

Update Call Q2/6M 2026/27
HORNBACH Holding AG & Co. KGaA

September 29, 2026

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Dr. Joanna Kowalska | CFO HORNBACH Management AG
September 29, 2026

01 Highlights

High customer satisfaction and expansion across regions

Top rankings in customer surveys

- **#1 Overall customer satisfaction** in Germany and Austria¹⁾
- **Strong placements in multiple categories**, e.g. *selection and range, price, product quality, services as well as digital channels*



Investments into existing stores & regions

- **New drive** added to Geleen DIY store (NL)
- **Successful opening Graz-Liebenau** (Austria), September 11, 2026
- **Opening Beuningen “Vloeren”** (NL), announced for October 2026



Expansion opportunity in Germany

- **Addition** of six former **HELLWEG** locations
- Strengthening of German store network, increasing **regional coverage** and supporting further **market share gains**
- **Reopening** as HORNBACH stores in **spring 2027**



Consolidation in Germany offers opportunities to strengthen our position in home market



Addition of former Hellweg locations

- Recent insolvency of HELLWEG and BayWa Bau & Garten with **more than 100 stores in Germany affected**.
- **At least 35 stores to be taken over by home improvement retailers** so far, including Bauhaus, OBI, HORNBACH, Globus and Hagebau – negotiations are ongoing.
- **HORNBACH to take over 6 locations:** Ahrensfelde (Berlin region), Berlin-Köpenick, Dortmund-Kley, Essen-Borbeck, Freiberg (Saxony), St. Augustin (Cologne-Bonn region)
- New locations **strengthen HORNBACH's footprint** in German key regions and create **potential for further market share growth**.

Locations to be taken over as of December 1, 2026, subject to review by the antitrust authority

Reopening planned for **spring 2027** as HORNBACH DIY stores

Transaction triggers **limited additional CAPEX** – increase in **pre-opening costs & inventories** in Q4 expected

**Strong first half-year
driven by customer demand**

Strong first half-year driven by customer demand

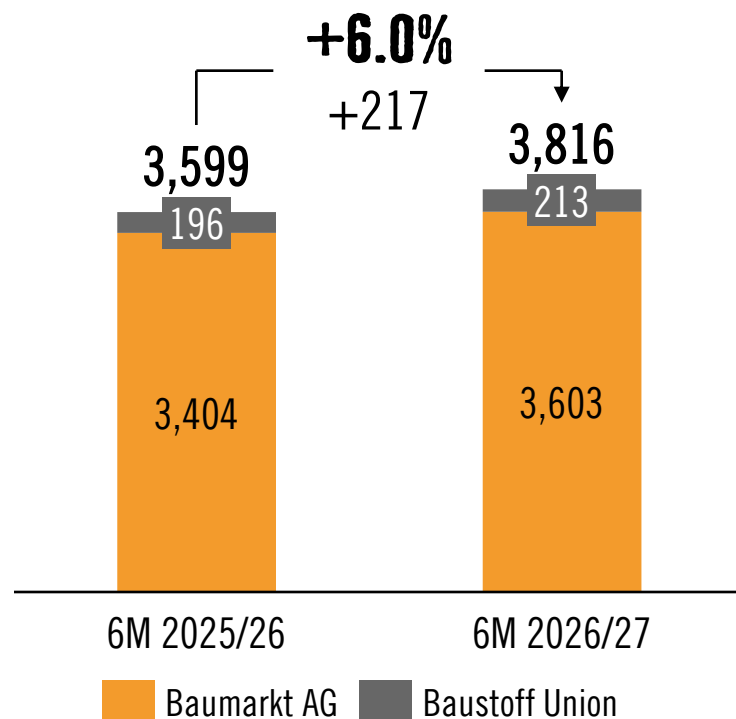
	Q2 2026/27	6M 2026/27
€ Net sales	€ 1,813.7m (+7.3%)	€ 3,816.2m (+6.0%)
⚖️ LFL ¹ sales growth	+5.4%	+4.0%
➔ Gross profit	€ 620.7m (+6.2%)	€ 1,320.6m (+5.0%)
📊 Gross margin	34.2% (-0.4 ppt)	34.6% (-0.3 ppt)
💰 Adjusted EBIT	€ 124.6m (+12.8%)	€ 285.6m (+4.9%)
>>> Free cash flow ²		€ 194.9m (+50.4%)

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.



Strong sales growth supported by a well diversified European footprint

HORNBACH Group



Sales by segments

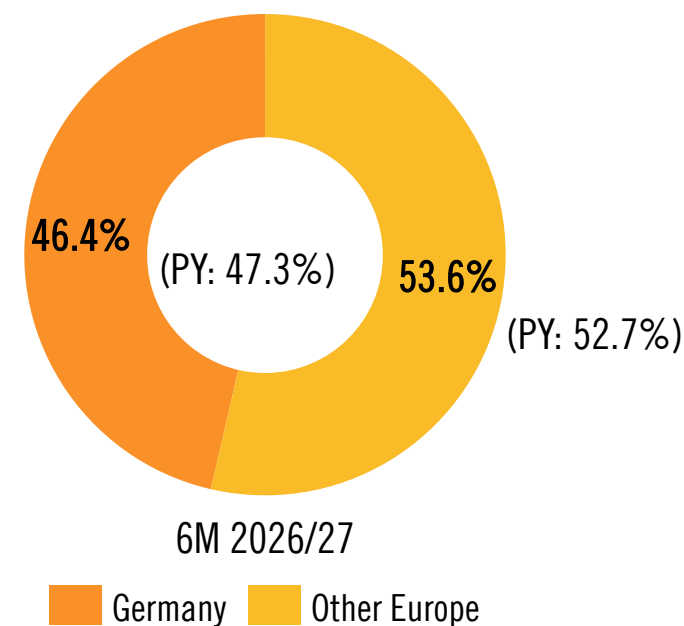
Baumarkt AG sub-group: +5.9%

Germany: +3.8%

Other Europe: +7.7%

Baustoff Union sub-group: +8.6%

Baumarkt AG geographical sales split



Growing market share across key markets

Netherlands

29.8% (+1.0 ppt)

Germany

15.9% (+0.4 ppt)

Czechia

40.1% (+1.6 ppt)

Switzerland

15.4% (+0.6 ppt)

Austria

18.0% (+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 %	6M 2026/27	6M 2025/26
Total	4.0	3.6
Germany	3.2	1.5
Other Europe	4.8	5.6
Netherlands	9.7	10.3
Slovakia	5.6	0.4
Czechia	4.6	2.2
Switzerland	4.0	3.5
Sweden	3.4	4.1
Austria	2.6	4.3
Luxembourg	2.4	7.3
Romania	(4.5)	5.4

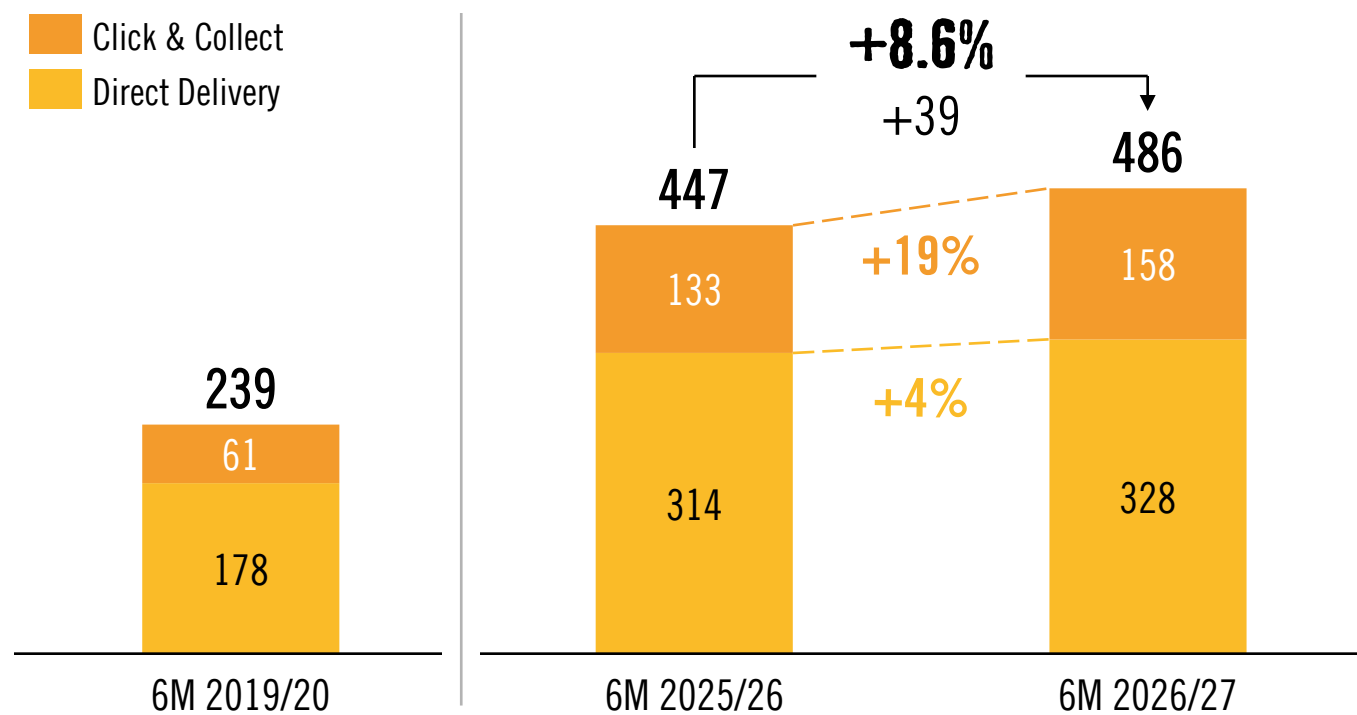
Footfall increased by 3.5% (PY: +3.3%)

Average basket increased by 1.9% (PY: +1.0%)

= Groupwide similar 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.

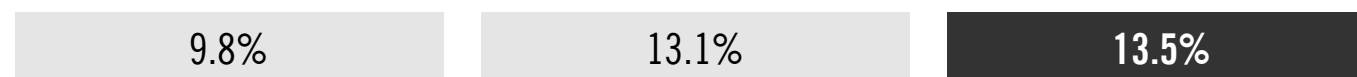
E-commerce sales grew significantly



E-commerce share increased to 13.5%

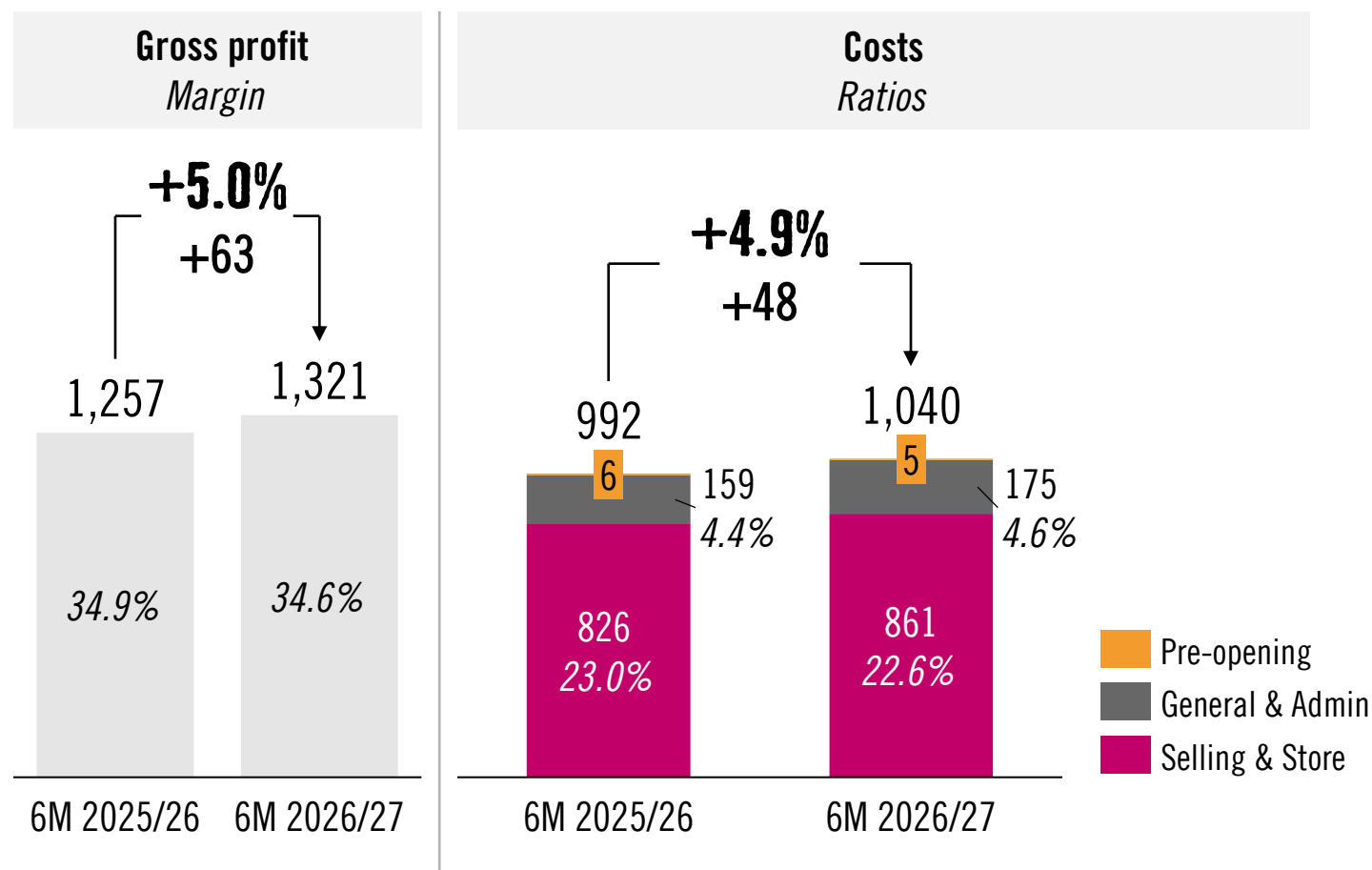
Strong performance in
Click & Collect as well as Direct Delivery

E-Commerce share¹



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

Gross profit growth offsets cost increase



Increase in gross profit (+5.0%) – driven by higher sales

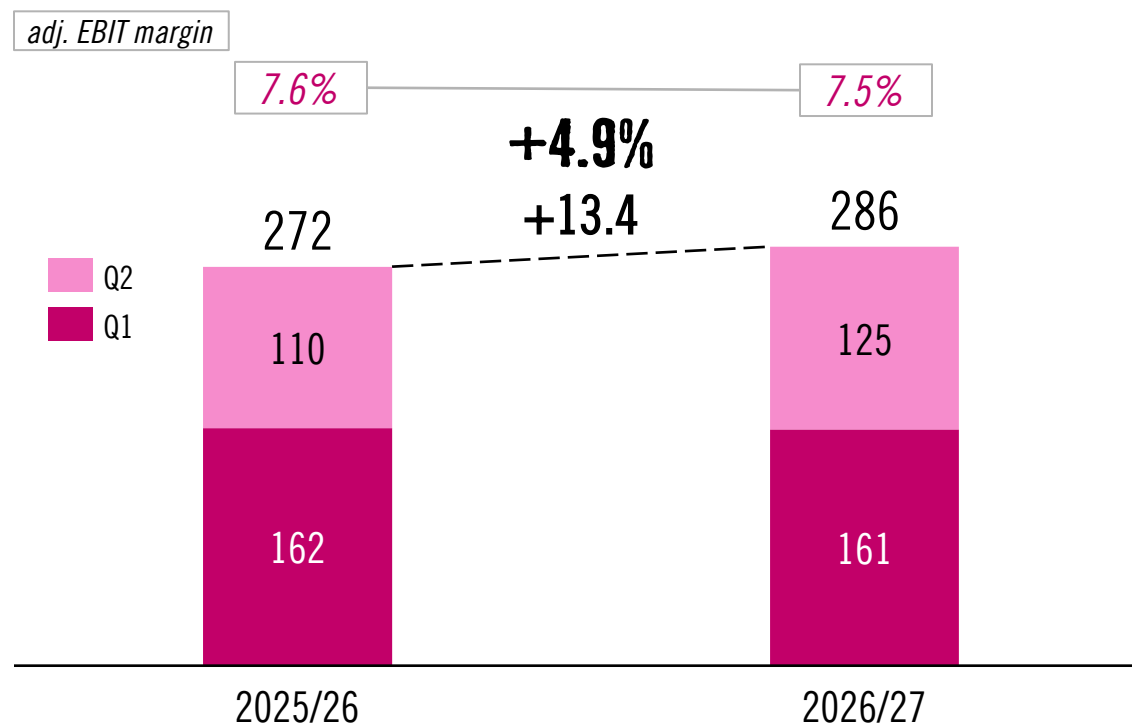
Cost development

- **Selling & store cost ratio** decreased despite higher operating and expansion driven personnel costs
- **Increase in general & admin costs** reflects investments in IT infrastructure and personnel
- **Pre-opening costs** due to preparations for new store openings

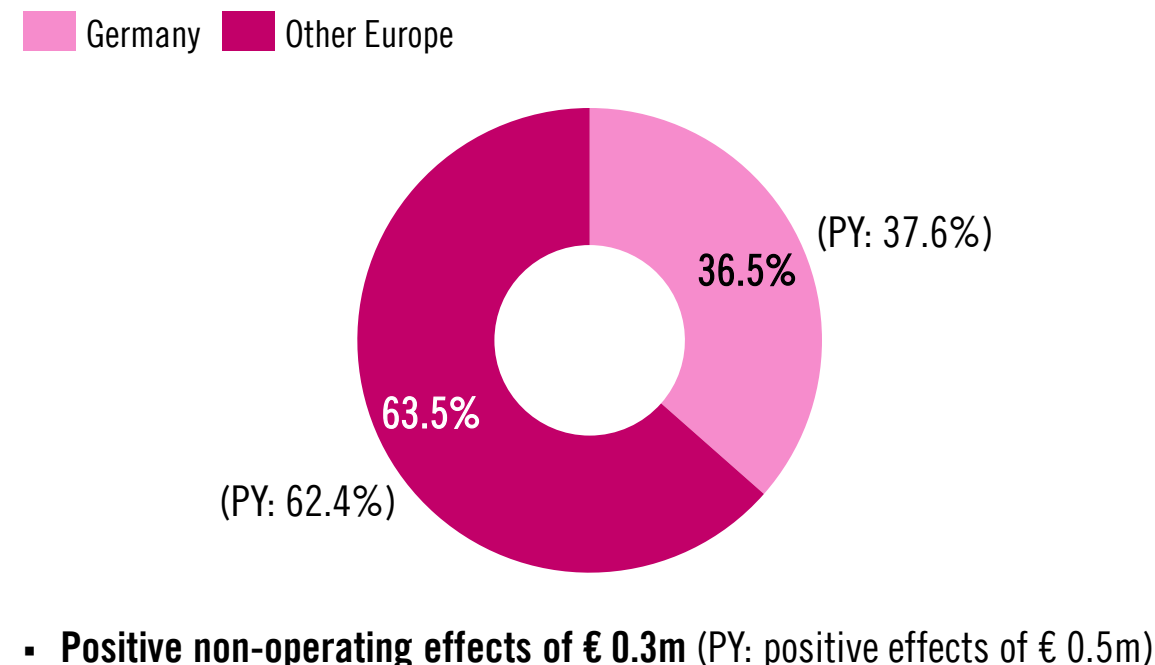
Total personnel costs increased to € 609m (+4.9%)

Adjusted EBIT above prior-year level

6M adjusted EBIT and adjusted EBIT margin



Adjusted EBIT 6M split by geography



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

	6M 2026/27	6M 2025/26
Cash flow from operating activities	352.0	271.6
of which: funds from operations	306.7	295.5
of which: change in working capital	45.3	(23.9)
Cash flow from investing activities	(117.4)	(102.3)
of which: gross CAPEX	(121.0)	(106.7)
Cash flow from financing activities	34.7	(109.7)
Free cash flow (after net CAPEX and dividend)	194.9	129.6

Cash flow from operating activities driven by improved working capital:

- Stronger seasonal reduction of inventories (+)
- Initiatives to improve working capital (+)
- Repayment of reverse factoring program (-)

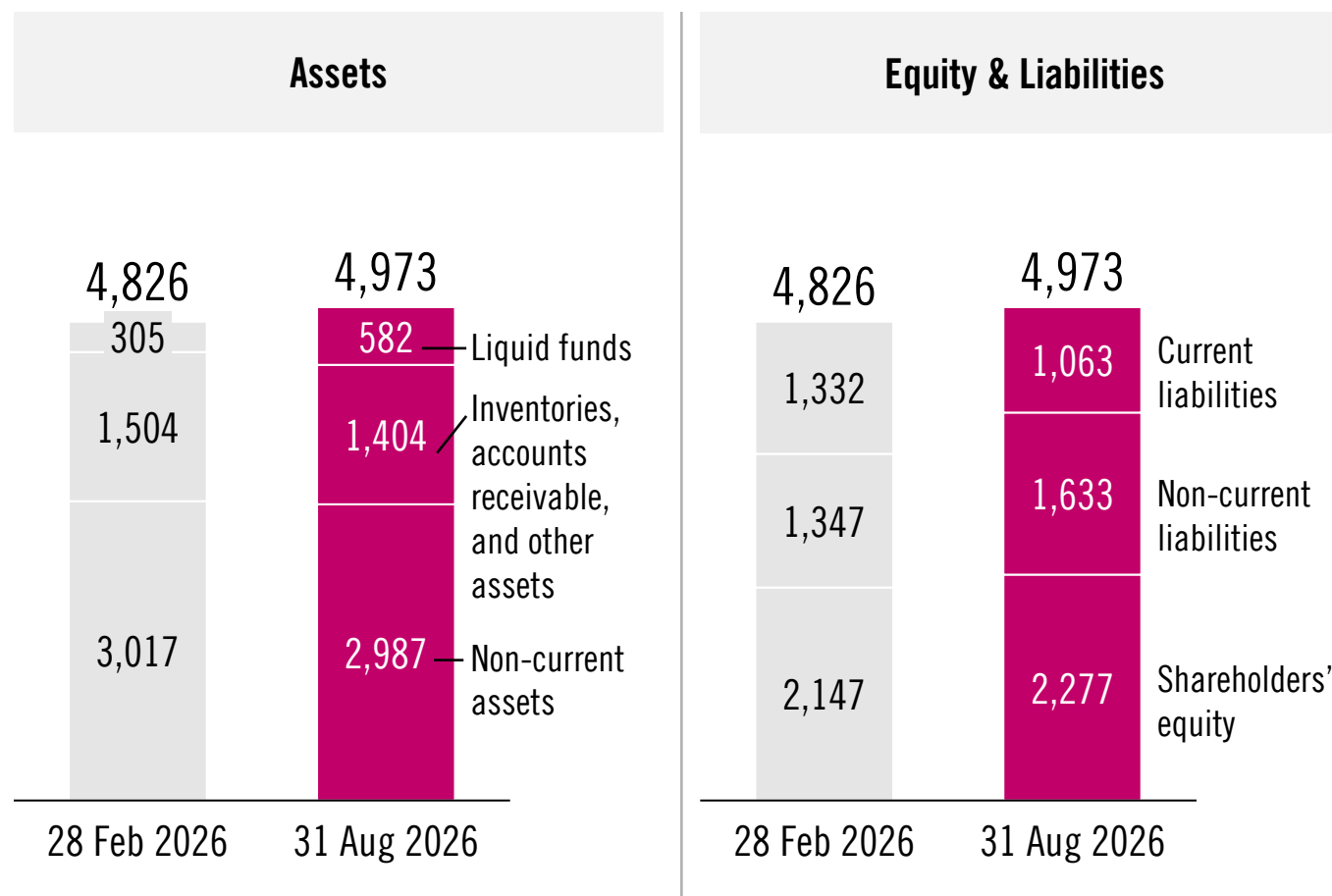
CAPEX increased mainly due to network expansion:

- Land and stores (53%)
- Store equipment (33%)
- Mainly software (14%)

Free cash flow improved despite higher CAPEX

Cash flow from financing activities reflects refinancing:
Baumarkt bond replaced by promissory note loan

Strong balance sheet structure underpinned by a high equity ratio



Net financial debt¹ decreased to € 1,174m – driven by increased liquid funds

Leverage ratio² at 2.3x (Feb 2026: 2.8x)

Strong **equity ratio** of 45.8% (Feb 2026: 44.5%)

¹ Sum of short- and long-term financial debt (including lease liabilities) less cash and cash equivalents

² Net debt/EBITDA

Financial Guidance 2026/27 confirmed

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),
September 11, 2026



Beuningen "Vloeren"
(Netherlands), October 2026



There's always a
job to be done.

Q&A

Ask a question via webcast:

Press the **“raise hand” button**, wait for the moderator, and, when it’s your turn, unmute your microphone by pressing the **“microphone” button**.

Ask a question via telephone:

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Event calendar

October 6, 2026	Quirin SME Conference, Paris
November 4, 2026	Kapitalmarktforum, Mannheim
November 11, 2026	Münchner Kapitalmarkt Konferenz, Munich
November 16, 2026	Winter 1on1-Summit, virtual
November 18, 2026	BofA Global Consumer & Retail Conference, Paris
November 24, 2026	Deutsches Eigenkapitalforum, Frankfurt
December 22, 2026	Quarterly Statement Q3 2026/27