

HORNBACH Holding AG & Co. KGaA

Deutsches Eigenkapitalforum 2025

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HORNBACH – one of Europe's most attractive home improvement stocks

HORNBACH Holding

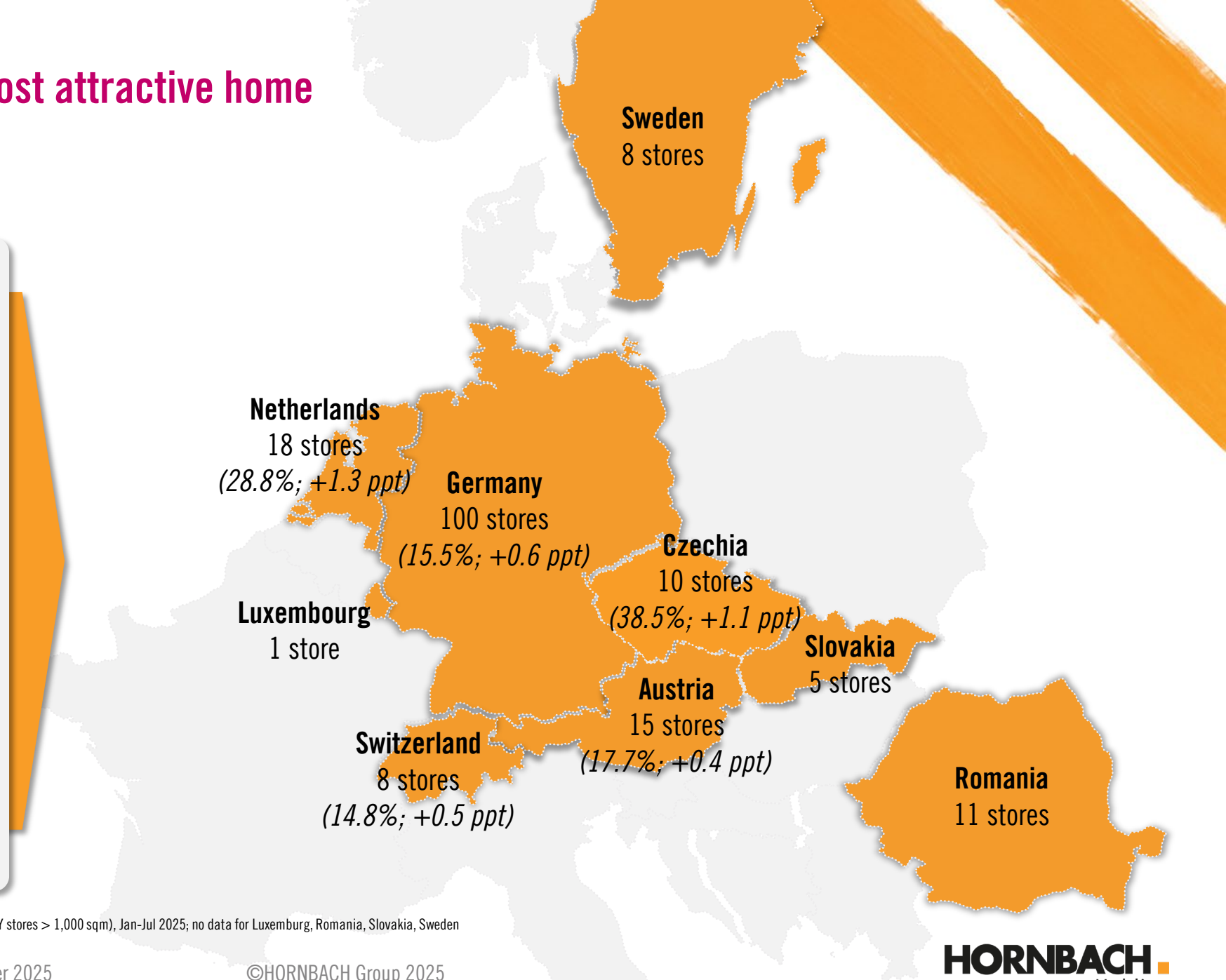
- Sales of € 6.2bn
- Adj. EBIT of € 270m
- Reliable dividend since IPO

HORNBACH Baumarkt

- 9 countries
- 173 DIY stores, 3 BODENHAUS stores, 10 online shops
- 94% of Group sales

HORNBACH Baustoff Union

- Regional footprint (GER + FR)
- 39 builders merchant outlets
- 6% of Group sales



Financial figures HORNBACH Group as of Feb 28, 2025; market share: GfK DIY-TSR (Large DIY stores > 1,000 sqm), Jan-Jul 2025; no data for Luxembourg, Romania, Slovakia, Sweden

HORNBACH Baumarkt: No. 1 project DIY store for DIY enthusiasts and professionals

Our mission

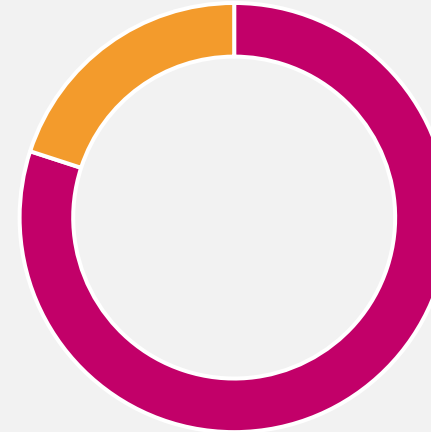
Be the best partner for projects in house, apartment and garden.

Addressing customer needs

Project execution: Right products and quantities within the given time frame and budget

- ✓ **Broad & deep assortment with high product availability**
- ✓ **Attractive pricing**
- ✓ **Excellent service and expert advice**

Sales split by customer type



- Retail customers
- Professional customers



HORNBACH Baumarkt: Interconnected retail strategy enhances shopping experience



> 4.1 million

Number of customer accounts

> 320 million

Visits in the HORNBACH webshops in 2024/25

< 5%

Low return ratio across all countries

#1

Best DIY webshop in Germany, Austria and the Netherlands¹⁾

Seamless “customer journey” across all channels

- Click & Collect, direct delivery
- Product availability and location in store
- Return of online orders to the store

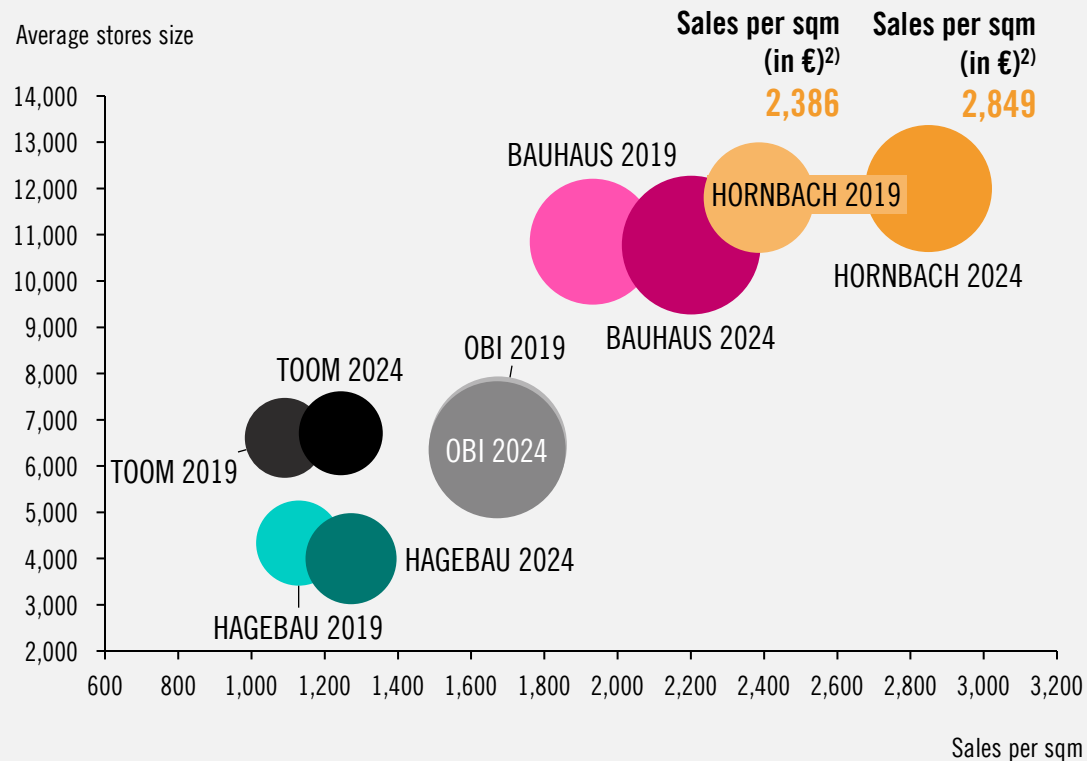
Additional online services

- Large offering of made-to-measure products
- Customer account: Shopping lists, purchase history, electronic invoices, credit notes for price guarantee
- Expert advice also via video conference

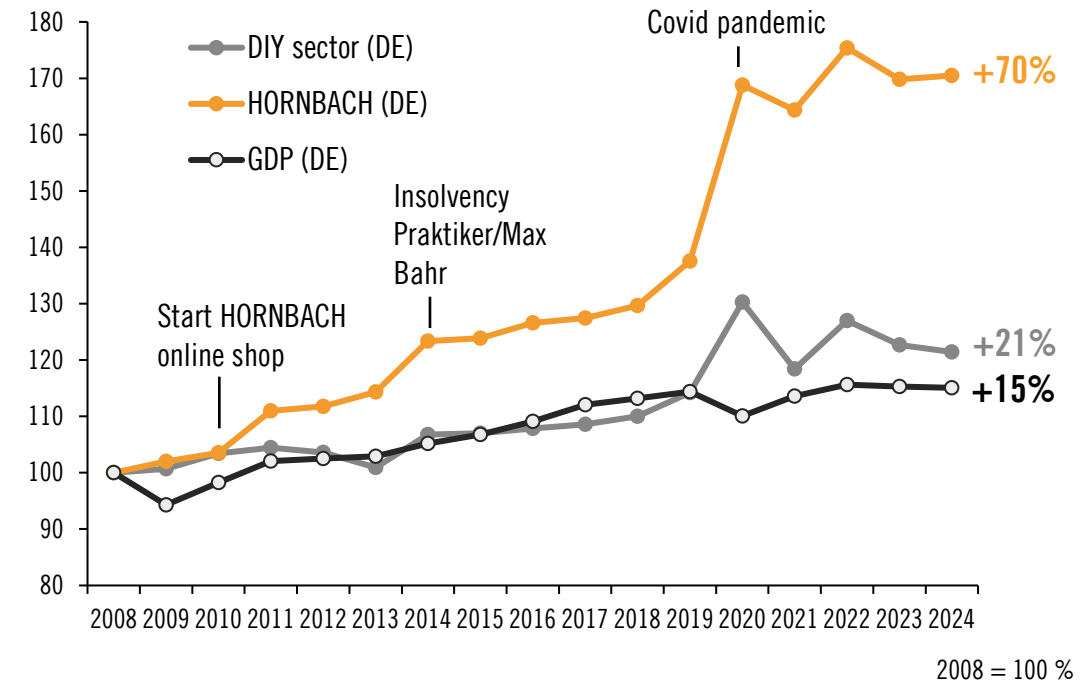
¹⁾ Kundenmonitor, Germany/Austria, “Retailer of the Year” Netherlands

Market-leading sales density and above-average growth

Sales per sqm (€) of HORNBACH and German competitors¹⁾



Like-for-like growth rate of the German DIY sector / German GDP vs HORNBACH (calendar year)³⁾⁴⁾



1) Dähne Statistik Baumarkt + Garten 2025/ own calculations. 2019 figures for competitors adjusted by HORNBACH to accommodate for methodology change by Dähne Verlag for 2024 figures.

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

4) GfK DIY panel (until 2013), GfK DIY-TSR (since 2014)

2) Weighted net sales per sqm (fiscal year 2024/25); based on BHB definition for weighted sales area

High customer satisfaction and continued international expansion



Top rankings in customer surveys

- **#1 Overall customer satisfaction** in GER & AUT¹⁾
- **#1 Do-It-Yourself online shop** in the NLD²⁾

Store openings in 2025/26



Duisburg-Wanheimerort (GER)
Mar 26, 2025



Bucharest Colentina (ROU)
Sep 3, 2025



Eisenstadt (AUT)
Sep 5, 2025



Timișoara 2 (ROU)
Oct 1, 2025



BODENHAUS Mainz-Kastel (GER)
Nov 1, 2025



Expansion to Serbia announced

- **Large-scale DIY and garden centers** and simultaneous launch of **online shop**
- Development of another **growth region**
- **Attractive market for home improvement retail:**
 - demand for renovation and construction
 - 95% home ownership rate
 - rising purchasing power
- **Attractive competitive environment:**
 - no large-scale DIY competitors
 - Potential for significant market share

1) "Kundenmonitor 2025" 2) "Retailer of the Year 2025" 3) Unweighted sales area

DIY plays an important role in adjusting homes to our needs

Cocooning and **working from home**¹⁾ are here to stay, requiring **multifunctional living spaces**



High energy prices and the pledge towards **carbon neutrality** in 2050²⁾ drives **energy refurbishment**



An **ageing society** triggers rising demand for **low-barrier renovations**



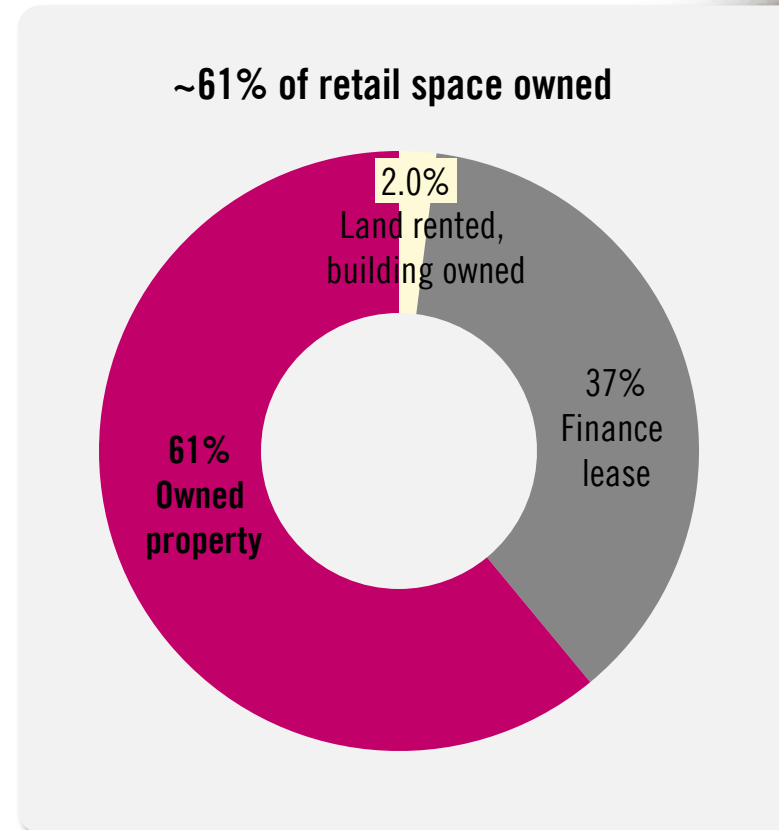
DIY is a **low-cost alternative** vs appointing a professional



1) ECB Consumer Expectations Survey (CES), ECB Economic Bulletin, Issue 1/2023 2) European Commission 2050 long-term strategy

Mixture of owned and leased real estate supports operational agility

- **Warehouse-style megastores** in high-quality locations
- **Homogeneous store network** (77% of stores > 10,000 sqm): economies of scale in store operation
- **> 2 million sqm retail space**



Key financials 6M: Sales growth and improved adj. EBIT

Sales

€ 3,599.1m
Total sales: +4.4%
Lfl¹⁾: +3.6%

Gross Profit / margin

€ 1,257.3m **34.9%**
+4.6% *34.9%*

Adj. EBIT / margin

€ 272.2m **7.6%**
+2.5% *7.7%*

Customer footfall

+3.3%
vs. prior-year period

CAPEX

€ 106.7m (+>100%)
€ 51.2m

Free Cash Flow

€ 129.6m (+16.0%)²⁾
€ 111.7m



Italics refer to prior-year period H1 2024/25, if not specifically stated otherwise.

1) Lfl = Like-for-like, in constant currencies; includes sales from all stores that have been open for at least one year and sales from online shop; refers to home improvement business of HORNBACH Baumarkt AG; 2) Free Cash Flow after net CAPEX and dividend



Pursuing long-term opportunities

- Sustain **price leadership** and remain a **reliable partner** to our customers
- Continue to invest in our network, ICR strategy and digitalization of our business to **maintain and expand strong market positions**
- **Further improve efficiency** by actively managing costs and inventory
- **Advance ESG priorities and objectives** within own operations, supply chain and product offering
- **Maintain a strong balance sheet** and **attractive dividend**

We are confident in our business model and ability to grow market shares as we remain well positioned to navigate the complex macroeconomic environment and have the financial strength to continue to invest strategically.



Wenn Du es
träumen
kannst, kannst
Du es auch bauen.

HORNBACH 
Es gibt immer was zu tun.

Upcoming events & IR contact

Financial Calendar

December 19, 2025	Quarterly Statement Q3 2025/26 as of November 30, 2025
January 20, 2026	UniCredit & Kepler Cheuvreux 25th German Corporate Conference, Frankfurt
February 4, 2026	Montega Hamburger Investorentage, Hamburg
March 23, 2026	Trading Statement FY 2025/26 as of February 28, 2026
May 19, 2026	Annual Report FY 2025/26 as of February 28, 2026 / Analyst Conference

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