QUARTERLY STATEMENT
JANUARY – MARCH 2019

April 30th, 2019
Q1 2019 OVERVIEW

1. C.A.R.E.+ STRATEGY: EXECUTION START
2. CONSUMER: STRONG PERFORMANCE
3. LA PRAIRIE: EXCELLENT MOMENTUM
4. PRICING: POSITIVE
5. TESA: GROWTH DESPITE HEADWINDS
6. GUIDANCE: CONFIRMED
OUR COMMITMENT

COMPETITIVE SUSTAINABLE GROWTH

CONSUMER CENTRICITY THROUGH DIGITALIZATION

WIN WITH SKIN CARE

ACCELERATE IN WHITE SPOTS

INCREASE PRODUCTIVITY

CULTURE & SOCIETY
### GROUP – SALES RESULTS

<table>
<thead>
<tr>
<th></th>
<th>SALES Q1 2018</th>
<th>SALES Q1 2019</th>
<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSUMER</td>
<td>€1,478 million</td>
<td>€1,598 million</td>
<td>+8.1%</td>
<td>+6.8%</td>
</tr>
<tr>
<td>TESA</td>
<td>€329 million</td>
<td>€349 million</td>
<td>+6.3%</td>
<td>+2.2%</td>
</tr>
<tr>
<td>GROUP</td>
<td>€1,807 million</td>
<td>€1,947 million</td>
<td>+7.8%</td>
<td>+6.0%</td>
</tr>
</tbody>
</table>

- POSITIVE FX AND ACQUISITIONS SUPPORT NOMINAL GROWTH
- GROWTH AT TESA IN SPITE OF SLOWED AUTOMOTIVE DEMAND
CONSUMER – GROWTH

ORGANIC SALES GROWTH IN %

- FY 2017: +4.9*
- Q1 2018: +6.6*
- FY 2018: +5.9*
- Q1 2019: +7.4*
- FY 2019 Guidance: +3-5%

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

<table>
<thead>
<tr>
<th>Brand</th>
<th>Q1 2019</th>
<th>2019-2018 Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIVEA</td>
<td>+4.9%</td>
<td>+28.7%</td>
</tr>
<tr>
<td>DERMA</td>
<td>+4.7%</td>
<td>+4.9%</td>
</tr>
<tr>
<td>HEALTHCARE</td>
<td>+7.0%</td>
<td>+4.7%</td>
</tr>
<tr>
<td>LA PRAIRIE</td>
<td>+28.7%</td>
<td></td>
</tr>
</tbody>
</table>
### CONSUMER – EUROPE

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales Q1 2018</th>
<th>Sales Q1 2019</th>
<th>Nominal Growth</th>
<th>Organic Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>€614 million</td>
<td>€655 million</td>
<td>+6.7%</td>
<td>+6.2%</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>€151 million</td>
<td>€149 million</td>
<td>-1.7%</td>
<td>+1.3%</td>
</tr>
<tr>
<td>Europe</td>
<td>€765 million</td>
<td>€804 million</td>
<td>+5.1%</td>
<td>+5.3%</td>
</tr>
</tbody>
</table>

- Germany and Austria very positive; Poland, Italy and Spain softer
- La Prairie a meaningful growth contributor
- Eastern Europe up despite high multi-year comps
### CONSUMER – AMERICAS

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<thead>
<tr>
<th></th>
<th>SALES Q1 2018</th>
<th>SALES Q1 2019</th>
<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>€110 million</td>
<td>€123 million</td>
<td>+11.8%</td>
<td>+3.7%</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>€137 million</td>
<td>€143 million</td>
<td>+4.0%</td>
<td>+5.0%</td>
</tr>
<tr>
<td>AMERICAS</td>
<td>€247 million</td>
<td>€266 million</td>
<td>+7.5%</td>
<td>+4.4%</td>
</tr>
</tbody>
</table>

- NORTH AMERICA UP DESPITE HIGH COMPS
- BRAZIL MATERIALLY IMPROVED, MEXICO CONTINUED TO BE STRONG

*Organic sales growth if sales in Argentina had been calculated at constant FX rates:
  - Latin America: +12.0%
  - Americas: +8.1%
### CONSUMER – AFRICA/ASIA/AUSTRALIA

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<thead>
<tr>
<th></th>
<th>SALES Q1 2018</th>
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<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/A/A</td>
<td>€466 million</td>
<td>€528 million</td>
<td>+13.3%</td>
<td>+10.6%</td>
</tr>
</tbody>
</table>

- LA PRAIRIE WELL AHEAD OF THE SELECTIVE SKIN CARE MARKET
- GOOD PERFORMANCE IN JAPAN, INDIA, AUSTRALIA, SOUTH AFRICA, AND INDONESIA
- CHINA SKIN CARE MODESTLY GROWING WHILE HAIR CARE CHALLENGED
ORGANIC GROWTH

DIRECT INDUSTRIES

<table>
<thead>
<tr>
<th>AUTOMOTIVE</th>
<th>ELECTRONICS</th>
<th>PRINT AND PAPER</th>
<th>BUILDING SUPPLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>+1.6%</td>
<td></td>
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TRADE MARKETS

<table>
<thead>
<tr>
<th>CONSUMER &amp; CRAFTSMEN</th>
<th>GENERAL INDUSTRIAL MARKETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>+3.4%</td>
<td></td>
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TESA TOTAL

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<td>+2.2%</td>
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</table>
WIN WITH SKIN CARE – FACE CATEGORY

NEW LAUNCHES DRIVE GROWTH

NIVEA CELLULAR ELASTICITY OFF TO A SUCCESSFUL START IN EUROPE

NIVEA CELLULAR 3IN1 CARE CUSHION SUCCESSFUL IN ITS SECOND YEAR

PREMIUMIZATION: PRICE POINTS MATERIALLY ABOVE-AVERAGE (€15-20)

EUCERIN ANTI-PIGMENT DUAL SERUM REACHES LEADERSHIP POSITION IN HYPERPIGMENTATION
WIN WITH SKIN CARE – LA PRAIRIE

+28.7% DESPITE PRIOR-YEAR HIGH COMP

DRIVEN BY TRAVEL RETAIL IN ASIA AND LOCAL MARKETS

INNOVATION: PLATINUM RARE CELLULAR LIFE-LOTION

SKIN CAVIAR CONTINUES TO PERFORM
ACCELERATE IN WHITE SPOTS

RECENTLY FOUNDED
PLANNED
PRODUCTION CENTER

- Myanmar
- Nigeria
- Egypt
- Saudi Arabia
- Pakistan
- Bangladesh
- Ghana

- 2016
- 2017
- 2016
- 2017
- 2016
- 2018
- recently founded Q1 2019
CONSUMER
• SALES GROWTH 3-5%
• EBIT MARGIN 14-14.5%

TESA
• SALES GROWTH 3-4%
• 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
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