



SALES ABOVE PRE-COVID LEVELS





Aquaphor







vs. 2020

+6.8%

+20.8%

+14.4%

+26.2%

+19.4%

Consumer: **+10.4%** vs. 2020 / +1.4% vs. 2019

Group: **+12.0%** vs. 2020 / +3.6% vs. 2019





WIN WITH SKIN CARE

FOCUS ON FACE CARE



Face Care +11.5%

sales growth vs 2019*

Winning market shares with NIVEA in 2/3 of markets

WIN WITH SKIN CARE



NIVEA

OUTPERFORMING IN FACE CARE



Germany

LUMINOUS630 SERUM # 1
seller face care anti-age



>80% of market growth in face care anti-age

CA E+ Eucerin

ENTERING THE POST-ACNE MARKET

- Innovation remains the key growth driver
- Thiamidol range growing by >50%
- 95% confirm: Finally beats post-acne marks*







^{*}Product in use study with 100 volunteers, 8 weeks of regular usage twice a day.

WIN WITH SKIN CARE

EUCERIN SUN U.S. LAUNCH

- Eucerin to enter the **U.S. Sun Care market**
- Leveraging Coppertone Know-How
- Sun protection plus **Skin Care benefits**







+27.6%

sales growth vs 2019*











SUCCESS IN LATAM - KEY DRIVERS

Reinforcing #1 in Skin Care



Leveraging potential in **Brazil**



#1 Sun/Face/Body/Lip





+77% sales growth vs 2020



Derma: **#1 brand in anti-pigment** - national expansion

> NIVEA: **Record market share**



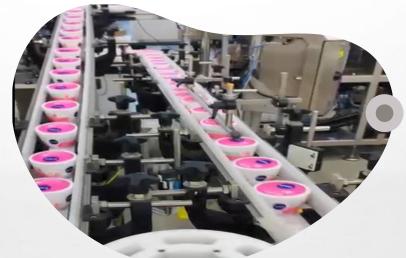
SUCCESS IN LATAM - SUPPLY CHAIN



Around 90% of LATAM product sourcing comes from within the region

Significant investment to support growth





Value Management to drive efficiencies





SUN PROTECTION VIA DYNAMIC CONTENT OPTIMIZATION



100% targeted educational content

Dynamic messaging based on data reached >16 million consumers

Significant market share gains

PERSONALIZED SUPERIOR SKIN CARE SOLUTIONS FOR EVERYONE

CONSUMER-LED INNOVATION

- Tailored product solutions through local strategic partnerships
- Precise market analysis & real-time consumer insights
- C2B co-creation & agile product development









E-COMMERCE ACCELERATING ACROSS ALL BRANDS

F-Commerce YTD Growth











+36% +53% +24% +63%

CARE BEYOND SKIN

FOR A CLIMATE POSITIVE FUTURE

AGGRESSIVE CO₂ REDUCTION



>90% of PET bottles in Europe made from recycled plastic



Face Cleanser with **Zero Plastic** packaging



100% of folding boxes FSC certified



100% of palm (kernel) oil based ingredients responsibly sourced



1st aerosol can made from100% recycled Aluminum



1st climate neutral production site in Berlin from 2022



100% of global electricity consumption from renewable sources



FOR A CLIMATE POSITIVE FUTURE

- Ambitious, **absolute CO2 reduction target** across entire value chain
 Scope 1, 2 and 3
- Targets in line with latest **Climate Science**, approved by Science-based
 Targets Initiative
- **Product Transformation** at the center of climate strategy







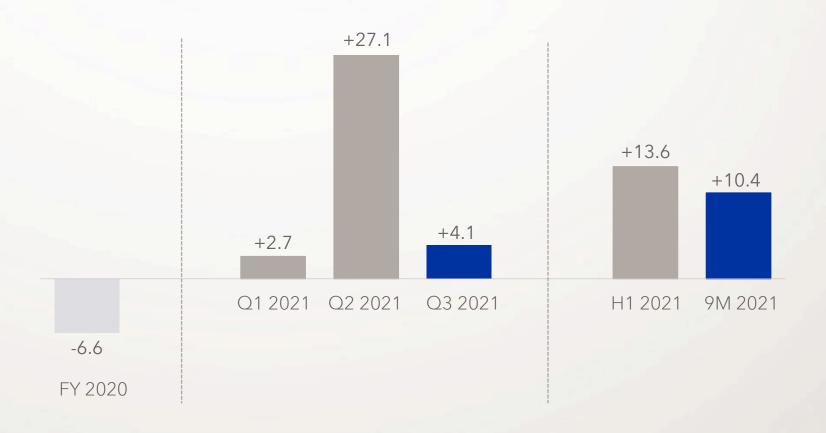
	Sales Jan Sept. 2020	Sales Jan Sept 2021	Change	
	Mil. €	Mil. €	Nominal	Organic
CONSUMER	4,267	4,606	+8.0%	+10.4%
TESA	974	1,153	+18.4%	+19.4%
GROUP	5,241	5,759	+9.9%	+12.0%



CONSUMER

Organic sales growth in %







CONSUMER BRANDS



Q3 2021

9M 2021

+2.6%	+18.2%	+10.4%	+2.0%
+6.8%	+20.8%	+14.4%	+26.2%

CONSUMER - SALES RESULTS 9M 2021







GUIDANCE FY 2021

Consumer

- Organic sales growth 7-9%
- EBIT margin at previous year's level

tesa

- Organic sales growth 11-13%
- EBIT margin above previous year's level

2020 data for reference (excluding special factors):

- Consumer EBIT 12.3%
- tesa EBIT 15.4%
- Group EBIT **12.9%**
- Group Profit After Tax Margin **9.1%**

Total Group

- Organic sales growth 8-10%
- EBIT margin at previous year's level

Note: Sales development is on an organic basis - profit development is based on ongoing operations



OUTLOOK 2022

Consumer Sales Growth

- Innovation in Skin Care
- Recovery in Travel Retail & Sun Care
- Growth above market expected

tesa Sales Growth

- Electronics remains growth driver
- Re-accelerated automotive business.

Group EBIT Development

- Input cost inflation offset by Pricing + Mix + Efficiencies
- Targeting slight EBIT margin growth

