

HORNBACH Holding AG & Co. KGaA  
Group

2020/21

Non-Financial Group Report

**HORNBACH**   
Holding

# Non-Financial Group Report

## 1. Fundamentals of Non-Financial Group Report

### 1.1 Group structure and business model

The structure and business model of the HORNBAACH Group are presented below.



Group Management Report  
Group Fundamentals

HORNBAACH Holding AG & Co. KGaA is the parent company of the HORNBAACH Group. It does not have any operations itself, but has a number of major subsidiaries. In addition to HORNBAACH Baumarkt AG, the largest operating subgroup at which the do-it-yourself (DIY) retail activities across Europe are pooled, the HORNBAACH Group also comprises the HORNBAACH Baustoff Union GmbH subgroup (regional builders' merchants) and the HORNBAACH Immobilien AG subgroup (real estate and location development). At the balance sheet date on February 28, 2021, the Group had a total of 23,279 employees, of which 10,288 outside Germany. In the 2020/21 financial year (March 1, 2020 to February 28, 2021), the HORNBAACH Group generated net sales of around € 5.5 billion. The HORNBAACH Group was founded in 1877 and is family managed, now in the fifth generation. It has the legal form of a partnership limited by shares (KGaA) and is publicly listed.

In accordance with the Articles of Association, the general partner of HORNBAACH Holding AG & Co. KGaA is HORNBAACH Management AG, represented by its Board of Management, which currently consists of two members. The Board of Management of the general partner manages the business of HORNBAACH Holding AG & Co. KGaA and represents the company to third parties. Hornbach Familien-Treuhandgesellschaft mbH holds all shares in the general partner of HORNBAACH Holding AG & Co. KGaA.

Our business activities focus on do-it-yourself (DIY) retail with DIY stores and garden centers, as well as on online DIY retail in Germany and eight other European countries. These retail activities, which mainly focus on the needs of private end customers (business-to-consumer: B2C), are managed at HORNBAACH Baumarkt AG, which is by far the largest operating subgroup. With its "ProfiService" and product range, HORNBAACH also targets tradespeople and other commercial customers. The DIY product range, which comprises around 50,000 articles stocked at the stationary stores and up to around 200,000 articles available online, is structured in five product divisions: hardware / electrical, paint / wallpaper / flooring, construction materials / timber / prefabricated components, sanitary / tiles, and garden.

In addition, HORNBAACH is also active in the regional stationary builders' merchant business via its HORNBAACH Baustoff Union GmbH subsidiary (HBU), which chiefly focuses on specialist retail with commercial customers in the main and secondary construction trades (business-to-business: B2B). The range of products and services in HBU's B2B segment comprises around 180,000 articles in ten product divisions: civil engineering, building construction, roof / façade, fittings, garden, construction elements, sanitary and tiles, specialist products, fuels, and transport/other.

The principal task performed by the HORNBAACH Immobilien AG subgroup is to support the DIY retail business by developing stationary retail properties for group-internal use.

The internationalization of procurement provides us with broad-based access to global procurement markets and enables us to forge strategic, long-term partnerships with suppliers and industry. These partnerships benefit both sides. We offer each supplier and manufacturer the opportunity to structure the store deliveries as efficiently as possible. Suppliers are able to make large-scale logistical deliveries directly to each location,

or to supply the merchandise indirectly via our central logistics hubs. This way, we provide regional manufacturers as well with the opportunity of growing outside their existing sales regions and supplying goods to additional countries.

With net sales of more than € 5.1 billion in the 2020/21 financial year, the HORNBACH Baumarkt AG subgroup contributed 94 % of consolidated sales and employed around 95 % of the HORNBACH Group's workforce<sup>1</sup> at the balance sheet date. The HORNBACH Baustoff Union GmbH (HBU) subgroup accounts for € 338 million, and thus around 6 % of sales, as well as for around 5 % of the Group's employees. HORNBACH Immobilien AG does not have any operating customer business or proprietary employees.

## 1.2 Materiality analysis

Pursuant to § 289c of the German Commercial Code (HGB), non-financial topics count as material when they have significant implications for CSR aspects (environment, employees, human rights, social welfare, and anti-corruption) and are also relevant to the Group's business activities (business performance, business results, and situation).

In the 2020/21 financial year, the managers responsible for the respective topics at the Group, including representatives of both HORNBACH Baumarkt AG and HORNBACH Baustoff Union GmbH, reviewed whether their assessment of the non-financial topics within the Group's own business activities or supply chain and at customers which impact on the aspects defined in § 289c HGB had changed to any significant extent compared with their assessment in the previous year. To this end, in an updated materiality matrix the non-financial topics were evaluated in terms of their relevance for our business activities and their implications for the aspects defined in § 289c HGB.

The managers responsible for the respective topics concluded that the material topics presented below are still equally valid. These topics have therefore also been taken as the basis for the 2020/21 Non-Financial Group Report:

1. Product range and customer information
2. Responsible procurement
3. Product responsibility
4. Employee satisfaction and loyalty
5. Employee recruitment
6. Employee development
7. Compliance

The findings were agreed with the Board of Management of HORNBACH Management AG in order to ensure consistent and comprehensive reporting for the overall Group.

## 1.3 Risk assessment

All material non-financial topics were subject to a risk assessment to ascertain whether our business activities, supply chain, or customers gave rise to any material risks for the aspects defined in § 289c HGB. Our group-wide risk management did not identify any risks requiring report at the HORNBACH Holding AG & Co. KGaA Group.



**Group Management Report  
Risk Report**

<sup>1</sup> The terms "workforce" and "employees" refer to people of all genders.

#### 1.4 Impact of the coronavirus pandemic in the 2020/21 financial year

The 2020/21 financial year (March 1, 2020 to February 28, 2021) was dominated by the coronavirus pandemic. To contain the spread of infections, far-reaching measures to limit social contacts were imposed across large parts of our European network in March 2020. Apart from in Sweden, public life was largely brought to a halt in all of the countries in which HORNBACH operates, with DIY stores also affected in several regions. In the spring, most HORNBACH DIY stores with garden centers remained consistently open to private and commercial customers due to corresponding exemptions. With the onset of the second wave of infections in winter 2020/21, however, significantly more far-reaching restrictions were imposed on sales activities. From mid-December 2020 to the end of February 2021, most HORNBACH stores were required to temporarily close to private customers. Online retail, sales to commercial customers, and click & collect sales remained possible in most regions throughout all of the lockdowns in the 2020/21 financial year. Due to its focus on commercial customers, the builders' merchant business was only affected by closures to private customers in the winter lockdown.

Demand for DIY articles was consistently higher in the 2020/21 financial year than in the previous year. Despite repeated closures of parts of its store network to private customers, HORNBACH was able to report substantial sales growth of 15.6 % to € 5,456 million.

Extensive disinfection and hygiene measures were put in place to protect our customers and employees and to uphold stationary sales activities. In some cases, the flow of customers was restricted, with security firms and additional temporary employees being taken on to assist. Overall, this led to additional costs of around € 18 million.

In those countries affected by strict lockdown measures, HORNBACH received government grants, such as short-time allowances (furloughing), in some cases in the year under report. Group-wide grants came to € 4.3 million in 2020/21, with these being passed on to employees or paid as social security contributions. To acknowledge the commitment shown by its employees during the pandemic, HORNBACH Baumarkt AG paid "coronavirus bonuses" totaling € 13.5 million to employees in all of the countries in which it operates.

Supply chains were only affected to a minor extent by the pandemic. To improve its ability to cope with the jump in orders received in the online business, particularly during lockdown periods, the company extended its end customer supply capacities by establishing additional in-house dispatch centers where required.

Further information can be found in the Group Management Report, Risk Report and Outlook of HORNBACH Holding AG & Co. KGaA.

#### 1.5 Sustainability management

We base all of our group-wide entrepreneurial actions on the HORNBACH Values. These provide a firm foundation for the values underpinning our dealings with customers, as well as our conduct towards our fellow employees. Furthermore, we also base our actions on HORNBACH's CSR Policy, which includes the following core requirements:

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



We are convinced that responsibility as embodied in corporate social responsibility (CSR) is a prerequisite for our long-term economic success and for our company's future prospects.

An internal CSR team with members from relevant departments across the Group is responsible for further developing the company's strategic CSR targets. The strategies, targets, and management approaches for non-financial topics are mainly defined by HORNBAACH Baumarkt AG and managed by that company's Board of Management. The Board of Management is regularly involved in topic-specific measures and kept informed about their implementation. The topics of product range and customer information, responsible procurement, and product responsibility are allocated to the member of the Board of Management responsible for procurement, imports, store planning, store development, quality management, environment, and CSR. The topics of employee recruitment, employee satisfaction and loyalty, and employee development are managed by the member of the Board of Management responsible for personnel (labor director), who is responsible for personnel, organizational development, marketing, market research, internal communications, and public relations. In the period under report, the topic of compliance was managed by the Chief Financial Officer, who is also responsible for accounting, tax, controlling, risk management, loss prevention, investor relations, internal audit, and legal.

At the HORNBAACH Baustoff Union GmbH subgroup, the management is responsible for the strategies, targets, and management approaches for those non-financial topics deemed material. The topics of product range and customer information, responsible procurement, and product responsibility are allocated to the Chairman of the Management (Operations Director), who is responsible for the strategic development, outlet operations, real estate, marketing, and logistics divisions. The topics of employee recruitment, employee satisfaction and loyalty, employee development, and compliance are allocated to the Commercial Director, who is responsible for the finance and accounting, risk management and controlling, personnel, information technology, technical procurement, and legal and compliance divisions.

Within the Board of Management of HORNBAACH Management AG, the general partner of HORNBAACH Holding AG & Co. KGaA, the CEO is responsible for the operating business at the two subsidiaries HORNBAACH Baumarkt AG and HORNBAACH Baustoff Union GmbH.

### 1.6 Framework

Reporting contents are based exclusively on the materiality definition and content requirements set out in the German CSR Directive Implementation Act (CSR-RUG). No use has been made of any framework.

## 2. Material Non-Financial Aspects

The HORNBAACH Baumarkt AG subgroup holds a dominant position within the HORNBAACH Group, and that both in terms of business activities and of their implications for the aspects defined in § 289c HGB as they pertain to the HORNBAACH Holding AG & Co. KGaA Group. The B2C retail business at HORNBAACH Baumarkt AG contributes by far the largest share of the Group's sales and is therefore also the most important lever in terms of implications for the aspects defined in § 289c HGB.

The material non-financial aspects identified for the Group are also relevant to the HORNBAACH Baustoff Union GmbH subgroup. The reporting has been supplemented in relevant sections to include the perspective of HORNBAACH Baustoff Union GmbH.

In view of this, unless indicated otherwise, the concept described in this non-financial group report relates to the targets, strategies, management approaches, and measures at the HORNBAACH Holding AG & Co. KGaA Group. In what follows, the terms “we”, “HORNBAACH” and “group-wide” are synonymous with the entire HORNBAACH Group. Diverging from this approach, we explicitly refer to any concepts pursued solely on the level of the HORNBAACH Baumarkt AG or HORNBAACH Baustoff Union GmbH subgroups.

## 2.1 Product range and customer information

### 2.1.1 Targets and strategy

Our DIY stores with garden centers, DIY online shops, and builders' merchant outlets provide our customers with a broad and deep product range and also offer product and project-based information and competent advice with regard to product features and their suitability for implementing specific construction and renovation projects. This way, we aim to enable our customers to make the right purchase decision for their situation. The ability to make a well-informed, independent decision in favor of or against a specific product is a prerequisite for high customer satisfaction and for building a permanent, trust-based customer relationship. This in turn forms the basis for the Group's business success.

By offering the maximum possible transparency concerning the source, contents, and environmental implications of our product ranges – throughout their entire lifecycles – we also aim to enable our customers to consider ecological, health, and social welfare factors when reaching their purchase decisions. Given consumers' ever growing interest in responsible lifestyles, increasing the range of corresponding products on offer also harbors growth opportunities for the company. One example here relates to those products used in energy-efficient construction or energy-efficient refurbishments. These measures enable customers to save energy while at the same time reducing carbon dioxide emissions.

### 2.1.2 Management approach and measures

Internal evaluations and external consumer surveys provide us with indications of our customers' satisfaction with our product range and the information and services we offer.

As part of our operating activities, we collect feedback from our customers and analyze their purchasing behavior. We also factor customer evaluations posted at our online DIY stores into this process. On this basis, we endeavor to continually align our product range, services, and associated information and advice more closely to customers' needs. Not only that, when it comes to independent consumer surveys conducted to evaluate the performance of stationary DIY stores and garden centers in the European countries in which the Group operates we accord priority to being ranked among the best providers in terms of overall satisfaction, product range selection, specialist advice, value for money, and prices compared with competitors.

To ensure that our employees are available for customers, and thus also safeguard the quality of advice provided in our retail business, we base our staff deployment planning on expected seasonal customer frequency volumes. Two key factors highly significant to our business success are the ability to attract qualified specialist staff and the provision of regular training and further development measures to our employees. Furthermore, the HORNBAACH Baumarkt AG subgroup provides digital product information and video tutorials in its online stores and on social media. These offer information on how to use the products, for example, or explain DIY projects on a step-by-step basis (“HORNBAACH Meisterschmiede”).

Our product range gives customers the option of using low-emission products for their construction and renovation projects and this way to minimize the use or presence of harmful substances in their living environments. These products are labeled with widely recognized seals, such as Blauer Engel or the eco-INSTITUT seal, which are applied for by the respective manufacturers and displayed on the packaging. Furthermore, we



actively indicate the energy and water-saving functions of products and do not stock controversial products or articles that pose a risk to the environment, such as glyphosate herbicides or plants whose cultivation involves the use of neonicotinoids (bee conservation).

The procurement organizations at HORNBACH Baumarkt AG and HORNBACH Baustoff Union GmbH manage our product range and the need for product and project-based customer information. To enable us to account as closely as possible for customers' needs in the countries in which we operate our retail business, the procurement organizations account for both central and regional requirements when listing suppliers.

As a matter of principle, we base our product range on the HORNBACH Values. Conversely, that means we reserve the right to delist product ranges when they clearly infringe the HORNBACH Values or do not fit in with the company's ethos on other ethical or ecological grounds.

### 2.1.3 Target achievement status

HORNBACH does not collect any quantitative key performance data to measure or manage satisfaction with its product and application information or the sustainability of the product range. The company refers exclusively to qualitative indicators for this non-financial aspect. To this end, HORNBACH refers to numerous consumer surveys conducted by external service providers. The company's aim is to maintain its very good rankings across Europe and to improve those rankings that are less good.

In Kundenmonitor Deutschland (Servicebarometer AG) and equivalent consumer surveys conducted in other European countries in the 2020/21 financial year, the HORNBACH Baumarkt AG subgroup was ranked first in the "Overall satisfaction" shown by customers with DIY and home improvement stores, and that in nearly all regions covered by the respective surveys. Furthermore, HORNBACH's DIY stores and garden centers were awarded top rankings in most regions for the criteria relating to product range, value for money, specialist advice, and willingness to recommend to others.

## 2.2 Responsible procurement

### 2.2.1 Targets and strategy

Consistent, reliable product availability influences both HORNBACH's sales and its customers' satisfaction levels. Procurement and merchandise availability are therefore crucial to the company's business performance. One basic prerequisite involves ensuring the supply capability and reliability of our suppliers at all times. Moreover, in the context of our product responsibility we also attend to compliance with minimum social welfare and environmental protection standards within our supply chain, especially in the case of private label products, timber products, and natural stone products. Private label products account for around one quarter of sales in our DIY retail business. In the B2B business at HBU, which is more strongly focused on manufacturers' brands, private labels account for a medium single-digit percentage of sales.

The minimum standards referred to are set out in HORNBACH's CSR Policy and include the prohibition of child and forced labor, as well as compliance with local environmental legislation. These targets and strategic requirements basically apply for all companies within the overall Group.

Furthermore, CSR standards were defined in the year under report for all suppliers to the HORNBACH Group. Since the fall of 2020, this document has been a component of supplier contracts for new suppliers to HORNBACH Baumarkt AG. The CSR standards will also be integrated into any amendments made to contracts with existing suppliers. The management of the HORNBACH Baustoff Union GmbH subgroup has also decided to incorporate the group-wide CSR standards into its supplier contracts.



[www.hornbach-group.com](http://www.hornbach-group.com)  
Investor Relations >  
Corporate Governance >  
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2.3 Product responsibility



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Responsibility at the  
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### 2.2.2 Management approach and measures

For us, the basic requirements of social responsibility include acknowledgement of international standards as codified in the conventions of the International Labor Organization (ILO). ILO requirements form one basis for the audit catalog used in the factory audits HORNBACH commissions or performs at its own initiative. Timber is a commodity of particularly great importance for the Group's product range. HORNBACH's CSR Policy requires that we exclusively procure FSC<sup>2</sup>-certified tropical timber or timber from sustainable and responsible European production. This is intended to ensure that the social welfare and work safety standards set out in the CSR Policy and the CSR Standards for Suppliers are complied with in the production of the timber. To document the source of the timber used and identify timber products from illegal or disputed sources, HORNBACH works closely with suppliers, particularly in the context of its involvement in the FSC, as well as with environmental protection organizations. Independent tests performed in the recent past, for example, have repeatedly indicated that non-certified charcoal products are often linked to deforestation or precarious social conditions. To account for this, in the 2019/20 financial year HORNBACH Baumarkt AG converted its range of charcoal products and now only sells FSC-certified charcoal and barbecue briquettes. HORNBACH Baustoff Union followed its example in the 2020/21 financial year. Furthermore, when importing natural stones HORNBACH ensures that these come from companies that can document their compliance with international social welfare and work safety standards in regular factory audits.

To monitor the supply chain, the HORNBACH Baumarkt AG subgroup works with an early-warning risk detection CSR system ("CSR map"). This system on the one hand includes the article master data for HORNBACH's DIY product range, as well as supplier audit reports. On the other hand, it provides country-specific information, including corruption indices, environmental indices, and social welfare indices. Together, all this data is used to present a so-called risk tree on the basis of which individual articles can be assessed. Not only that, the CSR map is also connected to a news system that processes items of news in real time. The news items are presented in relationship to the products, factories, and suppliers entered in the system. This way, potential interruptions and CSR-related risks in the supply chain can be rapidly detected and avoided or reduced.

The HORNBACH Baumarkt AG subgroup commissions standardized audits, mainly of production sites for the products which HORNBACH Baumarkt AG stocks as private label products or imports directly from non-EU countries. Upon the preparation of this report, the HORNBACH DIY stores and garden centers and the online DIY shops stocked around 50 private labels from across all five product divisions. The factory audits are conducted by certified, independent audit institutes at least once a year for each production site. Should any failure to comply with these standards be identified, then an action plan is agreed with the respective supplier. The identification of severe infringements would lead to the business relationship being terminated. Merchandise orders may only be placed with those private label and import suppliers that meet HORNBACH's criteria and pass all factory audits. Compliance with requirements in the order process is safeguarded by our SAP QM system and managed by the "Quality Management, Environment, and CSR" department.

Compared with its sister company HORNBACH Baumarkt AG, the HBU subgroup has a significantly lower share of imports and private labels. As of the reporting date, HBU stocked three private labels mainly focusing on product ranges for garden landscaping (natural stones, construction chemicals), plaster, and thermal insulation systems and tiles. Production sites in non-EU countries are audited at least once a year. This task is the responsibility of the Operations Director at HORNBACH Baustoff Union GmbH, who is supported for on-site factory audits by managers from HBU's procurement organization and regional experts specially commissioned for the purpose. The inspection managers are trained in line with HBU's specific

<sup>2</sup> Forest Stewardship Council



requirements and prepared for their audit activities. Like at the HORNBACH Baumarkt AG subgroup, the key focus of the audit is to check compliance with environmental, social, and anticorruption standards.

### 2.2.3 Target achievement status

On the level of the HORNBACH Baumarkt AG subgroup, a total of 413 factory audits were conducted, mainly at suppliers of private label products and of products directly imported from non-EU countries, in the 2020/21 financial year (2019/20: 423). In the year under report, there were no cases (2019/20: 0) in which the subgroup was required to terminate the business relationship with the supplier as a result of these audits.

The HORNBACH Baustoff Union GmbH subgroup performed one factory audit at a private label supplier. HBU also did not report any cases in the 2020/21 year under report in which the subgroup was required to terminate the business relationship with its supplier on account of an audit (2019/20: 0).

## 2.3 Product responsibility

### 2.3.1 Targets and strategy

Product responsibility is one of the bases of our business success. One key aspect of this responsibility involves product quality, a factor which makes a key contribution to customer satisfaction and loyalty. As a sustainable retailer, our aim here is therefore to ensure that all products sold by HORNBACH are of flawless quality. Furthermore, we believe that responsible procurement and sustainable product features (water-saving, energy-saving, etc.), a factor which also includes environmentally compatible packaging and product disposal, play an ever more important role in how customers perceive companies. These therefore constitute further relevant aspects of our product responsibility. In the 2020/21 financial year, we stepped up our efforts to reduce the volume of packaging material. Where this is not possible, we are working on environmentally-friendly alternative solutions. One particular focus in the year under report was on reducing the volume of plastic packaging and packaging material within the actual sales packaging. A further target involves replacing composite packaging consisting of paper-plastic composites with materials comprising only one commodity. Here, we are gradually implementing optimizations in line with the measures taken to revise the respective product ranges.

Our product responsibility particularly relates to private label products, as well as to other imported articles and articles including the commodities of timber and natural stone. Not only that, defective products also pose a risk to the retailer's reputation. We therefore make every effort to ensure the flawless quality of our entire product range.

### 2.3.2 Management approach and measures

HORNBACH's quality management covers the entire procurement chain, particularly in the case of imported and private label products.

At the HORNBACH Baumarkt AG subgroup, these activities are located in organizational terms at the "Quality Management, Environment, and CSR" department. At HORNBACH Baustoff Union GmbH, responsibility lies with the central procurement department, whose employees report to the Operations Director. The operating units perform the following trial-sample product checks either themselves or by commissioning external service providers. These are intended to safeguard the highest possible level of product quality:

- Merchandise inspection both during production and prior to shipment
- Supervising the loading of merchandise into containers
- Merchandise inspection once the containers arrive at our logistics centers.



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2.2 Responsible  
procurement



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The HORNBAACH Baumarkt AG subgroup also tests products in terms of safety, contaminants, and suitability for use with the assistance of independent certified testing institutes and regularly has checks performed on samples from its HORNBAACH DIY stores and garden centers. Further tasks include complaints monitoring and product recalls, for example when defects arise in products already in circulation.

Within the product development process, we are also working on optimizing the packaging for our private label products. In the year under report, HORNBAACH Baumarkt AG managed to exploit savings potential, particularly with plastics. It did so on the one hand by leaving out packaging components and on the other by completely revising individual product packaging lines in terms of their materials and layout. Systematic evaluations will be available via the new HORNBAACH recycling portal from the coming 2021/22 financial year. This portal will record all waste and resource movements on a daily basis. This new form of transparency facilitates targeted management for each HORNBAACH store, every HBU outlet, and all logistics locations.

This portal is now used by more than 200 collection points in six countries. It also serves, for example, to manage the collection of materials by HORNBAACH's fleet of "resource liners".

To assist with environmentally compatible disposal, we provide our customers with group-wide solutions for the acceptance and disposal of lighting materials, old electrical appliances, waste oil, and batteries.

### 2.3.3 Target achievement status

In the 2020/21 financial year, quality management staff at HORNBAACH Baumarkt AG and certified independent audit institutes performed 1,086 (2019/20: 1,040) product quality tests (safety, contaminants, suitability for use) and 2,347 (2019/20: 2,139) article acceptance audits. Together, these correspond to 4,037 person-days (2019/20: 3,963) performed by independent audit institutes on behalf of HORNBAACH. The number of these tests is dependent in each case on order volumes.

Due to the pandemic, the company made it possible for the first time for individual suppliers to perform their own self-inspections in 2020. To be eligible, business partners had to have enjoyed a long-term and stable relationship with HORNBAACH, showed no or only few defects in previous audits, and thus have a good reputation. Inspection forms, documentary photographs, and letters of guarantee have been received from 20 suppliers.

## 2.4 Employee satisfaction and loyalty

### 2.4.1 Targets and strategy

We are convinced that highly motivated employees are the basis for the company's success. Particularly sales staff and advisors at our DIY stores with garden centers and our builders' merchant outlets play a key role in influencing the satisfaction of our customers. For HORNBAACH, a corporate culture which is characterized by open communications, mutual appreciation, and diversity is therefore a basic requirement for upholding a high level of commitment among employees.

As a Group with operations across Europe and employees from more than 88 countries, we attach priority to creating a working environment that is free of prejudice. Ethnic origin, gender, age, physical restrictions, and religious affiliation are not important to us. The only qualities that count are specialist competence, ambition, commitment, and team spirit.



#### 2.4.2 Management approach and measures

HORNBAACH is convinced that all business relationships are based on trust. Trust is a core message in the HORNBAACH Foundation and thus shapes our working life. It is indispensable for ensuring a high level of satisfaction and identification among the company's employees. The measures to uphold and improve employee satisfaction and loyalty are managed by the respective Personnel Departments at HORNBAACH Baumarkt AG and HORNBAACH Baustoff Union GmbH.

Our workforce structure data is presented in summarized form in the following table:

	2020/21	in %	2019/20	in %
<b>Employees (headcount)</b>	<b>23,279</b>	-	<b>21,505</b>	-
of which in Germany	12,991	56%	12,081	56%
of which outside Germany	10,288	44%	9,424	44%
of which women	9,650	41%	9,030	42%
of which men	13,629	59 %	12,475	58 %
of which aged up to 30 years	6,230	27%	5,504	26%
of which 31-50 years	11,028	47%	10,420	48%
of which over 50 years	6,021	26%	5,581	26%
of which part-time	6,005	26%	6,462	30%
of which with a temporary employment contract	4,815	21%	3,861	18%

Fair remuneration is a component of any trust-based work relationship. HORNBAACH ensures that its employees receive pay in line with customary market rates in all of its regions. In the HORNBAACH stores in Germany and Sweden, HORNBAACH Baumarkt AG voluntarily follows the collectively agreed rates for the retail sector throughout these countries. This collective agreement also applies to employees in HORNBAACH's logistics activities. We also draw on a variety of models to enable our employees to participate in the company's success. In the year under report, at least one "coronavirus bonus" was paid to employees in all HORNBAACH regions. With this bonus, HORNBAACH has shown its thanks and appreciation for the outstanding work performed by its workforce. In paying this bonus, the company in all cases desired and requested its employees to spend the money on products, services, or leisure activities to support regional companies particularly hard hit during the lockdown.

HORNBAACH offers its employees numerous additional benefits in all nine countries in which it operates. These include, for example, profit sharing, payment of vacation and Christmas allowances, and the opportunity to participate in a company pension by way of a direct insurance scheme that is subsidized by the employer.

To offer employees a neutral point of contact, HORNBAACH has created the position of ombudsman. He acts as contact partner to all HORNBAACH employees in difficult situations. His main job is to act as an intermediary and arbitrator in misunderstandings and conflicts. This neutral point of contact is used by employees from across the Group and has met with high acceptance levels.

Moreover, at HORNBAACH Baumarkt AG the appropriate representation of our employees in Germany is safeguarded with our General Works Council, works councils at nearly all German locations, and equal representation of employees and shareholders on the Supervisory Board of HORNBAACH Baumarkt AG. Consistent with the German Works Council Constitution Act, we cooperate with all works councils on a basis of trust.



### Target achievement status

To measure and manage both employee satisfaction and employee loyalty, we refer to the personnel turnover rate as a quantitative indicator. In the year under report, the personnel turnover rate<sup>3</sup> amounted to 10.8% (2019/20: 13.8%). In the financial year under report, no incidents of discrimination were identified in the form of infringements of the German General Equal Treatment Act (AGG).

## 2.5 Employee recruitment

### 2.5.1 Targets and strategy

HORNBAACH has a great need for specialist and management staff at its DIY stores and garden centers, builders' merchant outlets, logistics centers, and administration departments. As a general rule, we aim to meet our requirements for specialist and management staff with internal candidates.

### 2.5.2 Management approach and measures

We recruit a large share of our fresh talent from HORNBAACH's training and study programs. We basically train the right number of people to cover our own requirements. This way, we ensure that all trainees and participants in dual work-study programs have good chances of being accepted by the company once they have successfully completed their training or study program. Recruitment is managed on a decentralized basis in line with requirements at individual locations. In selecting suitable applicants, the operating units are assisted by the relevant personnel department.

We aim to adapt the range of training positions on offer to current requirements in both quantitative and qualitative terms. To cover our need for personnel we work closely together, for example, with Chambers of Industry and Commerce (IHK), colleges offering dual work-study programs, and various cooperation partners in other European countries. Given the rapid advance of digitalization, numerous new career options have arisen in recent years, such as the "e-commerce specialist" dual work-study program at HORNBAACH Baumarkt AG. The first generation of this newly created vocation began training in August 2018. The HORNBAACH Baumarkt AG subgroup was involved in introducing this new training vocation.

In training the next generation of suitably qualified staff, we benefit from the high quality standards offered by the dual vocational training system in Germany, among other factors. The HORNBAACH Baumarkt AG subgroup also works with comparable dual work-study training programs in Austria and Switzerland. Not only that, in Romania we are working with other retailers and the International Chamber of Commerce to permanently establish a dual vocational training system. HORNBAACH does not offer comparable training schemes in the other countries in which it operates.

Furthermore, we also access potential applicants by participating in recruitment fairs and applicant training programs across Europe in cooperation with local or regional organizations, as well as with our presence in numerous digital media.

Various factors meant that recruiting new employees was a challenge in the year under report. The unemployment rate was very low across large parts of Europe in the period under report. Moreover, the trend towards studying for a university degree is continuing and has exacerbated the already low attractiveness of the retail sector. Providing very good working conditions and development opportunities is therefore one of the key focuses in our efforts to recruit employees for HORNBAACH. We witnessed a slight increase in the number of applications received in the past financial year. The great demand for specialists and managers at the Group is apparent, among other aspects, in the year-on-year increase in the number of employees newly hired.



<sup>3</sup> Number of (employee) resignations and (employer) terminations as a percentage of average number of employees in financial year.

Our new hire structure data is presented in summarized form in the following table:

	2020/21	in %	2019/20	in %
<b>Newly hired employees</b>	<b>5,490</b>		<b>4,524</b>	
of which in Germany	2,517	46 %	1,822	40 %
of which outside Germany	2,973	54 %	2,702	60 %
of which women	1,918	35 %	1,598	35 %
of which men	3,572	65 %	2,926	65 %
of which aged up to 30 years	3,142	57 %	2,447	54 %
of which 31-50 years	1,768	32 %	1,479	33 %
of which aged over 50	580	11 %	598	13 %

### 2.5.3 Target achievement status

We collect quantitative key figures on trainees and current vacancies. We do not have any specific targets in respect of the key figures thereby collected. The recruitment of new employees is always based on current requirements.

The figures below include trainees at the HORNBAACH Baumarkt AG and HORNBAACH Baustoff Union GmbH sub-groups in Germany, Austria, Switzerland, and Luxembourg.

In the 2020/21 financial year, HORNBAACH employed 1,055 trainees and participants in dual work-study programs. A group-wide total of 405 trainees completed their training in the year under report; this corresponds to 38.4 %. A total of 275 trainees were accepted for regular employment or for a third year of training; this corresponds to an acceptance rate of 67.9 %.

The structure data for trainees and participants in dual work-study programs at the HORNBAACH Group is summarized and compared with the previous year's figures in the following table:

	2020/21	in %	2019/20	in %
<b>Total number of trainees and participants in dual work-study programs</b>	<b>1,055</b>	-	<b>1,039</b>	-
of which in Germany	792	75.1 %	796	76.6 %
of which outside Germany	263	24.9 %	243	23.4 %
<b>Training completed in year under report</b>	<b>405</b>	<b>38.4</b>	<b>370</b>	<b>35.6 %</b>
of which accepted for regular employment or for a third year of training	275	67.9 %	235	63.5 %

## 2.6 Employee development

### 2.6.1 Targets and strategy

Given our strategic focus on project customers at our DIY stores and garden centers and on commercial customers at our builders' merchant outlets, we have a great requirement for well-informed employees who are able to competently support our customers in complex construction and renovation projects. High-quality advice and service play a key role in determining the satisfaction of our customers and the Group's business performance and situation. Specialist staff in the stationary business therefore have to be familiar with the products offered within their area of activity and their uses, and must also be promptly trained when new models are introduced.

Where possible, key positions and management positions becoming vacant should be filled with internal candidates. By offering a range of development measures, we aim to act early to prepare suitable employees in a forward-looking manner for future positions.

A further declared aim of HORNBACH is to retain a large number of experienced employees at the company. Both the company and its customers benefit from the longstanding experience these employees have of HORNBACH's product range and services.

### 2.6.2 Management approach and measures

Practical knowledge about the products and their applications is communicated in practical and product-based training sessions offered in cooperation with suppliers. In addition, HORNBACH offers its own product and project-based training at on-site events or by video or print media. Furthermore, we work together with Chambers of Industry and Commerce and thus provide our employees with access to certified training programs. These include qualification as a retail specialist, for example. Regular training is available in internal and external seminars across the Group. These employee development measures are managed by the relevant personnel departments at HORNBACH Baumarkt AG and HORNBACH Baustoff Union GmbH. In the year under report, a total of 380 virtual product and other training sessions were held at HORNBACH Baumarkt AG, while 138 employees took part in certified training programs.

The delivery of goods is a key service provided to customers by HORNBACH Baustoff Union GmbH. For this, employees need a professional driving qualification. To maintain this qualification, HORNBACH Baustoff Union GmbH offers regular module training for its total of more than 100 professional drivers. Where necessary, it also enables further employees to acquire their professional driving qualification.

We prepare upcoming management staff at the HORNBACH Baumarkt AG subgroup for their new tasks with a separate training program. To this end, qualification modules have been developed for all store management positions. HORNBACH offers corresponding development opportunities to employees at its central administration departments and logistics centers as well. These management training sessions were attended by 294 employees. Of the 153 management positions newly filled in the year under report, 114 were occupied with internal employees.

By holding regular meetings between HORNBACH managers and their employees, we aim to help make sure that all employees can develop their skills further in line with their needs and strengths. We believe that offering individual development opportunities is an effective way to boost employees' commitment to HORNBACH.

### 2.6.3 Target achievement status

No quantitative targets are in place to measure employee development, as training requirements may vary over time.

## 2.7 Compliance

Our compliance-related objectives, measures, and results are presented in the Corporate Governance Report with the Corporate Governance Statement, Chapter 6.2 Compliance, of the HORNBAACH Holding AG & Co KGaA Group. This chapter is part of the Non-Financial Group Report.

Bornheim, May 19, 2021

HORNBAACH Holding AG & Co. KGaA  
represented by its general partner HORNBAACH Management AG,  
represented by its Board of Management

Albrecht Hornbach

Karin Dohm

*The assurance engagement performed by Ernst & Young (EY) relates exclusively to the German version of the non-financial report 2020/2021 of HORNBAACH Holding AG & Co. KGaA. The following text is a translation of the original German Independent Assurance Report.*

## Independent Auditor's Limited Assurance Report

To HORNBAACH Holding AG & Co. KGaA, Neustadt an der Weinstraße

We have performed a limited assurance engagement on the non-financial report of HORNBAACH Holding AG & Co. KGaA according to § 315c HGB ("Handelsgesetzbuch": German Commercial Code), further consisting of the chapter "6.2 Compliance" within the Corporate Governance Report being incorporated by reference for the reporting period from 1 March 2020 to 28 February 2021 (hereafter non-financial report). References in the margins to information in the Group Management Report or on the Group's website were not included within the scope of our assurance engagement. The information to which these references relate is not part of the non-financial report. Our engagement did not include any disclosures for prior years.

### A. Management's responsibility

The legal representatives of the Company are responsible for the preparation of the non-financial report in accordance with § 315c HGB.

This responsibility includes the selection and application of appropriate methods to prepare the non-financial report as well as making assumptions and estimates related to individual disclosures, which are reasonable in the circumstances. Furthermore, the legal representatives are responsible for such internal controls that they have considered necessary to enable the preparation of a non-financial report that is free from material misstatement, whether due to fraud or error.

### B. Auditor's declaration relating to independence and quality control

We are independent from the Company in accordance with the provisions under German commercial law and professional requirements, and we have fulfilled our other professional responsibilities in accordance with these requirements.

Our audit firm applies the national statutory regulations and professional pronouncements for quality control, in particular the by-laws regulating the rights and duties of Wirtschaftsprüfer and vereidigte Buchprüfer



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in the exercise of their profession [Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer] as well as the IDW Standard on Quality Control 1: Requirements for Quality Control in audit firms [IDW Qualitätssicherungsstandard 1: Anforderungen an die Qualitätssicherung in der Wirtschaftsprüferpraxis (IDW QS 1)].

### C. Auditor's responsibility

Our responsibility is to express a limited assurance conclusion on the non-financial report based on the assurance engagement we have performed.

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). This Standard requires that we plan and perform the assurance engagement to obtain limited assurance about whether the non-financial report]of the Company has been prepared, in all material respects, in accordance with § 315c HGB. In a limited assurance engagement the assurance procedures are less in extent than for a reasonable assurance engagement and therefore a substantially lower level of assurance is obtained. The assurance procedures selected depend on the auditor's professional judgment.

Within the scope of our assurance engagement, which has been conducted between March and May 2021, we performed amongst others the following assurance and other procedures:

- Inquiries of employees regarding the selection of topics for the non-financial report, the risk assessment and the concepts of HORNBAACH Holding AG & Co. KGaA for the topics that have been identified as material,
- Inquiries of employees responsible for data capture and consolidation as well as the preparation of the non-financial report, to evaluate the reporting processes, the data capture and compilation methods as well as internal controls to the extent relevant for the assurance of the non-financial report,
- Identification of likely risks of material misstatement in the non-financial report
- Inspection of relevant documentation of the systems and processes for compiling, aggregating and validating data in the relevant areas, e.g. compliance, environment and employees in the reporting period and testing such documentation on a sample basis,
- Analytical evaluation of disclosures in the non-financial report,
- Inquiries and inspection of documents on a sample basis relating to the collection and reporting of selected data,
- Evaluation of the presentation of disclosures in the non-financial report.

### D. Assurance conclusion

Based on our assurance procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the non-financial report of HORNBAACH Holding AG & Co. KGaA for the period from 1 March 2020 to 28 February 2021 has not been prepared, in all material respects, in accordance with § 315c HGB.

### E. Intended use of the assurance report

We issue this report on the basis of the engagement agreed with HORNBAACH Holding AG & Co. KGaA. The assurance engagement has been performed for the purposes of the Company and the report is solely intended to inform the Company as to the results of the assurance engagement and must not be used for purposes other than those intended. The report is not intended to provide third parties with support in making (financial) decisions.



**F. Engagement terms and liability**

The “General Engagement Terms for Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften [German Public Auditors and Public Audit Firms]” dated 1 January 2017 are applicable to this engagement and also govern our relations with third parties in the context of this engagement ([www.de.ey.com/general-engagement-terms](http://www.de.ey.com/general-engagement-terms)). In addition, please refer to the liability provisions contained there in no. 9 and to the exclusion of liability towards third parties. We assume no responsibility, liability or other obligations towards third parties unless we have concluded a written agreement to the contrary with the respective third party or liability cannot effectively be precluded.

We make express reference to the fact that we do not update the assurance report to reflect events or circumstances arising after it was issued unless required to do so by law. It is the sole responsibility of anyone taking note of the result of our assurance engagement summarized in this assurance report to decide whether and in what way this result is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

Munich, 19 May 2021  
Ernst & Young GmbH  
Wirtschaftsprüfungsgesellschaft

Nicole Richter  
Wirtschaftsprüferin  
(German Public Auditor)

Hans-Georg Welz  
Wirtschaftsprüfer  
(German Public Auditor)