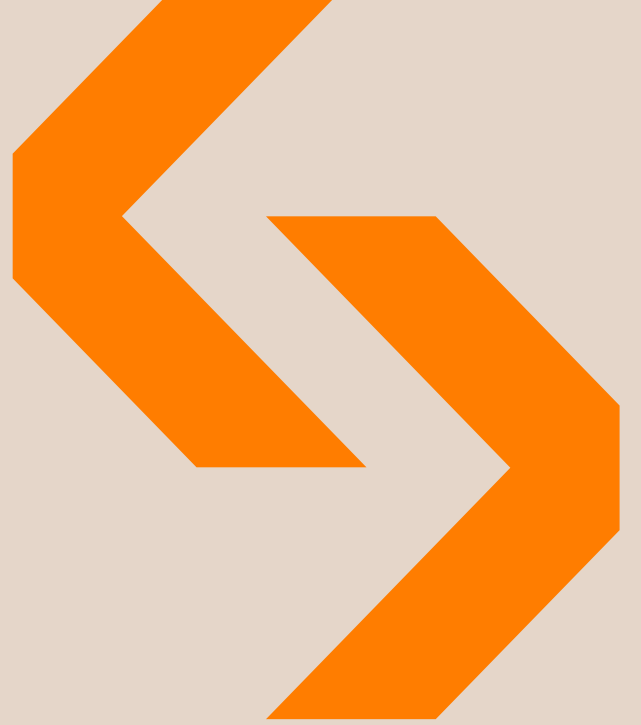
- I TAKKT at a glance
- II Vision & strategy
- III Strategic mid-term targets
- IV Financial results 2023
- V Outlook 2024



MARKET	POSITIONING	STRATEGY	BUSINESS MODEL
<p>Global business equipment market with huge growth potential</p>  <p>Addressing EUR 110bn+ market with fragmented customer, supplier and competition landscape</p>	<p>B2B omnichannel distributor focused on 3 worlds of work</p>  <p>Combining long-standing customer- and supplier-relationships in Europe and US offering 600k+ products and services</p>	<p>Growth, OneTAKKT, Caring</p>  <p>Establishing a customer-centric, sustainable offer to increase market share - while improving efficiency through high integration of our activities</p>	<p>Flexible, resilient and cash-rich</p>  <p>Maintaining high gross profit margin, lean and flexible cost base, generating strong free cash flow and offering an attractive dividend</p>

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Bringing **NEW** **WORLDS OF** **WORK to life**

**By caring about
environmental resources,
people and customer success**

Bringing new worlds of work to life

by caring about environmental resources, people and customer success

GROWTH

Win customer trust as caring partner
to gain customers and orders

OneTAKKT

Increase profitability via
harmonization and automation
and maintain strong cash conversion

CARING

Care-taking as major differentiator
for resources & customer success

M&A to further accelerate

TAKKT Strategy progress 2023 – Growth

Growth Levers



Product

> Already **1/4 of revenues** coming from “**enkelfähig**” products



Cross-selling

> **EUR 11m** in cross-selling in 2023 (**vs EUR 1.6m in 2022**) within I&P and FS divisions



Smart Pricing

> Improved **gross profit margin** and additional sales from smart pricing



E-Com excellence

> **Positive growth of 13%** in e-Procurement and onboarding of additional customers
> Improvements in user experience in commercial web shops, more to come in 2024

TAKKT Strategy progress 2023 - OneTAKKT

Supply chain efficiency

- › Decreased outbound transport cost in EU & US
- › Closed 3rd party warehouses
- › EU & US network set-up developed



Delivery Reliability

- › Standardized delivery experience
- › Improvement in logistics KPIs (delivery on time, damage claims, delivery speed)

Inventory Management

- › Global initiative to transform inventory management
- › Strong inventory reduction of EUR 35 million in Europe & the US
- › Important contribution to achieve free cash flow target

Integrated Ops function

- › Fully integrated Ops teams
- › Globally standardized steering and common KPI set for Operations processes

TAK_{IT} Strategy progress 2023 - Caring

Sustainability Priorities



Product Impact
Responsible production & circularity



Distribution Impact
Climate adaption & mitigation



Social Impact
Equity & Equality



Must haves
Comply with ESG Reporting Requirements

Achievements & External Recognition

24%

Share of Enkelfähig revenues

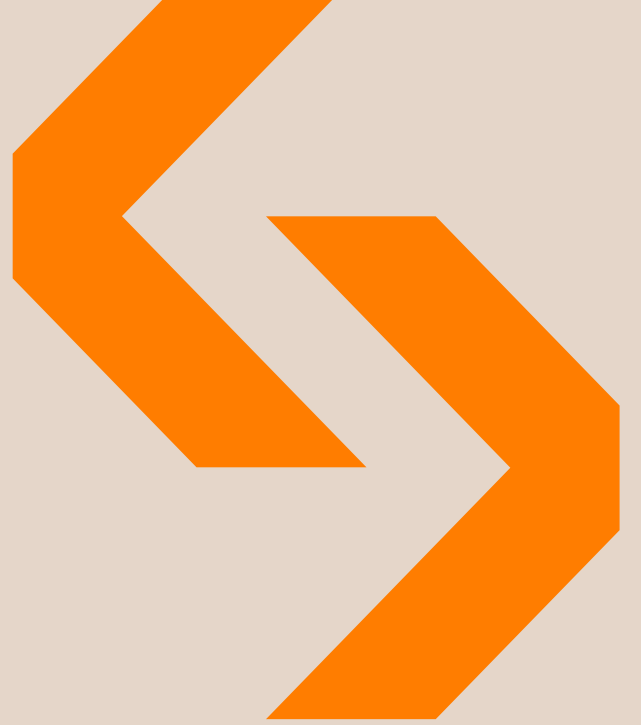
11%

Reduction of CO₂e emissions Scope 1 & 2 compared to base year 2021



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TAKKT Strategy implementation on track



RESTART

2021–2022



RESILIENCE

2023–2024



ACCELERATION

2025–2028

ENVIRONMENT

- | | | |
|---|------------------------------------|---------------------------------------|
| › Pandemic, inflation, supply chain disruptions | › High uncertainty, subdued demand | › Expected improvement in environment |
|---|------------------------------------|---------------------------------------|

PRIORITIES

Operational

- | | | |
|----------------------------|---|------------------------|
| › Inflation management | › Improve gross profit margin, cost structures and free cash flow | › Accelerate growth |
| › Ensure delivery capacity | | › Scale infrastructure |

Strategic

- | | | |
|---|--|---|
| › New Strategy: Growth, OneTAKKT, Caring | › Implementation of value and growth initiatives | › Accelerate value and growth initiatives |
| › More integrated, growth-oriented and customer-focused | › Build up global IT and operations structures | › Further tighten customer relations |

Continuous evolution of strategy, value and growth drivers

TAKKT Strategic mid-term targets 2028

Bringing new worlds of work to life

GROWTH

- › Accelerate organic growth and gain market share
- › Additional growth via M&A

OneTAKKT

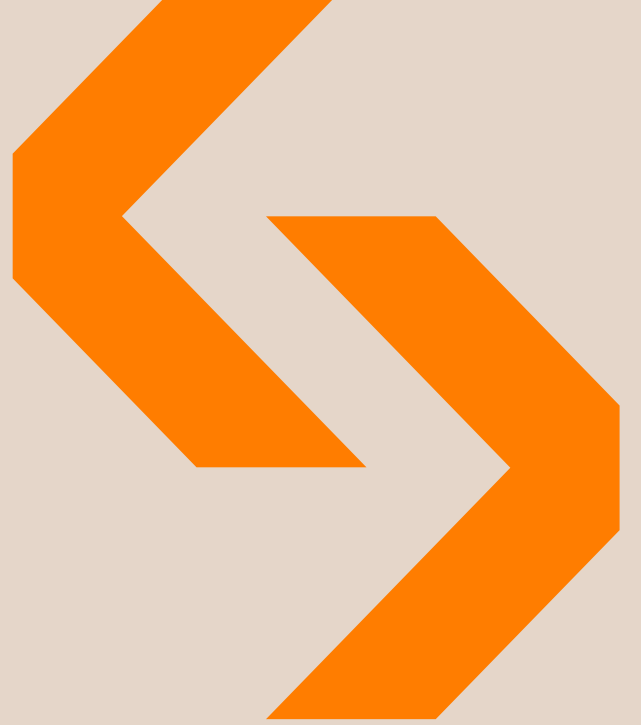
- › Increase EBITDA margin to 12%
- › Average cash conversion between 50% and 60% of EBITDA

CARING

- › Customer NPS of 60
- › Increase share of women in leadership positions to 50%
- › Increase sales share for sustainable products to 50%

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TAKKT Development of key financials in 2023

Growth



EURm

1,240.0

-7.2% reported
-5.9% organic

EBITDA

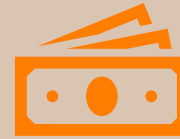


EURm

111.9

-15.3%

Free cash flow¹

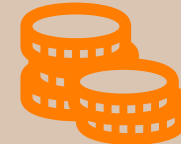


EURm

74.0

+34.5%

Dividend proposal



EUR

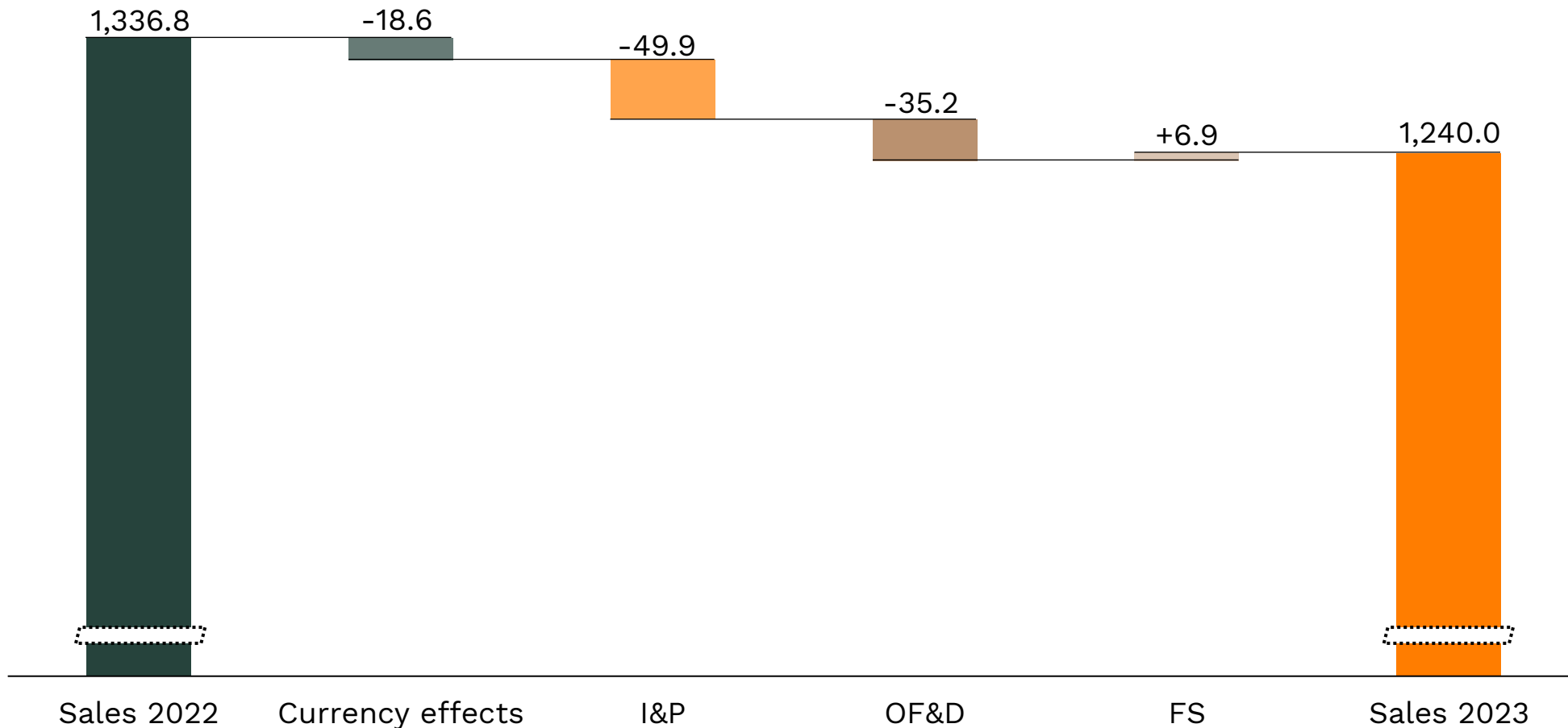
1.00

per share

¹ Free cash flow definition now includes lease payments from IFRS 16 lease agreements

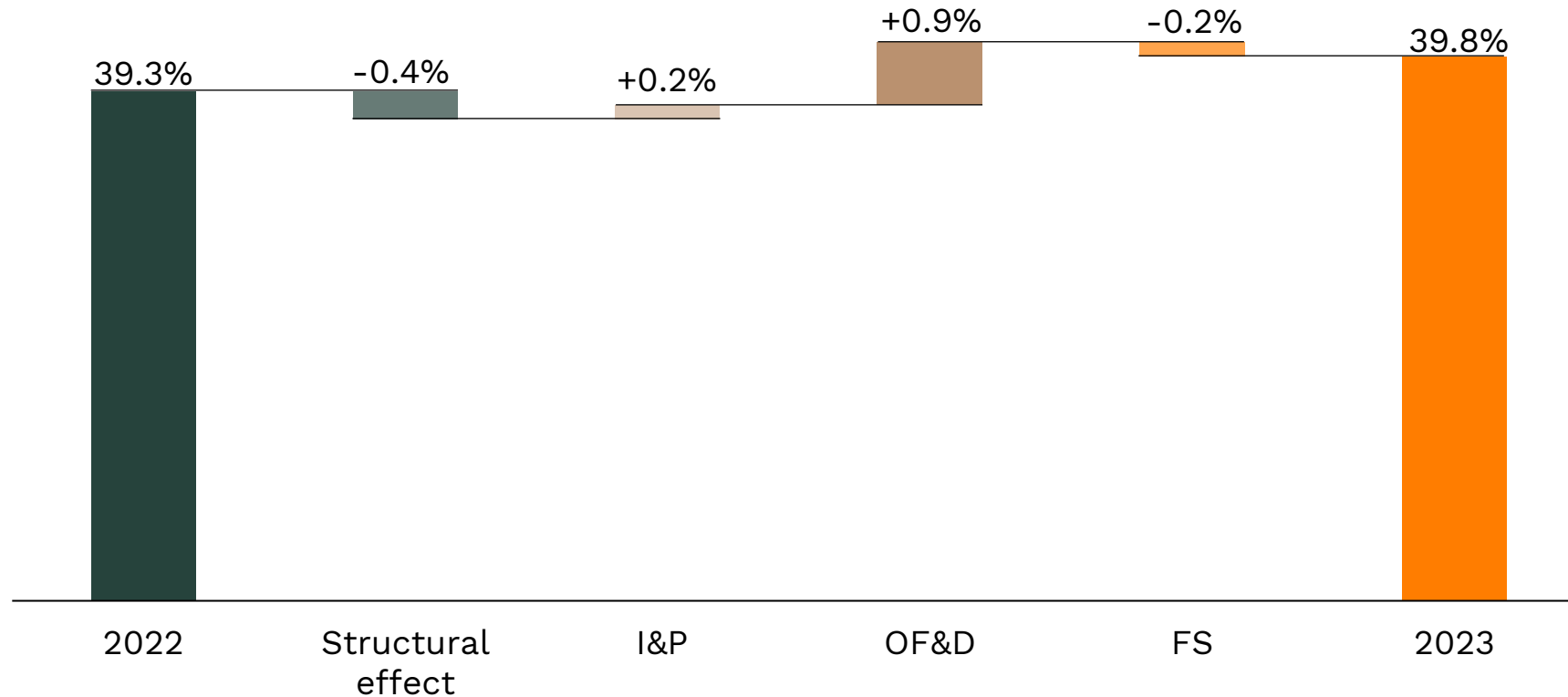
TAK Sales decline in challenging environment

Sales development (in EUR million)



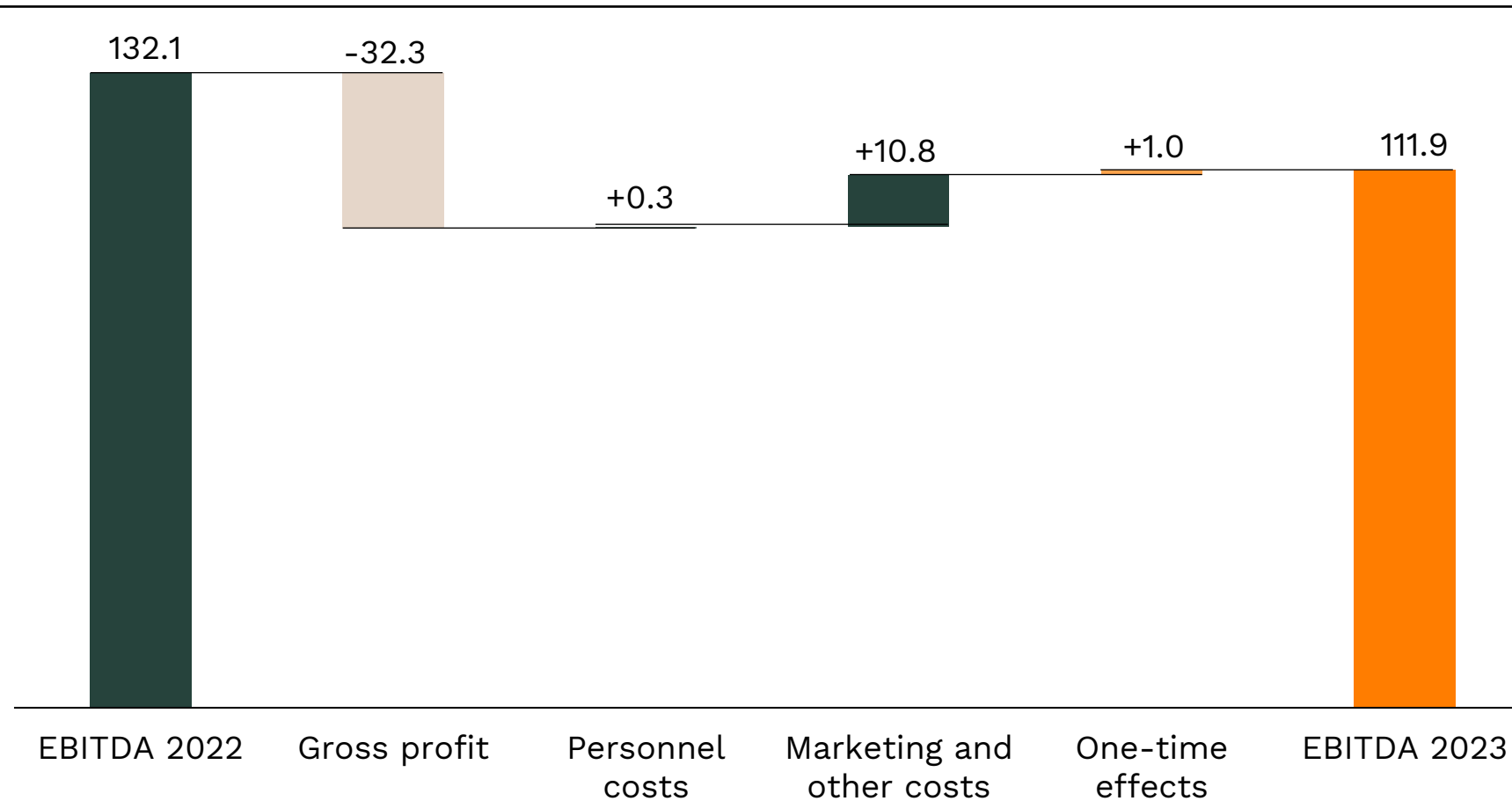
TAKKT Gross profit margin improved to target

Gross profit margin development (in percentage points)



TAK Intensified cost management paid off

EBITDA development (in EUR million)



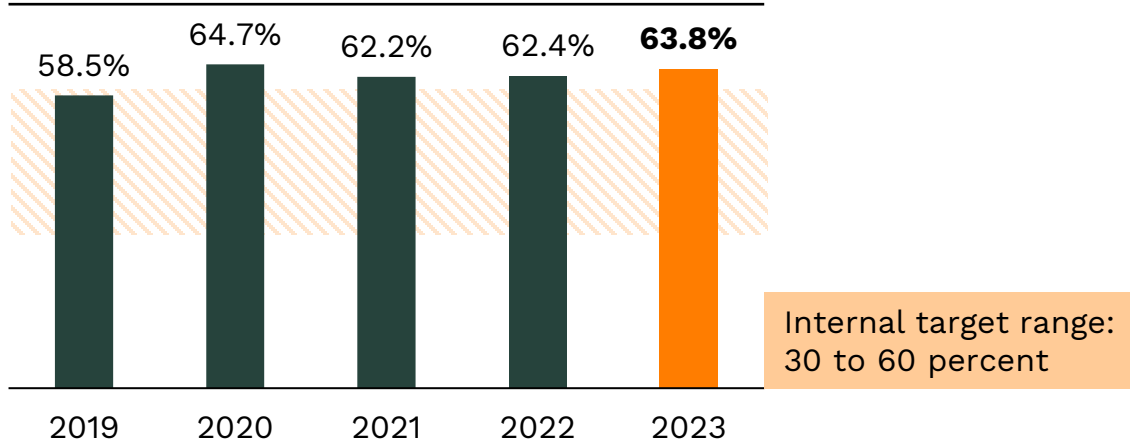
TAKKT Strong increase in free cash flow

Free cash flow development

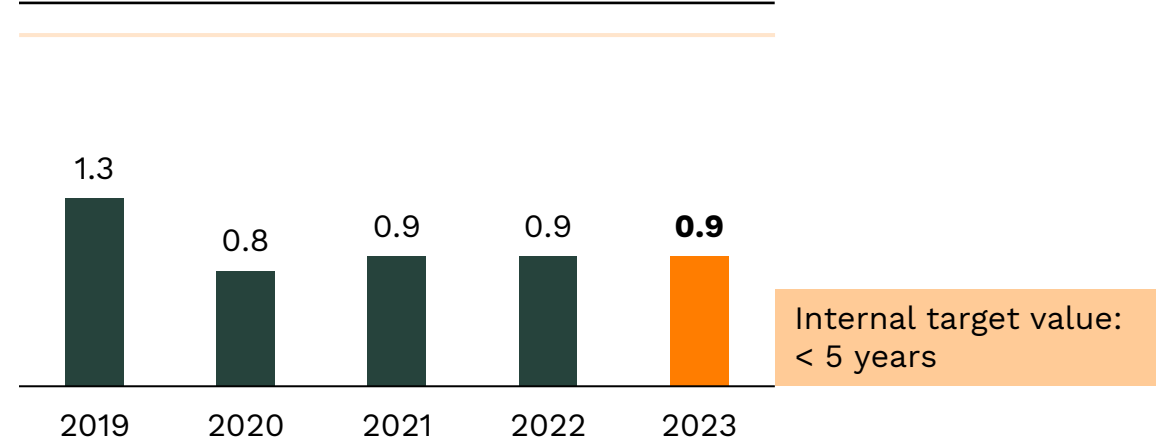
<i>in EUR million</i>	2022	2023	Delta 2023 vs 2022
Cash flow before change of net working capital	115.1	86.0	-29.1
Change in net working capital as well as other adjustments	-30.7	+20.4	+51.1
Cash flow from operating activities	84.4	106.4	+22.0
Operating capital expenditure in non-current assets	-14.6	-15.9	-1.3
Proceeds from disposal of non-current assets	+0.6	+2.6	+2.0
Repayment of lease liabilities	-15.4	-19.2	-3.8
Free cash flow	55.0	74.0	+19.0

TAKKT Internal covenants: Strong balance sheet

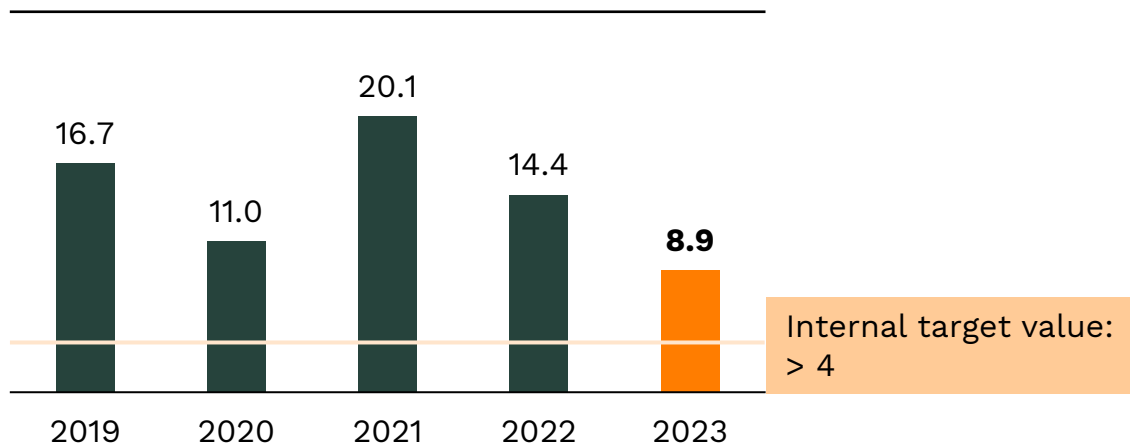
Equity ratio (in %)



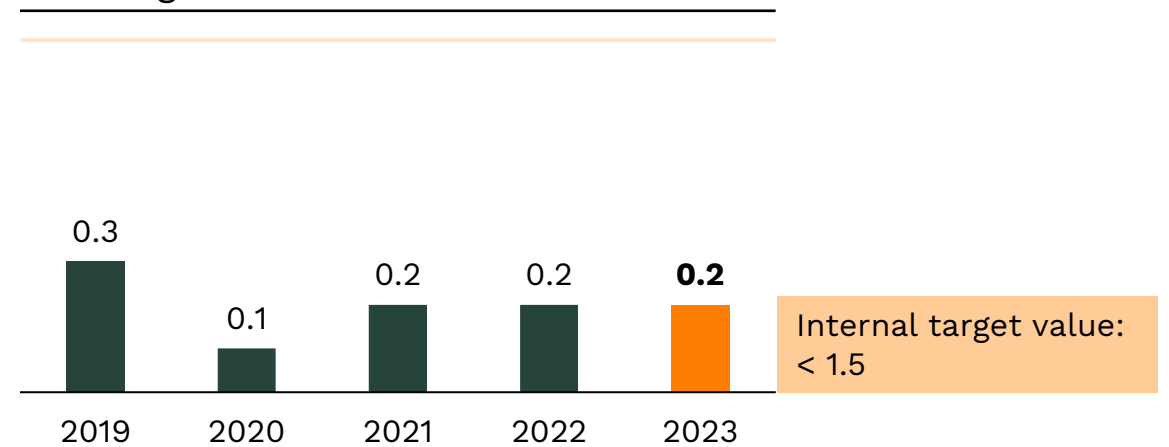
Debt repayment period (in years)



Interest cover



Gearing



TAKKT Dividend proposal

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, 930 thousand shares repurchased for EUR 12.2 million

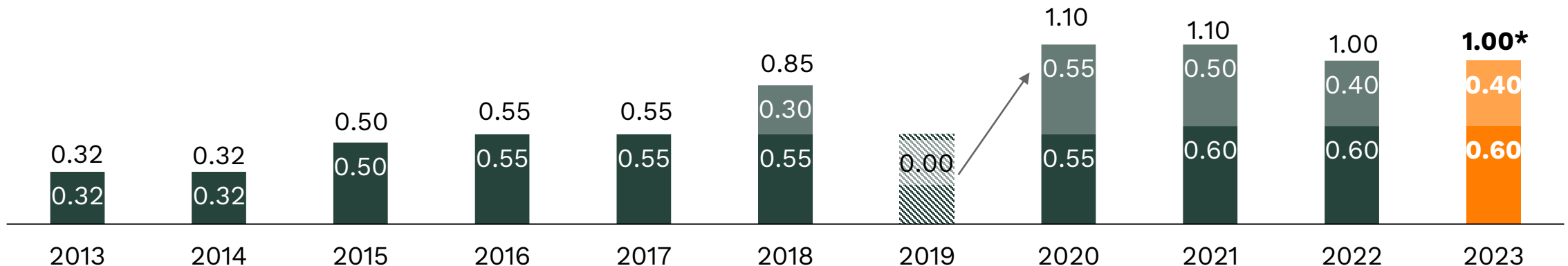
Dividend policy

- TAKKT is committed to pay out at least a base dividend of EUR 0.60 per share
- Possibility of special dividend when equity ratio is high and there's no short-term M&A opportunity

Dividend proposal

- Management proposes dividend payment of EUR 1.00 in total including a special dividend of EUR 0.40
- Dividend yield of 7% at current share price

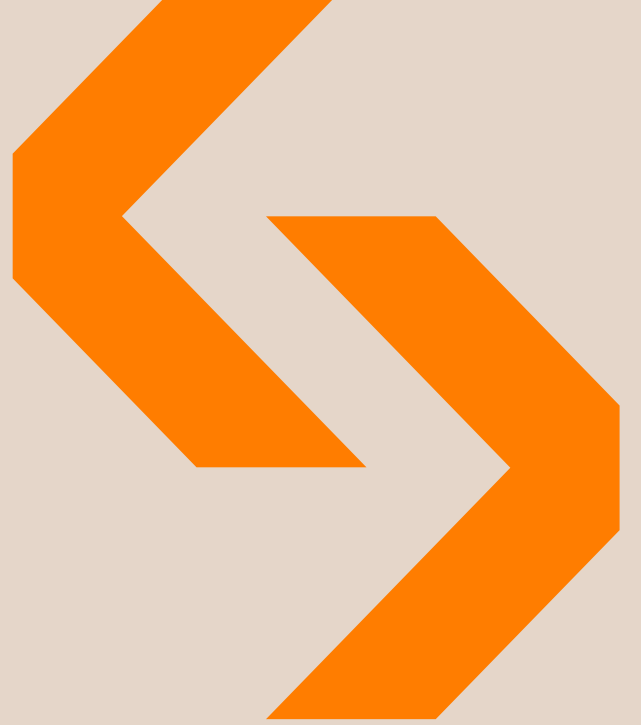
Dividend per share in EUR



*Dividend proposal for FY 2023

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TAKKT Outlook 2024

Environment and expectations

- › Low growth in target markets in Europe and the US
- › European manufacturing PMIs significantly below 50
- › Start to year on top line very similar to prior quarter
- › High level of uncertainty
- › Gradual improvement over the course of the year

TAKKT's priority: Strengthen resilience

- › Continue the focus on gross profit margin, cost management and cash flow
- › Realize structural cost base improvements of at least EUR 15 million
- › Structurally improve cash conversion by optimizing inventories, payables and receivables

FY forecast key financials

Organic sales with high-single- to low-double-digit decline

EBITDA margin adjusted: 8.0% to 9.5%

one-time expenses of 1.0% to 1.5%-pts

Release of net working capital

Free cash flow more stable than EBITDA

TAKKT Investment thesis

Addressable market >EUR 110bn

**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 1.00 per share,
dividend yield of 7%

TAKKT investor relations

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TAKKT AG is headquartered in Stuttgart, Germany.

Upcoming Events

March 28, Annual report and analysts' conference

April 25, Quarterly statement 1/2024

May 17, 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	Hauck Aufhäuser Lampe, ODDO BHF

Historic share price development (Xetra)

