



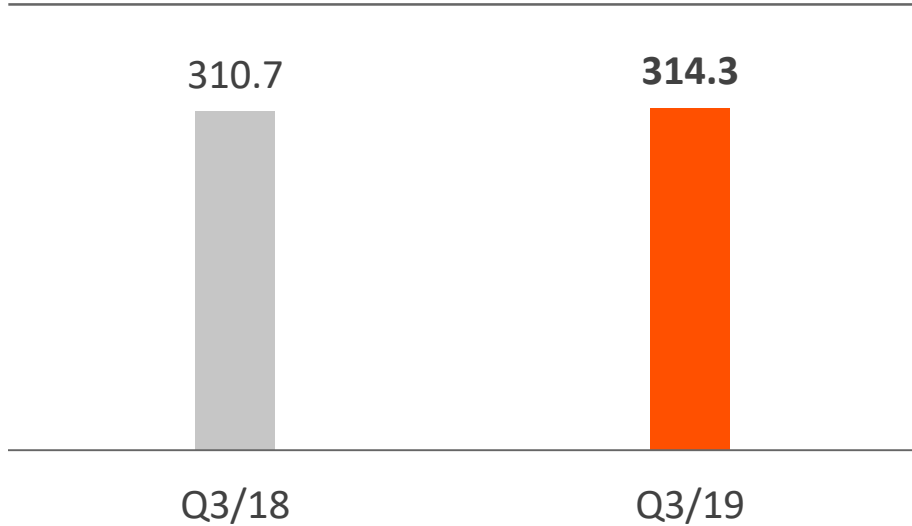
**Changing culture –
building networks**

**Results of the first
nine months of 2019**

October 24, 2019

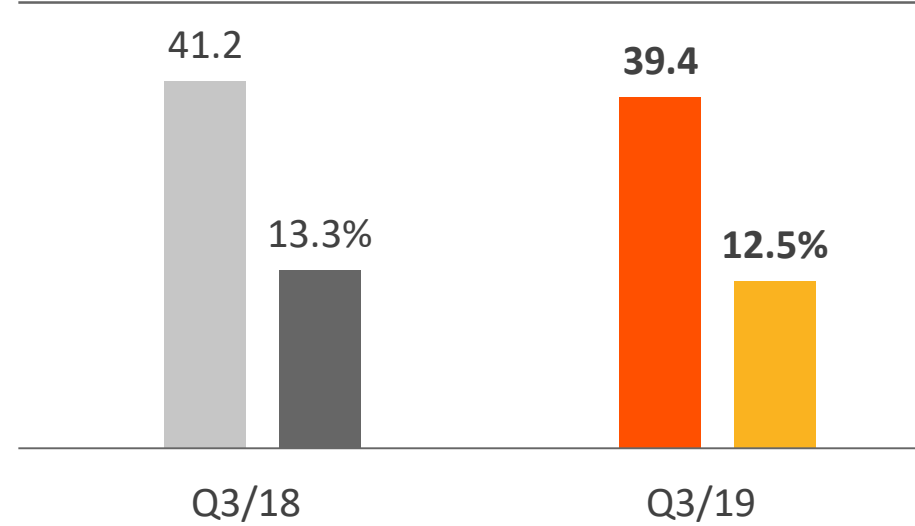
Q3 2019: TAKKT Group

Sales (in EUR million)



- Sales increase by 1.2%
- Positive effects from portfolio changes (+1.1%) and from currency fluctuations (+2.4%)
- Organic sales performance of minus 2.3%
- Expected termination of a business relationship with a major Hubert customer has a negative impact on organic growth (around 2.5%)

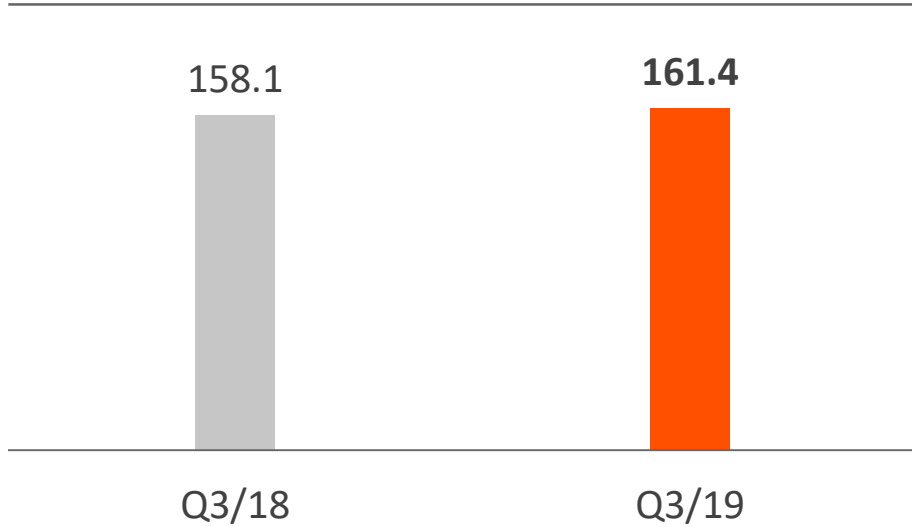
EBITDA (in EUR million) and margin (in %)



- EBITDA margin at 12.5% (13.3%)
- First-time application of IFRS 16 has a positive effect of around one percentage point on the EBITDA margin
- Expenses for termination of employment contracts have an impact of around EUR 2 million on EBITDA
- Adjusted for expenses for termination of employment contracts and IFRS 16 impact, profitability is around one percentage point below prior year due to slow growth

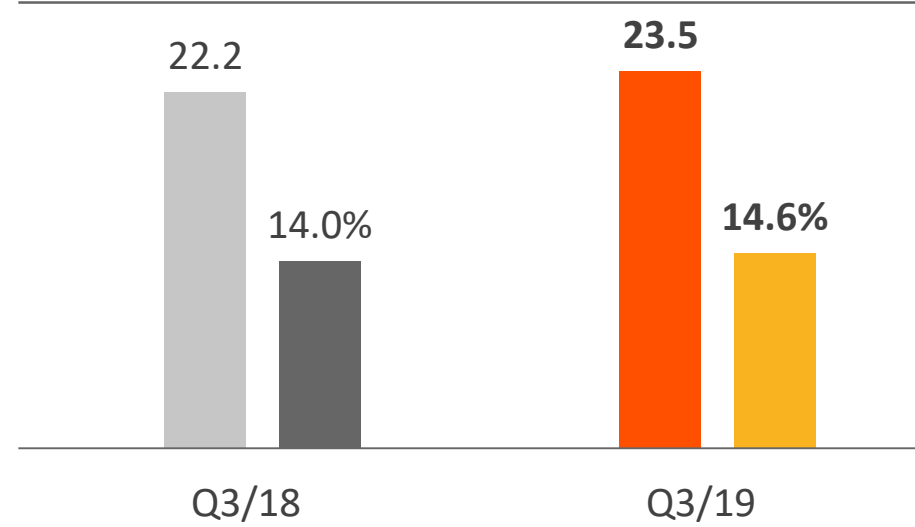
Q3 2019: TAKKT EUROPE

Sales (in EUR million)



- Sales grow by 2.1%
- Contributions from XXLhoreca acquisition (+3.0%) while currency effects are marginal (+0.1%)
- Organic sales development of minus 1.0% due to difficult market environment
- KAISER+KRAFT with a mid single-digit negative organic development; ratioform with low and Newport with high single-digit growth

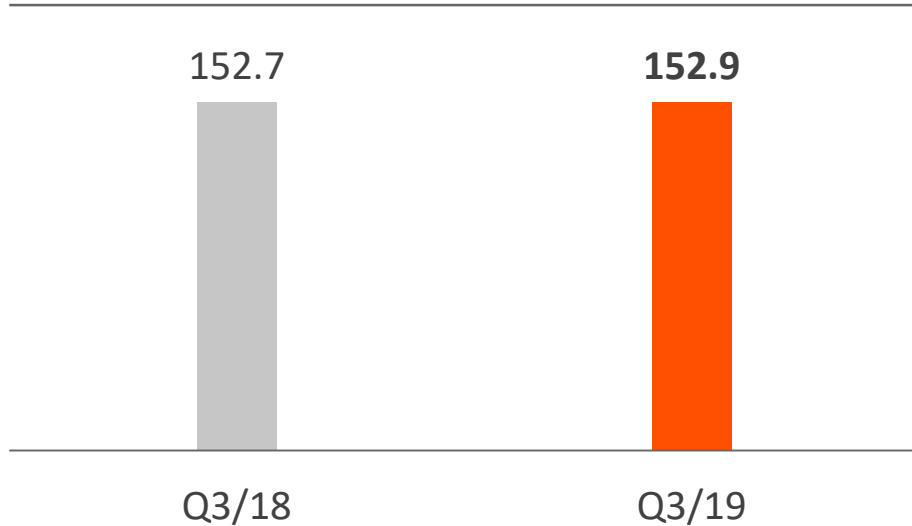
EBITDA (in EUR million) and margin (in %)



- EBITDA margin at 14.6% (14.0%)
- First-time application of IFRS 16 has a positive effect of around one percentage point on the EBITDA margin

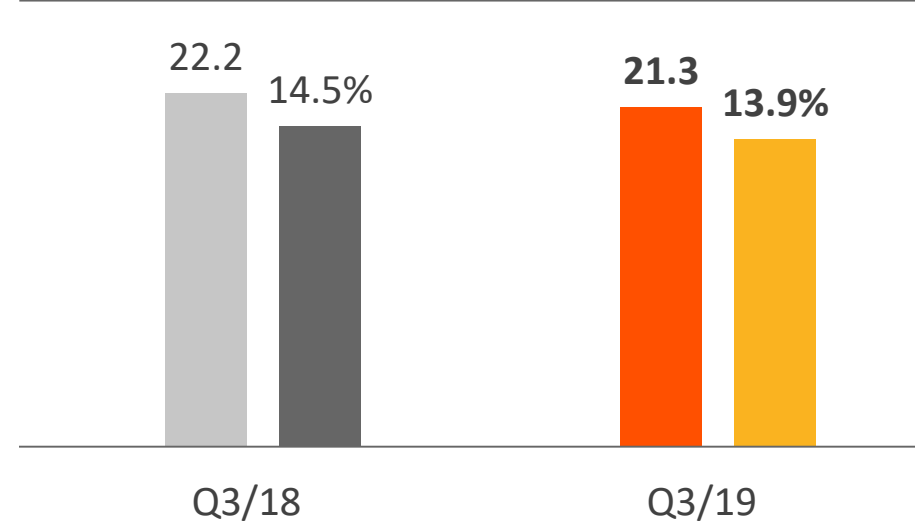
Q3 2019: TAKKT AMERICA

Sales (in EUR million)



- Sales increase by 0.1%
- Negative portfolio effect (-0.8%) from discontinuation of Hubert Europe while currency effects are positive (+4.6%)
- Organic sales development of minus 3.7%
- Negative impact of around 5 percent on organic growth from phase-out of business with a major Hubert customer
- Central and D2G with solid organic growth, NBF just below the very high Q3/18 level, Hubert's underlying business stable

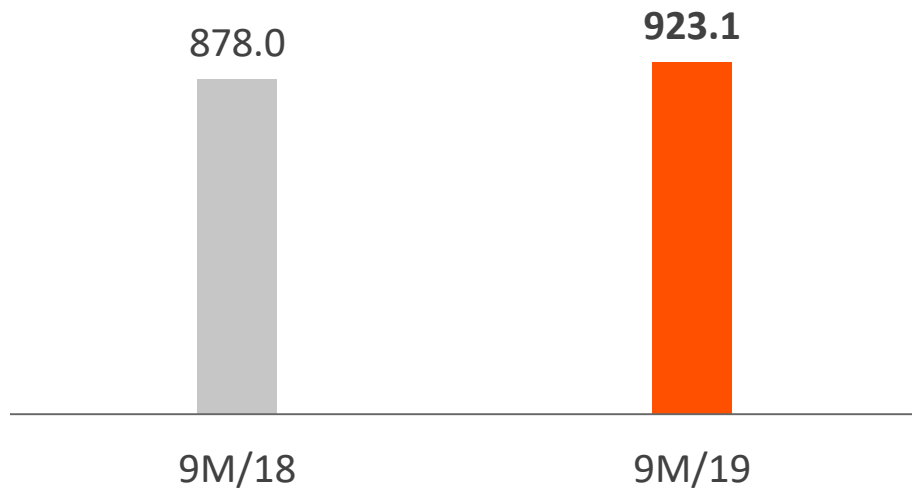
EBITDA (in EUR million) and margin (in %)



- EBITDA margin at 13.9% (14.5%)
- First-time application of IFRS 16 has a positive effect of around one percentage point on the EBITDA margin
- Lower utilization of infrastructure due to sales decline resulting from termination of business with a major Hubert customer weighs on profitability

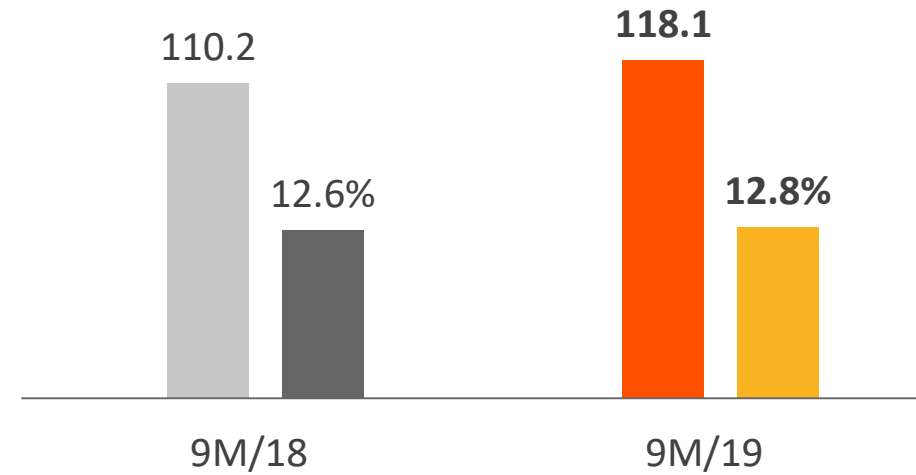
9M 2019: TAKKT Group

Sales (in EUR million)



- Sales increase by 5.1%
- Positive effects from portfolio changes (+1.8%) and from currency fluctuations (+2.8%)
- Organic sales growth of 0.5%
- Expected termination of a business relationship with a major Hubert customer has a negative impact on organic growth (around 1.5%)

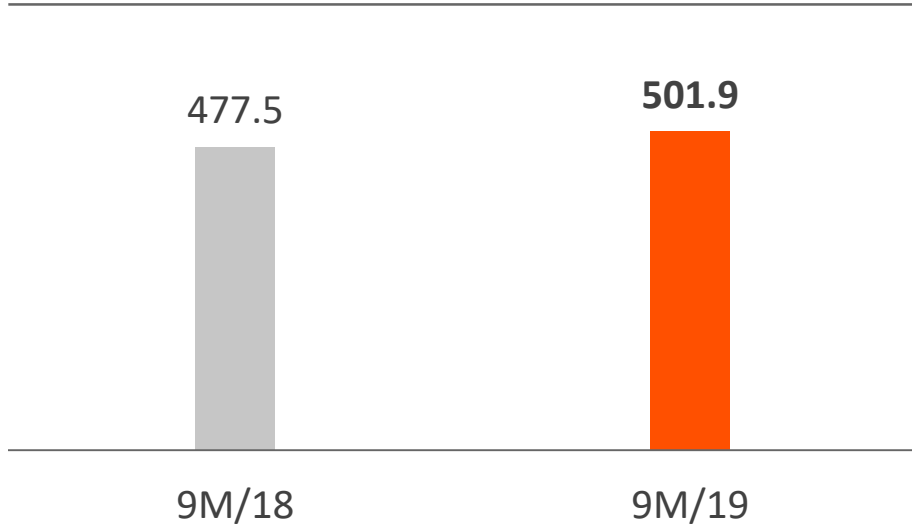
EBITDA (in EUR million) and margin (in %)



- EBITDA margin at 12.8% (12.6%)
- First-time application of IFRS 16 has a positive effect of around one percentage point on the EBITDA margin
- Weak organic growth as well as expenses for structural adjustments at Ratioform, Hubert and D2G and termination of employment contracts diminished profitability

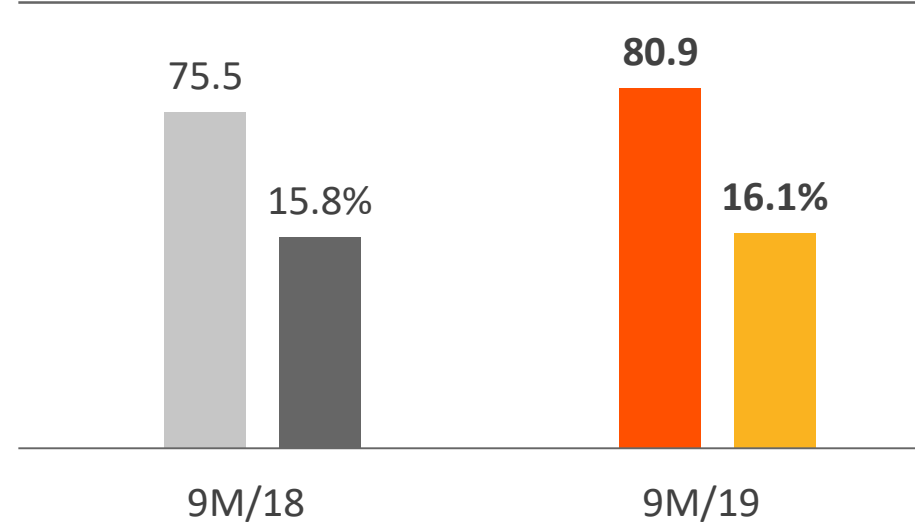
9M 2019: TAKKT EUROPE

Sales (in EUR million)



- Sales increase of 5.1%
- Additional contributions from acquisitions of Office-FurnitureOnline, Runelandhs and XXLhoreca (+4.2%) while currency effects are marginal (+0.1%)
- Organic sales growth of 0.8%
- KAISER+KRAFT with a low single-digit negative organic development; ratioform with low single-digit and Newport with double-digit growth

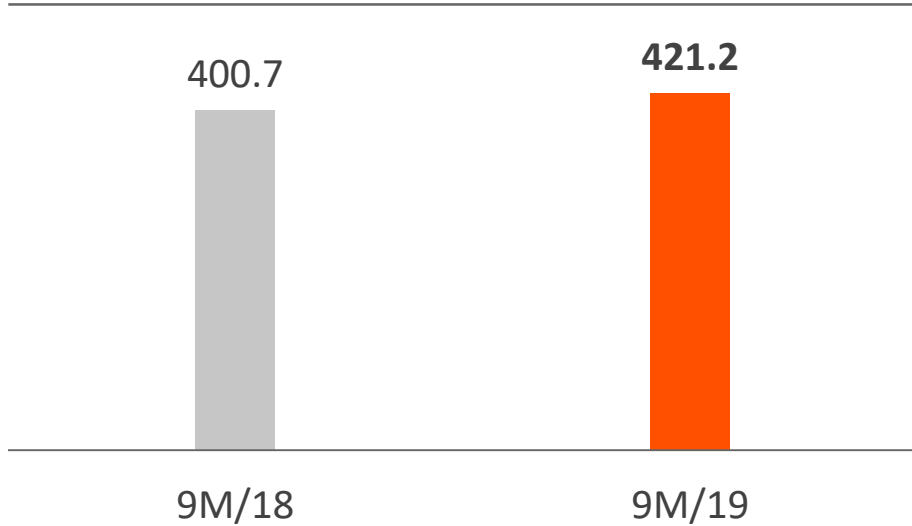
EBITDA (in EUR million) and margin (in %)



- EBITDA margin at 16.1% (15.8%)
- First-time application of IFRS 16 has a positive effect of around one percentage point on the EBITDA margin
- Structural effect from acquisitions and adjustment of sales structure at ratioform have a negative impact on profitability

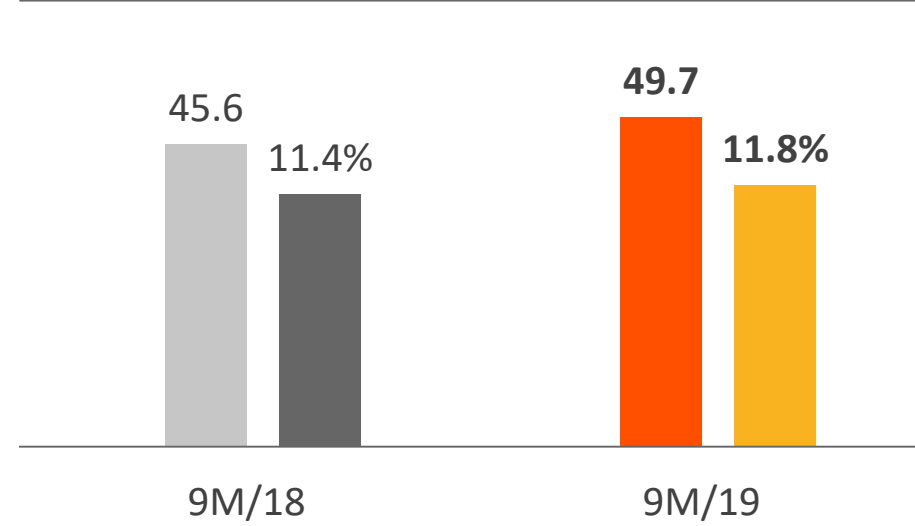
9M 2019: TAKKT AMERICA

Sales (in EUR million)



- Sales increase by 5.1%
- Discontinuation of Hubert's European business with a negative portfolio effect (-1.2%),
- Positive currency effects (+6.1%) due to a stronger USD
- Organic sales growth of 0.2%
- Negative impact of around 3 percent on organic growth from phase-out of business with a major Hubert customer
- Central, D2G and NBF with low to mid single-digit organic growth; Hubert slightly positive on a like-for-like basis

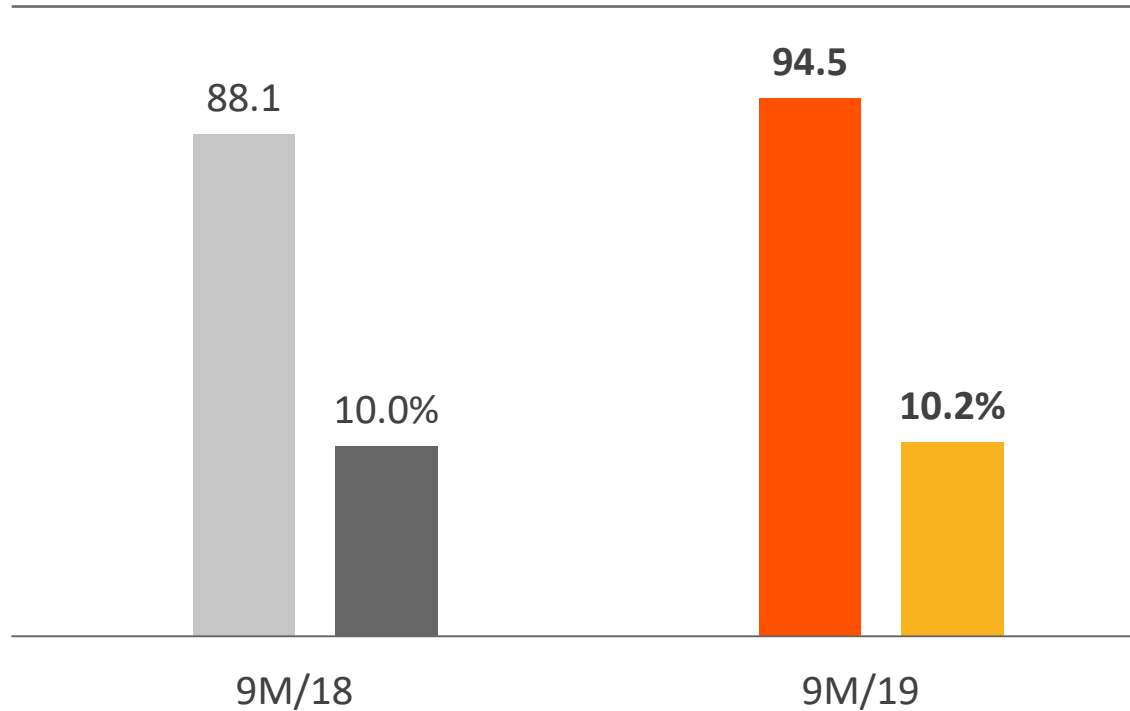
EBITDA (in EUR million) and margin (in %)



- EBITDA margin at 11.8% (11.4%)
- First-time application of IFRS 16 has a positive effect of around one percentage point on the EBITDA margin
- Repositioning of Hubert and integration of Post-Up Stand into Displays2go with a negative effect on the margin

9M 2019: TAKKT cash flow

TAKKT cash flow (in EUR million) and margin (in %)



- Definition of TAKKT cash flow was adjusted at the beginning of 2019. Adjusted TAKKT cash flow shown for 9M/18 is EUR 3.4 million higher compared to the figure published last year
- Positive impact on TAKKT cash flow margin from new lease accounting (IFRS 16) of around one percentage point

in EUR million

	9M/18	9M/19
profit	62.1	59.8
+ depreciation	+20.8	+30.1
+/- deferred taxes expense/income	+1.8	+1.9
+/- other non-cash expenses/income	+3.4	+2.7
TAKKT cash flow	88.1	94.5

in EUR million

	9M/18	9M/19
EBITDA	110.2	118.1
- financial result	-4.5	-6.3
- current taxes	-21.0	-20.0
+/- other non-cash expenses/income	+3.4	+2.7
TAKKT cash flow	88.1	94.5

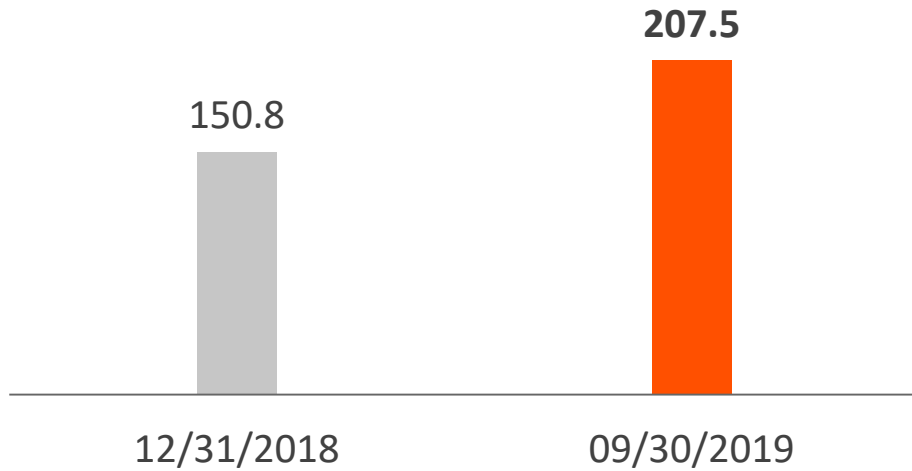
Cash flow generation

<i>in EUR million</i>	9M/18	9M/19
TAKKT cash flow	88.1	94.5
Change in net working capital as well as other adjustments	-14.4	+10.9
Cash flow from operating activities	73.7	105.4
Capital expenditure in non-current assets	-18.6	-17.8
Proceeds from disposal of non-current assets	+0.3	+0.6
Free TAKKT cash flow (for acquisitions, payout to shareholders and loan repayments)	55.4	88.2

- IFRS 16 with the same positive impact on TAKKT cash flow as on EBITDA
- Net working capital: Release of inventory in 9M/19, in part due to inventory build-up in late 2018
- Capital expenditure: Slightly lower than prior year

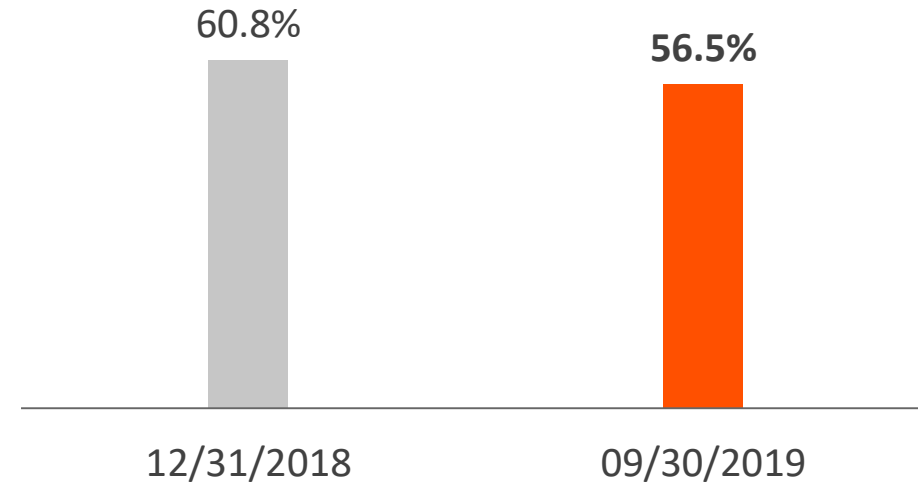
Balance sheet

Net financial liabilities (in EUR million)



- Application of IFRS 16 resulted in an increase of around EUR 60 million in reported net financial liabilities
- Financing of XXLhoreca acquisition (EUR 19 million) and dividend payout (EUR 56 million) led to an increase in financial liabilities

Equity ratio (in %)



- Increase in liabilities resulted in lower equity ratio

Organic sales growth

<i>Organic growth</i>	2017	Q1/18	Q2/18	Q3/18	Q4/18	2018	Q1/19	Q2/19	Q3/19	9M/19
TAKKT Group	+0.4%	-1.0%	+4.7%	+5.0%	+5.0%	+3.4%	+5.0%	-0.7%	-2.3%	+0.5%
TAKKT Europe	+2.6%	+0.6%	+5.9%	+6.1%	+4.1%	+4.1%	+4.5%	-1.0%	-1.0%	+0.8%
TAKKT America	-1.9%	-2.8%	+3.5%	+4.0%	+6.1%	+2.7%	+5.8%	-0.5%	-3.7%	+0.2%

Full year outlook: TAKKT expects significantly weaker business in the fourth quarter and reacts with structural cost adjustments

Economic environment

- Decreasing GDP growth projections for 2019 for both Europe and the US
- US with significantly stronger growth rate than Europe
- Trade conflict with negative impact on economic development
- Industry indicators point to difficult environment in Europe, while US markets are more positive

Expectations for Q4/19

- TAKKT expects the organic sales development to continue to weaken noticeably due to a further decline in the economic and market environment
- In this case, TAKKT has planned structural cost adjustments in addition to the ongoing disciplined cost management, which will lead to one-off expenses in Q4

Forecast TAKKT Group

**Organic sales development
minus 1% to minus 2%**

**EBITDA margin
around 12%**

Appendix: Structure of sales growth

<i>in %</i>	Q1/19	Q2/19	Q3/19	9M/19
TAKKT Group in EUR	11.2%	3.6%	+1.2%	+5.1%
organic	+5.0%	-0.7%	-2.3%	+0.5%
currency	+3.6%	+2.8%	+2.4%	+2.8%
acquisition/divestment	+2.6%	+1.5%	+1.1%	+1.8%
TAKKT Europe in EUR	+10.1%	+3.1%	+2.1%	+5.1%
organic	+4.5%	-1.0%	-1.0%	+0.8%
currency	+0.1%	+0.2%	+0.1%	+0.1%
acquisition/divestment	+5.5%	+3.9%	+3.0%	+4.2%
TAKKT America in EUR	+12.7%	+4.2%	+0.1%	+5.1%
organic	+5.8%	-0.5%	-3.7%	+0.2%
currency	+8.5%	+5.9%	+4.6%	+6.1%
acquisition/divestment	-1.6%	-1.2%	-0.8%	-1.2%

TAKKT investor relations

IR Contact

Christian Warns / Benjamin Bühler

Phone: +49 711 3465-8222 / -8223

Fax: +49 711 3465-8100

e-mail: investor@takkt.de

www.takkt.com

TAKKT AG is headquartered in Stuttgart, Germany.

Upcoming Events

November

25. German Equity Forum, Frankfurt

December

3. Berenberg European Conference, London

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	Pareto Securities, Oddo Seydler, Hauck & Aufhäuser

Historic share price development (Xetra)

