

# **HORNBACH Holding AG & Co. KGaA**

**Münchener Kapitalmarkt Konferenz**

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## HORNBACH at a glance

### Business overview



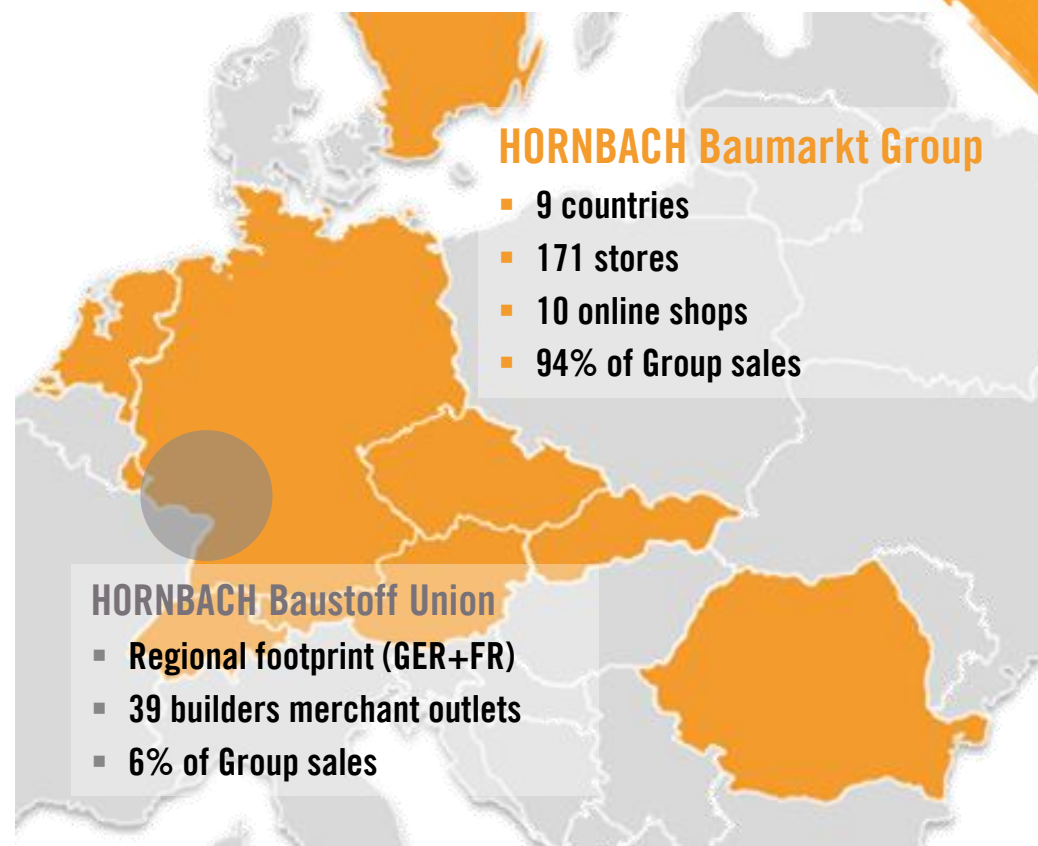
- One of Europe's leading home improvement retail groups
- Market leader in home improvement interconnected retail in Germany
- Organic growth above the German home improvement sector

### Key figures FY 2023/24



- Preliminary Group sales of € 6.2bn (yoy: -1.6%)
- Preliminary Group adj. EBIT of € 254m (yoy: -12%)
- New store in Nijmegen (NL) – opened in July 2023

### HORNBACH Group: European footprint (March 2024)





### HORNBACH further investing in stores, online platform and services

- HORNBACH Baumarkt started integrated **online marketplace** for third-party sellers in Oct 2023
- Acquisition of German start-up Seniovo, which specializes in **serial barrier-free bathroom renovations**, enhancing do-it-for-me services
- New DIY store opened in **Nijmegen (Netherlands)**
- Building material **drive-ins** or **pick-up facilities** added to several stores
- 34 HORNBACH stores newly equipped with **photovoltaic systems**
- **New IT hub** in **Bucharest (Romania)** to support ICR projects within the Group



## Highlights 2023/24

### DIY customers focus on smaller renovation and gardening projects

- Preliminary FY 2023/24 **Group net sales** slightly down **(-1.6%)** to € 6,161m from previous year's record level
- **Online sales share** (HORNBACH Baumarkt) at **12.7%** in FY 2023/24
- **Number of customers** (HORNBACH Baumarkt) increased by **+2.3%**

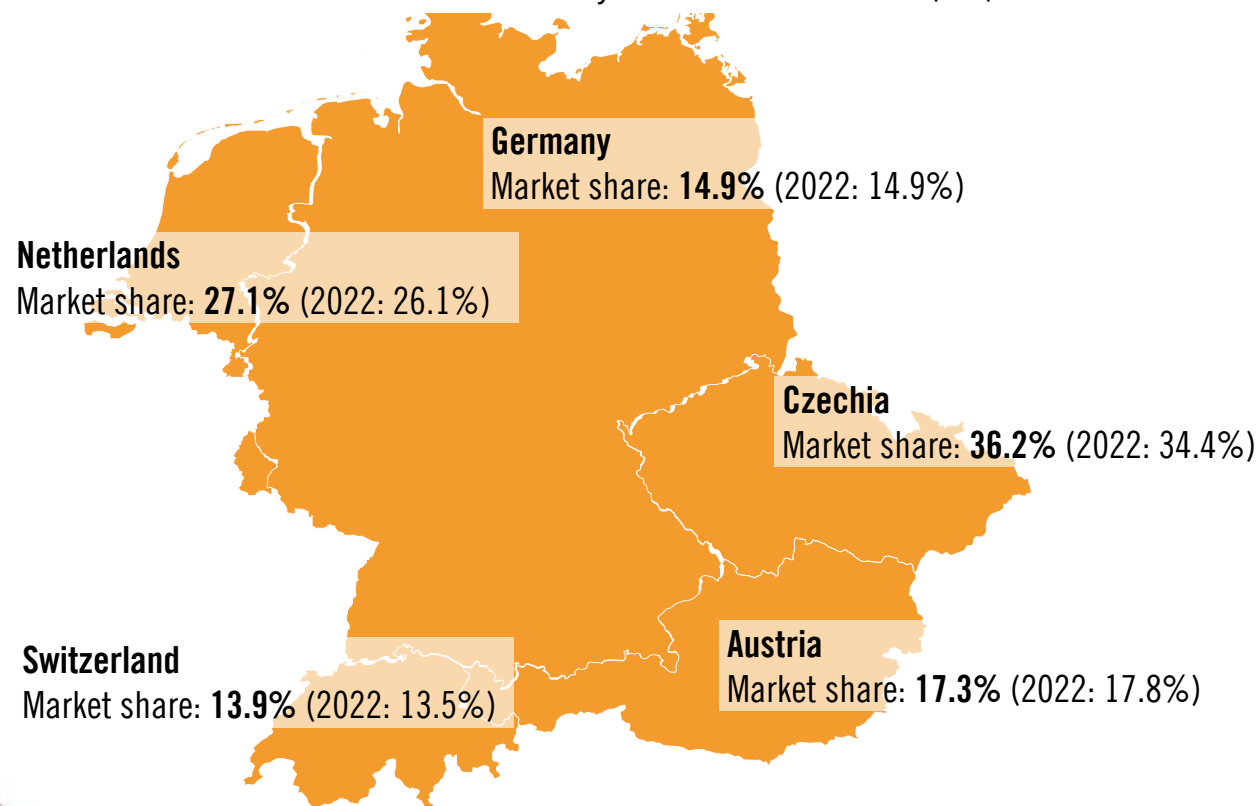
### Preliminary earnings in line with guidance

- FY 2023/24 **adj. EBIT** at € 254m (yoy: **-12%**)
- **Improvement in Q4 adjusted EBIT** vs previous year driven by sequential improvement of gross margins based on lower commodity prices in some product groups and more favorable product mix

## HORNBACH Baumarkt: Gaining further market share in key international markets

### Market share 2023 in key countries

Market share of HORNBACH Baumarkt January – December 2023 in % (GfK)



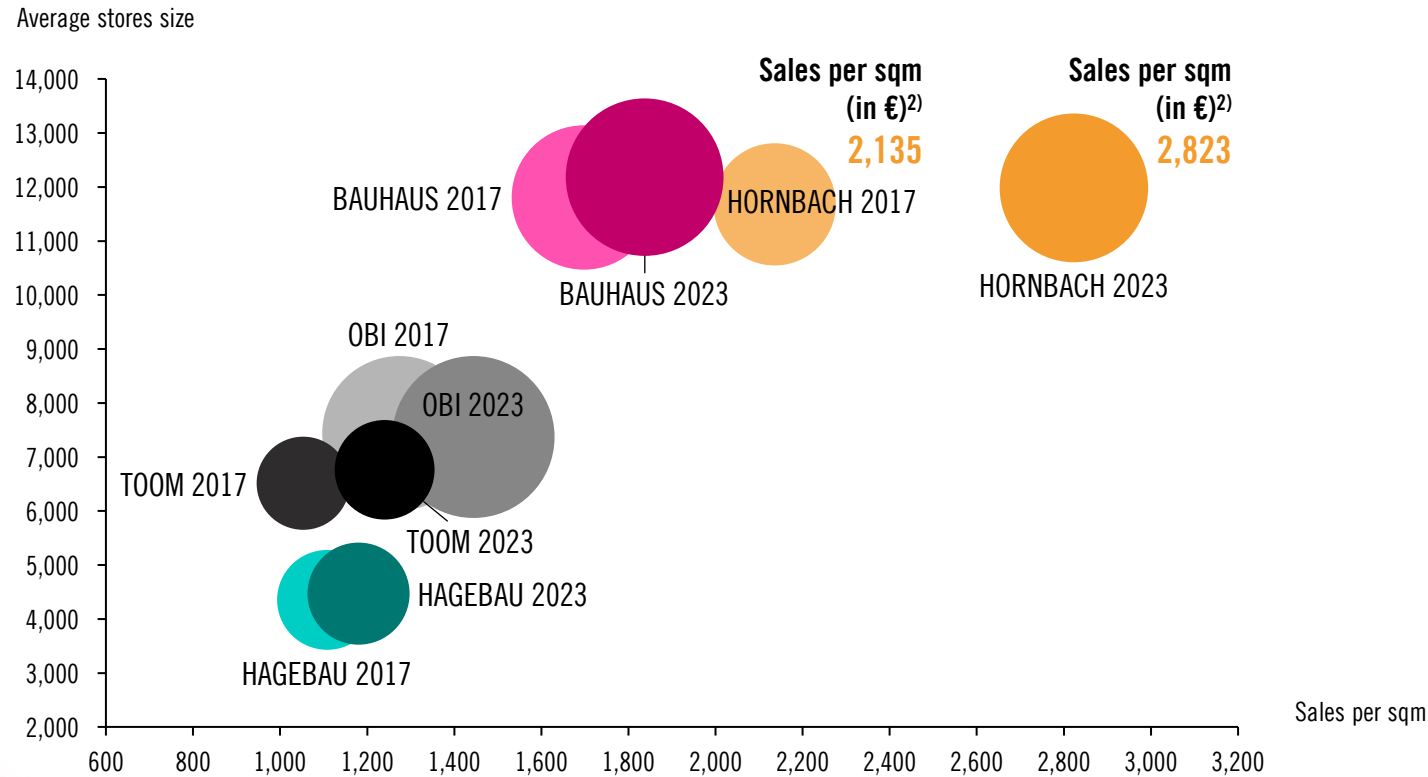
- HORNBACH continued to **gain market share** (GfK) in key international markets in the calendar year 2023
- Strong market share gains in the **Netherlands** (+ 1.0 ppt) and **Czechia** (+1.8 ppt).
- Market share in **Germany** stable on a high level at **14.9%**

Source: GfK DIY-TSR (Large DIY stores > 1,000 sqm), no data for Luxemburg, Romania, Slovakia, Sweden

## Leading sales floor efficiency

# Market-leading and growing sales floor efficiency

### Sales per sqm (€) of HORNBACH and German competitors<sup>1)</sup>



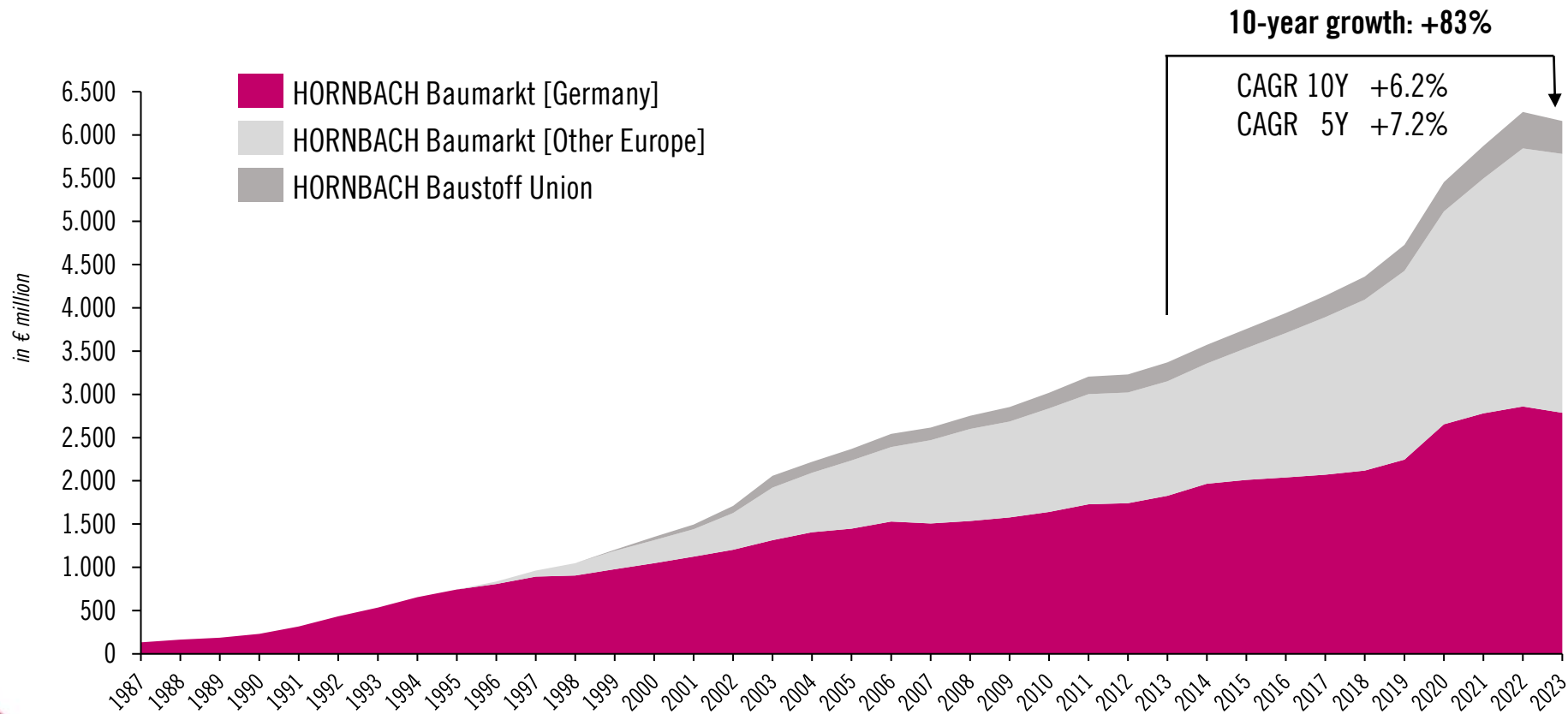
1) Dähne Statistik Baumarkt + Garten 2024/ own calculations 2) Weighted net sales per sqm (fiscal year 2023/24)

- Clear focus on organic, high-quality growth in large catchment areas, rigorous location examination to meet required standards
- Interconnected retail strategy increased store productivity: Online share at 13% vs German DIY sector (~5%)
- Broad and deep product range combined with availability in sufficient project quantities
- Focus on large projects and professional customers (>20% of sales) leading to large baskets and repeat purchases supplemented by trained client advisors

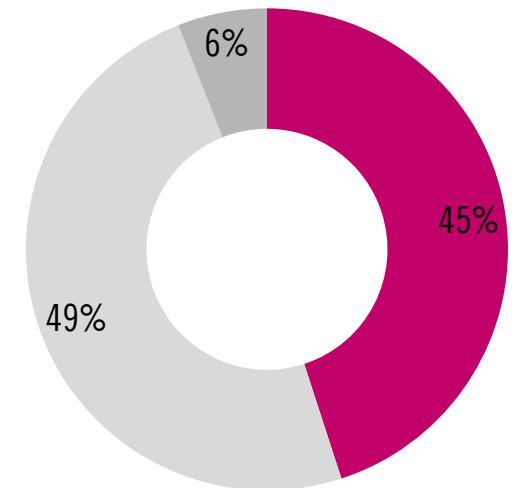
## Sustainable long-term growth

# Successful long-term organic growth

### Net sales of HORNBACH Group since IPO



**FY 2023/24:**  
€ 6,161 million

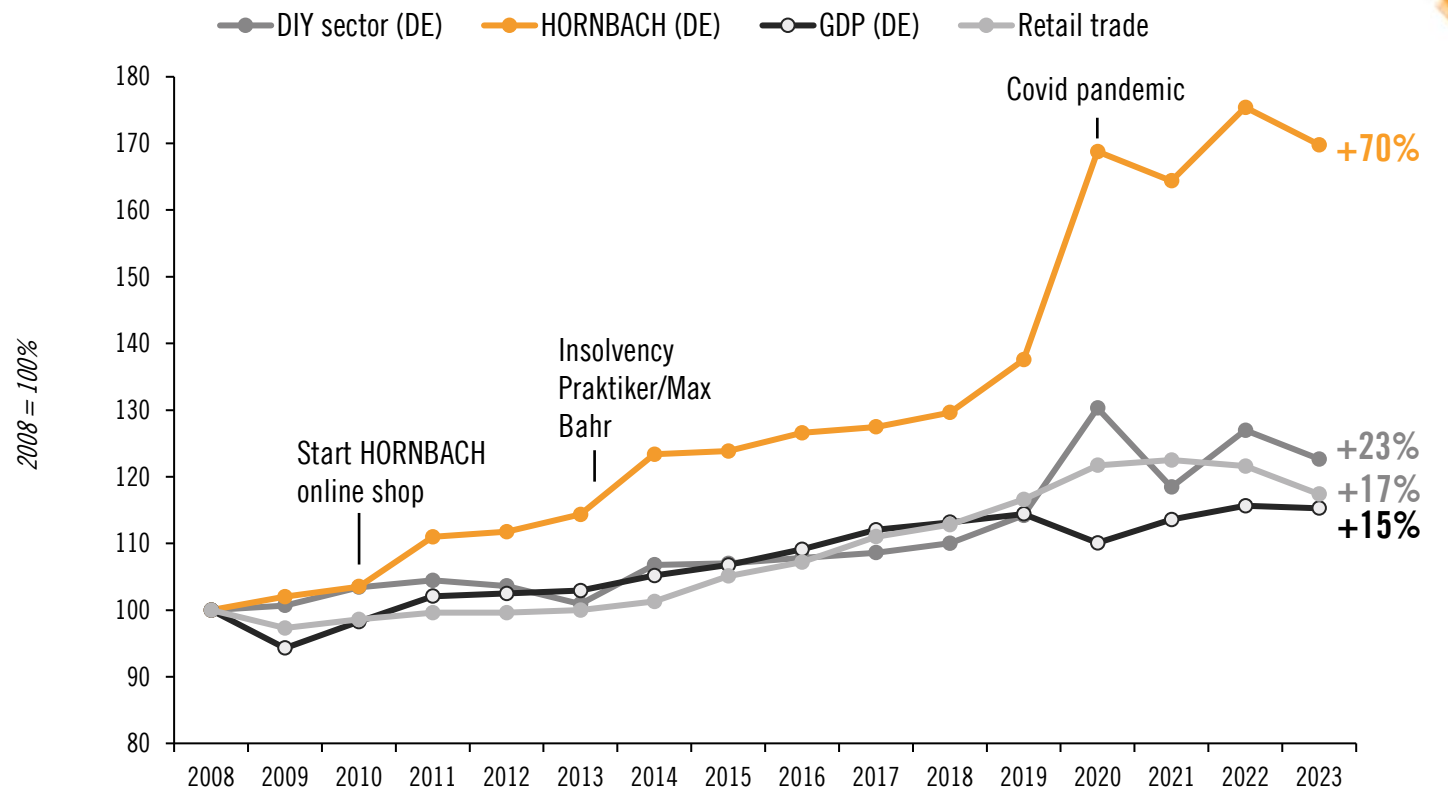




## Proven resilience through cycles

- **Consistent outperformance** of both the DIY industry and broader retail sector
- History of **continuously increasing market share** – particularly in challenging markets
- **Competitive advantages** allow HORNBAACH to invest in growth and to adapt to external challenges
- Successful introduction of **new sales channels** and **geographic diversification**

Like-for-like growth rate of the German DIY sector / German GDP vs HORNBAACH (calendar year)<sup>1)2)</sup>



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

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

## Rising need for renovations

# DIY plays an important role in adjusting homes to our needs

**Cocooning** and **working from home**<sup>1)</sup> are here to stay requiring **multifunctional living spaces**



**High energy prices** and the pledge towards **carbon neutrality** in 2050<sup>2)</sup> 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

## Navigating current challenges while pursuing long-term opportunities



- Focused on **improving efficiency** through actively managing costs and inventory
- Maintaining **price leadership** and ensuring we remain a reliable partner to our customers
- Continuing to invest in our ICR strategy and digitalization of our business to **maintain our strong market positions**
- **Committed to sustainability** in our own operations, our supply chain and regarding our product offering
- **Robust balance sheet** and **reliable dividend**
- **Confident in our business model** and well positioned to navigate current macroeconomic environment and grow market shares

# Q&A

# Upcoming events & contact

## Financial Calendar

May 14, 2024	German Spring Conference – Equity Forum (Frankfurt)
<b>May 22, 2024</b>	<b>Annual Report FY 2023/24 as of February 29, 2024 / Analyst Conference (Frankfurt)</b>
May 23, 2024	European Champions Conference 2024 - Deutsche Bank (Frankfurt)
June 6, 2024	Erste's Consumer & Technology Conference 2024 - Erste Group (virtual)
June 6, 2024	Warburg Highlights (Hamburg)
June 6, 2024	Nextcap Forum 2024 – ODDO BHF (virtual)
<b>June 25, 2024</b>	<b>Quarterly Statement Q1 2024/25 as of May 31, 2024</b>
<b>July 5, 2024</b>	<b>Annual General Meeting, Landau (Palatinate)</b>
August 20, 2024	2nd German Small Cap Select Conference – mwb research (virtual)

Updates on our [IR website](#)

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