HALF-YEAR SUMMARY

• Profitable growth above market for both Consumer and tesa in H1 2017.

• Q2 2017 was very innovation driven.

• The cyber attack of June 27th has shifted sales into Q3.

• Without the cyber attack, the group would have grown by +4.4%, instead of the reported +3.3% for H1 2017.

• Consumer would have been +3.4%, instead of the reported +2.3%.

• tesa would have grown by +9.4%, instead of the reported +8.5%.
## KEY FIGURES – GROUP

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td></td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td>3,358</td>
<td>3,513</td>
<td>4.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.3 / 4.4*</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>513</td>
<td>561</td>
<td></td>
</tr>
<tr>
<td><strong>Profit after Tax</strong></td>
<td>371</td>
<td>396</td>
<td></td>
</tr>
<tr>
<td><strong>Earnings per Share in €</strong></td>
<td>1.61</td>
<td>1.71</td>
<td></td>
</tr>
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<td>513</td>
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</tr>
<tr>
<td><strong>Profit after Tax</strong></td>
<td>371</td>
<td>396</td>
<td></td>
</tr>
<tr>
<td><strong>EBIT Margin</strong></td>
<td>15.3%</td>
<td>16.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Profit after Tax Margin</strong></td>
<td>11.0%</td>
<td>11.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Earnings per Share in €</strong></td>
<td>1.61</td>
<td>1.71</td>
<td></td>
</tr>
</tbody>
</table>

* estimated without the effect of the IT attack and the resulting shift of sales
KEY FIGURES – tesa

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>in %</td>
</tr>
<tr>
<td>Sales</td>
<td>560</td>
<td>610</td>
<td>9.0</td>
</tr>
<tr>
<td>EBIT</td>
<td>89</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>EBIT Margin</td>
<td>16.0%</td>
<td>18.1%</td>
<td></td>
</tr>
</tbody>
</table>

* estimated without the effect of the IT attack and the resulting shift of sales
<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>Sales</td>
<td>2,798</td>
<td>2,903</td>
<td>3.8</td>
</tr>
<tr>
<td>EBIT</td>
<td>424</td>
<td>451</td>
<td>2.3 / 3.4*</td>
</tr>
<tr>
<td>EBIT Margin</td>
<td>15.1%</td>
<td>15.5%</td>
<td></td>
</tr>
</tbody>
</table>

*estimated without the effect of the IT attack and the resulting shift of sales*
CONSUMER SALES BY BRAND

H1 2017

CORE BRANDS

+2.2%
+1.3%
+2.2%
+10.2%
CONSUMER EBIT

In % of NS, Consumer, excl. special factors

EBIT

H1 2012: 12.8
H1 2013: 13.3
H1 2014: 13.9
H1 2015: 14.5
H1 2016: 15.1
H1 2017: 15.5
## CONSUMER SALES PER REGION

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Europe</td>
<td>1,466 mill. €</td>
<td>1,491 mill. €</td>
<td>1.7</td>
<td>1.1</td>
</tr>
<tr>
<td>Western Europe</td>
<td>1,207 mill. €</td>
<td>1,203 mill. €</td>
<td>-0.3</td>
<td>0.6</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>259 mill. €</td>
<td>288 mill. €</td>
<td>11.1</td>
<td>3.5</td>
</tr>
<tr>
<td>Americas</td>
<td>491 mill. €</td>
<td>518 mill. €</td>
<td>5.7</td>
<td>0.8</td>
</tr>
<tr>
<td>North America</td>
<td>205 mill. €</td>
<td>206 mill. €</td>
<td>0.7</td>
<td>-1.1</td>
</tr>
<tr>
<td>Latin America</td>
<td>286 mill. €</td>
<td>312 mill. €</td>
<td>9.2</td>
<td>2.1</td>
</tr>
<tr>
<td>Africa/Asia/Australia</td>
<td>841 mill. €</td>
<td>894 mill. €</td>
<td>6.2</td>
<td>5.3</td>
</tr>
<tr>
<td><strong>Total Consumer</strong></td>
<td><strong>2,798 mill. €</strong></td>
<td><strong>2,903 mill. €</strong></td>
<td><strong>3.8</strong></td>
<td><strong>2.3 / 3.4</strong></td>
</tr>
</tbody>
</table>

*estimated without the effect of the IT attack and the resulting shift of sales*
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
Efficiency
Digitalization
People
INNOVATION

We asked our consumers about our new product:

95% Don’t notice any stains on clothes after washing

97% Expectations fulfilled for a sunscreen with clothing protection
MARKETS

LIFTING POTENTIAL IN AFRICA

TAPPING GROWTH IN NIGERIA

Population in million

Source: Euromonitor
DIGITALIZATION

GOOGLE DEVELOPER’S CONFERENCE: BEST PRACTICE EXAMPLE

PROGRESSIVE WEB APP: USER CENTERED
NEW BEIERSDORF HEADQUARTERS

KEY FACTS

- Headquarters: 3,000 employees
- Investment: 230 million euros
- Completion 2021
GUIDANCE 2017

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
Results H1 2017
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Questions and Answers
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