

KEEP  
CHANG  
GING

KEEP

CHANG

YOUR

PART 1



HOW WE  
THINK





WE ACHIEVED AN IMPORTANT INTERMEDIATE OBJECTIVE AT THE END OF 2016: TAKKT IS THE ROLE MODEL FOR SUSTAINABILITY IN THE INDUSTRY. WE ACHIEVED THIS BY MAKING SUSTAINABILITY AN INTEGRAL PART OF EVERY AREA OF OUR COMPANY AND MAKING PROGRESS IN ALL FOCUS AREAS. **OUR ASPIRATION IS TO CONTINUE THESE EFFORTS AND NOT TO REST ON WHAT WE ACHIEVED BUT TO EXPAND OUR POSITION AS A ROLE MODEL FOR SUSTAINABILITY IN OUR INDUSTRY.**

KEEP CHANGING 2017 | SUSTAINABILITY AT TAKKT



HOW WE THINK

THIS IS AN  
OFFICE CHAIR



AND A PLACE  
TO STOP  
CLIMATE CHANGE

Guided by the principles of sustainability, we actively support environmental and climate protection in our core business. Our largest sales company in Europe, KAISER+KRAFT Germany, took the next step in climate protection in early 2018 by making its entire company carbon-neutral. This makes KAISER+KRAFT Germany the first major B2B direct marketing company for business equipment to have a fully balanced climate record.

→ [nachhaltigkeit.kaiserkraft.de/100-klimaneutral](https://nachhaltigkeit.kaiserkraft.de/100-klimaneutral)

KEEP CHANGING 2017 | SUSTAINABILITY AT TAKKT





HOW WE THINK

THIS IS A  
PARCEL



AND ASSURANCE  
THAT CHILD LABOR  
HAD NO HAND IN IT

Child labor is completely out of the question – and definitely not part of how we do things at TAKKT. All suppliers are required to adhere to international labor and social standards, in particular the ban on child labor, in the manufacturing of the products sold by TAKKT. TAKKT has been an active supporter of the Global Compact Initiative of the United Nations since the beginning of 2012 and thus stands by the universal principles of sustainability, including the area of human rights. Since 2014, TAKKT has been one of a few German companies to achieve the Global Compact “Advanced Level” status.

→ [www.unglobalcompact.org/what-is-gc/participants/16275#cop](http://www.unglobalcompact.org/what-is-gc/participants/16275#cop)

KEEP CHANGING 2017 | SUSTAINABILITY AT TAKKT



HOW WE THINK

THIS IS ALL THE BUSINESS  
EQUIPMENT YOU NEED



**AND THE CERTAINTY THAT  
YOU HAVE MADE YOUR  
PURCHASE WITH FORESIGHT**

For TAKKT as a direct marketing specialist for business equipment, an important part of the value chain already lies in the procurement of goods. For this reason, TAKKT places a strong emphasis on sustainability in its supply chain. TAKKT does this by collaborating with the internationally recognized EcoVadis platform. The evaluation allows the relevant aspects of sustainable practices to be shown in a transparent manner in the business models of the suppliers while identifying where there is room for improvement.

→ [nachhaltigkeit.kaiserkraft.de/oekonomie/einkauf/ecovadis](https://nachhaltigkeit.kaiserkraft.de/oekonomie/einkauf/ecovadis)

KEEP CHANGING 2017 | SUSTAINABILITY AT TAKKT





HOW WE THINK

THIS IS A WIDE SELECTION OF  
SPECIALTY PRODUCTS FOR OUR  
CUSTOMERS' BUSINESSES



**AND THE CERTAINTY  
THAT ALL RESOURCES ARE BEING  
USED CAREFULLY**

TAKKT aims to use resources as carefully as possible, in our warehouses as well as our office locations. Introducing and continually expanding certified environmental and energy management systems allow us to continuously improve the way resources are used in our business activity.

→ [blog.ratioform.de/iso-zertifizierung-bei-ratioform](http://blog.ratioform.de/iso-zertifizierung-bei-ratioform)

**TAKKT AG**  
BUSINESS EQUIPMENT SOLUTIONS

KEEP CHANGING 2017 | SUSTAINABILITY AT TAKKT



HOW WE THINK

THIS IS THE LOGIN TO OUR  
INTERNET PORTAL



AND A PROMISE THAT YOUR  
ORDER WILL BE SENT CARBON-  
NEUTRAL AND WITH THE  
SHORTEST DELIVERY TIME

We view the possibilities opened up by digitalization as an opportunity to systematically expand our e-commerce business to enable our customers to place orders simply and directly via all digital channels and to have their orders sent carbon-neutrally with the shortest delivery time. In keeping with our goal of informing our customers about the best business equipment for them, we maintain communications via digital channels as well as catalogs printed carbon-neutrally and personal conversation.

→ [www.hubert.com/content/corporate-responsibility](http://www.hubert.com/content/corporate-responsibility)

KEEP CHANGING 2017 | SUSTAINABILITY AT TAKKT





HOW WE THINK

THIS IS THE LEADING B2B DIRECT  
MARKETING SPECIALIST FOR BUSI-  
NESS EQUIPMENT



AND A PLACE WHERE PEOPLE  
TAKE SOCIAL RESPONSIBILITY

Social commitment is an important component in our understanding of responsible action. TAKKT sees itself as a driver of social involvement and supports local activities. TAKKT has been working for ecological and societal issues for many years. We do this on two levels: On the one hand, as a company we support institutions and organizations that rely on external assistance. On the other, we actively encourage our employees' volunteer work in social projects and organizations.

→ [www.nationalbusinessfurniture.com/blog/volunteering-at-nbf](http://www.nationalbusinessfurniture.com/blog/volunteering-at-nbf)

**TAKKT AG**  
BUSINESS EQUIPMENT SOLUTIONS

KEEP CHANGING 2017 | SUSTAINABILITY AT TAKKT



HOW WE THINK

THIS IS THE MOST SUSTAINABLE  
B2B DIRECT MARKETING  
SPECIALIST IN THE INDUSTRY



**AND A PROMISE THAT IT  
WILL BE IN THE FUTURE**

TAKKT is of the firm conviction that long-term business success is not possible without sustainable action. We will continue on our path to make sustainability an integral part of our company strategy. Our goal is to create a long-term balance between economic, ecological and social concerns in order to optimize the benefits for all stakeholders.

→ [www.takkt.de/en/sustainability](http://www.takkt.de/en/sustainability)

**TAKKT AG**  
BUSINESS EQUIPMENT SOLUTIONS







**KEEP**  
**CHANGING**

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KEEP CHANGING

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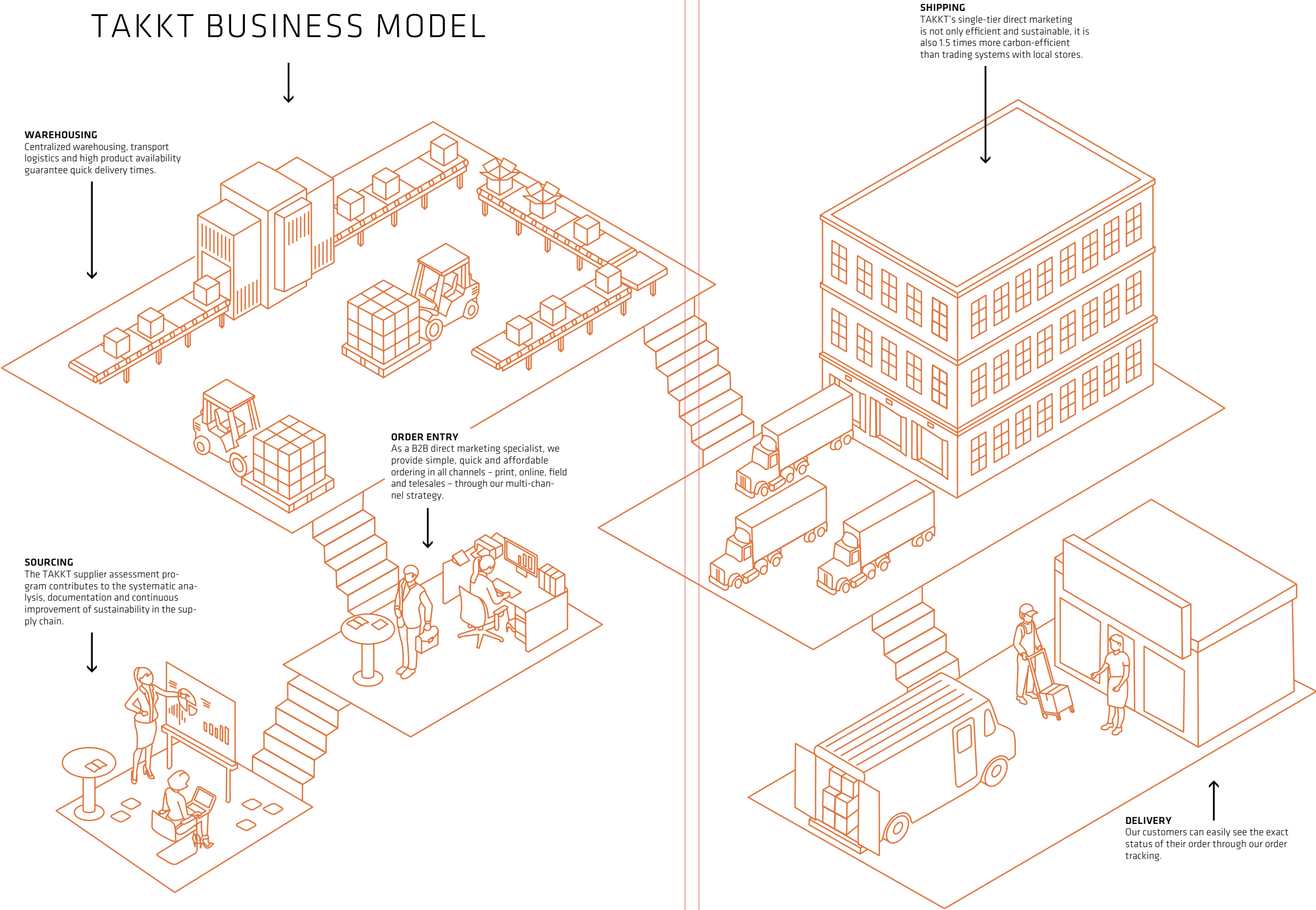
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TAKKT BUSINESS MODEL  
↓

TAKKT HAS SET ITSELF THE GOAL OF EXPANDING ITS POSITION AS A  
ROLE MODEL FOR SUSTAINABILITY IN ITS INDUSTRY UNTIL THE END  
OF 2020. AS PART OF A COMPREHENSIVE STAKEHOLDER DIALOGUE,  
WE HAVE DEVELOPED CONCRETE PROJECTS AND MEASURES IN OUR  
IDENTIFIED FOCUS AREAS THAT ARE DESIGNED TO BE REACHED BY  
THE END OF 2020. WE MADE SIGNIFICANT PROGRESS AGAIN IN 2017.

# TAKKT BUSINESS MODEL





TAKKT HAS SET ITSELF THE GOAL OF EXPANDING ITS POSITION AS A  
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THE END OF 2020. WE MADE SIGNIFICANT PROGRESS AGAIN IN 2017.

FELIX ZIMMERMANN, HEIKO HEGWEIN,  
DIRK LESSING AND CLAUDE TOMASZEWSKI



**INTERVIEW ABOUT THE  
SUSTAINABILITY STRATEGY 2020**

“WE ARE OF THE FIRM CONVICTION THAT  
LONG-TERM BUSINESS SUCCESS IS  
NOT POSSIBLE WITHOUT SUSTAINABLE  
ACTION.”

**TAKKT is now a leader in its industry in terms of sustainability. What were the main factors behind this success?**

**FELIX ZIMMERMANN:** Based on our company tradition of using resources carefully, at TAKKT we are of the firm conviction that long-term business success is not possible without sustainable action. For this reason, we began in 2011 to establish sustainability as an integral part of our corporate strategy throughout the Group. With SCORE (Sustainable Corporate Responsibility), we have rooted a Group-wide organizational structure in the entire company that allows us to implement measures across all levels and divisions in day-to-day business and to steer these in a targeted manner.

**DIRK LESSING:** In my opinion, an important factor in this is that TAKKT, as an active supporter of the Global Compact Initiative of the United Nations, has been committed since early 2012 to responsible corporate management. As part of this, TAKKT has pledged to uphold the 10 universal principles of sustainability pertaining to human rights, work standards, environmental protection and fighting corruption, and to ensure their prevalence. With the last comprehensive Sustainability Report, TAKKT was one of a few German companies to achieve the Global Compact “Advanced Level” status again.

**CLAUDE TOMASZEWSKI:** Another component is creating transparency of the results and progress we have achieved. We developed clear parameters in 2011 as part of our sustainability strategy. That allowed us to steer our sustainability activities in a targeted manner over time. Our comprehensive sustainability reporting is certainly also an important indicator. Our TAKKT sustainability reports have been in accordance with the guidelines of the internationally recognized standards of the Global Reporting





FELIX ZIMMERMANN  
CHAIRMAN OF THE  
MANAGEMENT BOARD, CEO

"WE WILL CONTINUE RESOLUTELY ON OUR

PATH TO MAKE SUSTAINABILITY AN INTEGRAL

PART OF OUR COMPANY STRATEGY."

"TAKKT VIEWS THE POSSIBILITIES OPENED

UP BY DIGITALIZATION AS AN

OPPORTUNITY TO FOCUS MORE CLEARLY

ON THE NEEDS OF ITS CUSTOMERS."

Initiative (GRI) since the beginning. With the 2017 sustainability report, we are applying the new GRI standards published in October 2016 for the first time. These new standards replace the previous GRI-G4 standard.

**The new TAKKT sustainability strategy is aimed at achieving targets by the end of 2020. How did you develop the new strategy and the new goals?**

**FELIX ZIMMERMANN:** In 2016, TAKKT developed its new sustainability strategy until the end of 2020 as part of a comprehensive dialogue with stakeholders. As part of that, the focus areas that had been defined until the end of 2016 – sourcing, marketing, logistics, resources & climate, employees and society – were confirmed once again by the stakeholders. Goals, concrete measures and projects to be achieved by the end of 2020 were then defined for the individual focus areas.

**On which measure of the new sustainability strategy do you want to pay particular attention to?**

**CLAUDE TOMASZEWSKI:** The level of social commitment among our employees, especially those in the US, which has impressed us for years, has led us to consider how we can better support and encourage our employees in this. As a result, we made it our goal to continue to expand the percentage of employees who have the option of taking paid leave to pursue social causes in the entire TAKKT Group in order to better live up to our local social responsibility. It is our sincere hope that a large number of our employees will utilize this opportunity.

**DIRK LESSING:** Even if this is not a defined goal as part of the TAKKT sustainability strategy, I am particularly proud of the fact that we were able to make our largest European sales company, KAISER+KRAFT Germany, carbon-neutral in early 2018. This

makes KAISER+KRAFT Germany the first major B2B direct marketing company for business equipment to have a fully balanced climate record. We intend to continue on the path we are on, to strengthen and maintain our position as a role model in the industry.



CLAUDE TOMASZEWSKI  
MEMBER OF THE  
MANAGEMENT BOARD, CFO

"WE BEGAN EARLY ON TO

CREATE CARBON FOOTPRINTS

IN ORDER TO HAVE THE

GREATEST TRANSPARENCY OF

OUR CARBON EMISSIONS."

"IN OUR FOCUS AREAS OF

MARKETING AND LOGISTICS WE

WILL OFFSET OUR CARBON

EMISSIONS STEP-BY-STEP."





DIRK LESSING  
MEMBER OF THE  
MANAGEMENT BOARD

"TAKKT HAS BEEN AN

ACTIVE SUPPORTER OF THE UN

GLOBAL COMPACT

INITIATIVE SINCE EARLY 2012."

"I AM PARTICULARLY PROUD

THAT WE WERE ABLE TO MAKE

KAISER+KRAFT GERMANY

CARBON-NEUTRAL AT THE BEGIN-

NING OF 2018."

**HEIKO HEGWEIN:** As the Board member responsible for the digital transformation, the topics of technology and innovation are particularly important to me. We are working hard at TAKKT to do so by successively expanding carbon-neutral web shops and also by retaining "digital talents" in the company. For example, the current Project Workspace at the Stuttgart facility is creating a new, modern and more attractive work environment to offer our employees the best-possible working conditions for the long term.

**The topic of carbon emissions is big news right now. How is TAKKT positioned in regard to this?**

**CLAUDE TOMASZEWSKI:** We began early on to create ISO 14064-1-certified carbon footprints for our major Group companies to ensure the greatest possible transparency for the carbon emissions along our value chain. We have implemented projects and measures based on these results in order to sustainably reduce the carbon emissions that result from this. This has been done by conversion to LED lighting at our warehouse locations, for example. Carbon emissions can only be reduced to a certain extent, however. This is why we intend to offset our carbon emissions in our focus areas of marketing and logistics, which cause the highest carbon emissions, step-by-step by supporting carefully selected and certified climate protection projects.

**Which sustainability challenges is TAKKT currently facing?**

**FELIX ZIMMERMANN:** TAKKT views the possibilities opened up by digitalization as an opportunity to focus more clearly on the needs of its customers and to provide exactly the products and services to fulfill them. We strive to meet our responsibility as a company here as well and are confident that our sustainability strategy is a true competitive advantage. We have increased the

effectiveness of customer-oriented marketing by systematically expanding e-commerce business, while also conserving resources by significantly decreasing the amount of paper used. In general, at TAKKT we are of the firm conviction that long-term business success is not possible without sustainable action. We will therefore continue resolutely on our path to make sustainability an integral part of our company strategy.

**Thank you for this conversation.**



HEIKO HEGWEIN  
MEMBER OF THE  
MANAGEMENT BOARD

"AS THE BOARD MEMBER

RESPONSIBLE FOR THE DIGITAL

TRANSFORMATION, THE

TOPICS OF TECHNOLOGY AND

INNOVATION ARE PAR-

TICULARLY IMPORTANT TO ME."

"THE PROJECT WORKSPACE

WILL OFFER OUR EMPLOYEES

THE BEST POSSIBLE WORKING CON-

DITIONS THROUGH A MORE

MODERN WORK ENVIRONMENT."

# CODE OF VALUES



## RESPECTING REALITY



At TAKKT, we ensure that corporate reality is immediately visible and perceptible to staff and management. This means that we communicate transparently and clearly, act in a direct and straightforward manner and managers and employees know how their performance is contributing to the success of the company.

## ACTING SYSTEMATICALLY



At TAKKT, we are constantly working on making our actions measurable, scalable and more efficient. The combination of judgement and consistency in the implementation of the TAKKT business model makes it possible to actively manage our profitability and value-creation for the benefit of all stakeholders.

## PRACTISING PARTNERSHIP



At TAKKT, we strive to do everything we can to ensure that our customers and suppliers regard us as a partner for our mutual success and that they are highly motivated to work closely together with us. Consistent very high customer satisfaction, outstanding service quality and promoting our mutual benefit are all top priorities for us. We want to be better than the competition.

## ENSURING CONTINUITY



At TAKKT, we stand for continuity and reliability, especially in times of change. Our actions are always undertaken with medium- and long-term goals in mind. We are committed to growth with substance, continuous learning and consistent adaptation to changes and new conditions.

## TAKING RESPONSIBILITY



At TAKKT, we actively accept our social responsibility and are committed to calling for and promoting ecological and human values. We take care to respect individual and cultural characteristics and consider sustainability an important element of our competitive advantage.

## ACTING IN TRUST



At TAKKT, we are true to our word. With that in mind, reliability and transparent behaviour are the benchmark for our actions. Even in case of conflicts, we assume good intentions, provide support and search together for workable solutions. Trust, respect and meeting others on equal terms are essential values for us.

# CODE OF CONDUCT









PART 2

→→→

# HOW WE ACT

## OUR FOCUS AREAS



## FOR SUSTAINABLE CORPORATE RESPONSIBILITY





## ENVIRONMENT

FOCUS AREA  
Resources & Climate



In all business processes, we focus on those areas with the greatest savings or improvement potential. Modern environmental and energy management systems and respective certifications are a standard for us and our business partners along the entire value chain.



## COMMITMENT

FOCUS AREA  
Employees



The basis of teamwork at TAKKT is mutual respect. We invest a great deal of time and resources in the targeted advancement and development of our staff because they are the pillar of our success.



## COMMITMENT

FOCUS AREA  
Society



As part of society, TAKKT sees itself as a driver of social involvement and supports local activities. Active involvement in social projects comes from our employees, who provide material and non-material support on site.

## STATUS 2017



		KEY FIGURES		STATUS 2016	STATUS 2017*
CORE BUSINESS	SOURCING	Share of sourcing volume from certified suppliers	%	40.5	46.8
		Share of direct imports sourcing volume from certified suppliers	%	–	39.8
		Share of sales with sustainable (“green”) products	%	9.8	9.3
	MARKETING	Share of carbon-neutral advertising materials per year	%	–	12.1
		Paper consumption print advertising materials per order	kg	–	5.4
		Carbon-neutral web shops for major companies		–	7
	LOGISTICS	Share of carbon-neutral shipments			
		– thereof parcel delivery	%	–	91.4
		– thereof general cargo delivery from distribution center	%	–	44.7
ENVIRONMENT	RESOURCES & CLIMATE	Carbon footprints for major companies		10	13
		Environmental management systems for major companies		3	6
		Energy management systems for major companies		–	4
		Energy consumption at GER / US locations per order	MJ	–	70.6
COMMITMENT	EMPLOYEES	New hires digital agenda: Share of retained “digital talents”	%	–	90.9
		Diversity: Share of women in top executive positions	%	–	10.5
	SOCIETY	Share of employees who have the option of taking paid leave for local volunteer involvement	%	41.2	65.7
		Share of employees who took part in local volunteer projects	%	–	15.1

– Previous year figures not provided as this was not part of the old sustainability strategy up to the end of 2016

\* Without Mydisplays and OfficeFurnitureOnline (Acquisition in January 2018)



## GOALS 2020



KEY FIGURES			GOALS FOR 2020
CORE BUSINESS	SOURCING	Share of sourcing volume from certified suppliers	% 50 – 60
		Share of direct imports sourcing volume from certified suppliers	% 30 – 40
		Share of sales with sustainable (“green”) products	% 12 – 15
	MARKETING	Share of carbon-neutral advertising materials per year	% 100
		Paper consumption print advertising materials per order	kg 6.0 – 6.5
		Carbon-neutral web shops for major companies	15
	LOGISTICS	Share of carbon-neutral shipments	
		- thereof parcel delivery	% 100
		- thereof general cargo delivery from distribution center	% 90 – 100
ENVIRONMENT	RESOURCES & CLIMATE	Carbon footprints for major companies	15 – 18
		Environmental management systems for major companies	10 – 13
		Energy management systems for major companies	5 – 8
		Energy consumption at GER / US locations per order	MJ 50 – 55
COMMITMENT	EMPLOYEES	New hires digital agenda: Share of retained “digital talents”	% > 50
		Diversity: Share of women in top executive positions	% > 10
	SOCIETY	Share of employees who have the option of taking paid leave for local volunteer involvement	% 55 – 60
		Share of employees who took part in local volunteer projects	% 8 – 12

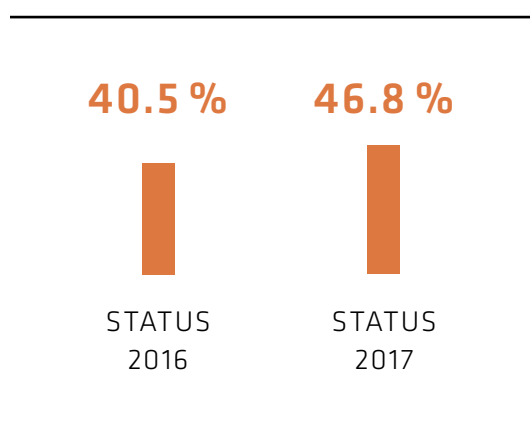


# SHARE OF SOURCING VOLUME FROM CERTIFIED SUPPLIERS



## GOAL BY 2020

# 50 - 60 %







## SHARE OF SALES WITH SUSTAINABLE PRODUCTS



## GOAL BY 2020

# 12 - 15 %



9.8 %



9.3 %\*



\* Decreasing share of sales with sustainable products due to adjustment in the definition of sustainable products at KAISER+KRAFT Group.

OUR MULTI-CHANNEL STRATEGY  
ADDRESSES OUR CUSTOMERS VIA  
CLASSICAL AND DIGITAL CHANNELS.



IN BOTH AREAS, WE ARE INCREASING  
EFFICIENCY AND PURSUING OUR  
GOAL OF BEING CARBON NEUTRAL.





## GOAL BY 2020

# 100 %

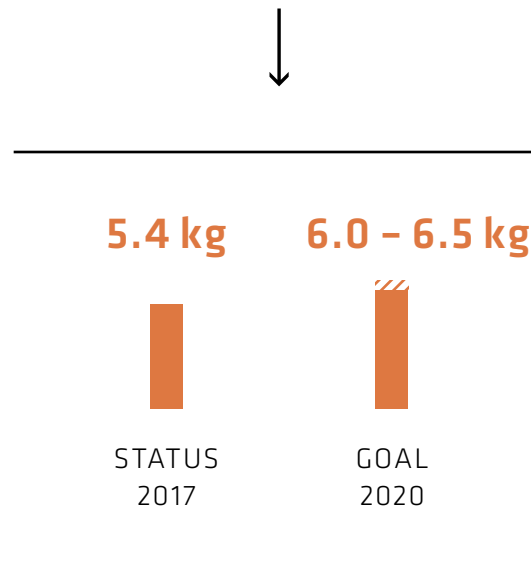


12.1 %



STATUS  
2017

# PAPER CONSUMPTION PRINT ADVERTISING MATERIALS PER ORDER



Printed advertising material such as catalogues are a key medium for customer communication in direct marketing. At the same time, they are responsible for a large portion of TAKKT's carbon emissions. This is why TAKKT works exclusively with efficient and modern printing houses. Almost all of the paper used to produce the print advertising materials is from certified resources (FSC / PEFC). TAKKT is continually improving its customer approach by developing the business model to a multi-channel approach that combines the classic catalog mailings with an online shop and – where appropriate – tele sales and field sales in an integrated manner. By systematically expanding e-commerce business, the company is increasing the ef-

efficiency of customer-oriented marketing while also conserving resources because less paper is used. Because we will not be able to entirely avoid print advertising materials with our multi-channel strategy, we intend to offset the carbon emissions from these in the next step. The entire KAISER+KRAFT Group has used exclusively carbon-neutral print advertising materials since the end of 2017. By 2020, print advertising materials for all other companies will also be carbon-neutral. In addition to the production of our print advertising materials, our web shops also generate carbon emissions. By continually expanding our carbon-neutral web shops, we aim to offset these carbon emissions in a sustainable manner.



# CARBON-NEUTRAL WEB SHOPS FOR MAJOR COMPANIES



## GOAL BY 2020

# 15



7

STATUS  
2017





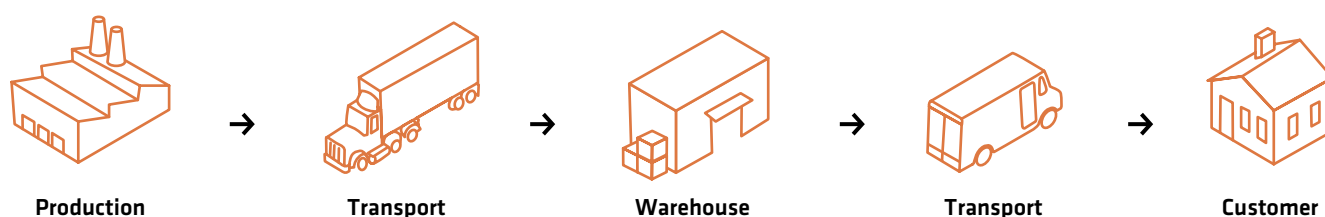




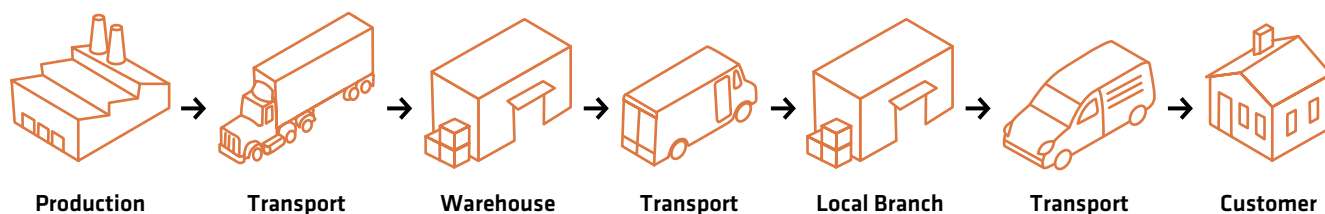
# TAKKT DIRECT MARKETING BUSINESS MODEL IN COMPARISON



## DIRECT MARKETING



## TRADING SYSTEM WITH LOCAL STORES



In comparison to multi-tier distribution systems, we avoid emissions with our single-tier direct sales business model because additional transportation steps are eliminated. Our customers benefit from high product availability and adherence to delivery dates. At the same time, we intend to continuously improve our business model and ship goods in the most environmentally friendly way

possible. We have been sending carbon-neutral parcels to 15 European countries since 2012. Parcel shipments in the US are now also being carbon offset. Our general cargo shipments across the Group are also being carbon offset gradually in cooperation with our logistics partners.

WE ACTIVELY SUPPORT THE CAREFUL  
HANDLING OF NATURAL RESOURCES AND  
CLIMATE PROTECTION.



**WE ARE CONTINUALLY INCREASING THE  
NUMBER OF CARBON FOOTPRINTS  
AND CERTIFIED ENVIRONMENTAL AND  
ENERGY MANAGEMENT SYSTEMS.**

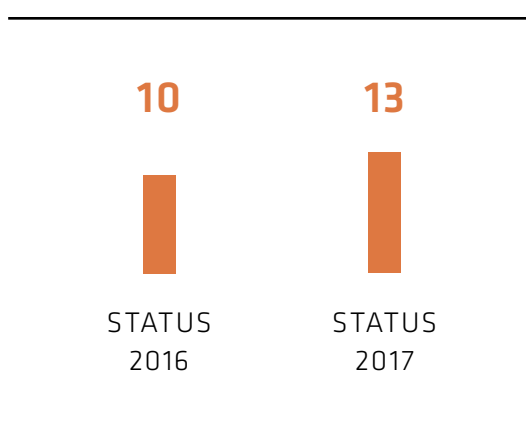


# CARBON FOOTPRINTS FOR MAJOR COMPANIES



## GOAL BY 2020

# 15 - 18

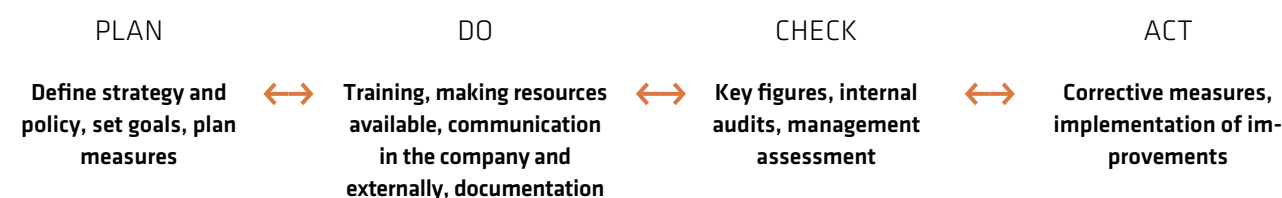




# ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATION PROCESS



## OBJECTIVE: CONTINUAL IMPROVEMENT



We actively support the careful handling of natural resources and climate protection. We have successfully participated in the Carbon Disclosure Project (CDP) since 2008. It aims to make companies' climate strategies more comparable and to sustainably reduce their emissions. In 2017, TAKKT achieved a CDP Climate Score of "C", putting it among the top of the participating SDAX companies. We have been recording the carbon footprint of the entire responsible value chain for KAISER+KRAFT in Germany since 2011 and in six other European companies since 2013. In 2015, certified carbon footprints in accordance with ISO 14064-1 were created for Gerdmans in Sweden and for the two US companies Hubert and Central for the first time. In 2017, we recertified all of our carbon footprints and created carbon footprints for the first time for our

companies KAISER+KRAFT in Italy and Spain as well as National Business Furniture in the US. This has enabled us to identify important starting points to introduce targeted improvement measures. In addition to the existing quality management systems that are in accordance with ISO 9001, we intend to gradually introduce certified environmental management systems in accordance with ISO 14001 for at least 10 – 13 major companies by the end of 2020. A fundamental part of certification is the introduction of a continuous improvement process in environmental management. In addition to our Scandinavian company Gerdmans and Central in the US, four major KAISER+KRAFT companies are already certified according to ISO 14001.



# ENERGY MANAGEMENT SYSTEMS FOR MAJOR COMPANIES



GOAL BY 2020

5 - 8



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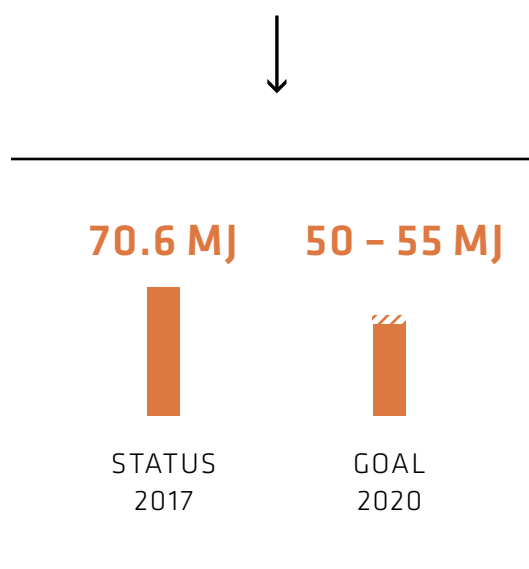
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STATUS  
2017

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## ENERGY CONSUMPTION AT GERMAN/US LOCATIONS PER ORDER



To further reduce energy consumption and limit harmful emissions, TAKKT is focusing on the areas that show the greatest potential for savings and improvement. These have been identified through the introduction of certified energy management systems, among other ways. An important part of these certifications is to establish a continuous improvement process. The introduction of certified energy management systems in accordance with ISO 50001, which was already carried out in 4 companies in 2017, will be pursued further until 2020 and implemented in 5 – 8 major companies. In doing so, TAKKT also intends to reduce energy consumption at German and US locations by 2020 to 50 – 55 MJ per order.

In 2017, this was at 70.6 MJ per order. For example, our American subsidiary HUBERT equipped the roof of its central warehouse with 46,000 square meters of solar panels. Its certification according to the stringent criteria of LEED (Leadership in Energy & Environmental Design) is another confirmation of this facility's powerful focus on sustainability. Furthermore, we reduce energy consumption by continuing to switch to LED lighting in the central warehouses. In 2017, the energy consumption at German/ US locations was at 70.6 MJ per order.



# SHARE OF WOMEN IN TOP EXECUTIVE POSITIONS



## GOAL BY 2020

> 10 %



10.5 %

STATUS  
2017







WE PROMOTE SOCIAL  
COMMITMENT.



WE TAKE RESPONSIBILITY ON-SITE.

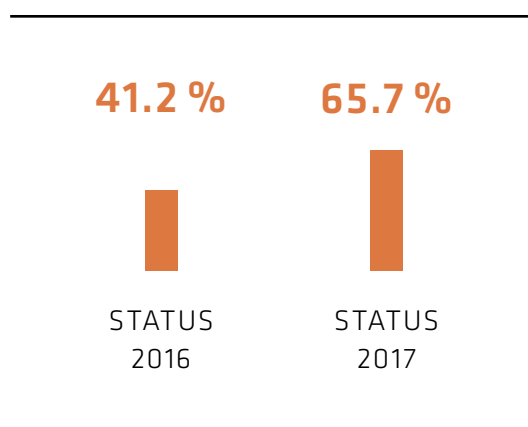


## SHARE OF EMPLOYEES WHO HAVE THE OPTION OF TAKING PAID LEAVE FOR LOCAL VOLUNTEER INVOLVEMENT



## GOAL BY 2020

# 55 - 60 %



Response	Percentage
Yes	75%
No	25%



Response	Percentage
Yes	75%
No	25%

Response	Percentage
Yes	75%
No	25%



Response	Percentage
Yes	75%
No	25%



Response	Percentage
Yes	75%
No	25%







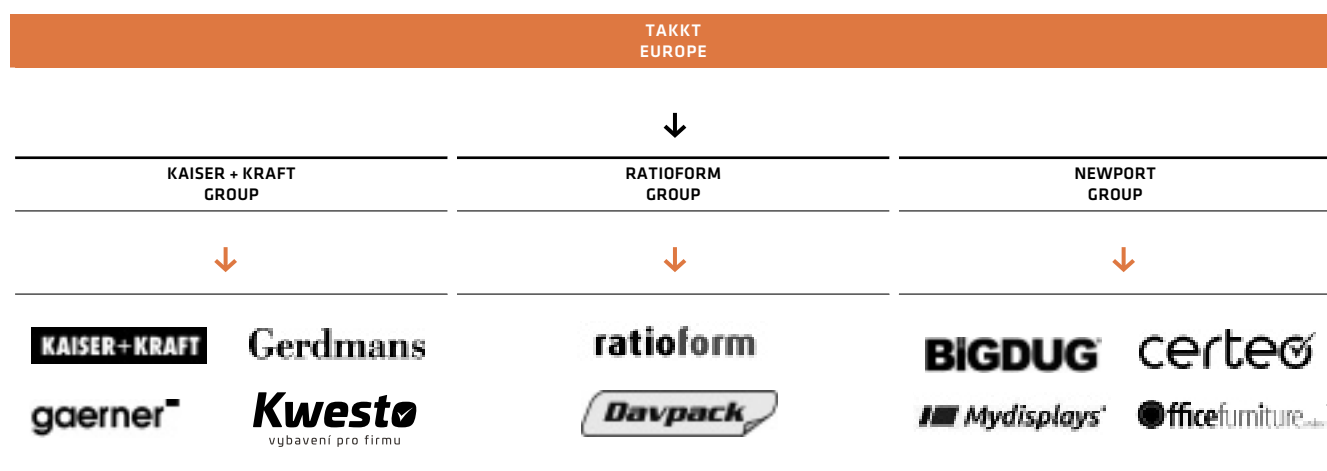


PART 3

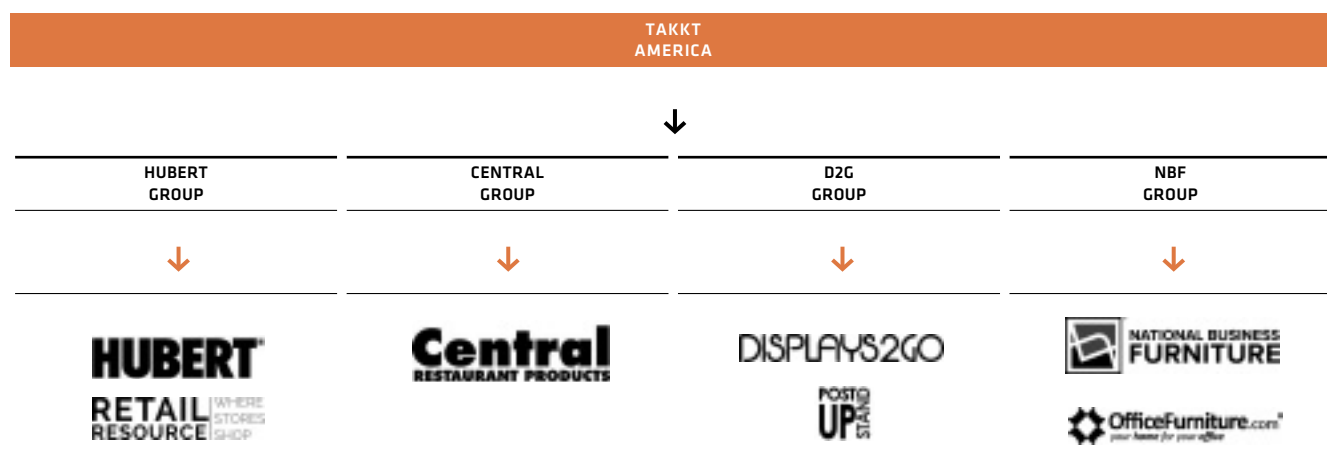
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# FACTS & FIGURES

# COMPANY STRUCTURE



\* OfficeFurnitureOnline acquired in January 2018



# STANDARDS & MEMBERSHIPS



## GLOBAL COMPACT



The Global Compact is a program under the auspices of the United Nations. Companies commit to implementing and supporting universal values. These guidelines comprise ten principles in four categories relating to human rights, labor, the environment and anti-corruption.

→ [unglobalcompact.org](http://unglobalcompact.org)

## TAKKT CODE OF CONDUCT



The TAKKT Code of Conduct serves as the basis for dealing with each other properly as well as for making fair and ethically appropriate decisions and avoiding violations, thereby safeguarding the reputation and long-term success of the company. The Code is derived from our company values and the ten principles of the United Nations Global Compact.

→ see page 7 of the Sustainability Report

## GLOBAL REPORTING INITIATIVE



The guidelines of the Global Reporting Initiative (GRI) define uniform, internationally recognized standards for sustainability reporting. The standards are being developed continually. TAKKT publishes comprehensive sustainability information in accordance with the current GRI standards.

→ [globalreporting.org](http://globalreporting.org)

## CARBON DISCLOSURE PROJECT



The Carbon Disclosure Project (CDP) is a not-for-profit organization that aims to increase transparency for corporate environmental and climate protection worldwide. Greenhouse gas emissions in particular are to be used as a key performance indicator for companies in relation to environmental protection.

→ [cdp.net](http://cdp.net)

# VALUE CREATION STATEMENT



VALUE CREATION  
FROM THE CONSOLIDATED INCOME STATEMENT (IN EUR MILLION)

	2016	2017
<b>TURNOVER (PLUS CHANGES IN INVENTORIES AND OWN WORK CAPITALISED)</b>	<b>1,126.8</b>	<b>1,117.2</b>
Other financial result	- 1.1	0.3
Other income	16.6	7.4
<b>BUSINESS PERFORMANCE</b>	<b>1,142.3</b>	<b>1,124.9</b>
Cost of sales	- 647.4	- 643.3
Other operating expenses	- 158.6	- 164.3
<b>BOUGHT-IN COSTS</b>	<b>- 806.0</b>	<b>- 807.6</b>
Gross value added	336.3	317.3
Depreciation and impairment	- 29.2	- 27.1
Correction of deferred taxes (according to GRI)	- 5.0	14.4
Net value added	302.1	304.5

## USE OF NET VALUE ADDED ACCORDING TO GRI METHODOLOGY



USE OF VALUE ADDED	2016 EUR MILLION	2016 IN %	2017 EUR MILLION	2017 IN %
1 EMPLOYEES (PERSONNEL EXPENSES)	166.2	55.0	166.7	54.7
2 PROVIDERS OF FINANCE (FINANCE EXPENSES)	8.5	2.8	7.6	2.5
3 GOVERNMENT (INCOME TAX EXPENSE)	36.1	11.9	33.0	10.9
4 SHAREHOLDERS (DIVIDENDS PAID DURING THE FINANCIAL YEAR)	32.8	10.9	36.1	11.8
5 OTHER USES	58.5	19.4	61.1	20.1



The breakdown of net value creation shows how the amounts generated are returned to the stakeholders who participate in the value creation process, such as employees, creditors, the government, and shareholders. In 2017, the largest portion of net value creation, 54.7%, went to our employees in the form

of salaries and social security contributions. 10.9% accounted for tax expenses to the government. 2.5% went to creditors (only finance expenses), 11.8% was paid out to our shareholders. 20.1 percent remains in the company for investments and acquisitions or is used for loan repayments.

## TAKKT AT A GLANCE



1,116

EUR MILLION TURNOVER IN 2017



> 1 M

PRODUCTS



~ 4,000

SUPPLIERS



2,600

EMPLOYEES



# INDEPENDENT CERTIFICATION



Confirmation for the section "STATUS 2017" of the report "SUSTAINABILITY REPORT 2017" of TAKKT AG, Stuttgart, for the calendar year 2017

## **To the management board of TAKKT AG, Stuttgart**

We have reviewed the section "STATUS 2017" of the report "SUSTAINABILITY REPORT 2017" of TAKKT AG, Stuttgart.

The report comprises the period from January 1st to December 31st, 2017. The report was prepared in accordance with the principles, stakeholder inclusiveness, sustainability context, materiality, completeness, accuracy, balance, clarity, comparability, reliability and timeliness specified in the GRI Standards of the Global Reporting Initiative (GRI 101 pages 7 – 16). It is the responsibility of the management board of TAKKT AG to prepare the report. Our task is to provide a confirmation for the section "STATUS 2017" of the report "SUSTAINABILITY REPORT 2017" on the basis of our audit review.

We conducted the audit review on the section "STATUS 2017" of the report "SUSTAINABILITY REPORT 2017" in accordance with the German standards for the audit review of sustainability reports established by the Institute of German Auditors (IDW).

Accordingly, it is required that the audit review is to be planned and performed in such a manner that we can preclude with limited assurance, through critical appraisal, that the report section has not in all material aspects been prepared in accordance with the underlying principles specified in the GRI Standards of the Global Reporting Initiative (GRI 101 pages 7 – 16). An audit review is limited primarily to interviews with personnel of the company and analytical assessments and thus do not provide the assurance that would be obtained on an audit.

Based on our audit review we did not become aware of any facts which lead us to assume that the section "STATUS 2017" of the report "SUSTAINABILITY REPORT 2017" has not been prepared in all material aspects in accordance with the underlying principles specified in the GRI Standards of the Global Reporting Initiative (GRI 101 pages 7 – 16).

Stuttgart, 22 February 2018

Ebner Stolz GmbH & Co. KG

Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft

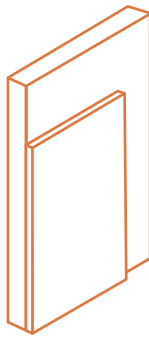
**Dr. Christoph Eppinger**

Auditor

**Carsten Bender**

Auditor

# TAKKT SUSTAINABILITY COMMUNICATION



**The printed report**



**The online report**

→ [takkt.de/en/sustainability/status-2017](http://takkt.de/en/sustainability/status-2017)

## GRI STANDARDS ONLINE REPORT



Our sustainability reporting implements the guidelines and standards of the Global Reporting Initiative (GRI). The current GRI Standards of the GRI were used in the preparation of the report. This report has been prepared in accordance with the GRI Standards: "Comprehensive option". You will find all the information in accordance with the requirements of the current GRI Standards online at:

→ [takkt.de/sr17/gri](http://takkt.de/sr17/gri)





## IMPRINT

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Julian Rentzsch

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The Sustainability Report is published  
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the content of the German version is  
definitive.

### **PHOTOGRAPHY**

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