DISCLAIMER

Some of the statements made in this presentation contain forward-looking information that involve a number of risks and uncertainties. Such statements are based on a number of assumptions, estimates, projections or plans that are inherently subject to significant risks, as well as uncertainties and contingencies that are subject to change. Actual results can differ materially from those anticipated in the Company’s forward-looking statements as a result of a variety of factors, including those set forth from time to time in the Company’s press releases and reports and those set forth from time to time in the Company’s analyst calls and discussions. We do not assume any obligation to update the forward-looking statements contained in this presentation.

This presentation does not constitute an offer to sell or a solicitation or offer to buy any securities of the Company, and no part of this presentation shall form the basis of or may be relied upon in connection with any contract or commitment. This presentation is being presented solely for your information and is subject to change without notice.
AGENDA

Full Year Results 2014

Blue Agenda

Financials

Outlook 2015

Q & A
## KEY FIGURES – GROUP

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>nominal in %</td>
</tr>
<tr>
<td>Sales</td>
<td>6,141</td>
<td>6,285</td>
<td>2.3</td>
</tr>
<tr>
<td>EBIT*</td>
<td>814</td>
<td>861</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax*</td>
<td>537</td>
<td>581</td>
<td></td>
</tr>
<tr>
<td>EBIT Margin*</td>
<td>13.2%</td>
<td>13.7%</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax Margin*</td>
<td>8.7%</td>
<td>9.2%</td>
<td></td>
</tr>
<tr>
<td>Earnings per Share in €*</td>
<td>2.33</td>
<td>2.53</td>
<td></td>
</tr>
</tbody>
</table>

* Excluding special factors.
CONSUMER SALES GROWTH

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

2013

Q1: 5.7%
H1: 6.5%
9M: 6.9%
FY: 7.0%

2014

Q1: 6.3%
H1: 5.0%
9M: 4.2%
FY: 4.8%
CONSUMER EBIT

(in mill. € / % of sales)

EBIT numbers excluding special factors
* Including non-recurring income of €10 million from the sale of real estate
## CONSUMER SALES PER REGION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>nominal</td>
<td>like-for-like</td>
</tr>
<tr>
<td>Western Europe</td>
<td>2,196</td>
<td>2,244</td>
<td>2.2</td>
<td>1.6</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>591</td>
<td>555</td>
<td>-6.2</td>
<td>3.6</td>
</tr>
<tr>
<td>North America</td>
<td>334</td>
<td>349</td>
<td>4.3</td>
<td>4.6</td>
</tr>
<tr>
<td>Latin America</td>
<td>616</td>
<td>624</td>
<td>1.4</td>
<td>7.1</td>
</tr>
<tr>
<td>A/A/A</td>
<td>1,366</td>
<td>1,437</td>
<td>5.2</td>
<td>9.6</td>
</tr>
<tr>
<td>Total Consumer</td>
<td>5,103</td>
<td>5,209</td>
<td>2.1</td>
<td>4.8</td>
</tr>
</tbody>
</table>
### KEY FIGURES – tesa

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>in %</td>
<td>in %</td>
</tr>
<tr>
<td>Sales</td>
<td>1,038</td>
<td>1,076</td>
<td>3.6</td>
<td>4.4</td>
</tr>
<tr>
<td>EBIT*</td>
<td>176</td>
<td>183</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBIT Margin*</td>
<td>16.9%</td>
<td>17.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Excluding special factors.
BLUE AGENDA

We will be the No. 1 Skin Care company in our relevant categories and markets.

- We are Skin Care
- Closest to Markets

We are small and act with maximum focus, speed and efficiency.

- Fast & Flexible
- Lean & Efficient

We combine leading brands, big innovations and world-class advertising.

- Leading Brands
- Big Innovations
- World-Class Advertising
- Shopper Connectivity

We are Beiersdorf ... we are unique!

- One Team
- Top Talent
- Values & Culture

KEY DRIVERS

- Brand
- Innovation
- Markets
- People
INNOVATION

In-Shower

Cellular Anti-Age

Black & White
INNOVATION

NIVEA Q10 plus Serum Pearls

- Breakthrough in anti-aging research
- Revolutionary pearl technology and a highly effective serum
- More than 15 years expertise in Q10 anti-aging
MARKETS

Share of Total Consumer Sales*

2011

46% E. Europe, Latin America, A/A/A
54% W. Europe, North America

2014

52% E. Europe, Latin America, A/A/A
48% W. Europe, North America

* Based on Consumer like-for-like sales.
## MARKETS

<table>
<thead>
<tr>
<th>PC</th>
<th>Opening</th>
</tr>
</thead>
</table>
| **MEXICO**  
*New construction*

Opened July 2014  
LEED Platin Certificate |
| **INDIA**  
*New construction*

Planned opening 2015 |
| **CHILE**  
*Extension*

Planned opening 2015 |
AGENDA

Full Year Results 2014

Blue Agenda

Financials

Outlook 2015

Q & A
“Growth story set to re-accelerate.”
### KEY FIGURES – GROUP

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>in %</td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td>6,141</td>
<td>6,285</td>
<td>2.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>820</td>
<td>796</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax</td>
<td>543</td>
<td>537</td>
<td></td>
</tr>
<tr>
<td>Earnings per Share in €</td>
<td>2.35</td>
<td>2.33</td>
<td></td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>814</td>
<td>861</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax*</td>
<td>537</td>
<td>581</td>
<td></td>
</tr>
<tr>
<td>EBIT Margin*</td>
<td>13.2%</td>
<td>13.7%</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax Margin*</td>
<td>8.7%</td>
<td>9.2%</td>
<td></td>
</tr>
<tr>
<td>Earnings per Share in €*</td>
<td>2.33</td>
<td>2.53</td>
<td></td>
</tr>
</tbody>
</table>

* Excluding special factors.

Results FY 2014
2/13/2015 | Page 17
### REGIONAL GROUP RESULTS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>3,390</td>
<td>3,421</td>
<td>0.9</td>
<td>542</td>
<td>589</td>
<td>17.2</td>
</tr>
<tr>
<td>Americas</td>
<td>1,092</td>
<td>1,116</td>
<td>2.2</td>
<td>82</td>
<td>80</td>
<td>7.1</td>
</tr>
<tr>
<td>Africa/Asia/Australia</td>
<td>1,659</td>
<td>1,748</td>
<td>5.4</td>
<td>190</td>
<td>192</td>
<td>11.0</td>
</tr>
</tbody>
</table>

* Excluding special factors.
CHANGE IN CONSUMER SALES AND EBIT SPLIT

Eastern Europe + Latin America + A/A/A

<table>
<thead>
<tr>
<th>Year</th>
<th>Share of global Consumer net sales*</th>
<th>Share of global Consumer EBIT**</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>44%</td>
<td>21%</td>
</tr>
<tr>
<td>2011</td>
<td>46%</td>
<td>21%</td>
</tr>
<tr>
<td>2012</td>
<td>49%</td>
<td>25%</td>
</tr>
<tr>
<td>2013</td>
<td>52%</td>
<td>31%</td>
</tr>
<tr>
<td>2014</td>
<td>52%</td>
<td>29%</td>
</tr>
</tbody>
</table>

* Based on Consumer like-for-like sales.
** Excluding special factors.
Sales growth outperforms market development.

Operating EBIT margin still on high level in spite of continued investment activity.

All regions contributed to the growth.

tesa drives sales with system solutions for industry business as well as products for consumers.

Innovation and extension of structures in growth regions are our key success factors.

455 employees work at the company’s own labs in Germany, the US and Asia.
CAPITAL EXPENDITURES

Capital Expenditures in mill. €
(2010 – 2014)

- 2010: €96
- 2011: €86
- 2012: €151
- 2013: €227
- 2014: €301
GUIDANCE 2015

Sales development on a like-for-like basis
Profit development on an operative basis

- Consumer
  - Sales growth 3-5%
  - EBIT margin slightly above previous year

- tesa
  - Sales growth 3-5%
  - EBIT margin slightly below previous year

- Total Group
  - Sales growth 3-5%
  - EBIT margin slightly above previous year
  - PAT margin slightly above previous year

2014 data for reference:
- Consumer EBIT 13.0%*
- tesa EBIT 17.0%*
- Group EBIT 13.7%*
- Group Profit After Tax 9.2%*

* Excluding special factors
Questions and Answers
HOW TO CONTACT INVESTOR RELATIONS

Beiersdorf Website
www.Beiersdorf.com

IR-Hotline
Tel: +49 (0) 40 4909 5000
Fax: +49 (0) 40 4909 18 5000
Email: Investor.Relations@Beiersdorf.com