

TAKKT 4.0

Investors' Update

November 12, 2019



New organizational approach to provide the basis for additional growth

Situation

- While showing above-average profitability, TAKKT has grown better than the market over the last two years, but in some cases fell short of its own growth expectations and the performance of stock-listed peers
- The current organizational set-up has reached its limits. We have lost speed through the parallel management of diverse stand-alone business models. The dynamic market environment requires quick decision-making and a clear focus
- Operational excellence needs to be improved in all our businesses

TAKKT 4.0

New organizational approach based on 3 elements:

- Focusing with two business models on two customer types to reduce complexity and best serve the different customer needs
- Transforming the organization to allocate management responsibilities and functions at the relevant level, to create room for entrepreneurial spirit. Acquisitions can be integrated more easily within the future set-up
- Strengthening operational excellence to intensify the implementation of 'best practice' approaches and continuous improvement

The 3 elements of TAKKT 4.0

1

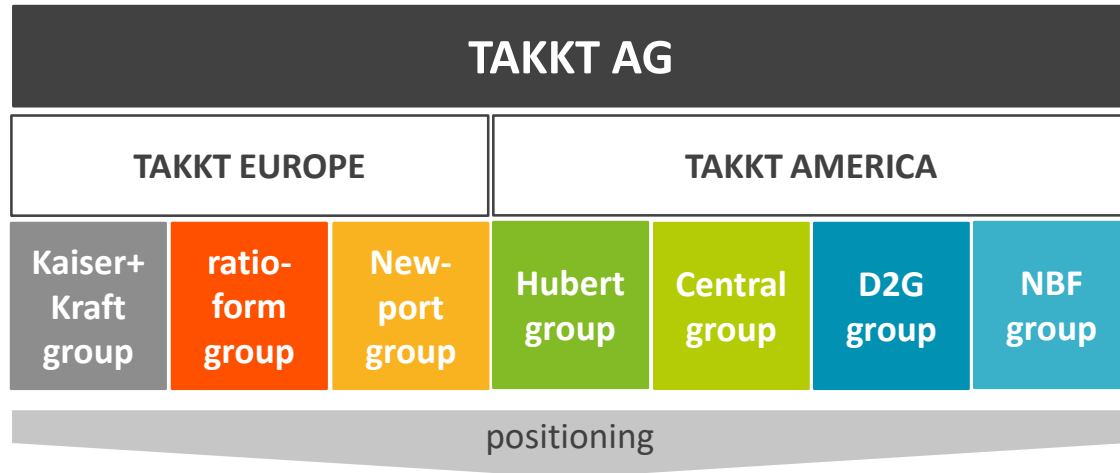
**Focusing with
two business
models on two
customer types**

- TAKKT will focus on two business models, Omnichannel and Web-focused Commerce
 - Omnichannel Commerce addresses with its multiple touchpoints and broad service offerings via online channels, key account managers and catalogs B2B customers with complex needs
 - Web-focused Commerce focuses its offerings primarily via online channels on the less complex needs of the more transactional and price-conscious B2B customer
- This reduces complexity in the Group and leads to a more consistent positioning for the specific needs of 2 different customer types (value-add service versus best-value for money)
- The 2 customer types are best addressed with distinct and scalable business models with different speed, separate management and different working cultures

→ New segmentation will start in 2020

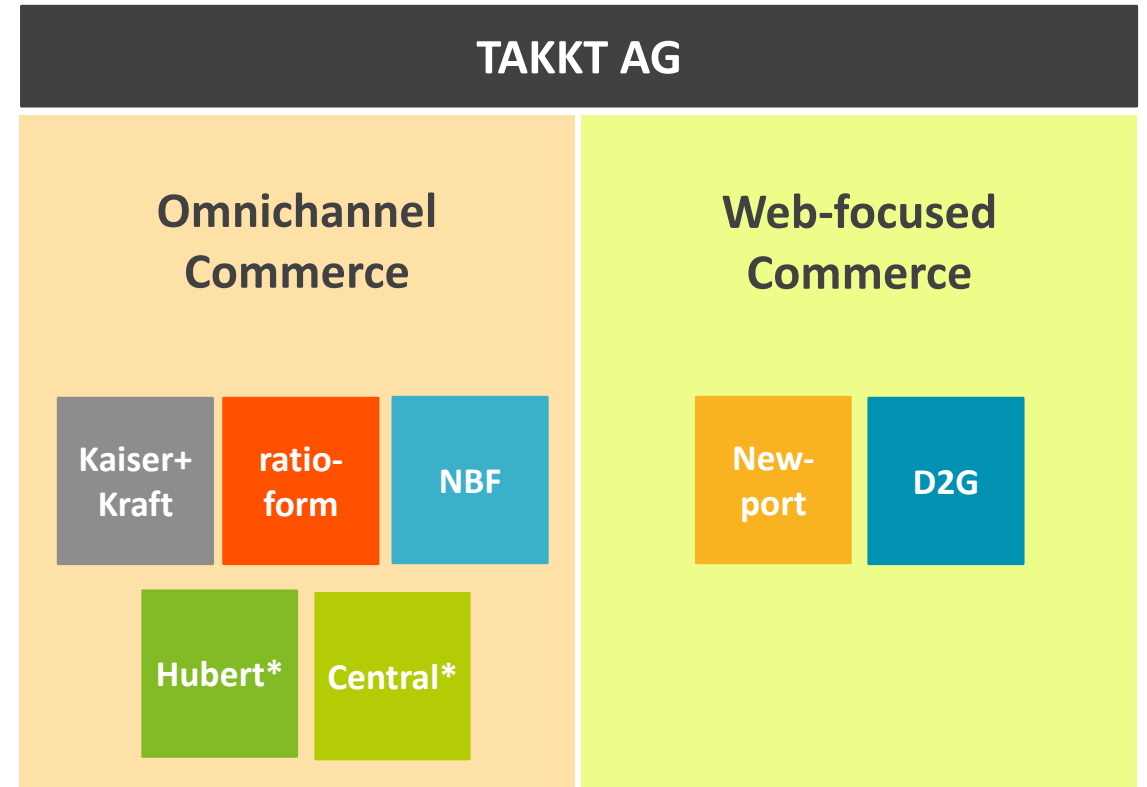
Focusing on 2 business models in order to reduce complexity in the Group: consistent positioning for the needs of 2 different customer types

TAKKT today



Portfolio of individual businesses
2 segments and 7 divisions

TAKKT tomorrow



* Exploring strategic options for Hubert und Central

The 3 elements of TAKKT 4.0

2

Transforming the organization

- Re-allocation of responsibilities accross three levels (business, segment, Group) with strong focus on functional organization
 - Individual businesses dedicate all resources to customer-centric activities
 - Segments integrate business model specific functions that ensure highly professional and efficient operations through implementation of best practice or bundling, hence making it easier to scale
 - Segments foster cultural change
 - Group level is responsible for functional activities that do not thwart speed of segment and which can be best realized on Group level
- Within TAKKT's management board there will be one dedicated member for the management of the Omnichannel Commerce segment and one dedicated member for the Web-focused Commerce segment
- Segments are empowered to make all operational decisions
- Segments are the base for additional acquisitions in order to strengthen the different market positions further

Transforming the organization: Management Board responsibilities

TAKKT AG

Felix Zimmermann CEO	Claude Tomaszewski CFO	Heiko Hegwein Board Member, Head of	N.N. Board Member, Head of
Group functions	Group functions	Omnichannel Commerce segment	Web-focused Commerce segment

The 3 elements of TAKKT 4.0

3

Strengthening operational excellence

- Development of new management and steering methods to drive operational excellence
- Hiring of operational excellence experts, building an operational excellence network
- The allocation of core competencies on segment level creates higher efficiency, e.g. quicker learning curves, higher degree of integration, etc.

Benefits of TAKKT 4.0

Faster decision making

- Give both segments operational independence
- Empowerment on the relevant level
- Strengthening of success-critical competencies
- Higher degree of integration within both segments
- Clearer focus of the management capacities

Stronger market position

- Stronger and sharper market positioning as one of the market leading Omnichannel- and Web-focused businesses

Accelerated growth

- Scalable organization with organic growth rates that are higher than those of the comparable markets and similar to capital market peers
- Focused M&A activities will support additional growth for both segments