

Speech for the Annual General Meeting of home24 SE

on June 17, 2021 in Berlin

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Important notice: The following text is a convenience translation of a non-binding draft (as of June 11, 2021) of Marc Appelhoff's speech at the Annual General Meeting of home24 SE on June 17, 2021 in Berlin. We expressly reserve the right to make changes, additions and corrections. Only the German version and the spoken word shall prevail.

Dear Shareholders,
dear Ladies and Gentlemen,

I would like to welcome you - also on behalf of my colleagues from the Management Board, Brigitte Wittekind and Philipp Steinhäuser - to this year's Annual General Meeting of home24 SE. We would very much have appreciated welcoming you in person to Berlin today, but due to COVID, our Annual General Meeting is being held digitally for the second time in a row: And so I have to welcome you in this digital way.

At home24, we look back on a challenging but at the same time very successful year 2020. We already achieved our break-even at the end of the year 2019, and more and more customers nowadays prefer us to bricks-and-mortar furniture retailers. As a result, home24 was able to further establish itself as one of the leading Home & Living online shops in the year 2020. There is now a home24 economy that has little to do with demand effects of COVID, but rather with the performance power of our business model. Our company is strong and on track for even more growth.

Over the past year, we have noticed a significant increase in the desire to buy Home & Living products online. During this period, online demand has accelerated disproportionately. The home has become our social center. Here we have spent more time than ever before - with the corresponding trend: homes have been refurnished and refreshed. As a company, we have succeeded in meeting the changing demands of our customers and helping them to fulfill themselves in their homes. For the future, we expect that the elevated online demand will not only remain constant, but will continue to accelerate. This development confirms that we are on the right track with our strategy and our business model. At the same time, it encourages us to further accelerate our

growth ambitions in order to grab the market opportunities arising for us. I can assure you: Our company is in a strong starting position. Over the past few months, we have not just leaned back and waited to take advantage of the aftermath of the COVID-19 pandemic. We have been working hard and put our shoulders to the wheel. This is why home24 is not just a crisis winner, but we see ourselves as playing an active role in shaping the future of the business.

Before I get further into detail, I would like to give you an overview on the topics I would like to talk with you today:

- First of all, I would like to take a look back with you and highlight how we have succeeded in developing home24 sustainably and profitably in this special year.
- I will then talk about our financial development in the past financial year and explain how we are increasingly decoupling from market growth and will continue to grow significantly in the year 2021.
- Last but not least, I will take a look into the future and outline how we will continue to shape our growth and how we intend to exploit the market potential to make it a decade of sustained double-digit annual growth.

Before we start to look at our strong development in the past year, I would like to remind you once again of our vision. We have set ourselves a very clear goal: We want to further expand our strong position as a leading player in the attractive but still highly fragmented Home & Living e-commerce market - both in continental Europe and in Brazil. Therefore, we significantly want to change and (re-)shape the way people buy furniture online. home24 achieves this with a clear customer focus and data-driven decisions.

In the markets in which we operate, Home & Living products generate an estimated annual volume of 120 billion euros. Before the pandemic occurred, online penetration was just under 10%. In the year 2020, this has increased significantly due to a noticeable boost in online demand. And even though there are currently no reliable studies for our markets, this has tremendously raised the number of potential customers for home24.

This trend leaves us optimistic: In the quest for appealing and functional furniture, accessories, and lamps of good quality with a great value for money, home24 became one of the first destinations for customers last year - and thus more relevant than ever. We are confident that this will continue in the future, as we keep our customers' satisfaction firmly in focus. We are thus laying the foundation for buying furniture online to remain relevant in the future, so that online penetration will continue to increase from the higher level that we have achieved in the course of the past year.

We are ideally prepared to serve the mass market online - also because our decisive advantages compared to many competitors will pay off: We use our platforms' data and are a furniture manufacturer and retailer in one. Huge parts of our private label assortment are designed directly by us, which benefits our customers in the long run: It enables us to offer them a convincing value for money combined with an inspiring shopping experience.

This is also where our data-driven approach comes into play: Our product managers, data scientists, and programmers continuously develop every aspect of our business based on large volumes of data that are available to us every day. We have had our own Shopping Experience department for years, which operates our online shopping platform from the technical side and is constantly developing it further. Among other things, we are already using pioneering

technologies to further personalize our customers' shopping experience and make it even more tangible.

In all these mentioned business areas, we have set the course for the future in recent months and years. We are now growing profitably on our own - and not because of the closures of bricks-and-mortar retail stores, which by the way also affected us. We have already achieved the break-even in the fourth quarter of 2019, thus fulfilling a major promise from the IPO. Then in 2020, the general conditions changed, requiring us to adapt quickly and flexibly to the new situation. During this time, our business model has proven its profitable scalability and success: We have grown dynamically - and again stronger than the market.

We intend to take advantage of this momentum, because the challenges of the pandemic have not stopped us from shaping our future. We have reacted with agility to the challenges of the last few quarters: We were also affected by the lockdown and retail closures, not allowed to open our 24 stores in Europe and Brazil and, above all, we were not allowed to physically sell goods in our outlets where we market our returned goods. This situation sparked a pioneering spirit among our colleagues in our outlets, when they launched tele-sales within 48 hours. Via cell phones they filmed which products were currently on display in the outlets, and therefore made them available to customers even during the lockdown. This helped to compensate for a significant part of the loss of revenue. In our showrooms, we have established video consultations and bookable appointments. Our customers continue to take advantage of this, even after reopening. We therefore have made the best possible use of the innovative power released during the crisis and have been able to further expand our digital service offering. We have also demonstrated the scalability of our systems and processes - with much stronger volume growth than the increase in variable costs as in our warehouses.

The economic parameters thereby demonstrate the scalability of our business while our key indicators underline our financial strength. In total, home24 generated revenues of 492 million euros last year, representing a currency-adjusted growth of 42 % year-over-year. In the process, we have improved our profitability on the basis of adjusted EBITDA by a double-digit percentage for several consecutive quarters. At the end of the year, this led us to an increase of 11 percentage points compared to the previous year and an adjusted EBITDA margin of 3%. This was the first time that we achieved break-even on a Group level on an annual basis. This significant improvement favorably impacted our cash flow, which was positive not only for the entire year, but every single quarter in 2020 - even without the successful capital increase conducted in December.

Of course, you are also interested in the development of the share price: And our strong financial figures have had a positive impact on this. We are glad to see that our operating and measurable successes are also paying off for you, our shareholders. There is a clear positive trend since the last time I was talking to you. Back then, our share price stood at 6.50 euros - currently, it is around 16 euros. We will keep doing the utmost to make our stock a positive investment for you. I will explain how we intend to achieve this in a few minutes when I talk to you about our future potential and the market opportunities available to us.

Before I will do that, let us take a brief look back at the past year: We were able to achieve our record growth primarily because we made strategic investments in scalable logistics and technological foundations as well as automated processes in the years before. These major investments, which we realized with the money raised in the IPO, laid the foundation for our significant growth last year. And they are also appropriate for future growth. They enabled us to meet the unexpectedly strong demand - without any loss of customer satisfaction. That was a key success factor in the past fiscal year. Compared to the previous year,

46% more orders were placed. For the first time, almost 2.2 million active customers took advantage of our offering - 44% more than a year ago. During this strong growth period, we have placed particular emphasis on providing our customers the best possible shopping experience. Particularly to the large number of customers who have given home24 a chance for the first time.

We are proud of the entire home24 team who worked hard to make this success happen. Thank you for the powerful performance and the fantastic team spirit. We thus increased the already high level of customer satisfaction even further. For us, this is the best confirmation of our value proposition and proof that these customers will rely on our platform in the future. I would also like to take this opportunity to express my special thanks to our colleagues in the warehouses: They are handling significantly higher order volumes and ensure that we can continue to fulfill our delivery promises to our customers.

Together, we are succeeding in meeting the changes in customer behavior and the shift from offline to online shopping, which is proving to be persistent. That establishes ourselves as one of the most successful Home & Living e-commerce platforms for everyday people both in Europe and Brazil.

Given this position of strength, we are entering a decisive phase: With the reopening of bricks-and-mortar retail in the upcoming weeks, e-commerce players will have to prove themselves on a day-to-day basis. For us, it is of utmost importance to strengthen the loyalty of the customers we have gained in the last past year also in the "New Normal". They have made their first purchase from home for their homes and have thereby had a positive experience. This needs to be reinforced and repeated.

Our strategy is not based on short but fading fireworks, but on long-term stable and proven success factors of a leading Home & Living e-commerce platform. At the same time, we have the financial means to further scale our business model. We are therefore not focusing primarily on the profitability margin, but will continue to use the freed-up capital to invest in growth in order to gain as much market share as possible. We are not just looking at the short term, but investing in the years ahead, in our future. Specifically, this includes the following:

- home24 is making investments in growth to take advantage of increasing online penetration and is expanding into new markets.
- home24 is investing in new technologies for its platform and in the automation and personalization of the shopping experience.
- home24 is consistently expanding its assortment - especially in categories that round off our comprehensive selection for entire rooms. That helps to boost the frequency of purchases.
- home24 is forcing its sustainable and ecological activities - as an important contribution to society and the environment.

Following the capital increase in Europe in December 2020 and the IPO of "Mobly" in February 2021, we are well positioned for these investments in both segments. Both segments have ample financial power to further expand their strong position in the mass market of Home & Living e-commerce. In doing so, we are consistently moving forward on our path and focusing on the key differentiators compared to our competitors that will continue to be relevant for our customers for many years to come intelligent technology and data solutions for online purchasing, the roll-out of our multi-channel offerings with showrooms, and the expansion of our logistics expertise and services.

By this point, you are probably asking yourself if these business decisions have anything to do with COVID-19. No, we made them because they are the crucial

requirements for successfully gaining market share in the long term - for our customers, our employees and for you, our shareholders.

To give you an insight into our daily activities, here are some of our highlights of ongoing strategic activities:

1. We are constantly revising and expanding our curated product assortment: We do not want to offer the largest possible selection of every product type, but rather serve our customers' demand - and what makes them loyal customers with a positive customer experience. This sets us apart from pure retail platforms, which have a lot of passion for mass and technology, but little passion for the products and customers, and thus sometimes overwhelm and frustrate them.
2. We are constantly upgrading our technology to understand our customers as best as possible. This enables us to provide them with customer-tailored offerings and thus optimizes the shopping experience. Furthermore, we use data to improve our digital product, but also to optimize our assortments and logistics services.
3. We are expanding our product range for the entire home by also offering textiles, decorations and accessories in addition to large furniture. In this way, we are creating the opportunity to increase purchasing frequency and customer loyalty. Up to now, we have primarily responded to customer demand. If they were looking for a sofa, a dining table or a closet, for example, they found a suitable selection in our store. In the future, we will create inspirational living environments that provide them with even more inspiration for their homes.
4. At the same time, we are expanding home24's growth base. We are actively working on systematically entering markets that have been relatively untapped to date, such as France and the Netherlands. We will soon be opening our first showrooms there and rounding off our market presence.

With the expansion of our showroom network in the DACH region, we are already dovetailing online and offline access for our customers. In this way, we are opening up to new customer groups who have so far been hesitant to buy online - and bringing the brand to life.

5. We are developing a sustainability strategy with clear and transparent milestones, making shopping at home24 a responsible experience.
6. In order to motivate our employees, but also to attract new talents, we have set the course for the future with two important decisions.
 - a. On the one hand, we are establishing an innovative, new working model in which colleagues can decide whether they prefer to work from home or in the office. Hybrid models or complete remote working will also be possible, as long as certain conditions are met. This reflects the new flexibility learned in the working world last year and positively supports the work-life balance of our colleagues.
 - b. On the other hand, we are planning to move to an inspiring new headquarter in the coming year, where our products find enough room to unfold and the "home24" brand comes to life. At the same time, this new office will meet the changed demands on a workplace and become a reflection of our dynamic corporate culture.
7. At the same time, we are using the proceeds from the previous capital measures to invest in our marketing - and specifically in increasing brand awareness, acquiring additional new customers, and addressing our existing customers even better - in order to continue to enable aggressive growth. Already today, home24 is the e-commerce platform with the highest brand awareness in Germany. We want to maintain this position and also expand it outside Germany.

We are therefore optimistic about the future seeing a huge growth potential ahead of us. Against this background, we expect a decade of double-digit percentage

growth rates. In the event of market consolidation, as has already occurred in other e-commerce sectors, we are ready to play an active role in driving this change. In order to exploit this huge market potential, we have invested in the scalable home24 platform over many years and also have the necessary funds to pursue our ambitions in a focused manner.

As you can see, we still have a lot of goals, our growth and success story continues. We are aware that we still have a lot of development potential to offer people an even better range of products and more effective services. We still have an exciting road ahead of us and are convinced of our success. We thank you for your trust in home24 and are pleased that you are accompanying us in the realization of our vision.

Thank you for your attention

Marc Appelhoff