FULL YEAR RESULTS 2021

Vincent Warnery, Astrid Hermann & Patrick Rasquinet

Hamburg, March 1st, 2022
REVIEW FY 2021

STRONG BUSINESS PERFORMANCE

GROUP
+9.7%

CONSUMER
+8.8%

TESA
+13.6%

Organic sales growth
### KEY FIGURES 2021

#### GROUP

<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mil. €</td>
<td>Mil. €</td>
<td>Nominal</td>
</tr>
<tr>
<td>Sales</td>
<td>7,025</td>
<td>7,627</td>
<td>+8.6%</td>
</tr>
<tr>
<td>EBIT*</td>
<td>906</td>
<td>993</td>
<td></td>
</tr>
<tr>
<td>Profit after tax*</td>
<td>636</td>
<td>699</td>
<td></td>
</tr>
<tr>
<td>EBIT margin*</td>
<td>12.9%</td>
<td>13.0%</td>
<td></td>
</tr>
<tr>
<td>Profit after tax margin*</td>
<td>9.1%</td>
<td>9.2%</td>
<td></td>
</tr>
<tr>
<td>Earnings per share in €*</td>
<td>2.73</td>
<td>3.00</td>
<td></td>
</tr>
</tbody>
</table>

*Excluding special factors

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Page 4  March 1st, 2022 | Full Year Results 2021
### KEY FIGURES 2021

#### SEGMENTS

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Mil. €</td>
<td>Mil. €</td>
<td>Nominal</td>
</tr>
<tr>
<td><strong>Consumer</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>5,700</td>
<td>6,129</td>
<td>+7.5%</td>
</tr>
<tr>
<td>EBIT*</td>
<td>702</td>
<td>740</td>
<td></td>
</tr>
<tr>
<td>EBIT margin*</td>
<td>12.3%</td>
<td>12.1%</td>
<td></td>
</tr>
<tr>
<td><strong>tesa</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>1,325</td>
<td>1,498</td>
<td>+13.1%</td>
</tr>
<tr>
<td>EBIT*</td>
<td>204</td>
<td>253</td>
<td></td>
</tr>
<tr>
<td>EBIT margin*</td>
<td>15.4%</td>
<td>16.9%</td>
<td></td>
</tr>
</tbody>
</table>

*Excluding special factors
CONSUMER

Organic sales growth in %

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>Q1 2021</th>
<th>Q2 2021</th>
<th>Q3 2021</th>
<th>Q4 2021</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>-6.6</td>
<td>+2.7</td>
<td>+27.1</td>
<td>+4.1</td>
<td>+4.4</td>
<td>+8.8</td>
</tr>
</tbody>
</table>

KEY FIGURES 2021 - CONSUMER
## KEY FIGURES 2021 - CONSUMER

### 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>FY 2021</td>
<td>+5.5%</td>
<td>+19.5%</td>
<td>+13.7%</td>
<td>+20.1%</td>
</tr>
<tr>
<td>Q4 2021</td>
<td>+1.7%</td>
<td>+15.6%</td>
<td>+11.0%</td>
<td>+6.1%</td>
</tr>
</tbody>
</table>
KEY FIGURES 2021 - CONSUMER

CONSUMER

SALES IN MIL. €

Americas

1,302
+15.9%*

North America

646
+13.0%*

Latin America

656
+18.8%*

Europe

2,910
+5.8%*

Western Europe

2,352
+5.7%*

Eastern Europe

558
+6.3%*

Africa, Asia & Australia

1,917
+8.9%*

* Organic growth
CONSUMER GROSS MARGIN

In % of consumer sales

FY 2020: 60.2
PRICE: 0.3
MIX: 0.4
COST OF SALES, LOGISTICS & OTHER: -0.8
FY 2021: 60.1

@FX avg. 2020
CONSUMER WORKING CAPITAL

In % of consumer sales (12-months rolling)

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
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<tbody>
<tr>
<td>2017</td>
<td>9.2</td>
</tr>
<tr>
<td>2018</td>
<td>9.9</td>
</tr>
<tr>
<td>2019</td>
<td>9.3</td>
</tr>
<tr>
<td>2020</td>
<td>8.9</td>
</tr>
<tr>
<td>2021</td>
<td>5.3</td>
</tr>
</tbody>
</table>

@FX avg. 2020
TESA SALES TOTAL
+13.6%
Q4: -2.6%

+16.6%
DIRECT INDUSTRIES
Automotive | Electrical systems | Electronics | Direct growth markets

+9.1%
TRADE MARKETS
Consumer & craftsmen | General industrial markets
CONTINUING THE SUCCESS STORY

Focus Areas
RESULTS 2021/
PRIORITIES
2022
ACCELERATE GROWTH WITH SELECTIVE SKIN CARE
### PRIORITIES 2022

**OUTPERFORMING THE MARKET IN 2021**

<table>
<thead>
<tr>
<th></th>
<th>Q4 2021</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NET SALES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>+6.1% vs 2020</td>
<td>+20.1%</td>
</tr>
<tr>
<td></td>
<td>+30.0% vs 2019</td>
<td></td>
</tr>
<tr>
<td><strong>RETAIL SALES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>+26.0%</td>
</tr>
</tbody>
</table>
ACCELERATE GROWTH WITH SELECTIVE SKIN CARE

PRIORITIES 2022

CHINA / HAINAN EXPANSION

E-COM ACCELERATION

CLIENT DATA CAPTURE

Hainan Mission Hills, Jan 2022
ACCELERATE GROWTH WITH SELECTIVE SKIN CARE
PRIORITIES 2022

REINVENT NIVEA AS GLOBAL SKIN CARE BRAND
EXPAND LEADERSHIP POSITION

AMBITION:

DOUBLING THE BUSINESS

REINVENT NIVEA AS GLOBAL SKIN CARE BRAND

Full global roll-out
in 38 countries

#1 Anti-Spot Serum
in Europe

Boosting historical
NIVEA face growth

DOUBLING THE BUSINESS

March 1st, 2022 | Full Year Results 2021
REINVENT NIVEA AS GLOBAL SKIN CARE BRAND

LEVERAGING DIGITAL CAPABILITIES

Precision marketing

THIRD PARTY DATA BASED ON CONSUMER BEHAVIOR
SUN | YOUNG MOTHERS | MENOPAUSE | OLDER AGE GROUP

DATA FROM NIVEA SKINGUIDE & WEBSITE VISITS

INDIVIDUAL MESSAGES AND ROUTINES

New platforms, data & technology

TikTok

MikMak
REINVENT NIVEA AS GLOBAL SKIN CARE BRAND

IMPLEMENTING SUSTAINABILITY IN OUR PRODUCTS

First 100% recycled aluminium cans

Climate friendly valve-system

100% climate neutralized products

100% natural jojoba oil

Vegan formula
EMPOWER IMPACTFUL SKIN CARE INNOVATIONS
ACCELERATE INNOVATIONS BY ENHANCING R&D CAPABILITIES

**Innovation Center New Jersey**
Focus: Sun & Body

**Innovation Center Hamburg**
Focus: Skin Care Research & Technology

**Innovation Center Shanghai**
Focus: Skin Care (Asia)
STRONG INNOVATION POWER

GAINING MOMENTUM IN 2022:
PORTFOLIO UPGRADE

Winning market shares – first time in 12 years

Double digit net sales growth
STRONG INNOVATION POWER

COVERING WHITE SPOTS: EUCERIN SUN U.S. LAUNCH

Advanced Sun Protection for individual skin needs to support skin health
THE FUTURE OF CHINA IS FACE CARE

Lifting the synergies of Beiersdorf’s face care portfolio

Accelerate innovation development agility by extending partnerships
GUIDANCE 2022 & CONCLUSION

ASTRID HERMANN & VINCENT WARNERY
GUIDANCE FY 2022

Consumer
- Organic sales growth mid-single digit
- EBIT margin slightly above previous year

tesa
- Organic sales growth mid-single digit
- EBIT margin noticeably below previous year’s level

Total Group
- Organic sales growth mid-single digit
- EBIT margin at previous year’s level

2021 data for reference (excluding special factors):
- Consumer EBIT 12.1%
- tesa EBIT 16.9%
- Group EBIT 13.0%

Note: Sales development is on an organic basis – profit development is based on ongoing operations (excluding special factors)
ON TRACK TO BECOME THE LEADING SKIN CARE COMPANY

- We **expanded** our position in selective skin care
- We **outperformed** the face care market
- We **strengthened** our innovation power
- We **continue** to invest in **sustainability, innovation, digitalization and growth** as our key priorities
- We **delivered**.