



Factbook

Fiscal Year 2020/21

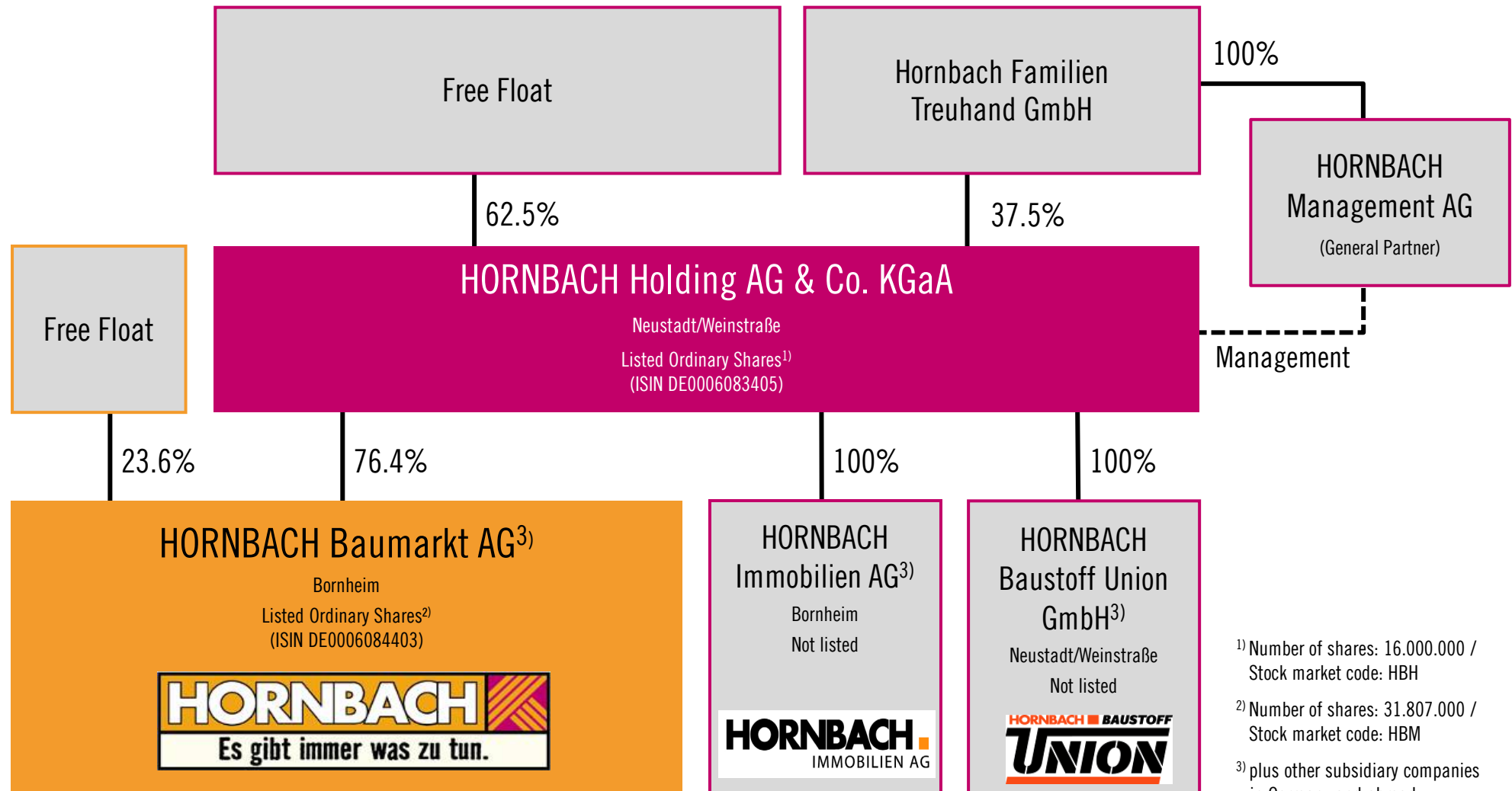
HORNBACH at a glance

- HORNBACH is one of **Europe's leading DIY retail groups (# 5)** with large-format DIY megastores and online shops in 9 countries and a regional B2B builders' merchant business
- HORNBACH introduced the **megastore format** (>10,000 sqm) in the 1980s and **interconnected retail** in 2010.
- **Organic growth** above the German DIY sector and sustainable earnings development
- FY 2020/21: Sales of **5.5 € bn** (yoy: + 15,4%) / **326 € million** adjusted EBIT (yoy: +44%) / adj. EBIT margin of 6,0%
- **Publicly listed** since 1987 (HBH)/ 1993 (HBM) with strong commitment and support of the **founder family** Hornbach
- Value stocks offering **continuous dividends** at least on previous year's level



Two publicly listed corporations

(Since March 28. 2017)

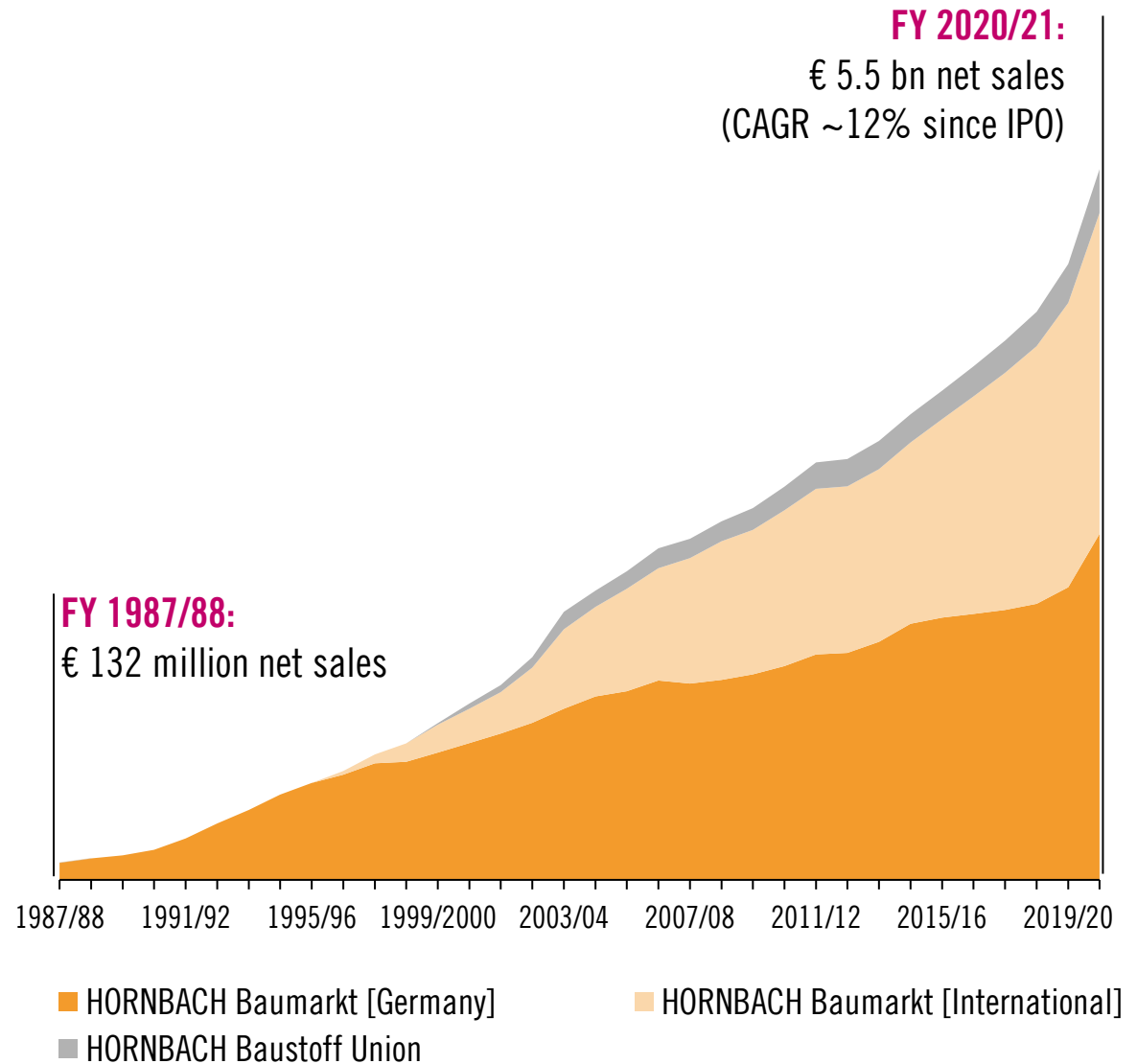


The timeline illustrates the growth of Hornbach from a small handicraft business to a major DIY retailer. Key milestones include the founding of the handicraft business in 1877, the first garden center in 1906, and the first megastore in 1980. The company went public in 1987 and expanded internationally in 1993. A major milestone in 2003 was the opening of the first drive-through DIY store. The timeline also notes the company's expansion into Germany in 2004, the issuance of Eurobonds in 2010, 2013, and 2015, and a change in legal form in 2015. The timeline ends in 2019.

Year	Event
1877	Foundation of handicraft business
1906	1st DIY store with garden center Bornheim
1980	1st DIY megastore Karlsruhe
1987	Going public HORNBAACH Holding AG
1993	Start of international expansion Austria
1996	Going public HORNBAACH Baumarkt AG
1999	Foundation of HORNBAACH Baustoff Union
2003	1st DIY store with drive-through
2004	Start online shop Germany
2010	Emission Eurobond (6.125%)
2013	Emission Eurobond (3.875%)
2015	Change in legal form of HORNBAACH Holding AG in „KGaA“
2019	Emission Eurobond (3.250%)

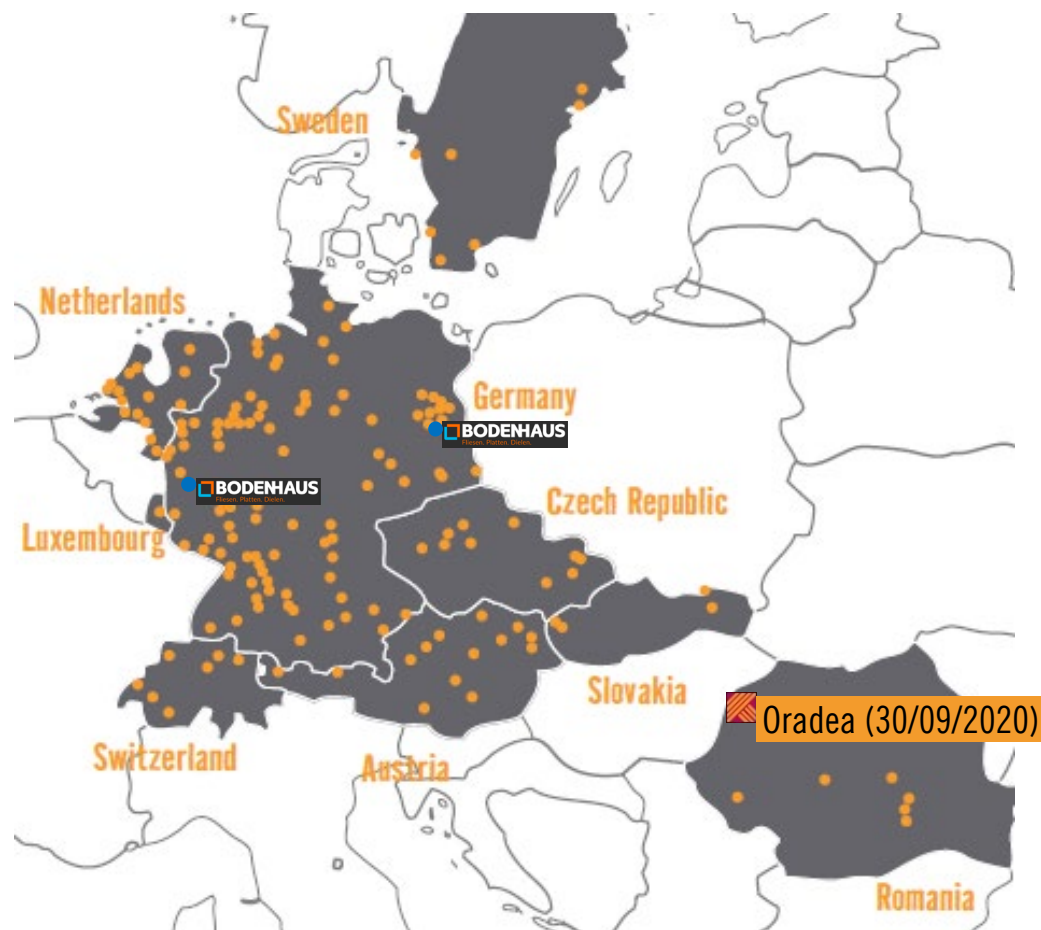
Sales Growth since 1987/88

Expansion	Stationary	Online
Germany	1968	2010
Austria	1996	2013
Netherlands	1997	2015
Luxembourg	1998	2015
Czech Republic	1998	2015
Switzerland	2002	2014
Sweden	2003	2017
Slovakia	2004	2017
Romania	2007	2018



161 DIY megastores in Europe

Status: May 27, 2021



- **161 DIY megastores in 9 countries**
- Sales area of 1,905,543 sqm
- Ø store size 11,836 qm

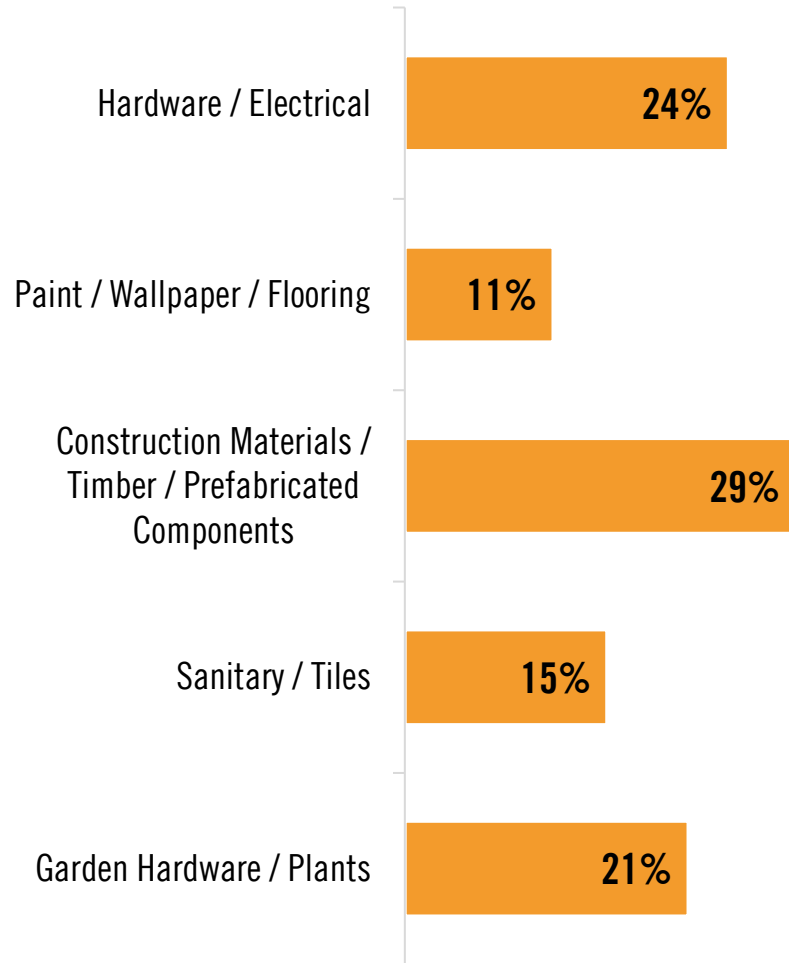
Country	Number of stores	Sales area in sqm
Austria	14	168,867
Czech Republic	10	140,880
Germany	96	1,053,704
Luxembourg	1	12,087
Netherlands	15	193,789
Romania	7	101,872
Slovakia	4	58,248
Sweden	7	86,104
Switzerland	7	89,992

+ 36 Builders merchant outlets in Germany (34) and France (2)
2 BODENHAUS specialist retail stores in Germany

Focus on classical DIY assortments

HORNBACH Baumarkt Subgroup

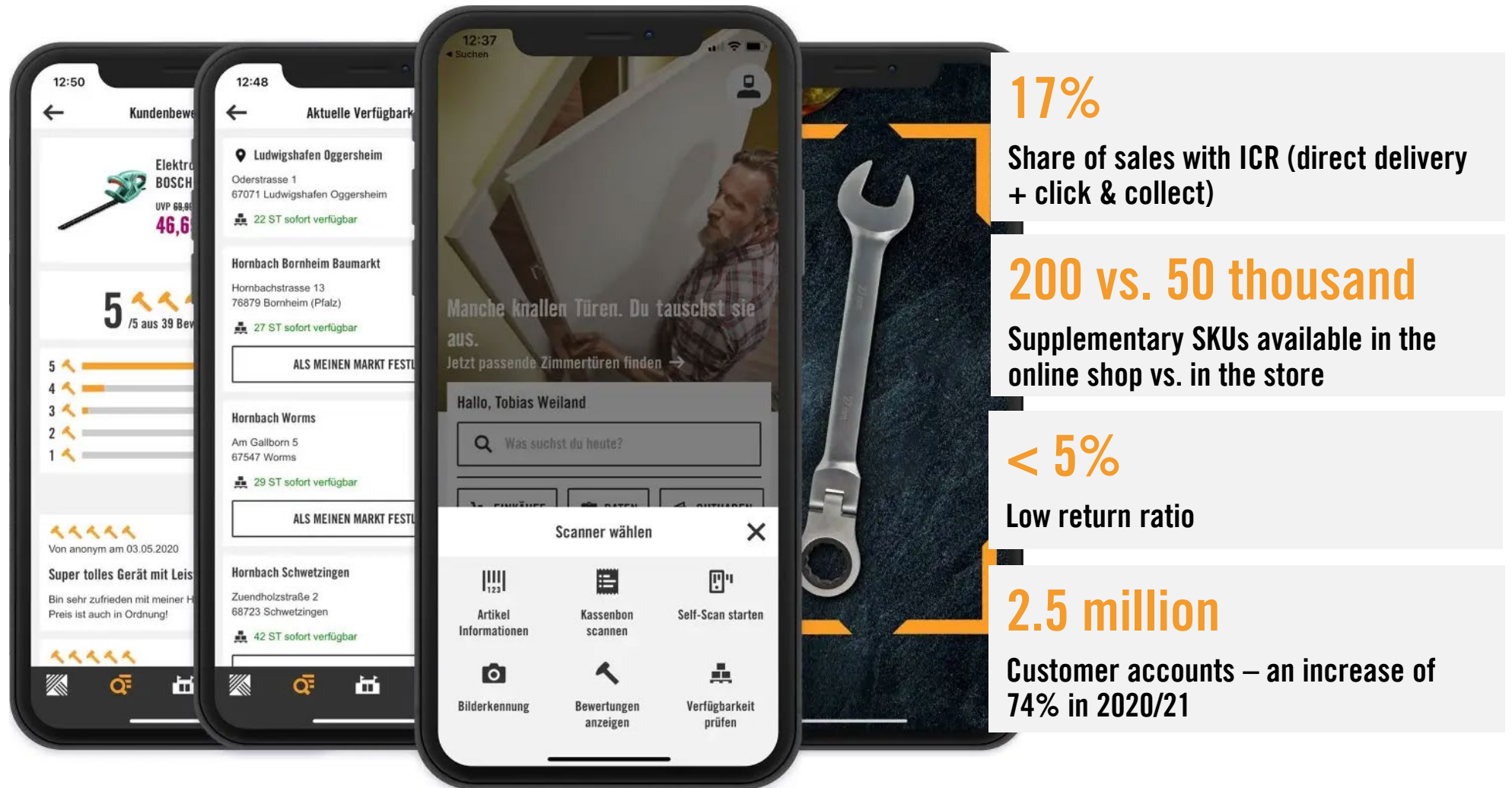
Share of net sales in % in FY 2020/21



- Broad and deep assortment with up to 200,000 articles (Store + Online Shop)
- 50 private labels in all categories with a share of net sales of 24.6% in FY 2020/21
- 93% of purchasing volume from the European Union

Interconnected Retail (ICR): More than a webshop

HORNBACH Baumarkt Subgroup



Custom product configurators, product availability check, self-scanning, electronic receipt, image search ...

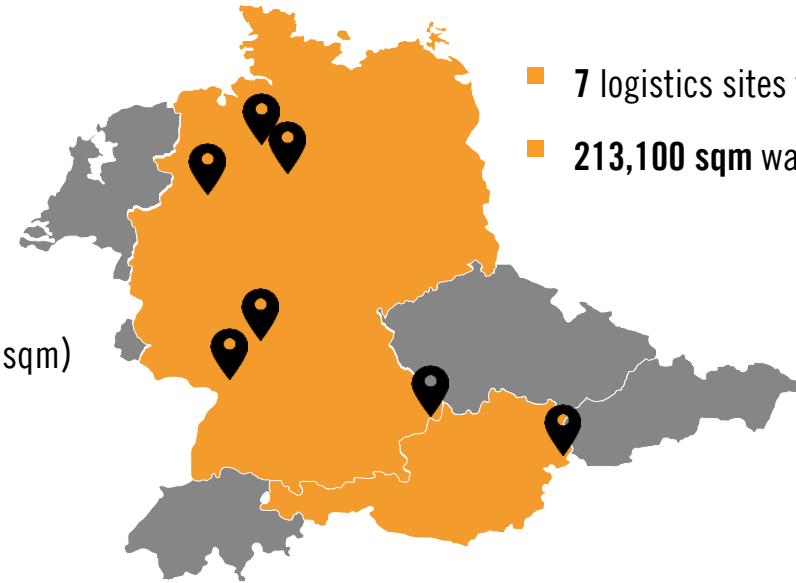
Logistics network

HORNBACH Baumarkt Subgroup

Status: May 27, 2021

B2B delivery

- **Soltau** (56,000 sqm)
Central WH
- **Lehrte** (55,000 sqm)
Regional WH, cross docking
- **Castrop-Rauxel** (11,400 sqm)
Cross docking
- **Lorsch** (24,700 sqm)
Regional WH, cross docking
- **Essingen** (26,900 sqm)
Regional WH, cross docking
- **Vilshofen** (30,300 sqm)
Regional WH, cross docking
- **Enzersdorf a/d Fischa** (8,800 sqm)
Regional WH, cross docking



- 7 logistics sites for store delivery
- 213,100 sqm warehouse space

B2C delivery

- Click & collect in store
- Pick-up/ return of online orders in store



161 Stores



Store delivery centers



Home delivery



Drop shipping



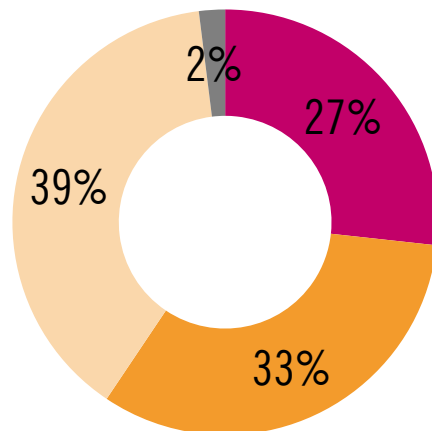
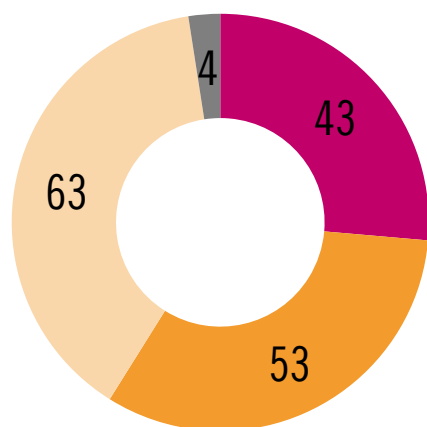
Fulfillment partner
HORNBACH Direct delivery centers

Property ownership and hidden reserves

Status: February 28, 2021

No. of stores

Sales area in %



- Property HORNBAACH Immobilien Subgroup
- Property HORNBAACH Baumarkt Subgroup
- Finance Lease
- Land rented, building owned

Hidden reserves in retail properties¹⁾

Feb 2021 (€ million)	Book value	Yield value (x13) ²⁾	Hidden reserves (x13) ²⁾
HORNBAACH Baumarkt Subgroup	772	1.117	345
HORNBAACH Immobilien Subgroup	396	793	397
HORNBAACH Group	1,168	1,910	742

1) based on our own assumptions and calculations

2) Long-term average; in the past years HORNBAACH stores have been sold by third parties with multiples between 15 and 23

High customer satisfaction across Europe

HORNBACH Baumarkt Subgroup

#1

Overall satisfaction¹⁾



#1

Assortment and choice¹⁾



#1

Price/ price-quality ratio¹⁾



#1

Intention to recommend¹⁾



#1

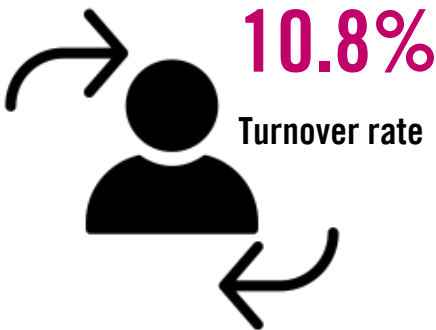
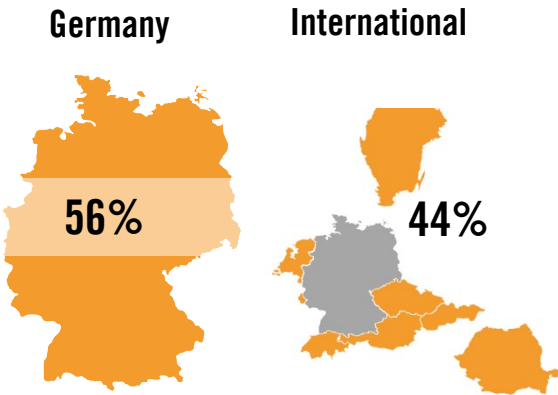
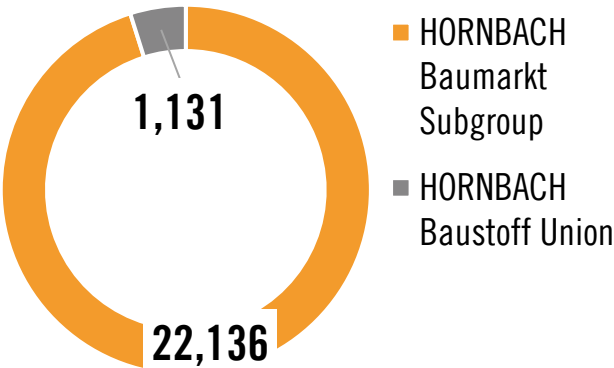
Best webshop²⁾



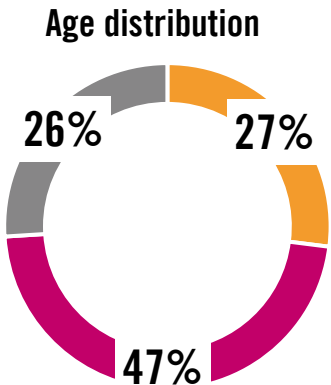
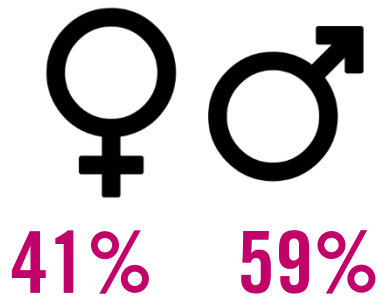
Sources: 1) Kundenmonitor Germany/Austria/Switzerland, ING Retail Jaarprijs (Netherlands), Evimetrix (Sweden), 2) Retailer of the Year Austria, Netherlands, Switzerland, no data for Czech Republic, Slovakia, Romania, Luxembourg

Employees

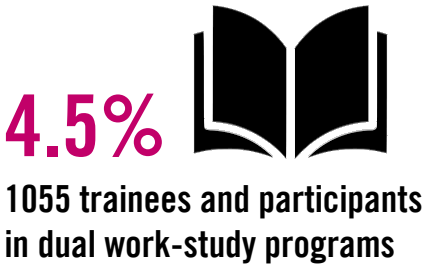
23,279 Employees (headcount)* in the HORNBACH Group as of Feb 28, 2021 (PY 21.505)



Female and male employees



- up to 30 years
- 31 to 50 years
- over 50 years



* incl. Passive employees

Sustainable business: Strategy and Reporting

Guidelines

CSR Guidelinee

- Equal opportunities in selecting and promoting our employees.
- Minimum requirements in our suppliers' production sites.
- Flawless quality of our products.
- Enhancing our product range to account for sustainability.
- Recycling and waste avoidance in our business operations.

HORNBACH Values

- Meeting our responsibility to society
- Mutual respect and cooperation
- Heeding fair competition
- Integrity of conduct
- Protecting data entrusted to us
- Transparent financial reporting

Reporting

Material Non-Financial Aspects (§289c HGB)

- Product range and customer information
- Responsible procurement
- Product responsibility
- Employee satisfaction
- Employee recruitment
- Employee development and retention
- Compliance

HORNBACH Holding AG & Co. KGaA
Group

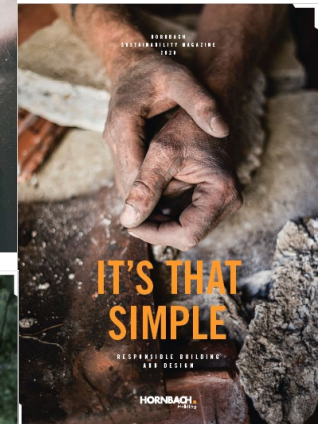
2020/21

Non-Financial Group Report

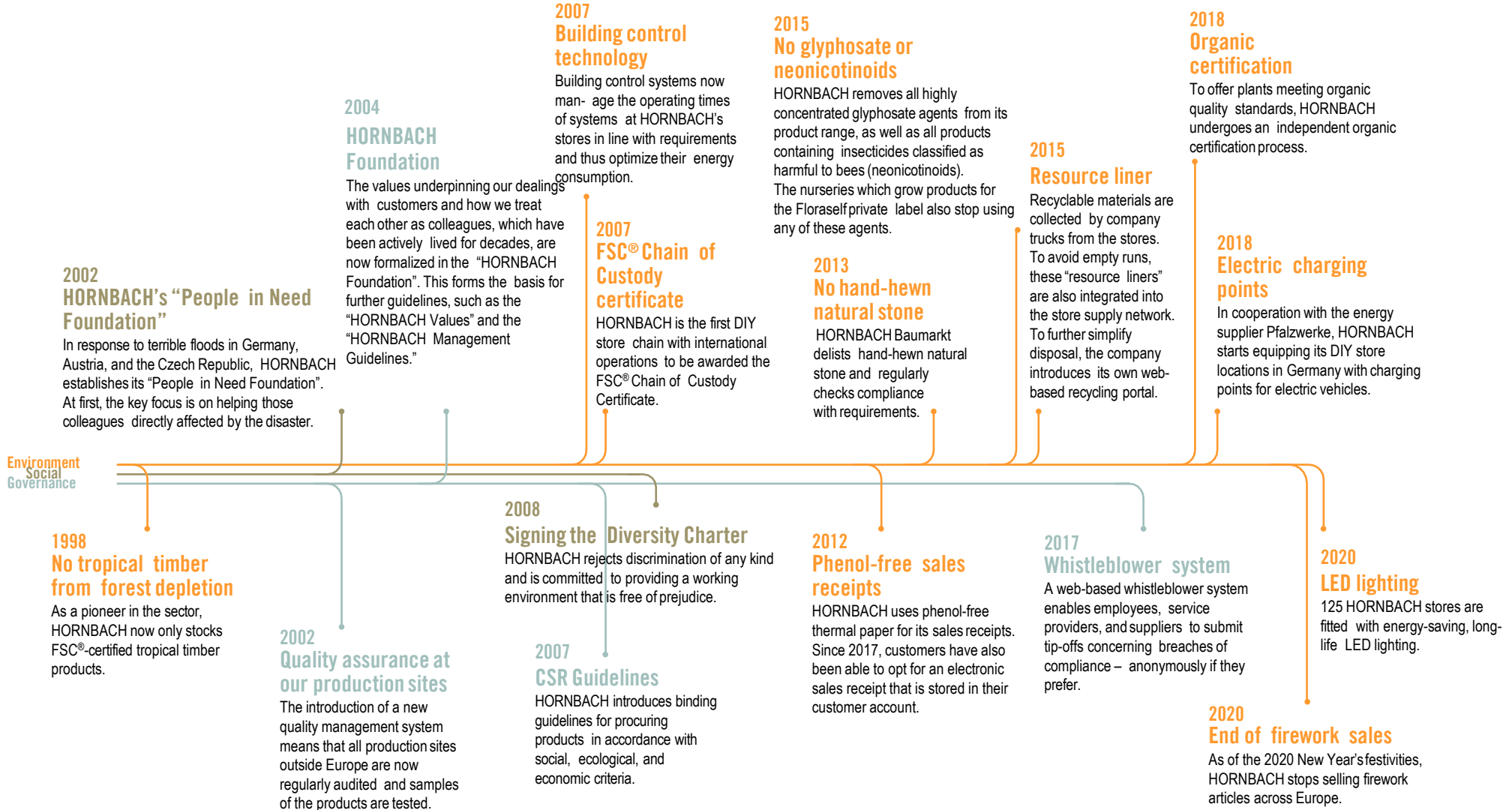
HORNBACH
Holding

Sustainability Magazine

HORNBACH Sustainability Magazine
[www.hornbach-holding.de/Financial Reports](http://www.hornbach-holding.de/Financial_Reports)



Responsible Management: Milestones

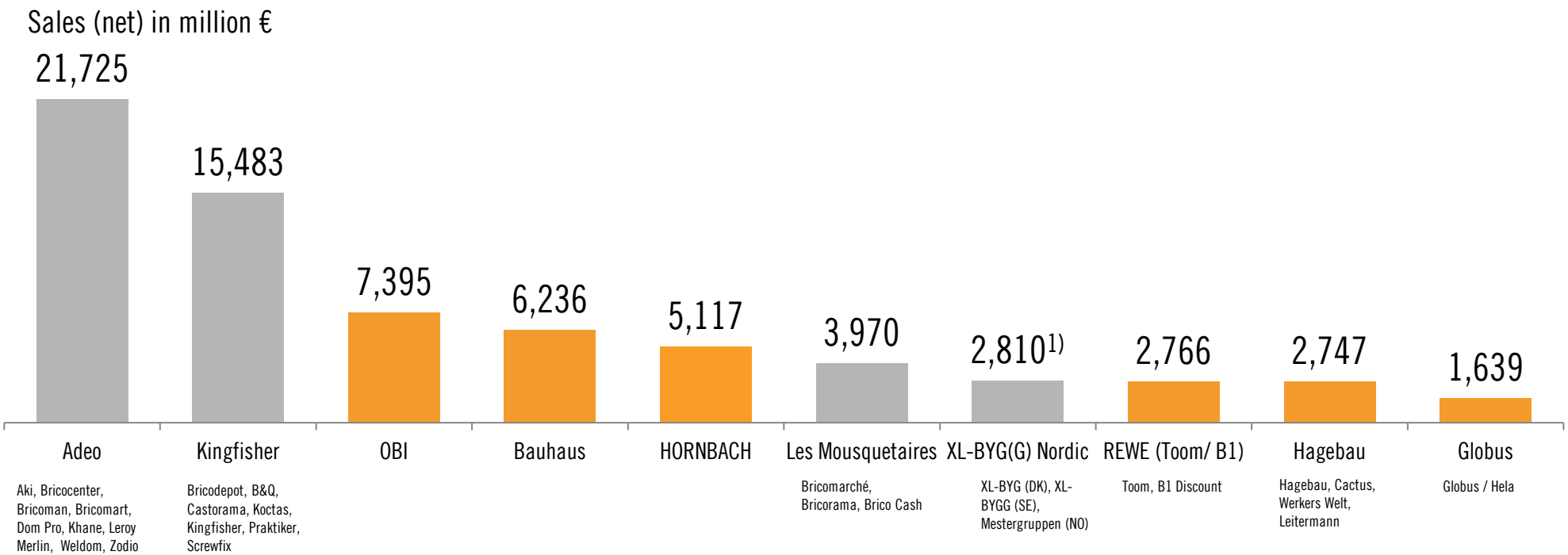


Top 10 Ranking: European DIY Retail Groups (2020)

HORNBACH Baumarkt Subgroup

RO	RO	AT	AT	LU	AT	NL		SE	DE	AT	DE
		CH	CH	NL	CH	RO				DE	LU
		CZ	CZ	SE	CZ	SE				LU	
		DE	DE	SK	DE	SK					
		SK			LU						

Presence of competitors in HORNBACH business regions

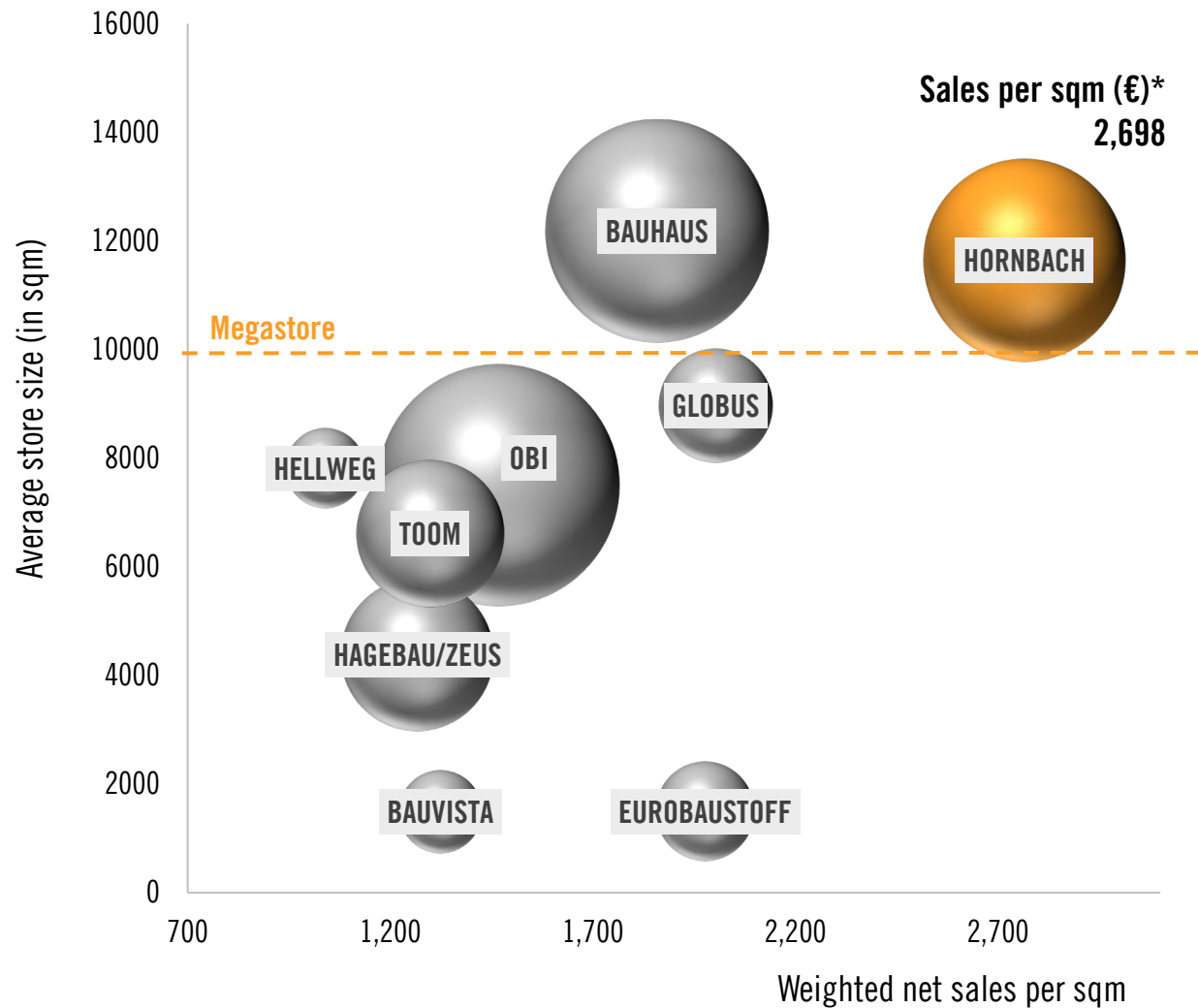


[Source: Dähne Statistik Baumarkt+Garten 2021, HORNBACH]

¹⁾ Net sales 2019

Highest productivity in the German DIY Sector

HORNBACH Baumarkt Subgroup



- Focus on big catchment areas and attractive locations
- Homogeneous store network and similar product display
- Organic growth
- Interconnected retail in all HORNBACH countries
- Price leadership across all channels
- High share of project customers and commercial customers

[Source: Dähne. HORNBACH]

*Weighted net sales per sqm (fiscal year)

Fiscal Year 2020/21

March 1, 2020 to February 28, 2021



Fiscal Year 2020/21: Corona pandemic triggers DIY boom

High customer demand leads to strong sales growth

- Net sales **plus 15.4%** to **€ 5,456 million**
- Like-for-like sales **plus 14.7%** (DE: 18.6%; INT: 10.8%)

Significant increase in profitability

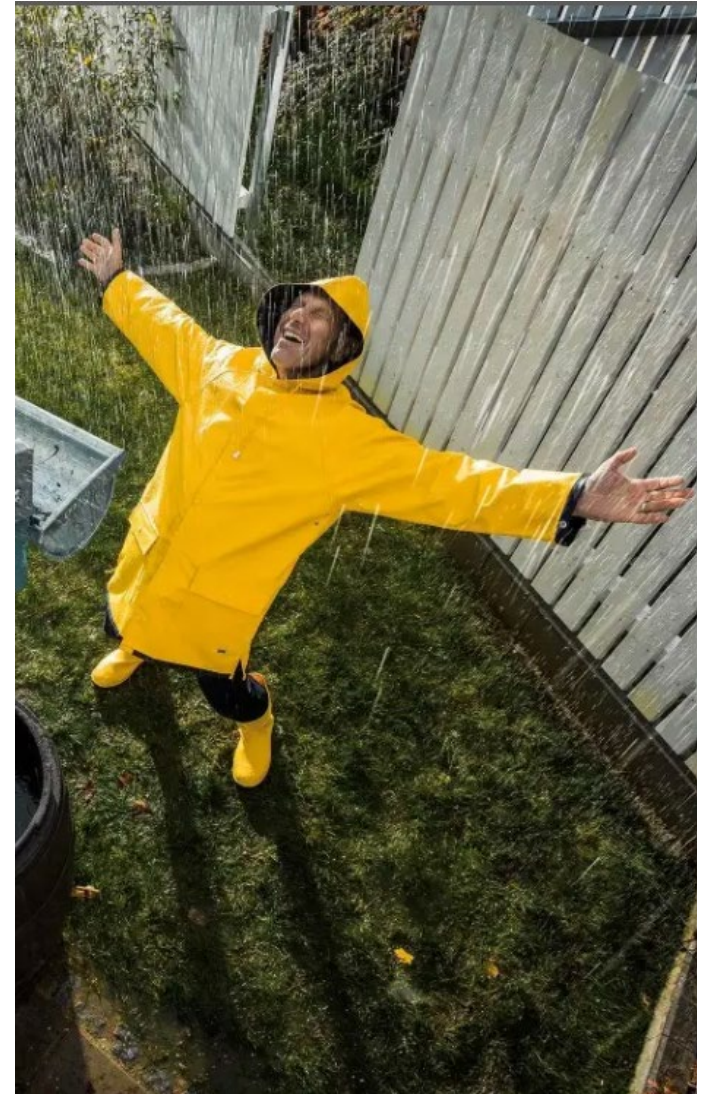
- Adj. EBIT **plus 44%** to **€ 326 million** (adj. EBIT margin at 6.0%)
- Earnings per share jump from € 6.56 to **€ 10.33**

Successful expansion of online channels

- ICR sales represented **17%** of HORNBAACH Baumarkt Group sales in 2020/21

Significant increase in share prices

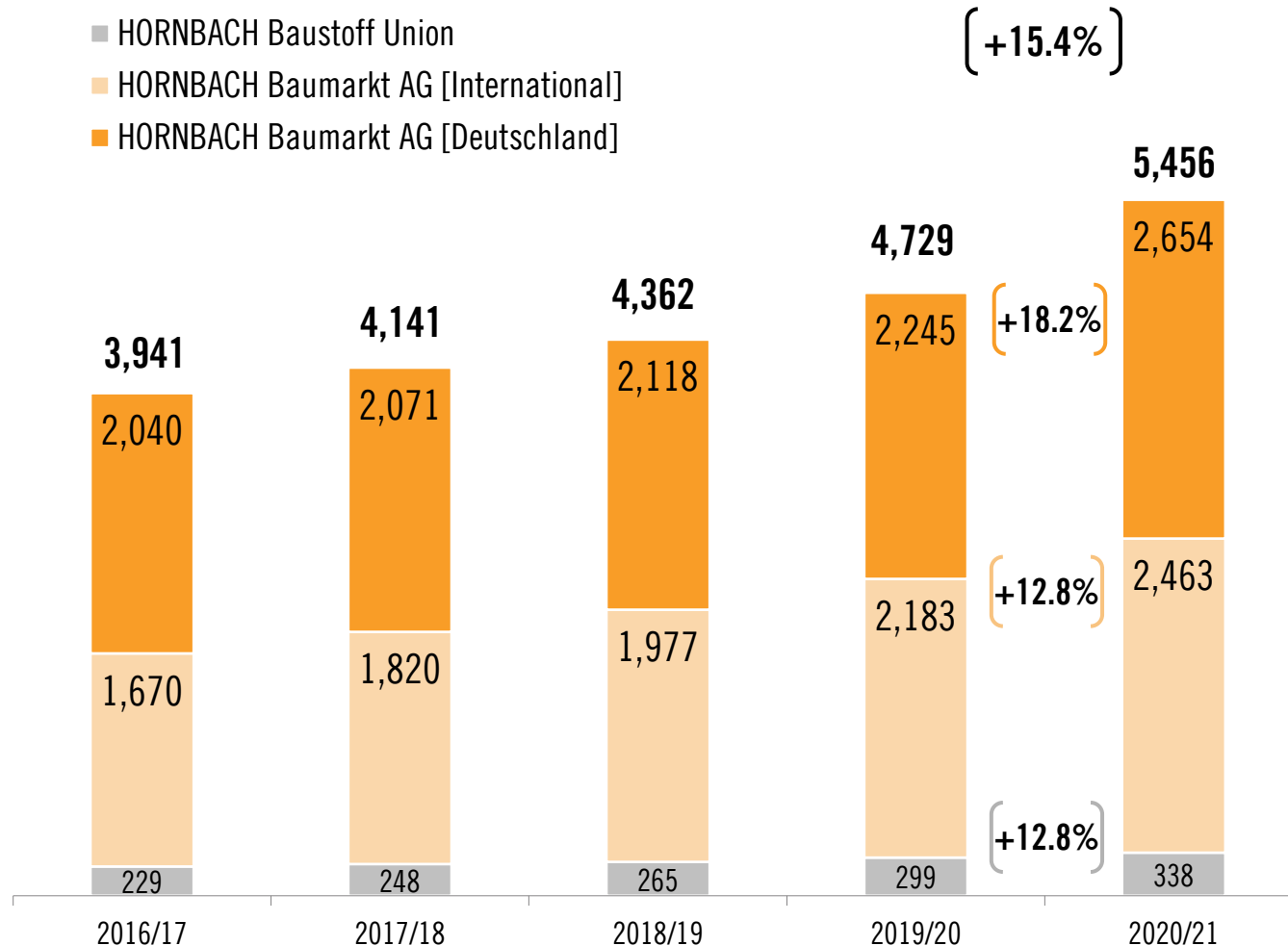
- Hornbach Holding **plus 54%**
- Hornbach Baumarkt **plus 98%**



Home improvement boom triggers record growth

HORNBACH Group

Net sales (€ million) and Sales growth in FY 2020/21



HORNBACH Baumarkt Subgroup

Plus 15.6%

Net sales

Plus 14.7%

Like-for-like sales

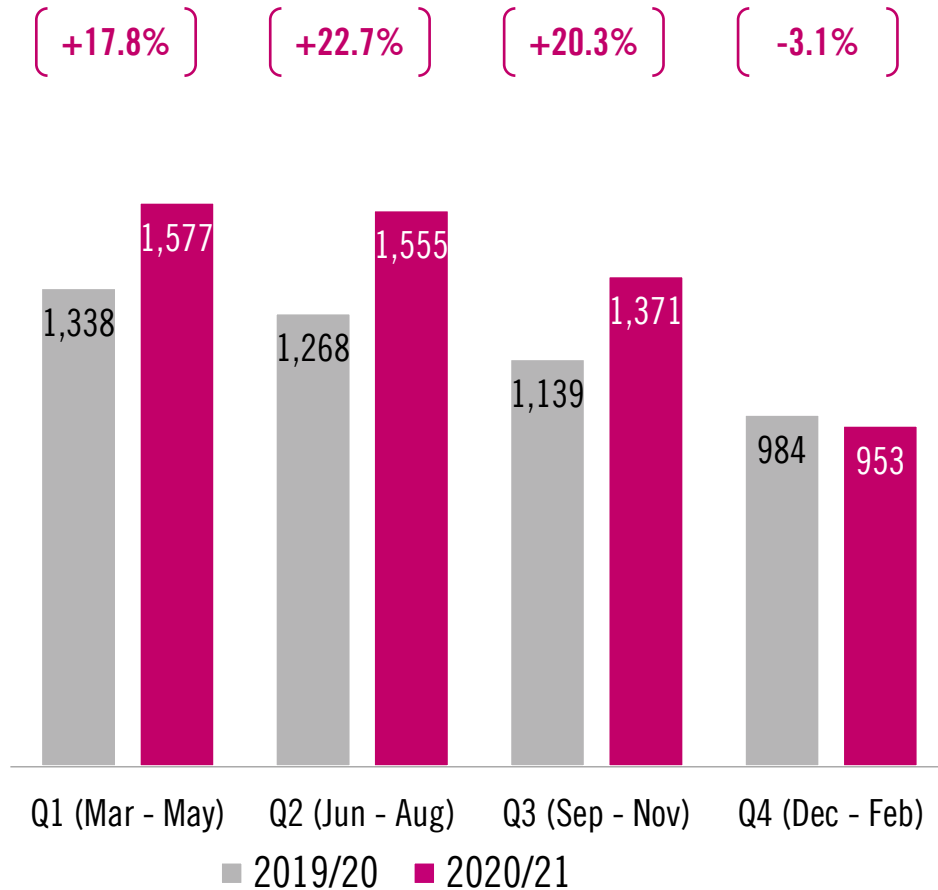
Plus 101%

Online sales (incl. Click & Collect)

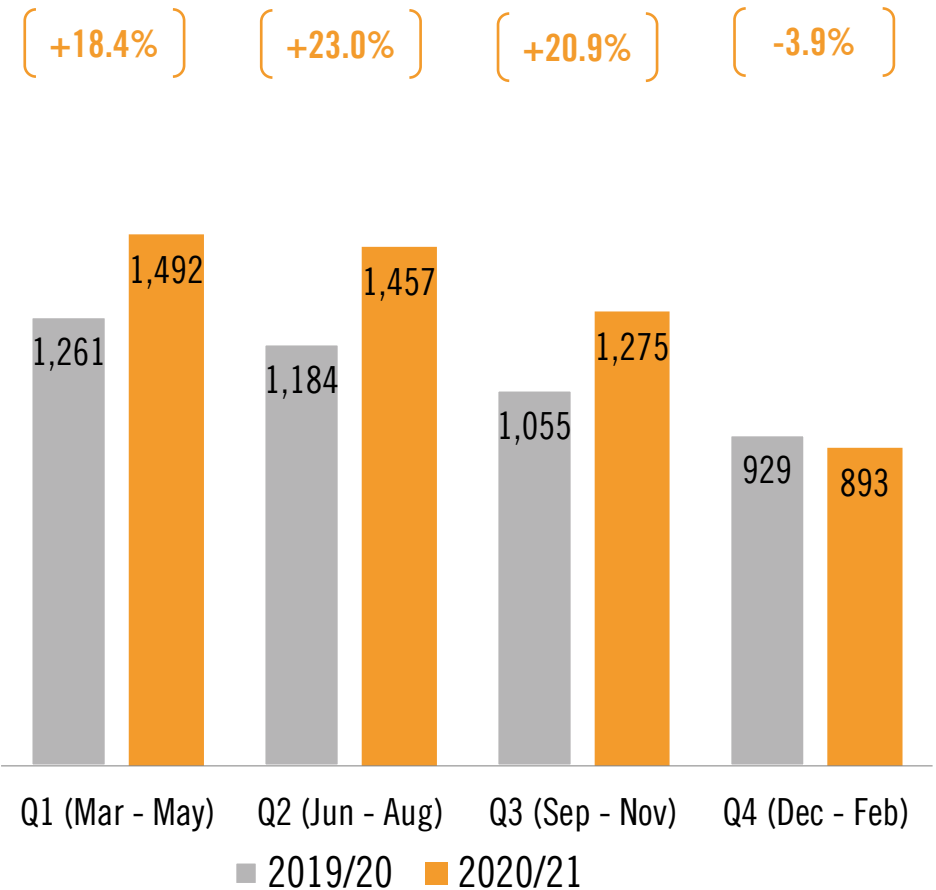
Significant increase in the strongest sales quarters

Net sales (€ million) and growth per quarter

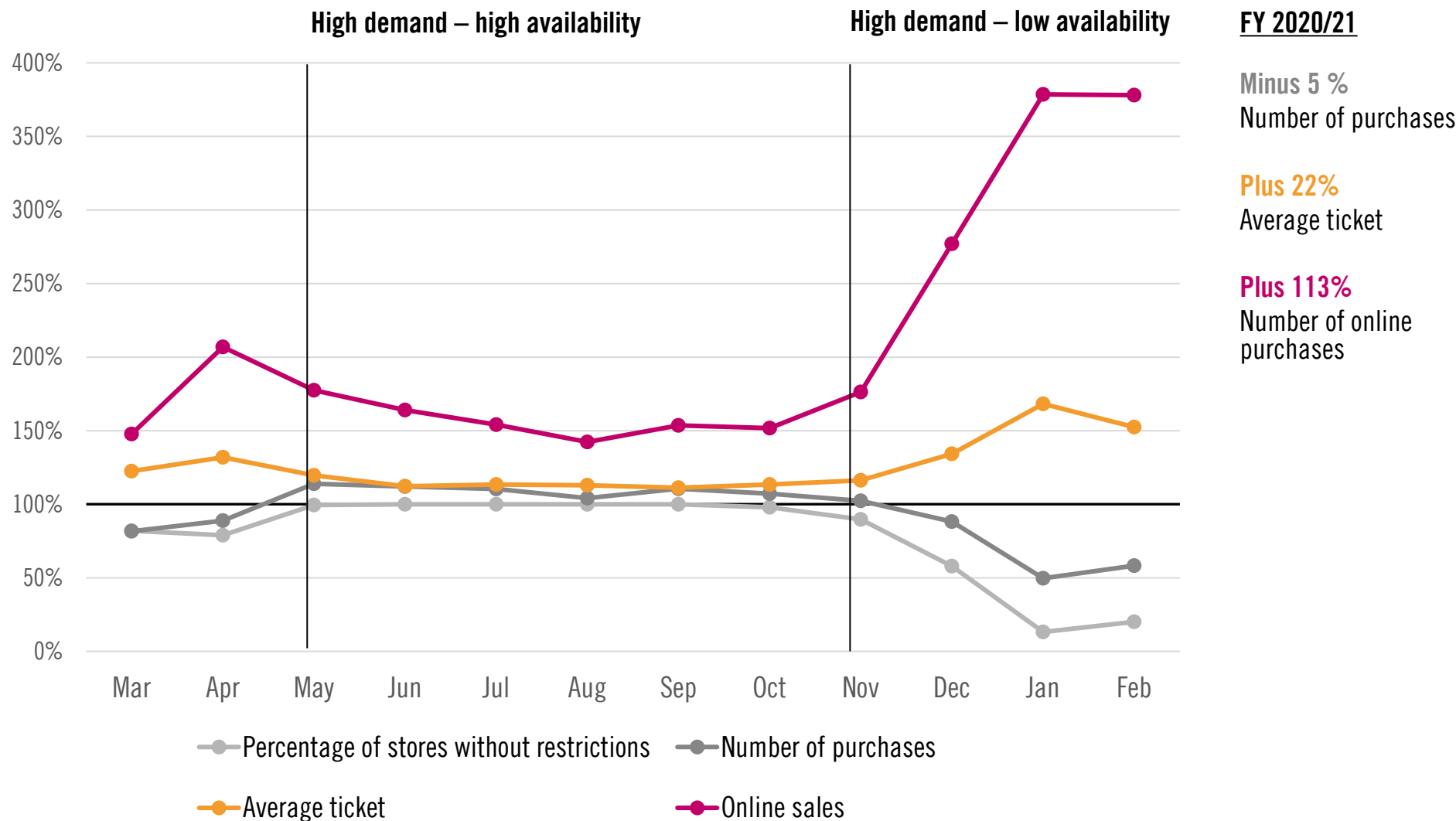
HORNBACH Group



HORNBACH Baumarkt Subgroup



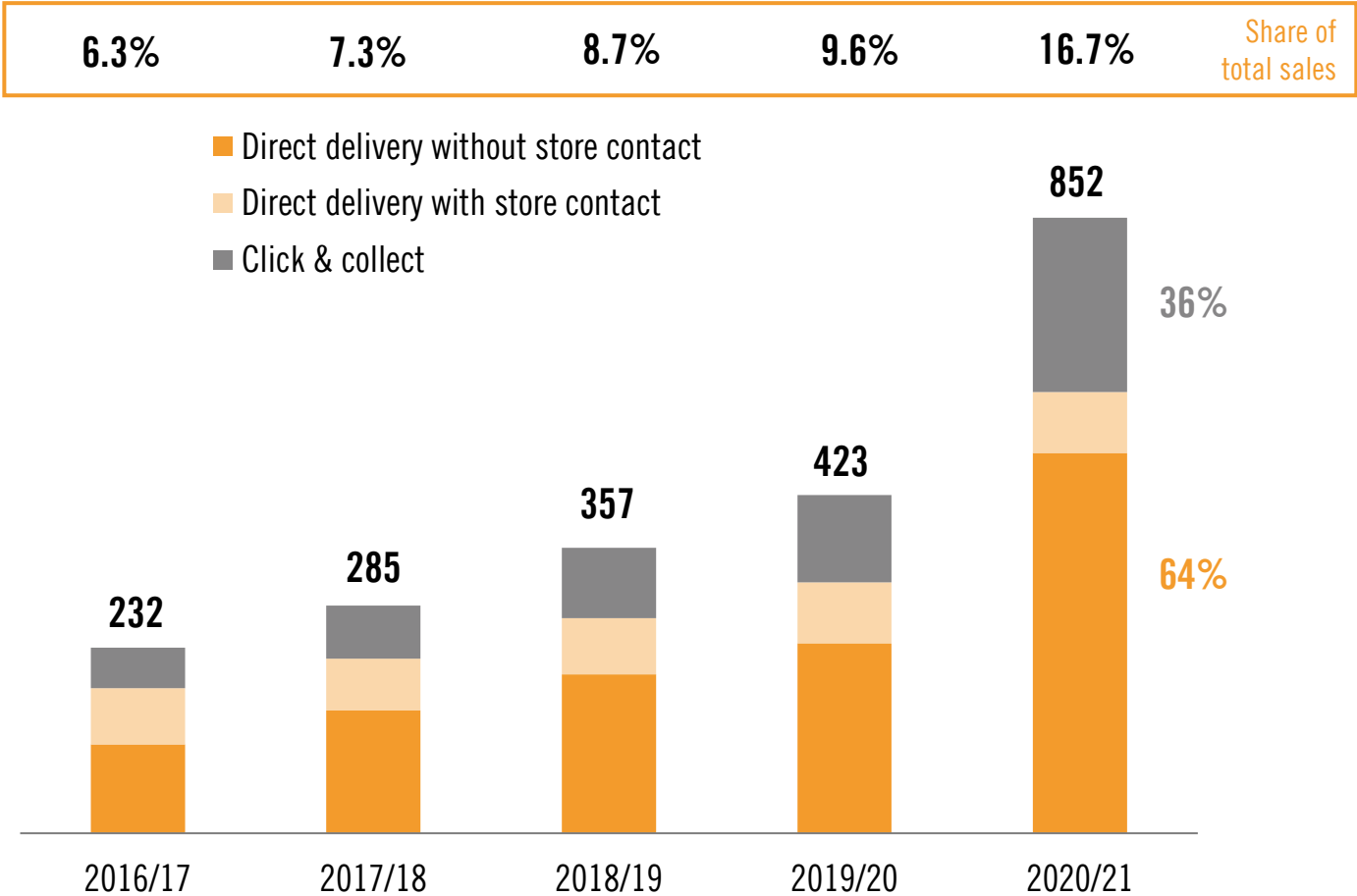
High demand throughout the year



Rising e-commerce sales (€ million)

HORNBACH Baumarkt Subgroup

Net sales (€ million) from online channels



Plus 101%
Online sales (incl. Click & Collect)

Plus 180%
Sales from Click & Collect

Plus 74%
Sales from direct delivery
(with/without store contact)

Geographic diversity smoothes impact from lockdown measures

HORNBACH Baumarkt Subgroup

Like-for-like sales growth¹⁾ in %

	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	FY 2020/21
Total	17,5	21.4	19.7	(3.5)	14.7
Ø Open to private customers ²⁾	87%	100%	96%	31%	79%
Germany	24.4	24.1	25.5	(4.9)	18.6
Ø Open to private customers ²⁾	92%	100%	100%	17%	77%
International	10.3	18.6	14.0	(2.2)	10.8
Ø Open to private customers ²⁾	79%	100%	90%	52%	80%
Austria	7.6	18.9	15.3	7.7	12.6
Czech Republic	7.4	6.8	(8.7)	(10.9)	(0.4)
Luxembourg	17.3	46.1	31.4	38.5	32.8
Netherlands	22.1	20.8	19.5	(27.3)	9.2
Romania	17.9	27.0	19.2	17.3	20.5
Slovakia	(26.5)	6.8	8.8	(15.3)	(6.5)
Sweden	22.4	25.4	22.4	17.5	22.2
Switzerland	(0.6)	19.4	19.1	23.2	14.2

1) In constant currencies; includes sales from all stores that have been open for at least one year as well as sales from online shop

2) Share of HORNBACH stores open to all customers without significant sales restrictions during the reporting period

Market shares increase across Europe

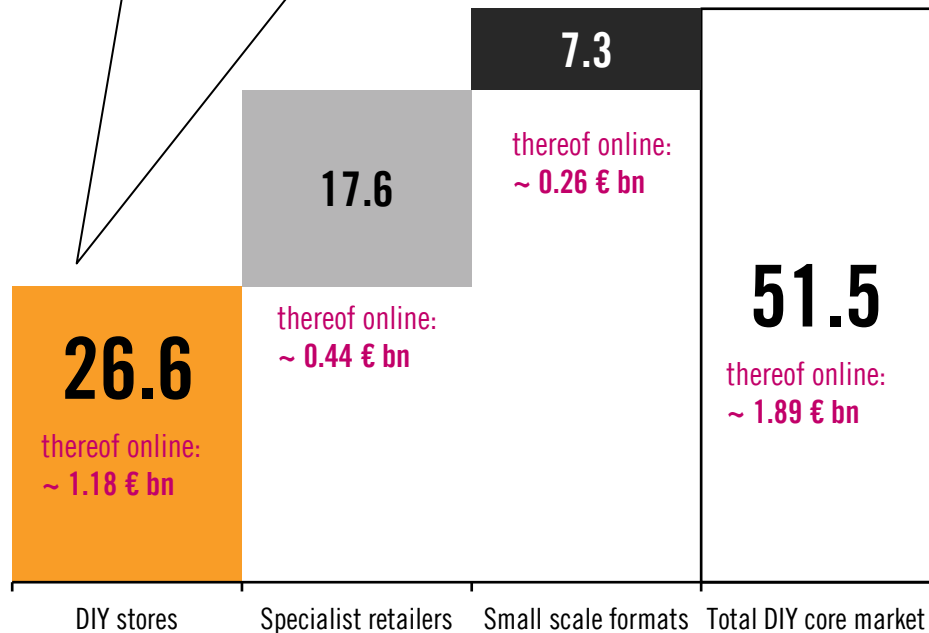
HORNBACH Baumarkt Subgroup

German DIY core market

Gross sales in € bn

HORNBACH

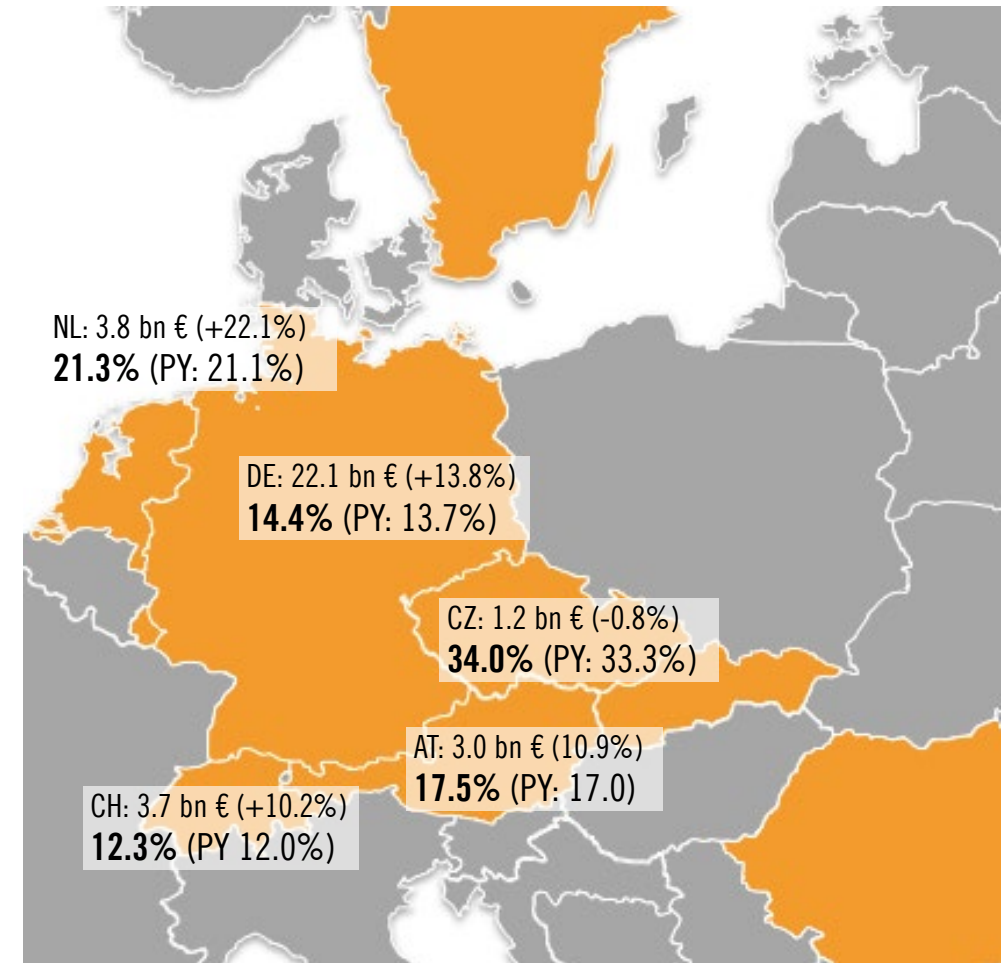
- Market share all DIY stores: 12.0%
- Market share DIY stores >1000qm: **14.4%**
- Market share online: **~40%**



Sources: GfK DIY-TSR, Teipel Retail & Consulting, own estimates

Market shares in Europe – Large DIY stores >1000 qm

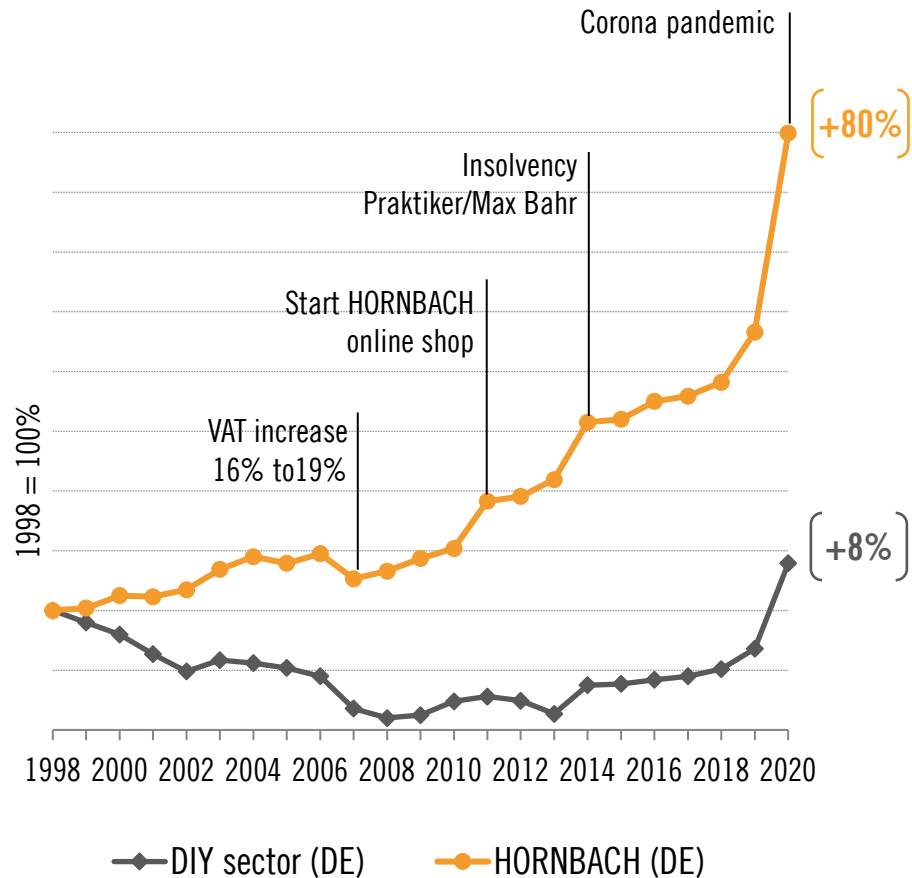
Gross sales in € bn and market growth in %, market share of HORNBACH in %



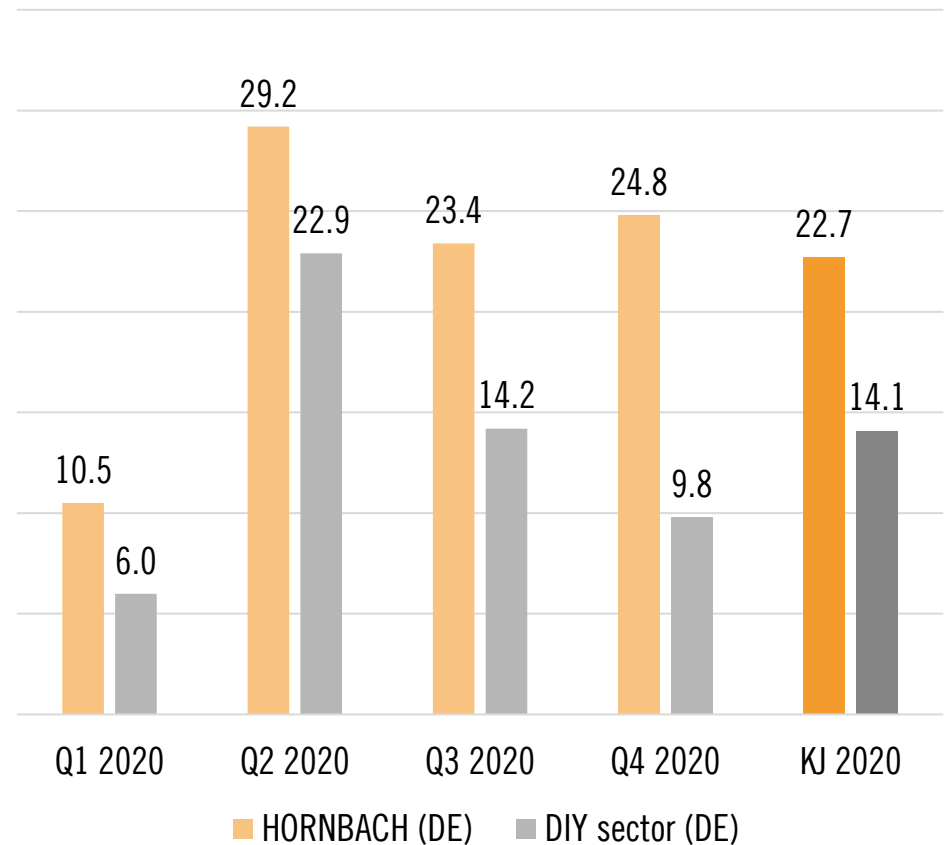
No data for Sweden, Slovakia, Romania

Growth above the sector average in Germany

Like-for-like sales in Germany



HORNBAACH¹⁾ vs DIY sector²⁾ in Germany (CJ 2020)



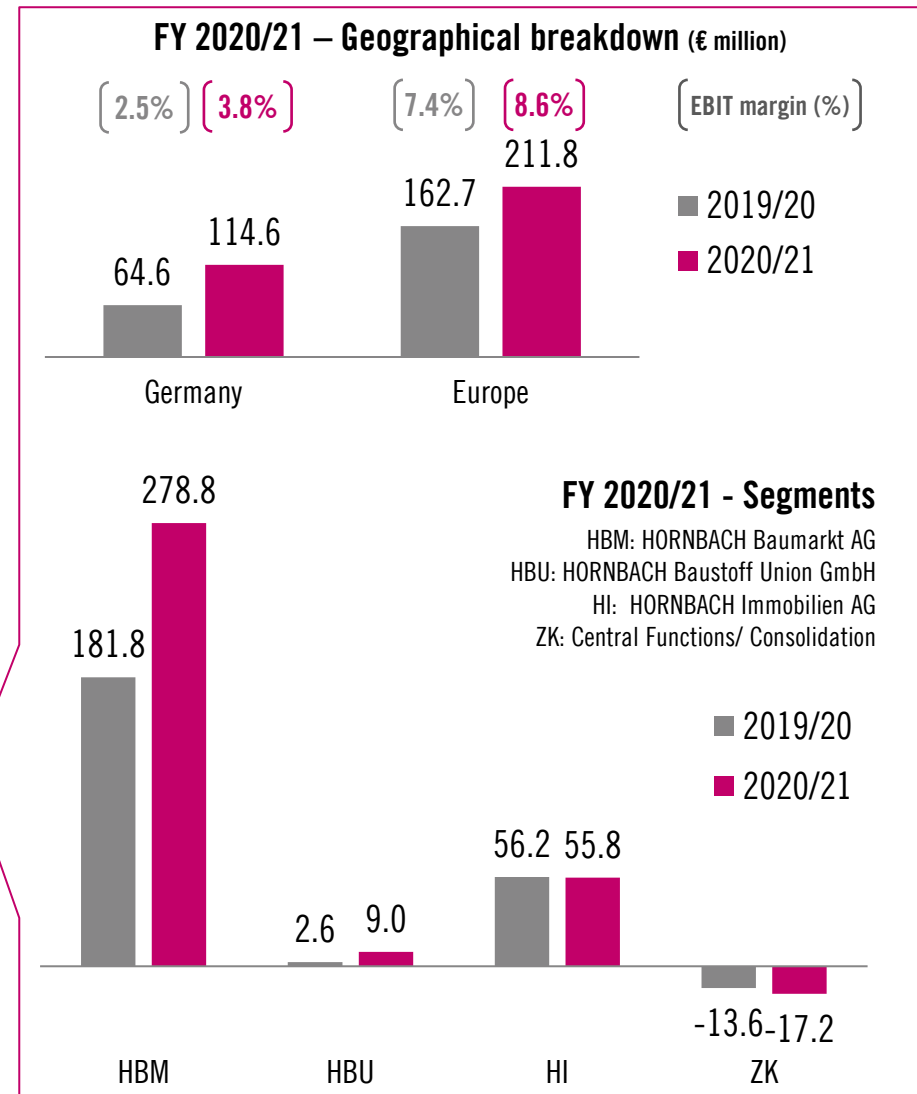
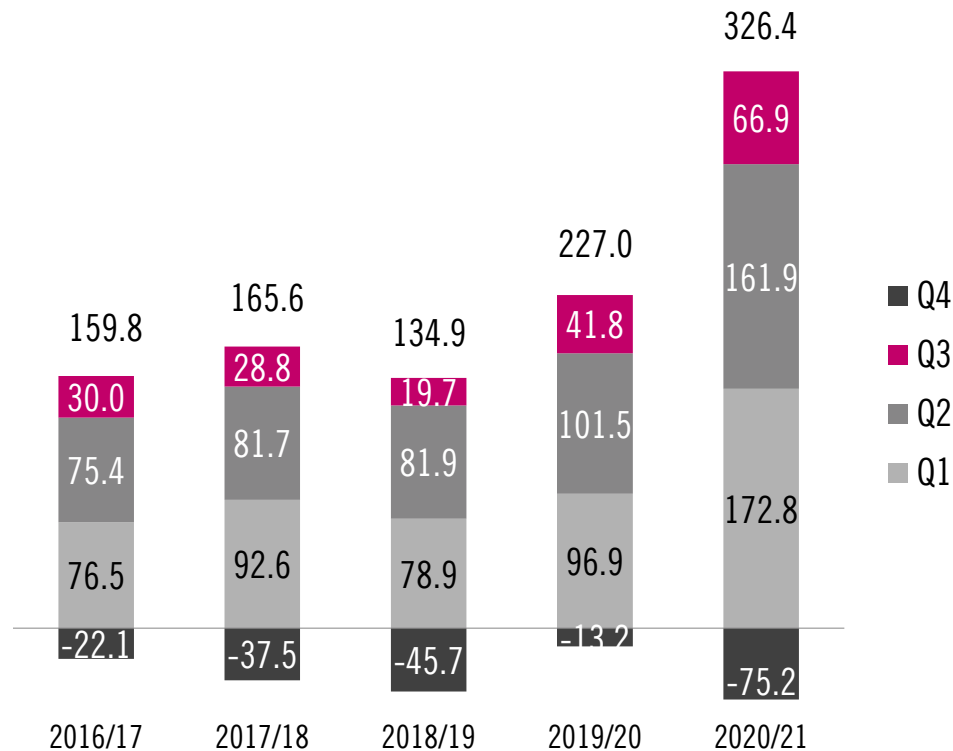
1) In constant currencies; includes sales from all stores that have been open for at least one year as well as sales from online shops

2) Source: GfK DIY panel (until 2013), GfK DIY-TSR (since 2014); own estimates

Significant increase in adjusted EBIT (€ million)

HORNBACH Group

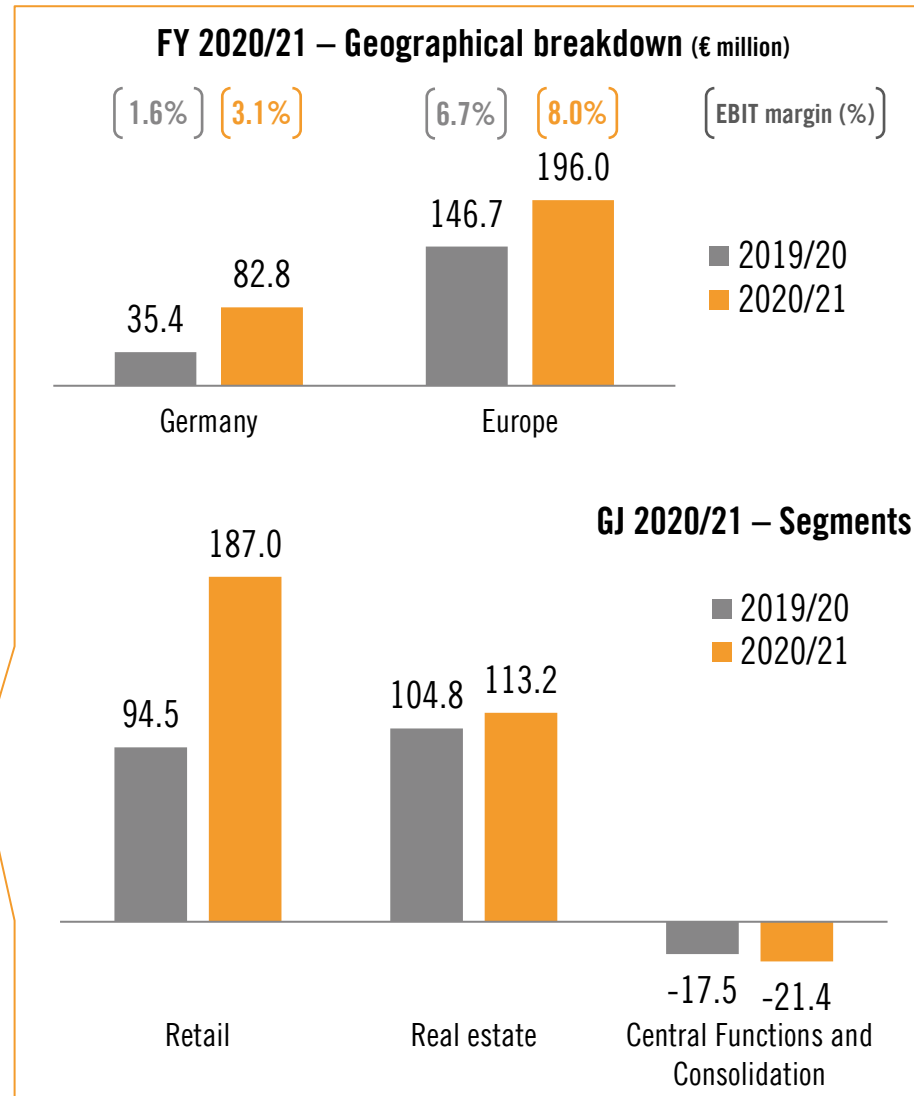
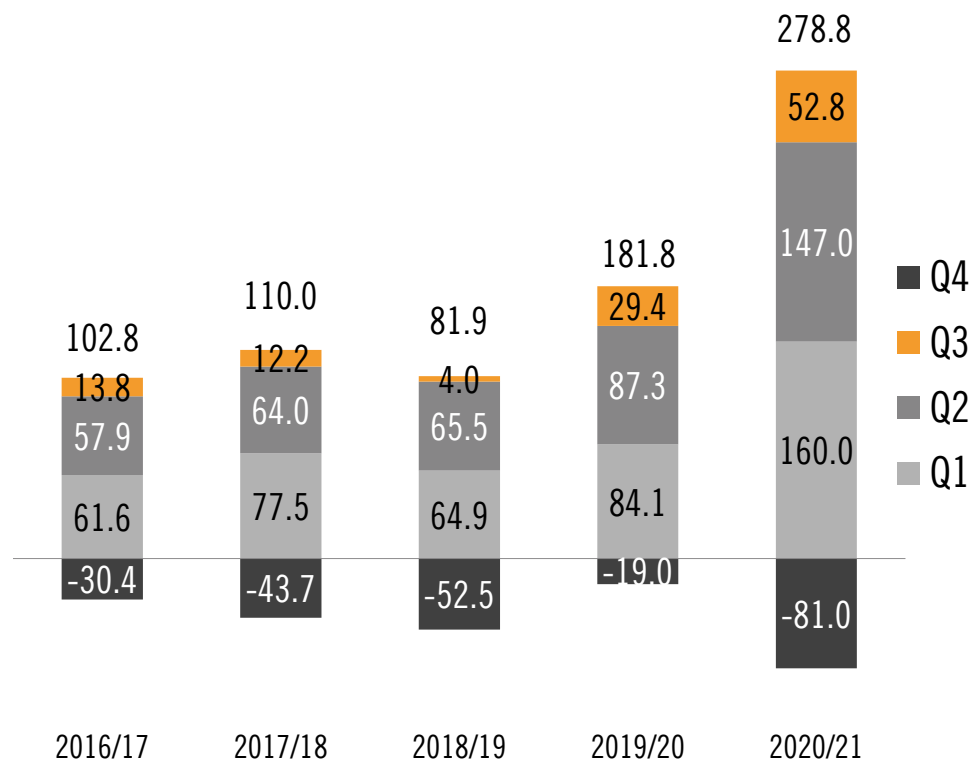
Reconciliation	FY 2019/20	FY 2020/21
EBIT	213.8	311.9
Non-operating earnings	-2.6	-4.0
Non-operating expenses	+15.8	+18.4
Adjusted EBIT	227.0	326.4



Significant increase in adjusted EBIT (€ million)

HORNBACH Baumarkt Subgroup

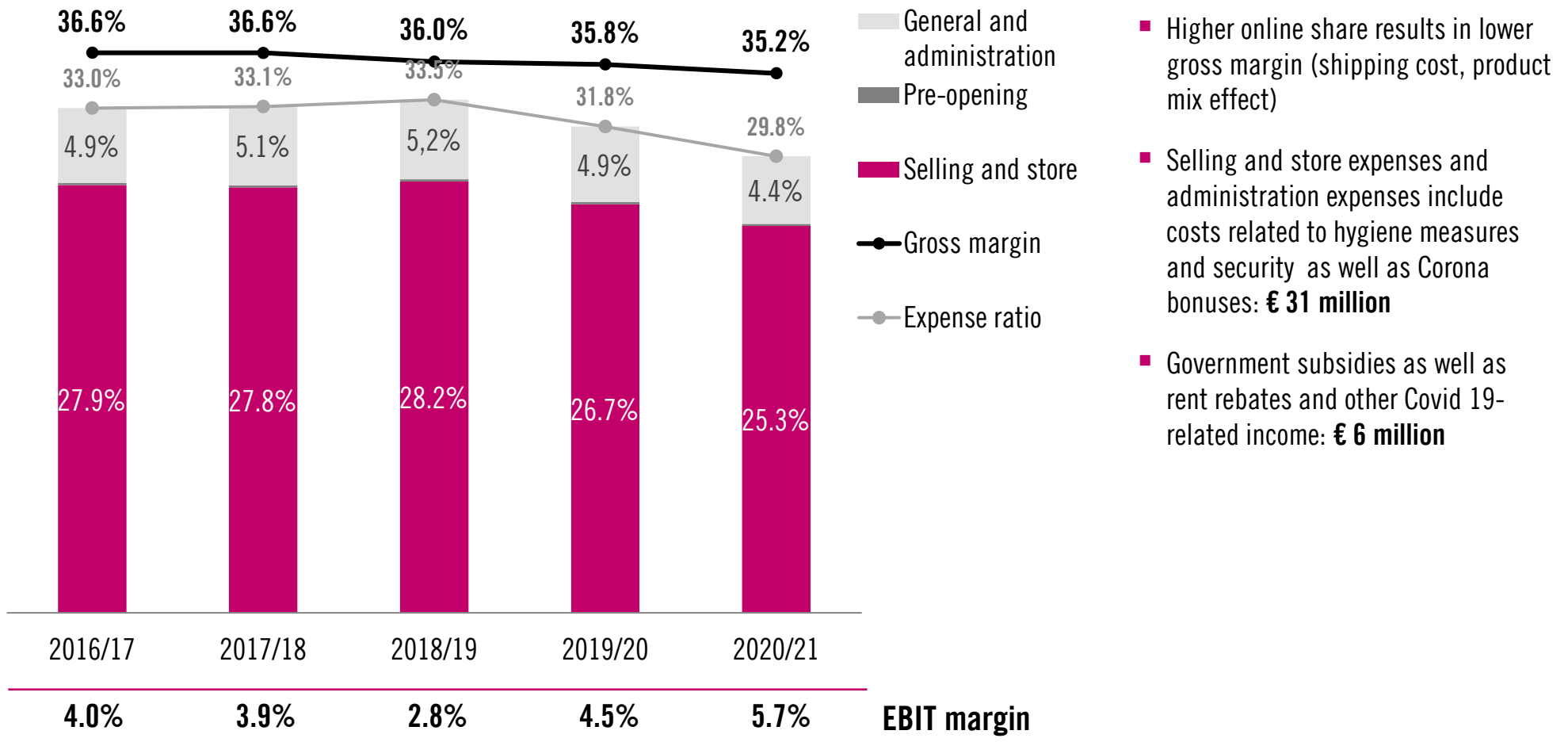
Reconciliation	FY 2019/20	FY 2020/21
EBIT	163.9	258.6
Non-operating earnings	-1.2	0
Non-operating expenses	+19.1	+20.2
Adjusted EBIT	181.8	278.8



Improved cost ratios

HORNBACH Group

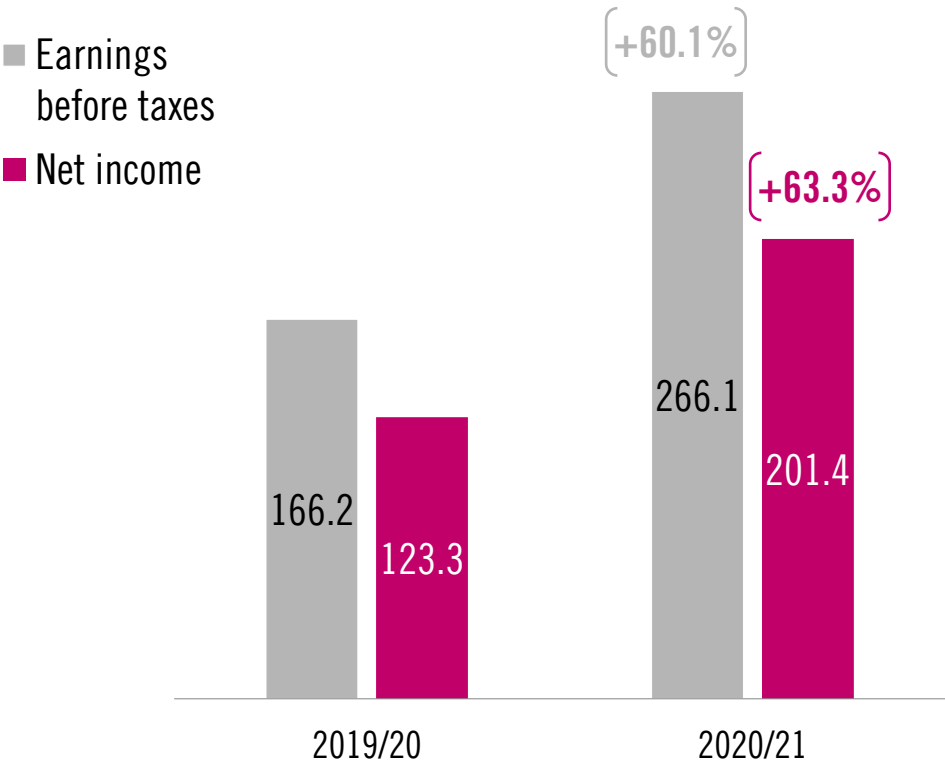
Cost structure and EBIT in % of net sales



Significant increase in earnings before taxes and net income (€ million)

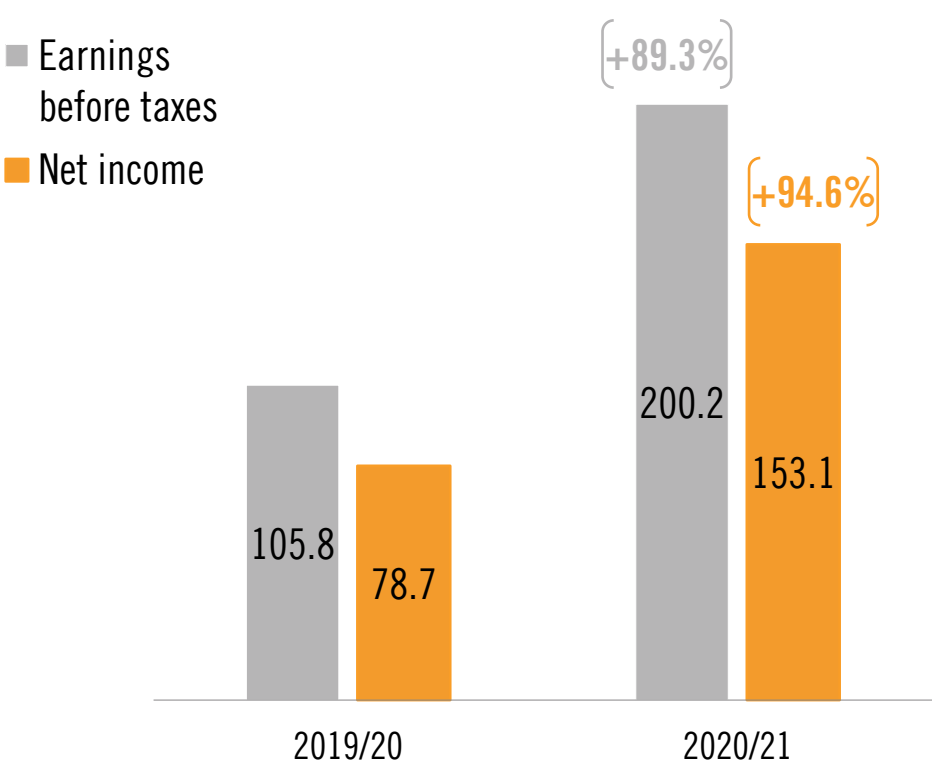
HORNBACH Group

Tax rate	25.8%	24.3%
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HORNBACH Baumarkt Subgroup

Tax rate	25.6%	23.5%
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High level of Free Cashflow (€ million)

HORNBACH Group

	2019/20	2020/21
Cash flow from operating activities	324.5	346.5
<i>of which: funds from operations</i>	<i>333.5</i>	<i>400.2</i>
<i>of which: change in working capital</i>	<i>-9.0</i>	<i>-53.7</i>
Cash flow from investing activities	-121.6	-149.2
<i>of which: investments in fixed assets</i>	<i>-126.7</i>	<i>-148.3</i>
Cash flow from financing activities	-152.1	-129.0
Free Cashflow	202.8	197.3

HORNBACH Baumarkt Subgroup

	2019/20	2020/21
Cash flow from operating activities	327.5	333.5
<i>of which: funds from operations</i>	<i>331.7</i>	<i>393.5</i>
<i>of which: change in working capital</i>	<i>-4.3</i>	<i>-60.0</i>
Cash flow from investing activities	-94.9	-136.9
<i>of which: investments in fixed assets</i>	<i>-92.8</i>	<i>-134.6</i>
Cash flow from financing activities	-174.3	-162.7
Free Cashflow	232.6	196.6

Rounding differences

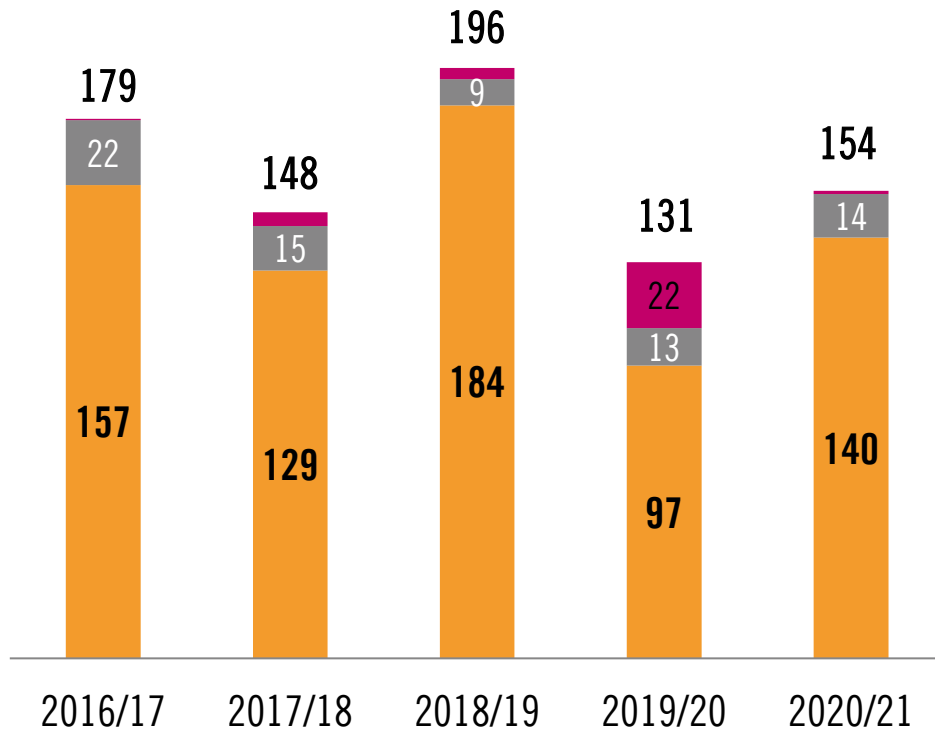
CAPEX (€ million) HORNBACH Group

- HORNBACH Immobilien
- HORNBACH Baustoff Union
- HORNBACH Baumarkt

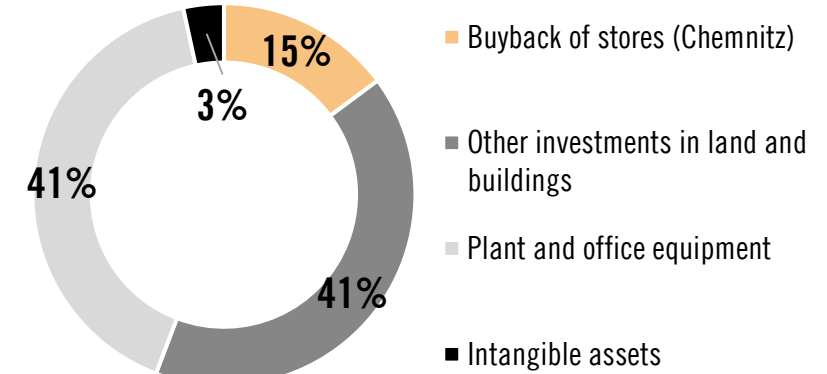
Investments in stores (5Y average)

~60% new stores

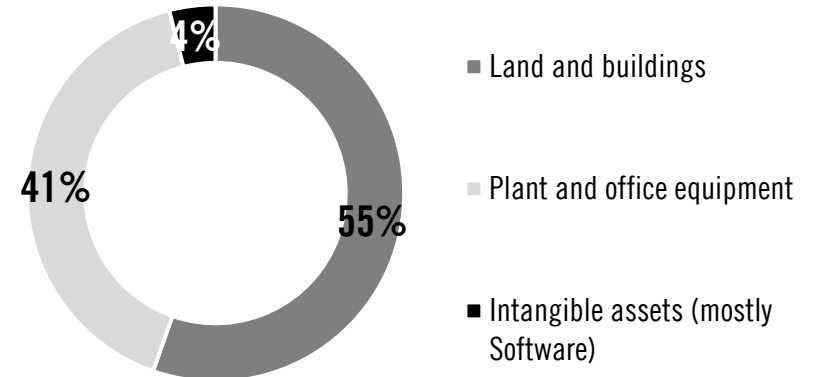
~40% existing stores



CAPEX split in 2019/20 – HORNBACH Group



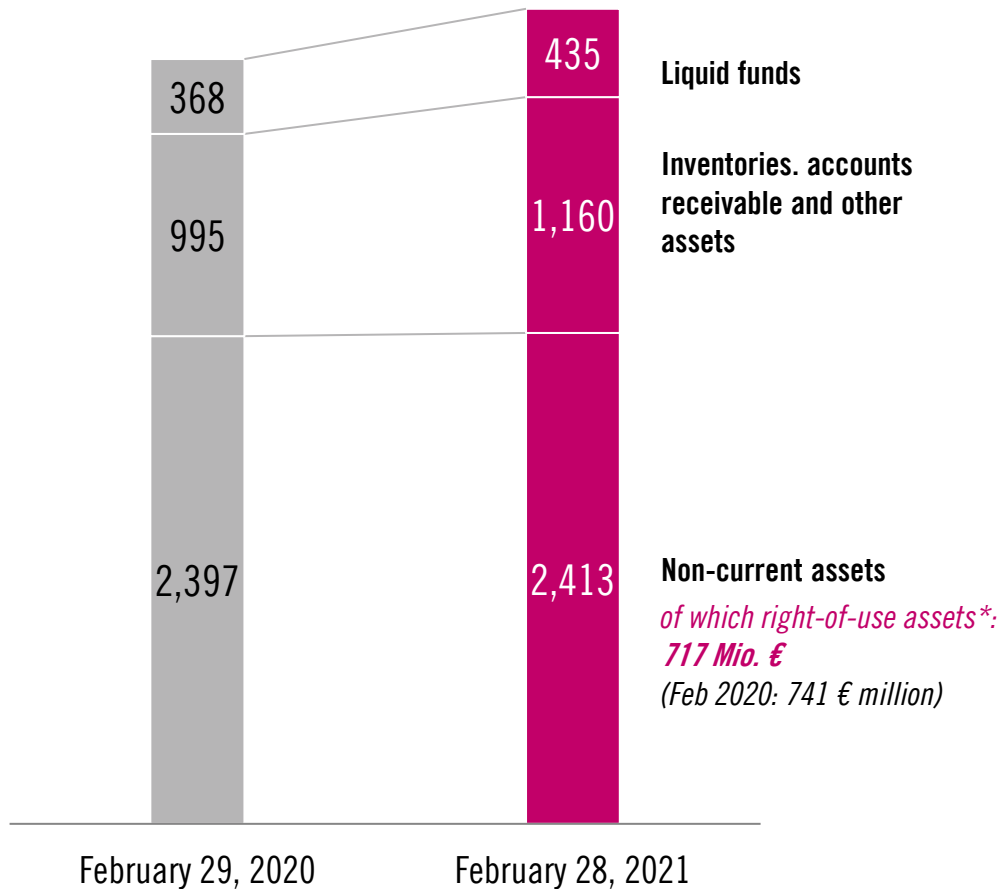
CAPEX split in 2020/21 – HORNBACH Group



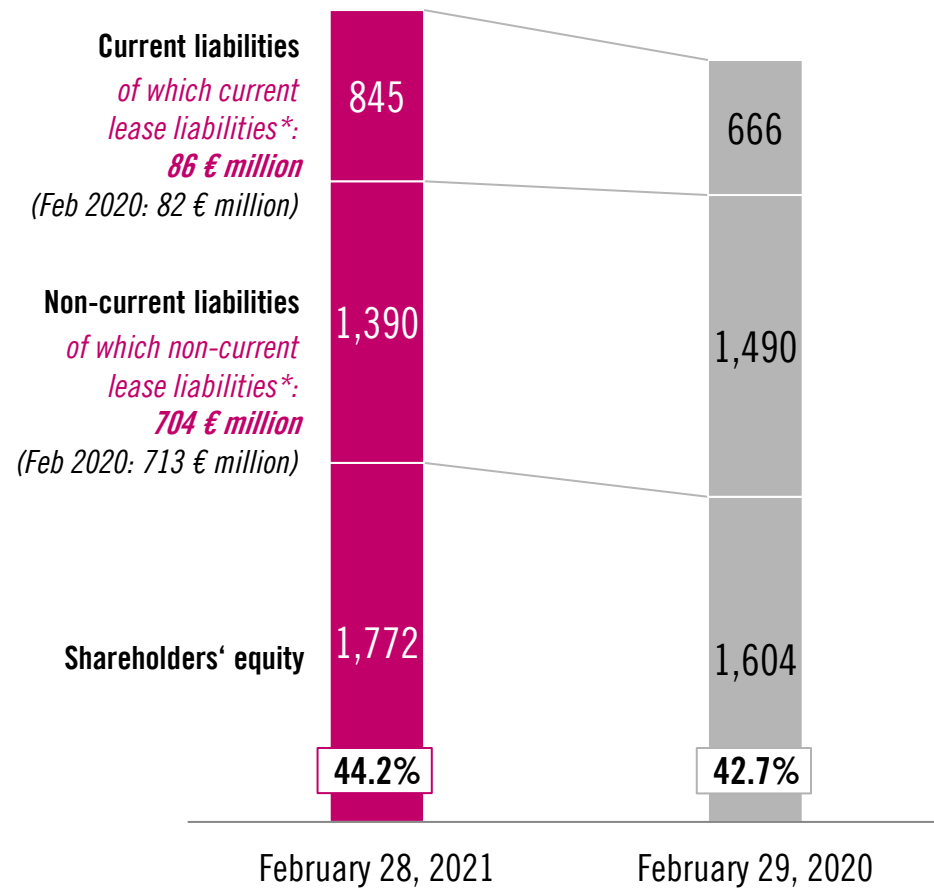
Strong Balance Sheet (€ million)

HORNBACH Group

3,760	4,008	Total Assets
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Total Equity and liabilities	4,008	3,760
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*IFRS 16 leases standard

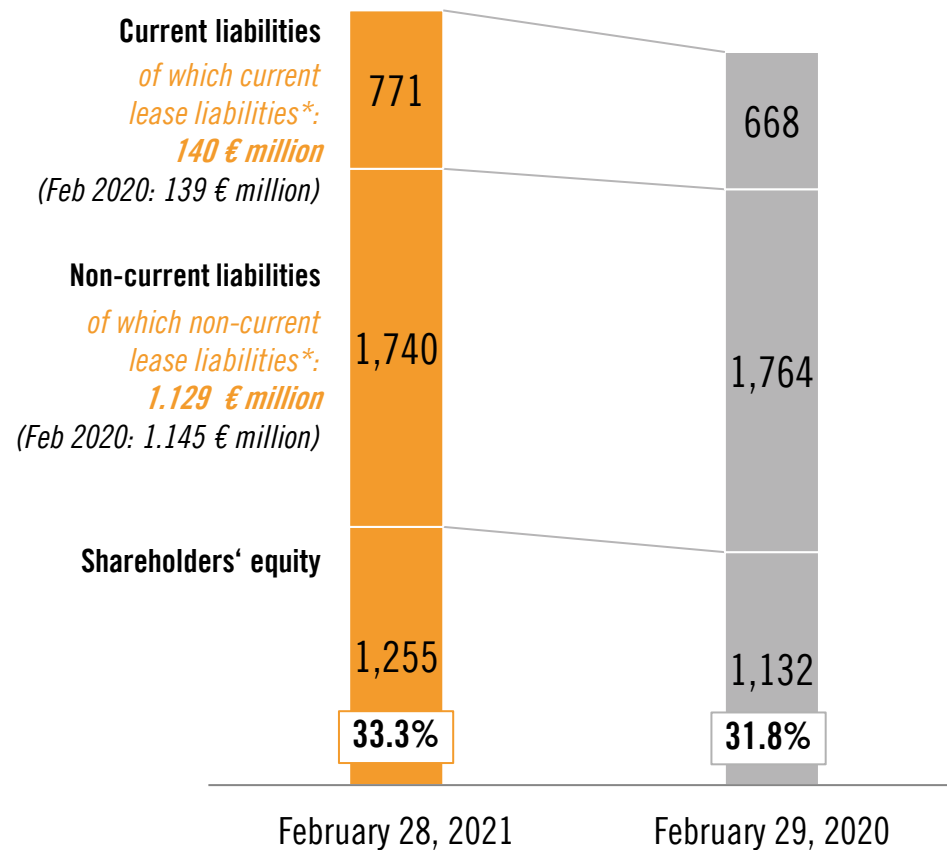
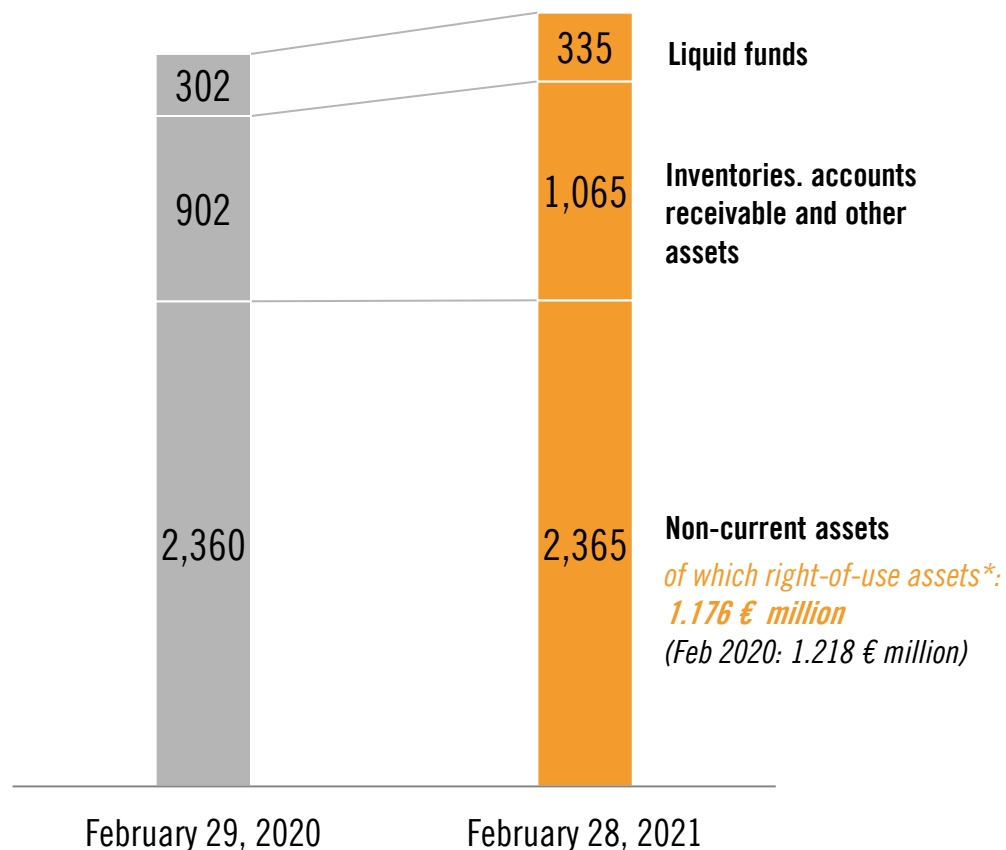
Rounding differences

Strong Balance Sheet (€ million)

HORNBACH Baumarkt Subgroup

3,564	3,765	Total Assets
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Total Equity and liabilities	3,765	3,564
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*IFRS 16 leases standard

Rounding differences

Reduced net debt and high levels of liquidity

HORNBACH Holding Group

in € million

Financial debt	1,539	1,520
thereof lease liabilities	795	790
Cash	368	435
Net debt	1,171	1,085
Net debt excl. lease liabilities	375	295
Debt ratio (net debt/EBITDA)	2.8	2.1

HORNBACH Holding Group

in € million

Unused credit lines	413	414
Cash	368	435
Free liquidity	781	849

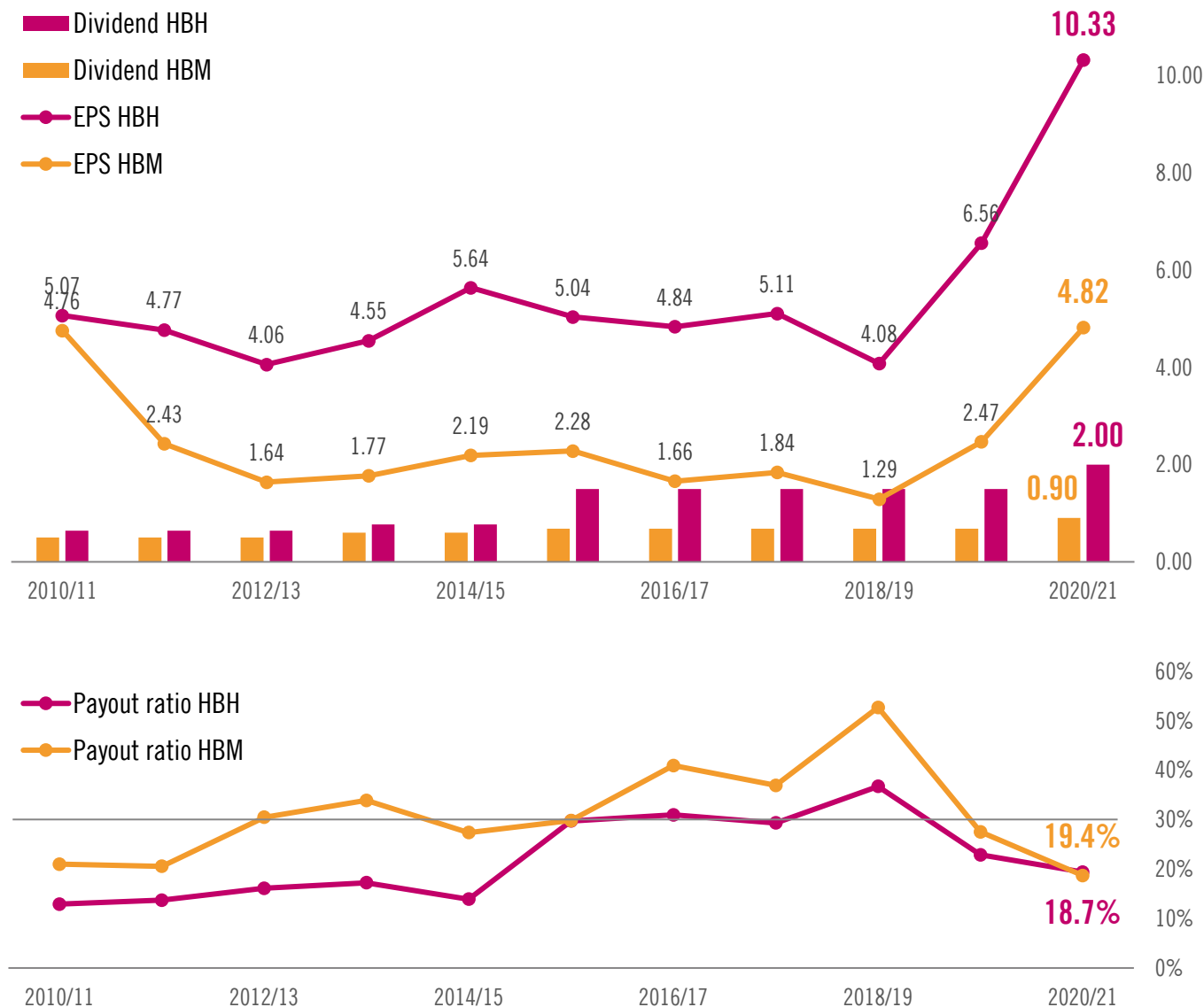
HORNBACH Baumarkt Subgroup

2019/20	2019/20
1,875	1,860
1,284	1,269
302	335
1,573	1,525
290	256
3.8	3.0

HORNBACH Baumarkt Subgroup

2019/20	2020/21
380	380
302	335
682	715

Higher dividend proposed



Total Shareholder Return 2020/21

56.6% HORNBAACH Holding

102.2% HORNBAACH Baumarkt

Dividend policy

- (1) Sustainable payouts:** Continuous dividend payments since IPO by both companies
- (2) No decrease in dividend:** Payout at least at previous year's level
- (3) Target (HBH):** Average payout ratio of around 30% of consolidated net income (after minority interests)

Outlook



New Store Openings and Outlook FY 2021/22

HORNBACH Baumarkt Subgroup: 5 store openings planned in 2021/22



Financial outlook

HORNBACH Group **HORNBACH
Baumarkt
Subgroup**

Sales 2021/22	In the region of previous year's level	
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Sales 2020/21	5.456 Mio. €	5.117 Mio. €
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Adjusted EBIT 2021/22	Below previous year's level, but significantly above FY 2019/20	
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Adjusted EBIT 2020/21	326 Mio. €	279 Mio. €
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CAPEX 2021/22	Above previous year's level	
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CAPEX 2020/21	154 Mio. €	140 Mio. €
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Lockdown measures impact spring season 2020/21

HORNBACH Baumarkt Subgroup

Like-for-like sales growth in March and April 2021

	Mar 2020	Mar 2021	Apr 2020	Apr 2021	Total 2020	Total 2021
Total	(1%)	29%	16%	(4%)	8%	10%
Ø Fully open to private customers	82%	53%	79%	44%	81%	49%
Germany	11%	24%	25%	(10%)	19%	5%
Ø Fully open to private customers	91%	52%	86%	39%	88%	46%
International	(14%)	35%	7%	4%	(3%)	17%
Ø Open to private customers	71%	55%	68%	51%	69%	53%

Spring season 2021

- Mostly open gardening sections and Click & Meet/Collect
- Adverse weather conditions in April + May
- ICR sales up 80% in March + April yoy

Outlook Q1

- Germany thrown back by incidence-based closures
- International operations gaining speed – all stores fully open since May 10, 2021
- Decline in like-for-like sales expected in May due to very high base in May 2020
- Rising commodity prices throughout Q1 and challenges in the supply chain

Growth drivers for home improvement

The corona pandemic changed consumer behaviour¹⁾

50% of people have been spending more time on home improvement and 75% of those people say that they will continue to do so

53% of people who never worked from home previously now plan to work from home more often

44% of people have increased their usage of Click & Collect and 78% of those people say that they will continue to do so

...and accelerated some of the mid- and long-term trends

Construction activity

- Relocation/ rural-urban migration
- Increasing number of households
- High percentage of old houses in Europe
- Subsidies for renovations that increase energy efficiency and reduce barriers

Consumer trends

- Cocooning/homing and working from home
- Online shopping and click & collect
- Ethical consumption
- Environmentally-friendly lifestyle and healthy living
- Smart home

Sector trends

- Shift to multichannel retailing
- Large investments in digitalisation
- Over-saturation and market fragmentation (DE, AT) should trigger consolidation

Strategic Opportunities

- European expansion
- Interconnected Retail
- Professional customers
- Focus on project customers and corresponding services
- Sustainable products and innovative services

1) Source: Accenture, August 2020: How is COVID-19 changing the retail consumer?

Financial Calendar

June 25, 2021

Financial Update Q1 as of May 31, 2021

July 7/8, 2021

Annual General Meetings of HORNBACH Baumarkt AG and HORNBACH Holding AG & Co. KGaA

September 30, 2021

Half-Year Financial Report as of August 31, 2021
DVFA Analyst Conference of HORNBACH Holding AG & Co. KGaA

December 22, 2021

Financial Update Q3 as of November 30, 2021

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DISCLAIMER

This presentation is to be read in the context of the audited financial data of the HORNBACH Holding Group and the disclosures made in the notes to the consolidated financial statements contained in the annual report. It contains statements relating to the future based on assumptions and estimates made by HORNBACH's Board of Management. Forward-looking statements are only valid at the time at which they are made. Although we assume that the expectations reflected in these forecast statements are realistic, the company can provide no guarantee that these expectations will turn out to be accurate. The assumptions may involve risks and uncertainties which could result in actual events differing significantly from the forecast statements. Such factors include those discussed in the "Risk Report" and "Outlook" of the annual report. We do not assume any obligation to update the forward-looking statements contained in this presentation.

Key figures

HORNBACH Group

Key figures of the HORNBACH Group (in Euro million, unless otherwise stated)	Q4 2020/21	Q4 2019/20	± in %	FY 2020/21	FY 2019/20	± in %
Net sales	953.0	983.9	-3.1	5,456	4,729	15.4
of which HORNBACH Baumarkt AG subgroup	892.7	928.8	-3.8	5,117	4,428	15.6
- Germany	434.6	462.6	-6.1	2,654	2,245	18.2
- Other European countries	458.2	466.2	-1.7	2,463	2,183	12.8
Like-for-like sales growth (DIY)	-3.5%	7.7%		14.7%	7.7%	
of which Hornbach Baustoff Union GmbH subgroup	59.9	54.7	9.6	338	299	12.8
Gross profit	403.5	361.3	11.7	1,992.8	1,694.2	13.5
Gross margin (as % of net sales)	42.3%	36.7%		35.2%	35.8%	
EBIT	-90.6	-26.8	>-100	311.9	213.8	45.9%
Adjusted EBIT	-75.1	-13.2	>-100	326.4	227.0	43.8%
Adjusted EBIT HORNBACH Baumarkt AG subgroup	-81.0	-19.1	>-100	278.8	181.8	53.3
Consolidated earnings before taxes	-102.6	-39.7	>-100	266.1	166.2	60.1
Consolidated net income before minority interests	-74.5	-32.8	>-100	201.4	123.3	63.3
Earnings per Hornbach Holding share (basic/diluted in €)	-3.4	-1.5	>-100	10.33	6.56	57.5
EBITDA	-26.6	36.0	>-100	516.3	419.8	23.0
Investments	46.7	27.2	71.7	154.4	131.4	17.5