QUARTERLY STATEMENT JAN. – SEPT. 2019

October 29, 2019
9M MESSAGES

CONSUMER

Eucerin®  Hansaplast®  Aquaphor®

la prairie

+5.1%
SALES GROWTH

PORTFOLIO

Coppertone®  LEK

OSCAR & PAUL®  SKIN STORIES®  FLORENA

PROGRESSING
TRANSFORMATION

TESA

+1.2%
SALES GROWTH

Note: Organic sales growth on a like-for-like basis.
Note: Eucerin Even Skin year-to-date market positions. Brazil: In Sāo Paulo state since July 2019.
WIN WITH SKIN CARE – FACE CARE

BOOST SKIN ELASTICITY

NEW

REDUCES DEEP WRINKLES & MOISTURIZES INTENSIVELY

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CONSUMER CONNECTION THROUGH DIGITALIZATION

BE VISIBLE

Digital Marketing Budget

+25%

BE SHOPPABLE

eCommerce Net Sales

+23%

BE LOVABLE

Social Media User Engagement

+130%

Note: Compared to previous year for NIVEA. Digital Marketing Budget relative to overall marketing expenses. Social Media User Engagement in Europe. eCommerce for Consumer.
## GROUP – SALES RESULTS

<table>
<thead>
<tr>
<th></th>
<th>SALES JAN. – SEPT. 2018</th>
<th>SALES JAN. – SEPT. 2019</th>
<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€ MILLION</td>
<td>€ MILLION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSUMER</td>
<td>4,395</td>
<td>4,683</td>
<td>+6.6%</td>
<td>+5.1%</td>
</tr>
<tr>
<td>TESA</td>
<td>1,007</td>
<td>1,042</td>
<td>+3.4%</td>
<td>+1.2%</td>
</tr>
<tr>
<td>GROUP</td>
<td>5,402</td>
<td>5,725</td>
<td>+6.0%</td>
<td>+4.3%</td>
</tr>
</tbody>
</table>
## ORGANIC SALES GROWTH IN %

<table>
<thead>
<tr>
<th>Period</th>
<th>FY 2018</th>
<th>Q1 2019</th>
<th>Q2 2019</th>
<th>Q3 2019</th>
<th>H1 2019</th>
<th>9M 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+5.0</td>
<td>+6.8</td>
<td>+4.2</td>
<td>+4.9</td>
<td>+5.3</td>
<td>+5.1</td>
</tr>
<tr>
<td></td>
<td>+5.9</td>
<td>+7.4</td>
<td></td>
<td></td>
<td>+5.8</td>
<td></td>
</tr>
</tbody>
</table>

Note: Consumer organic sales growth if sales in Argentina had been calculated at constant FX rates.
# CONSUMER – BRANDS

<table>
<thead>
<tr>
<th></th>
<th>NIVEA</th>
<th>DERMA</th>
<th>HEALTHCARE</th>
<th>LA PRAIRIE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3 2019</td>
<td>+2.7%</td>
<td>+10.7%</td>
<td>+5.2%</td>
<td>+14.0%</td>
</tr>
<tr>
<td>9M 2019</td>
<td>+3.0%</td>
<td>+7.5%</td>
<td>+4.2%</td>
<td>+22.7%</td>
</tr>
</tbody>
</table>
## CONSUMER – EUROPE

<table>
<thead>
<tr>
<th></th>
<th>SALES JAN. – SEPT. 2018</th>
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<th>NOMINAL GROWTH</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>€ MILLION</strong></td>
<td><strong>€ MILLION</strong></td>
<td><strong>%</strong></td>
<td><strong>%</strong></td>
<td></td>
</tr>
<tr>
<td>WESTERN EUROPE</td>
<td>1,821</td>
<td>1,877</td>
<td>+3.1%</td>
<td>+2.7%</td>
</tr>
<tr>
<td>EASTERN EUROPE</td>
<td>432</td>
<td>443</td>
<td>+2.5%</td>
<td>+2.6%</td>
</tr>
<tr>
<td><strong>EUROPE</strong></td>
<td>2,253</td>
<td>2,320</td>
<td>+3.0%</td>
<td>+2.7%</td>
</tr>
</tbody>
</table>

- GERMANY AND AUSTRIA POSITIVE; FRANCE AND UK CHALLENGING
- LA PRAIRIE CONTINUED TO BE A SIGNIFICANT GROWTH CONTRIBUTOR
- IMPROVED PERFORMANCE IN POLAND IN A CHALLENGING RETAIL ENVIRONMENT
# CONSUMER – AMERICAS

<table>
<thead>
<tr>
<th></th>
<th>SALES JAN. – SEPT. 2018</th>
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<tr>
<td></td>
<td>€ MILLION</td>
<td>€ MILLION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NORTH AMERICA</td>
<td>316</td>
<td>343</td>
<td>+8.6%</td>
<td>+2.1%</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>438</td>
<td>473</td>
<td>+8.0%</td>
<td>+7.6%</td>
</tr>
<tr>
<td>AMERICAS</td>
<td>754</td>
<td>816</td>
<td>+8.3%</td>
<td>+5.3%</td>
</tr>
</tbody>
</table>

- NORTH AMERICA UP WITH A STRONG PERFORMANCE OF EUCERIN AND AQUAPHOR
- BRAZIL & MEXICO STRONG REBOUND IN LATIN AMERICA
- ARGENTINA DILUTIVE ON GROWTH DUE TO FX

Organic sales growth if sales in Argentina had been calculated at constant FX rates: Latin America +12.4%, Americas +8.1%
## CONSUMER – AFRICA/ASIA/AUSTRALIA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AFRICA/ASIA/AUSTRALIA</strong></td>
<td>1,388</td>
<td>1,547</td>
<td>+11.5%</td>
<td>+8.8%</td>
</tr>
</tbody>
</table>

- LA PRAIRIE CONTINUED DOUBLE-DIGIT GROWTH DESPITE THE DISRUPTIONS IN HONG KONG
- CONTINUED STRONG PERFORMANCE IN INDIA, JAPAN, THAILAND, MALAYSIA, TURKEY, AND SOUTH AFRICA
- WEAK PERFORMANCE OF NIVEA IN CHINA
## TESA – GROWTH

### ORGANIC GROWTH

<table>
<thead>
<tr>
<th>DIRECT INDUSTRIES</th>
<th>TRADE MARKETS</th>
<th>TESA TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>+0.4%</td>
<td>+2.8%</td>
<td>+1.2%</td>
</tr>
</tbody>
</table>

**AUTOMOTIVE**

**ELECTRONICS**

**PRINT AND PAPER**

**BUILDING SUPPLY**

**CONSUMER & CRAFTSMEN**

**GENERAL INDUSTRIAL MARKETS**
CONSUMER
• SALES GROWTH 4-5%
• EBIT MARGIN 14-14.5%

TESA
• SALES GROWTH 1-2%
• EBIT MARGIN SLIGHTLY BELOW PREVIOUS YEAR

TOTAL GROUP
• SALES GROWTH 3-5%
• EBIT MARGIN AROUND 14.5%
• PAT MARGIN SLIGHTLY BELOW PREVIOUS YEAR

2018 DATA FOR REFERENCE (EXCLUDING SPECIAL FACTORS):
• CONSUMER EBIT 15.3%
• TESA EBIT 15.7%
• GROUP EBIT 15.4%
• GROUP PROFIT AFTER TAX MARGIN 10.5%

Note: Sales development is on an organic basis – profit development is based on ongoing operations
Q&A
QUARTERLY STATEMENT JAN. – SEPT. 2019

October 29, 2019