



Results 9M / 2013

November 5, 2013

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Key Figures – Group

	Jan. – Sep. 2012	Jan. – Sep. 2013	Change nominal / like-for-like	
	mill. €	mill. €	in %	
Sales	4,566	4,674	+2.4	+7.3
EBIT	558	650		
Profit after Tax	358	433		
Earnings per Share in €	1.55	1.88		
EBIT *	575	650		
Profit after Tax *	370	433		
EBIT Margin *	12.6%	13.9%		
Profit after Tax Margin *	8.1%	9.3%		
Earnings per Share in € *	1.60	1.88		

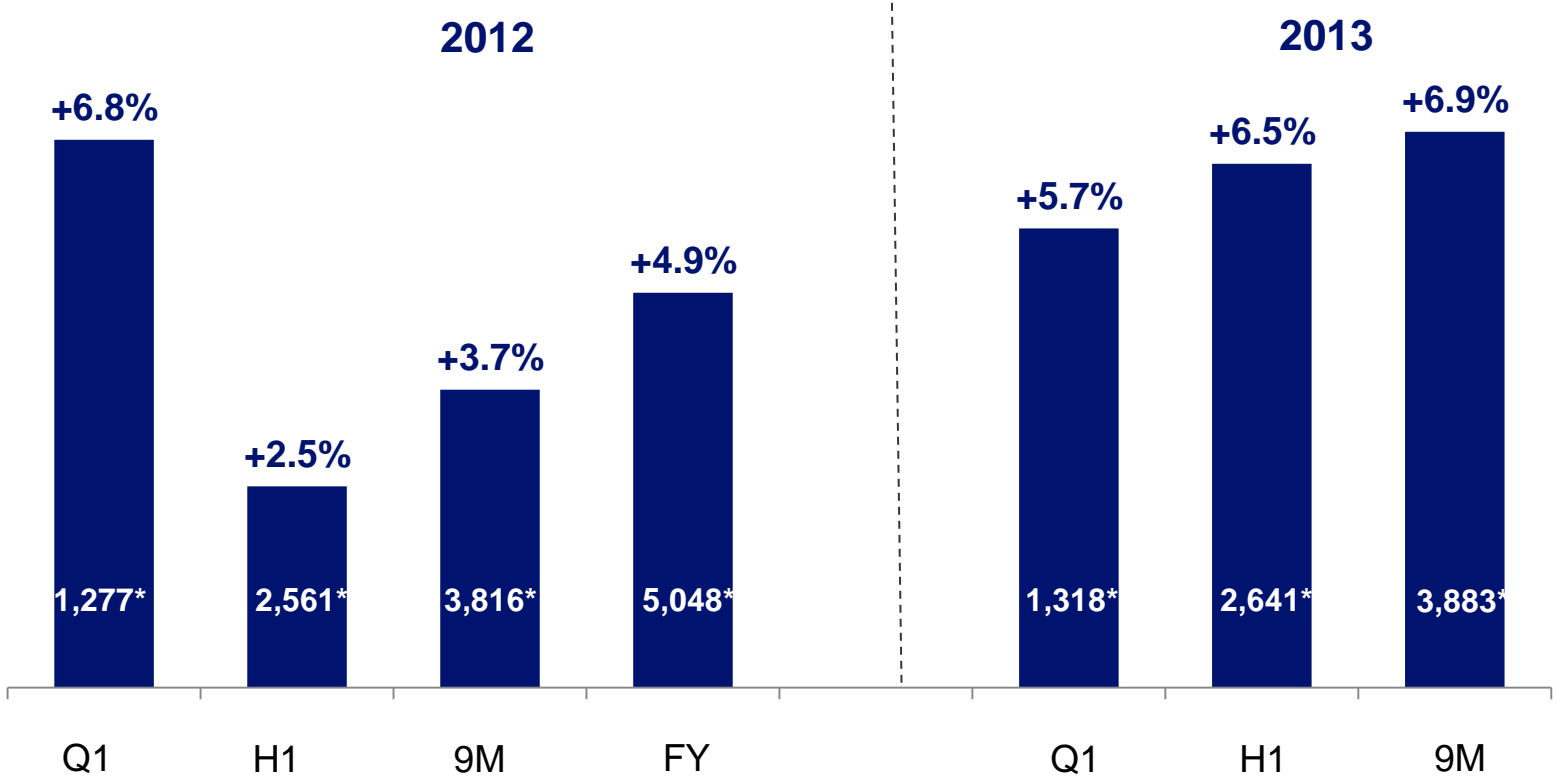
* Excluding special factors

Key Figures – tesa

	Jan. – Sep. 2012	Jan. – Sep. 2013	Change nominal / like-for-like	
	mill. €	mill. €	in %	
Sales	750	791	+5.5	+9.3
EBIT	99	140		
EBIT Margin	13.2%	17.7%		

Consumer Sales Growth

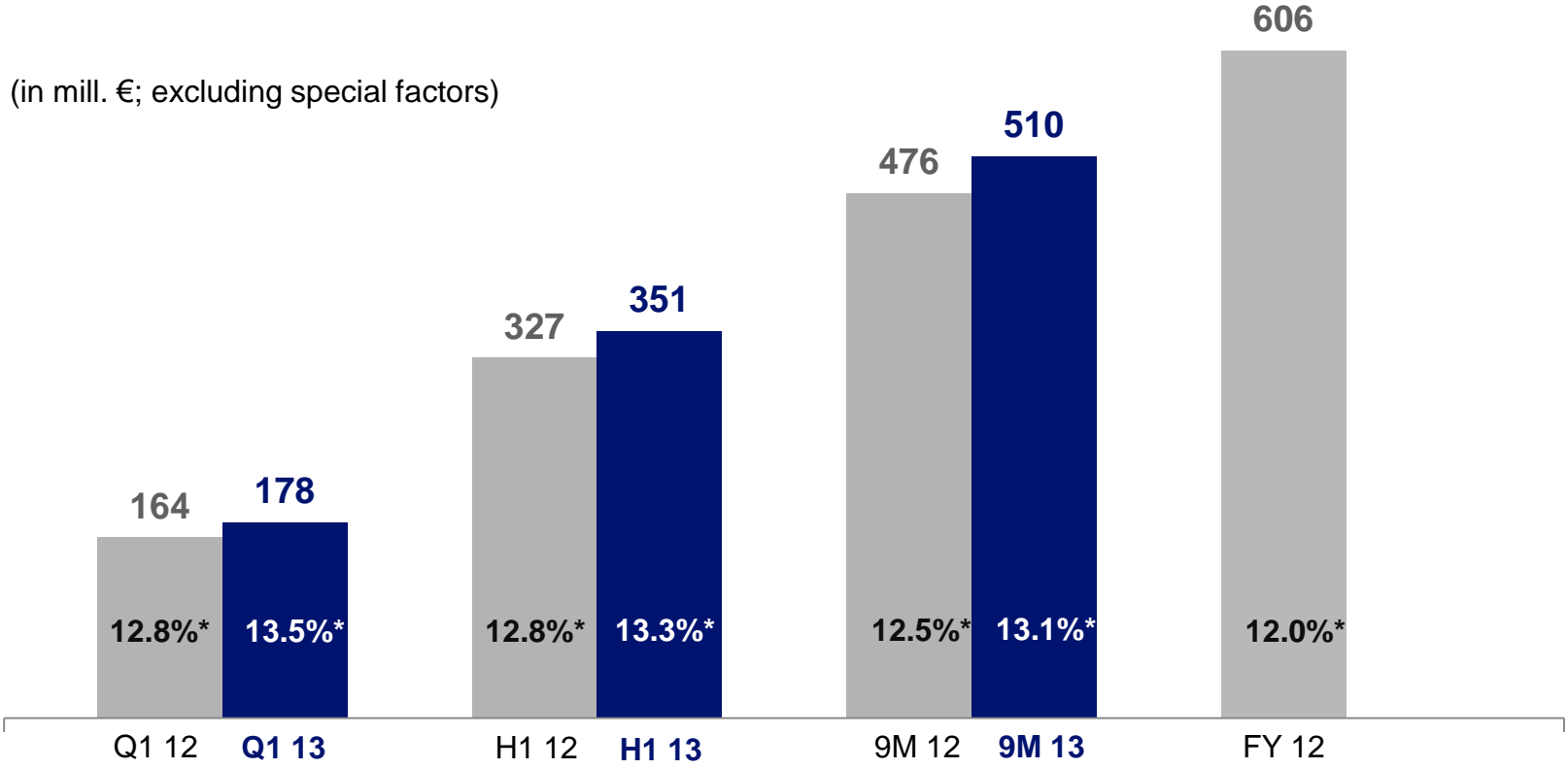
(Sales growth in % on a like-for-like basis)



(* Sales in mill. €)

Consumer EBIT

(in mill. €; excluding special factors)



(*EBIT margin in % of sales; excluding special factors)

Consumer Sales per Region

(by origin)	Jan. – Sep. 2012*	Jan. – Sep. 2013	Change like-for-like
	mill. €	mill. €	in %
Western Europe	1,727	1,708	+0.3
Eastern Europe	444	431	-0.8
North America	241	247	+5.2
Latin America	474	449	+15.5
A/A/A	930	1,048	+18.9
Total Consumer	3,816	3,883	+6.9

- Western Europe has returned to positive growth
- Eastern Europe slightly below previous year
- Strong sales increases in Latin America and A/A/A

* The prior-year figures have been adjusted due to the reclassification of the Turkish affiliate from Western Europe to A/A/A

Blue Agenda

Blue Agenda

●●● Blue Agenda

<p>We will be the No. 1 Skin Care company in our relevant categories and markets.</p> <p>We are Skin Care Closest to Markets</p>	<p>We combine leading brands, big innovations and world-class advertising.</p> <p>Leading Brands Big Innovations World-Class Advertising Shopper Connectivity</p>
<p>We are small and act with maximum focus, speed, and efficiency.</p> <p>Focused Fast & Flexible Lean & Efficient</p>	<p>We are Beiersdorf... We are unique!</p> <p>One Team Top Talents Values & Culture</p>

Key Drivers

- 1 Brand
- 2 Innovation
- 3 Emerging Markets
- 4 Efficiency
- 5 Organization

Guidance 2013

Sales development on a like-for-like basis

Profit development on an operative basis

Consumer

- Sales growth 6-7%
- EBIT margin above 12%



Total Group

- Sales growth 6-7%
- EBIT margin around 13%
- PAT margin 8-9%

tesa

- Sales growth 6-7%
- EBIT margin around 16%



2012 data for reference:

- Consumer EBIT 12.0%*
- tesa EBIT 13.0%
- Group EBIT 12.2%*
- Group Profit After Tax 7.9%*

* Excluding special factors

Questions and Answers

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