

Analyst & Investor Conference 2026

HORNBACH Holding AG & Co. KGaA

May 19, 2026

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Analyst & Investor Conference 2026 HORNBACH Holding AG & Co. KGaA

Albrecht Hornbach | CEO HORNBACH Management AG
May 19, 2026

A forward-looking generational transition – Strongly positioned for the future
Strong leadership team for the next chapter



Analyst & Investor Conference 2026 HORNBACH Holding AG & Co. KGaA

Erich Harsch | CEO HORNBACH Baumarkt AG
May 19, 2026

HORNBACH opened sixth store in Slovakia on April 22, 2026

Successful launch of the Trnava DIY store, Slovakia

Over 17,600 sqm of retail space dedicated to our customers' projects





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Dr. Joanna Kowalska | CFO HORNBACH Management AG
May 19, 2026

Growth in a challenging environment

Growth in a challenging environment



Sales growth – Increased
footfall and average ticket



Market share expansion



Higher sales per square meter



Gross profit offsets
cost increases

Focus on core strengths



Guidance 2025/26 met

	Outlook FY 2025/26	Results FY 2025/26	
Net sales	At or slightly above ¹ the level of 2024/25 (€ 6,200m)	+3.8% to € 6,434m	✓
Adjusted EBIT	At the level ¹ of 2024/25 (€ 269.5m)	-1.8% to € 264.7m	✓

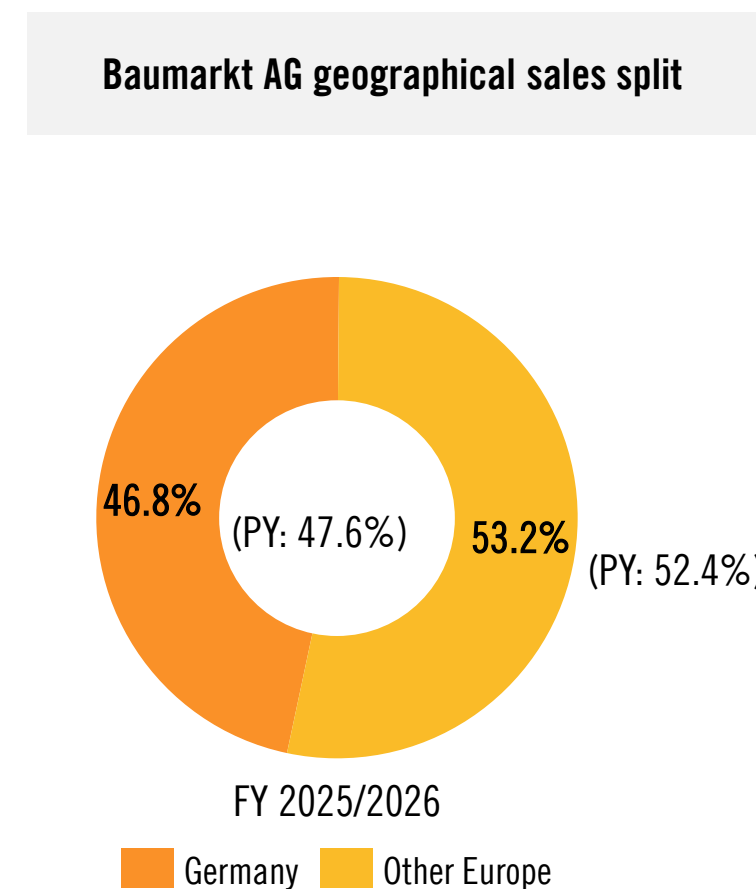
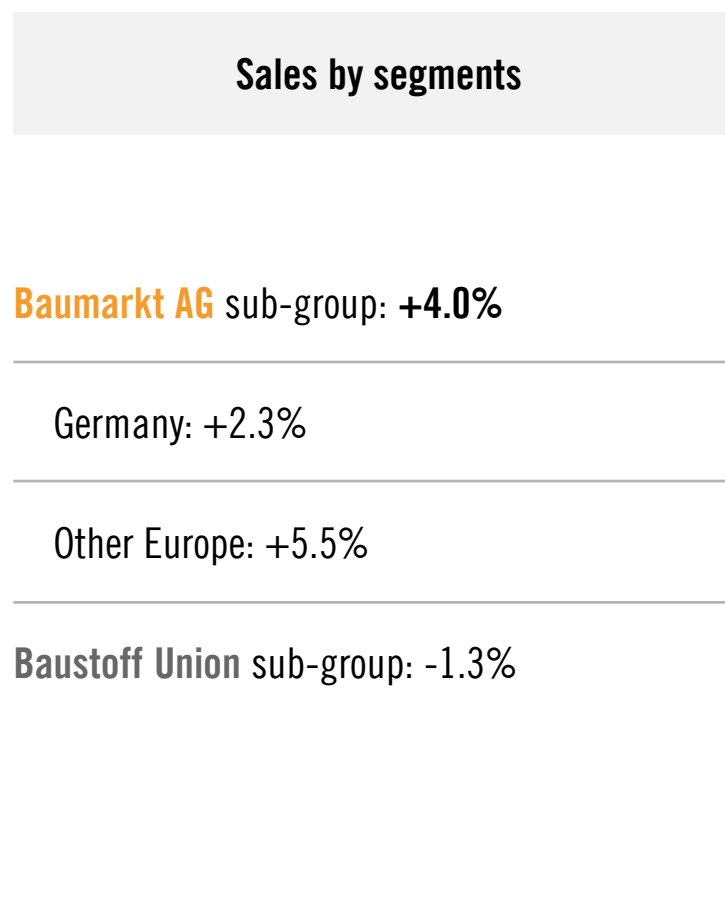
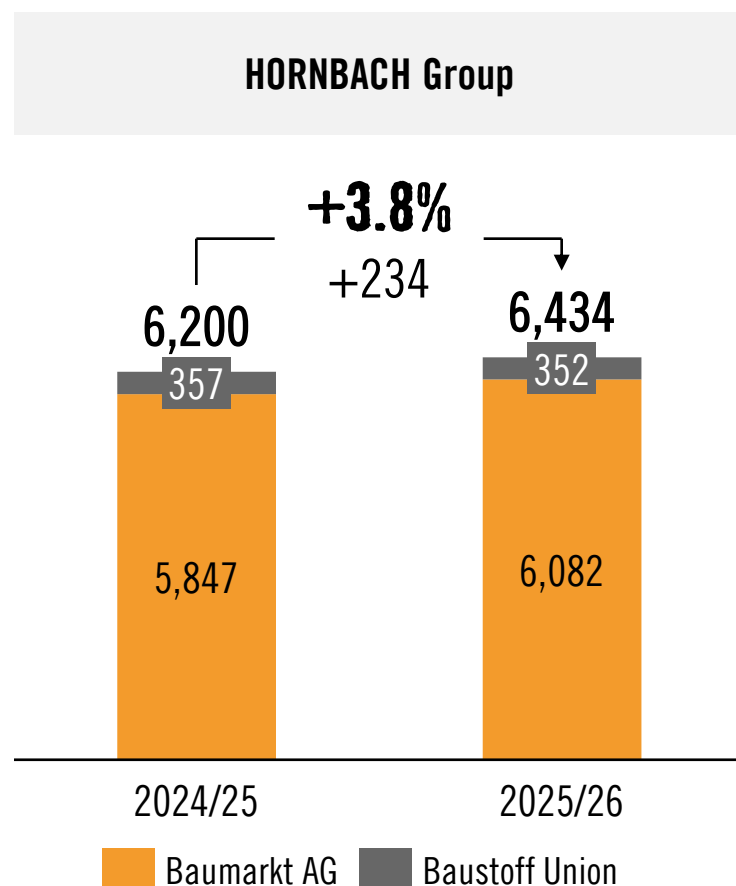
¹ Guidance nomenclature: : Sales: "At previous year's level" = -2% to +2% | "Slight" = +/- 2% to +/- 6% | "Significant" = changes of more than 6%
Adj. EBIT: "At previous year's level" = -5% to +5% | "Slight" = +/- 5% to +/- 12% | "Significant" = > +/- 12%.

Note: Based on the guidance for the 2025/26 financial year issued on May 21, 2025

Financial year 2025/26 in figures

Strong sales growth supported by a diversified European footprint

Net sales



Note: Inaccuracies in sum might result from rounding differences.

HORNBACH Baumarkt: Market share calendar year: Jan – Dec 2025 in %

Growing market share across all key markets

Netherlands

29.4% (+1.3 ppt)

Germany

15.7% (+0.5 ppt)

Czechia

38.8% (+1.1 ppt)

Switzerland

15.0% (+0.7 ppt)

Austria

17.6% (+0.3 ppt)

Source: GfK DIY-TSR (Large DIY stores > 1,000 sqm)

Note: No GfK DIY-TSR data for Luxemburg, Romania, Slovakia, Sweden

Sales improved on a like-for-like basis

in %	FY 2025/26	FY 2024/25
Total	2.4	1.1
Germany	0.8	0.0
Other Europe	3.8	2.2
Netherlands	8.9	4.4
Sweden	3.3	3.0
Switzerland	3.0	(1.3)
Luxembourg	6.3	(1.3)
Austria	1.9	0.4
Czechia	0.3	2.9
Romania	(0.3)	3.1
Slovakia	(0.9)	1.8

Footfall increased by 3.0% (PY: +1.2%)

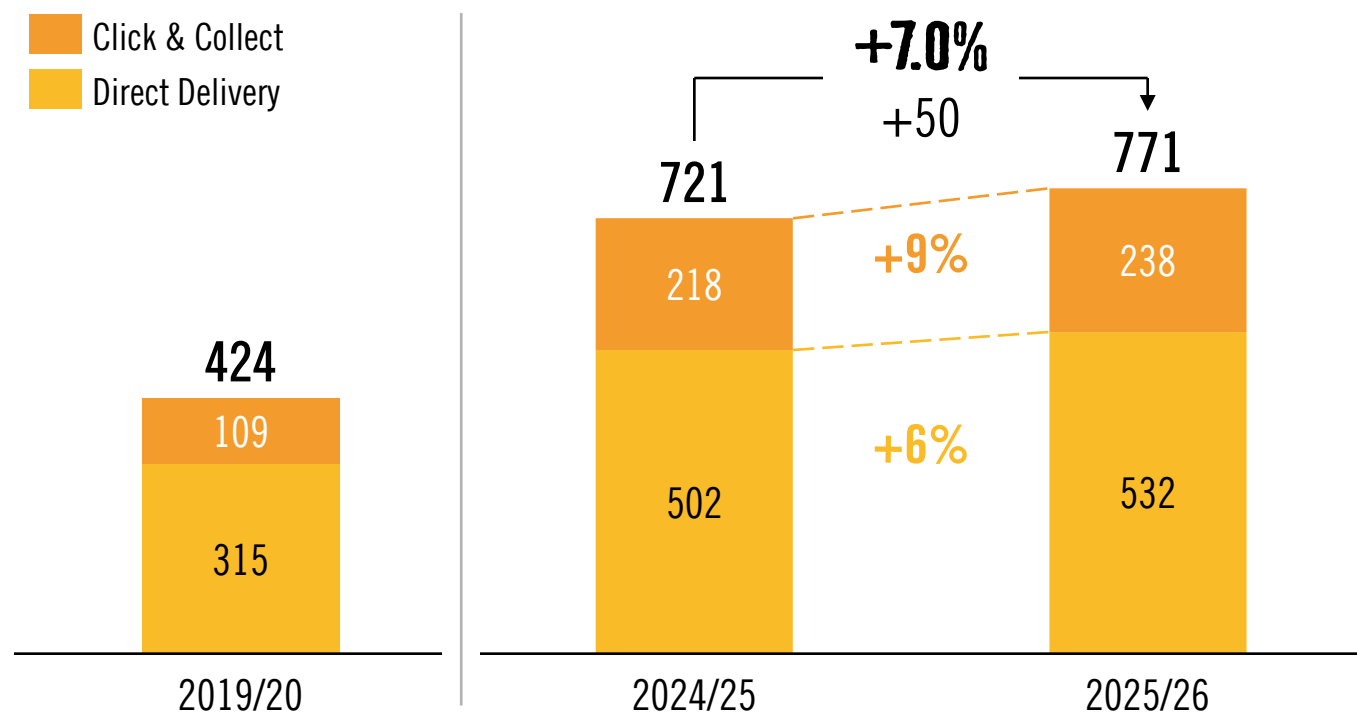
Average basket increased by 0.6% (PY: +0.1%)



Unchanged number of business days year on year

Note: Like-for-like, in constant currencies; includes sales from all stores that have been open for at least one year as well as sales from online shop.

E-commerce sales grew significantly



E-commerce share increased to 12.7%

Strong performance in
Click & Collect as well as Direct Delivery

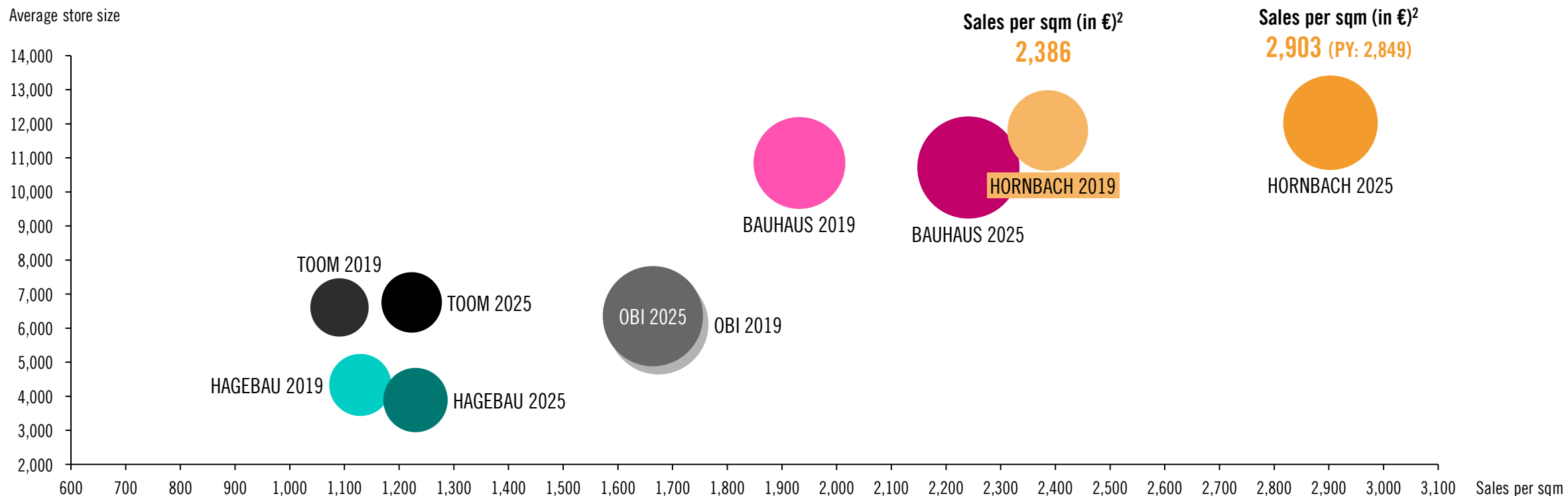
E-Commerce share¹



Note: Inaccuracies in sum might result from rounding differences. | 1 Of HORNBACH Baumarkt AG net sales

Position as the European leader in sales-densities further reinforced

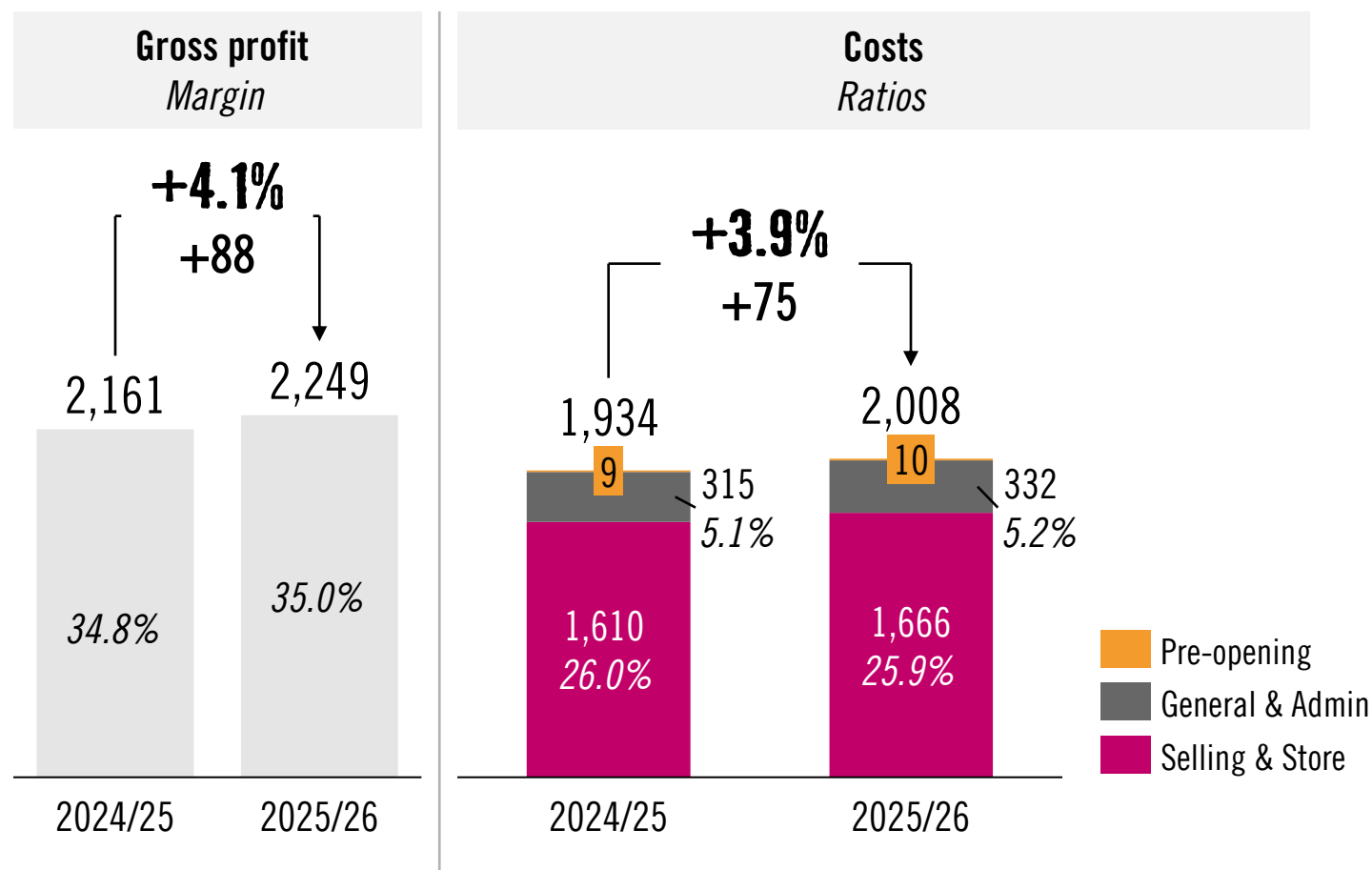
Sales per sqm (€) of HORNBACH and German competitors¹



¹ Dähne Statistik Baumarkt + Garten 2026/own calculations; all figures follow the Dähne methodology applied since 2024.

² Weighted net sales per sqm (fiscal year 2025/26); based on BHB definition for weighted sales area

Gross profit grows ahead of total costs



Increase in gross profit (+4.1%) and gross margin (35.0%) – driven by product mix and innovation

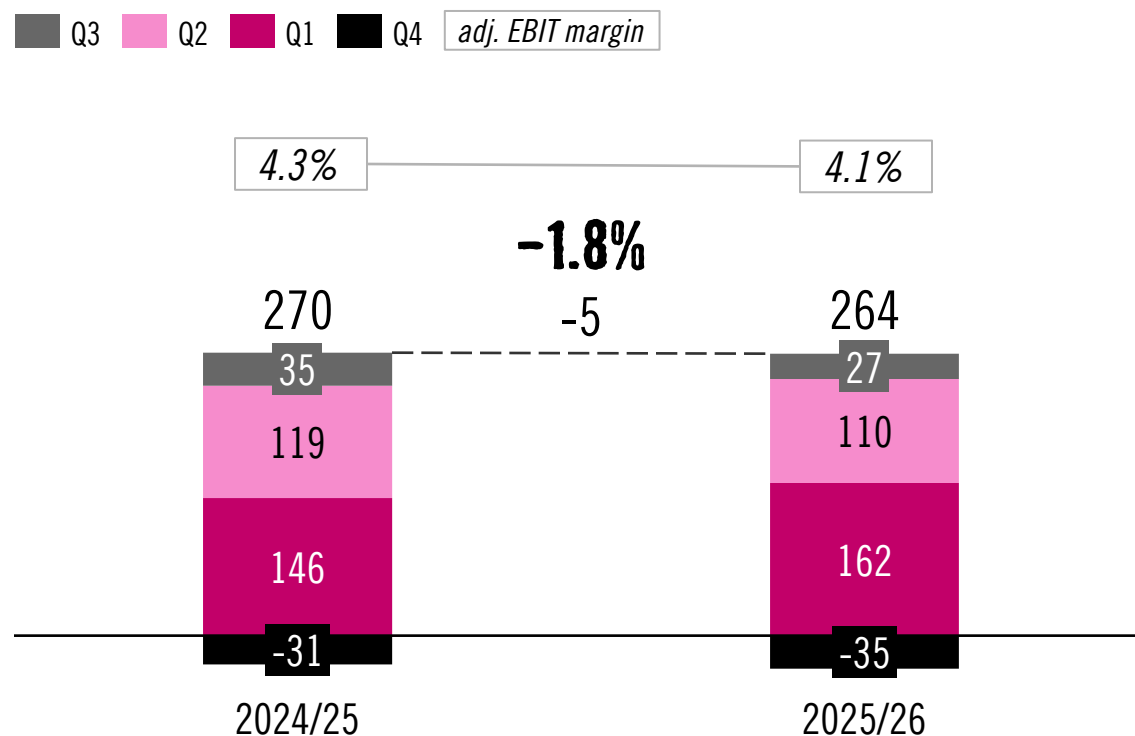
Cost development

- **Selling & store cost ratio** stable despite wage increases and new stores
- **Increase in general & admin costs** reflects salary increases and IT infrastructure investments
- **Higher pre-opening costs** due to new store openings

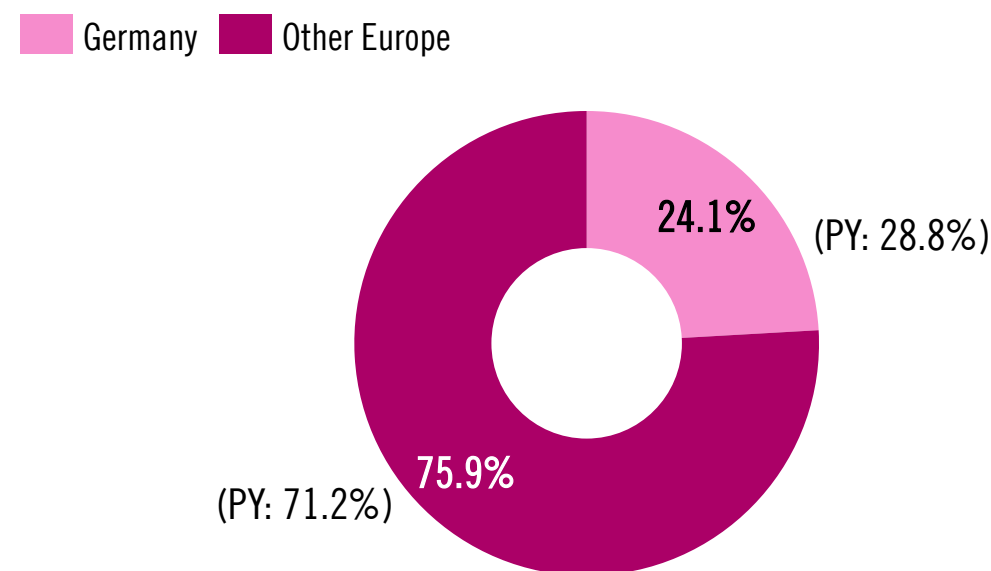
Total personnel costs increased to € 1,161m (+4.5%)

Adjusted EBIT almost at prior-year level

Adjusted EBIT and adjusted EBIT margin



Adjusted EBIT 2025/26 split by geography



- Positive **one-off effect** in the PY (energy price cap) of approx. € 7m
- **Non-operating effects** of € 8.5m (PY: € 16.8m), mainly impairments

¹ Adjusted to exclude non-operating earnings items, e.g. impairment losses on assets, income from disposals of properties, income from write-ups of assets impaired in previous years.

Note: Inaccuracies in sum might result from rounding differences.

Operating cash flow fully covers CAPEX requirements

	FY 2025/26	FY 2024/25
Cash flow from operating activities	374.7	318.4
of which: funds from operations	364.5	384.2
of which: change in working capital	10.2	(65.8)
Cash flow from investing activities	(212.4)	(170.3)
of which: gross CAPEX	(220.4)	(183.7)
Cash flow from financing activities	(178.9)	(199.4)
Free cash flow (after net CAPEX and dividend)	122.6	108.2

Cash flow from operating activities:

- Change in Working Capital
 - Broader use of reverse factoring
 - Lower inventory build-up

CAPEX split FY 2025/26:

- Land and new stores (56%)
- Store conversions and equipment (33%)
- Software (11%)

Free cash flow primarily reflects changes in working capital and higher investments in expansion

Assets

Category	Feb 28, 2025	Feb 28, 2026
Liquid funds	317	305
Inventories, accounts receivable, and other assets	1,463	1,504
Non-current assets	2,834	3,017
Total Assets	4,614	4,826

Equity & Liabilities

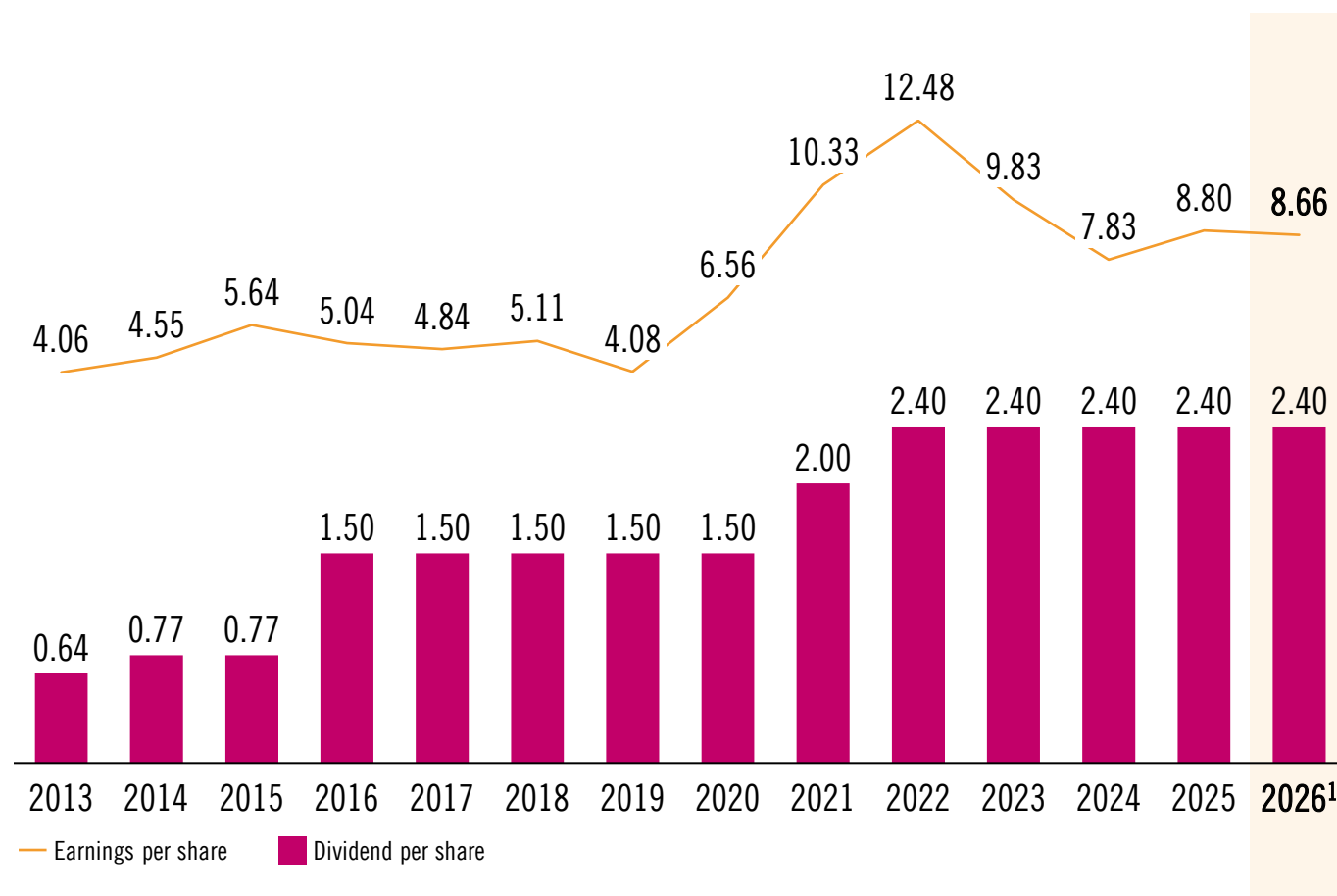
Category	Feb 28, 2025	Feb 28, 2026
Current liabilities	1,184	1,332
Non-current liabilities	1,397	1,347
Shareholders' equity	2,033	2,147
Total Equity & Liabilities	4,614	4,826

Strong **equity ratio** of 44.5% (PY: 44.1%)

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Stable dividend proposed for financial year 2025/26

Dividend policy



Reliable dividend payments
since the IPO in 1987

Stable dividend
at least at prior-year level

Payout ratio² 27.7% (PY: 27.3%)

¹ Current dividend proposal by administration, subject to approval by Annual General Meeting on July 10, 2026

² Of consolidated net income after minorities

03.

Outlook

FY 2026/27 guidance: Growth in a challenging environment

2025/26

2026/27

Net sales

€ 6,434m

At or slightly above the prior-year level
(-2% to +6%)

Adjusted EBIT

€ 264.7m

At the prior-year level
(-5% to +5%)

Additional information

CAPEX

€ 220m

Significantly above the prior-year

Guidance nomenclature:

Sales: “At previous year’s level” = -2% to +2% | “Slight” = +/-2% to +/-6% | “Significant” = changes of more than 6%

Adj. EBIT: “At previous year’s level” = -5% to +5% | “Slight” = +/-5% to +/-12% | “Significant” = > +/-12%.

Future developments are subject to considerable uncertainty. Please see disclaimer at the beginning of the presentation regarding forward-looking statements.

HORNBACH Baumarkt: Store openings 2026/27



Trnava (Slovakia),
April 22, 2026



Graz-Liebenau (Austria),
Autumn 2026



Beuningen “Vloeren”
(Netherlands), Autumn 2026

Growth and increased company value

Operational excellence, process optimization & performance management as a strong enabler of growth and expansion



Profitable growth

Performance management:

- Value-oriented corporate management
- Clear investment decisions
- Cost management



Digitalization & AI

Optimizing processes & decision-making base:

- SAP S/4HANA transformation
- Real-time, data-driven steering
- AI-supported processes



Financial strategy

Balancing growth & financial stability:

- Optimization of the financing structure
- Risk management
- Capital allocation

Investments in profitable growth while
maintaining a reliable dividend

**+ Strong operating
cash flow**

Financial flexibility and stability

**+ High financial
resilience**



Investments in profitable, organic growth

- Ongoing modernization of selling space
- Store network expansion in existing countries
- Expansion into new countries (Serbia)



Reliable dividend

- Since the IPO in 1987
- At least at the prior-year level
- Target payout ratio:
around 30% of net income

There's always a
job to be done.

04 **Questions & Answers**

Thank you & Goodbye