## SALES DEVELOPMENT

<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 Consumer</td>
<td>1,396</td>
<td>1,484</td>
<td>6.3</td>
</tr>
<tr>
<td>Sales tesa</td>
<td>277</td>
<td>317</td>
<td>14.4</td>
</tr>
<tr>
<td>Sales Group</td>
<td>1,673</td>
<td>1,801</td>
<td>7.7</td>
</tr>
</tbody>
</table>
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TESA SALES

GROWTH

FY 2015: +0.4%
H1 2016: +0.2%
FY 2016: +2.6%
Q1 2017: +13.5%

AUTOMOTIVE

ELECTRONICS
CONSUMER SALES BY BRAND

CORE BRANDS

Q1 2017

+3.5%  +3.3%  +3.8%  +10.5%

NIVEA  Eucerin  Hansaplast  la prairie
## CONSUMER SALES PER REGION

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>nominal in %</td>
</tr>
<tr>
<td>Europe</td>
<td>720</td>
<td>748</td>
<td>3.8</td>
</tr>
<tr>
<td>Western Europe</td>
<td>593</td>
<td>597</td>
<td>0.7</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>127</td>
<td>151</td>
<td>18.4</td>
</tr>
<tr>
<td>Americas</td>
<td>247</td>
<td>278</td>
<td>12.5</td>
</tr>
<tr>
<td>North America</td>
<td>114</td>
<td>117</td>
<td>3.4</td>
</tr>
<tr>
<td>Latin America</td>
<td>133</td>
<td>161</td>
<td>20.3</td>
</tr>
<tr>
<td>Africa/Asia/Australia</td>
<td>429</td>
<td>458</td>
<td>6.7</td>
</tr>
<tr>
<td><strong>Total Consumer</strong></td>
<td><strong>1,396</strong></td>
<td><strong>1,484</strong></td>
<td><strong>6.3</strong></td>
</tr>
</tbody>
</table>
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

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# FOCUS 2017 – GROWTH

<table>
<thead>
<tr>
<th>Breakthrough Innovation</th>
<th>Global Leader Men</th>
<th>More Local Footprint</th>
<th>Digital Acceleration</th>
<th>New Growth Platforms</th>
</tr>
</thead>
</table>

- **Breakthrough Innovation**
  - Clothing Protection

- **Global Leader Men**
  - NIVEA Men

- **More Local Footprint**
  - Brazil
  - Russia
  - Iran
  - India
  - Pakistan

- **Digital Acceleration**
  - JD.com

- **New Growth Platforms**
  - Eucerin
  - Hansaplast
  - Elastoplast
  - la prairie
The innovative formula helps UV-filter-induced stains to wash out of clothes more easily.

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GLOBAL LEADER MEN

70% OF MEN DO BODY SHAVING ALREADY

EASY TO APPLY UNDER THE SHOWER

STRONG EARLY TAKE UP
MORE LOCAL FOOTPRINT

NIVEA India

PC in Sanand

CAGR: > +20%

DIGITAL ACCELERATION

DIGITAL MARKETING

E-COMMERCE

CAPABILITIES

NEW CDO

NEW CDO
NEW GROWTH PLATFORMS
SUPERIOR TECHNOLOGY

100% PAIN-FREE REMOVAL

REGULAR

SILICONE SOFT
GUIDANCE 2017

Consumer
- Sales growth 3-4%
- EBIT margin slightly above previous year

tesa
- Sales growth 4-5%
- EBIT margin at the same level as previous year

Total Group
- Sales growth 3-4%
- EBIT margin slightly above previous year
- PAT margin slightly above previous year

2016 data for reference (excluding special factors):
- Consumer EBIT 14.8%
- tesa EBIT 16.2%
- Group EBIT 15.0%
- Group Profit After Tax Margin 10.8%

Note: Sales development on an organic basis – Profit development on an operative basis
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Questions and Answers
INVESTOR RELATIONS CONTACT

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