

H1 2025 RESULTS

Hamburg, August 6, 2025
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WIN
CARE

**MODEST NIVEA
H1GROWTH**
LAPPING
HIGH 2024
COMPARISON



**DERMA OUT-
PERFORMANCE**
DOUBLE DIGIT
GROWTH
CONTINUES



**BREAKTHROUGH
INNOVATION**
PAVES THE WAY FOR
STRONGER H2



**LA PRAIRIE
POSITIVE SIGNS**
ONGOING
VOLATILITY
IN LUXURY

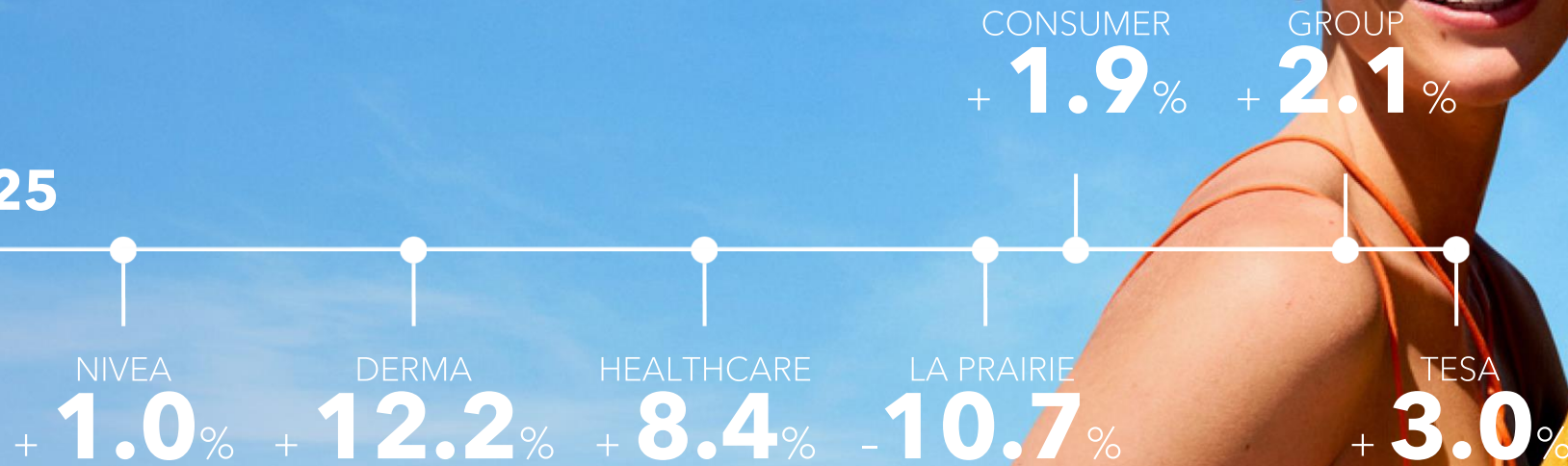


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**LEADING IN
SKIN CARE**
IN CHALLENGING
MARKETS

MIXED PICTURE IN CHALLENGING MARKETS

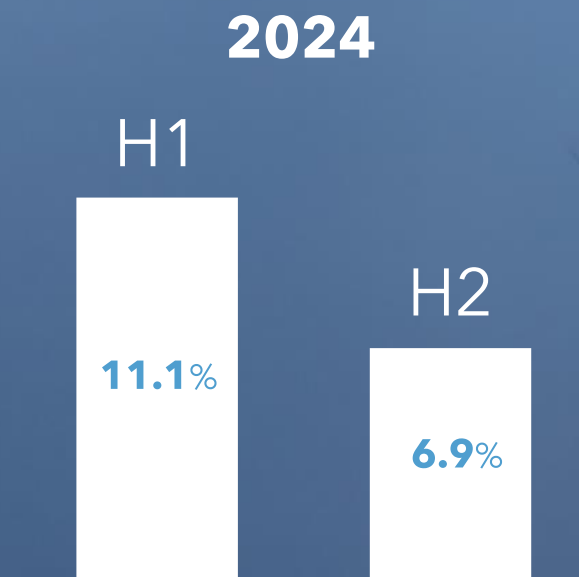
H1 2025



organic sales growth, NIVEA incl. Labello

NIVEA H1 BELOW EXPECTATIONS LAPPING HIGH 2024 COMPARISON

H1 2025
+1.0%



NIVEA H1 BELOW EXPECTATIONS IN CHALLENGING ENVIRONMENT



**SLOWING
MARKETS**

**STRONGER
LOCAL COMPETITION**

DERMA DOUBLE DIGIT CONTINUED OUTPERFORMANCE

H1 2025

+12.2%

Q2 2025

+13.3%



YTD May 2025

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Eucerin

Aquaphor
HEALING OINTMENT

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WHITE SPACE EXPANSION

USA & DOMESTIC CHINA



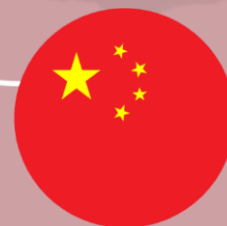
NORTH
AMERICA
H1 2025

+11.6%



CHINA
H1 2025

+61.9%



organic sales growth



BREAKTHROUGH INNOVATION

#1 POSITIONS ACROSS THE WORLD



MEXICO

#1 ANTI-AGE IN THE MARKET
#1 FACE PRODUCT IN THE MARKET

BRAZIL

#1 ANTI-AGE PRODUCT IN THE MARKET

CHILE

#1 ANTI-AGE PRODUCT IN THE MARKET

FRANCE

#1 EUCERIN ANTI-AGE PRODUCT

GERMANY

#1 ANTI-AGE PRODUCT IN THE MARKET

SPAIN

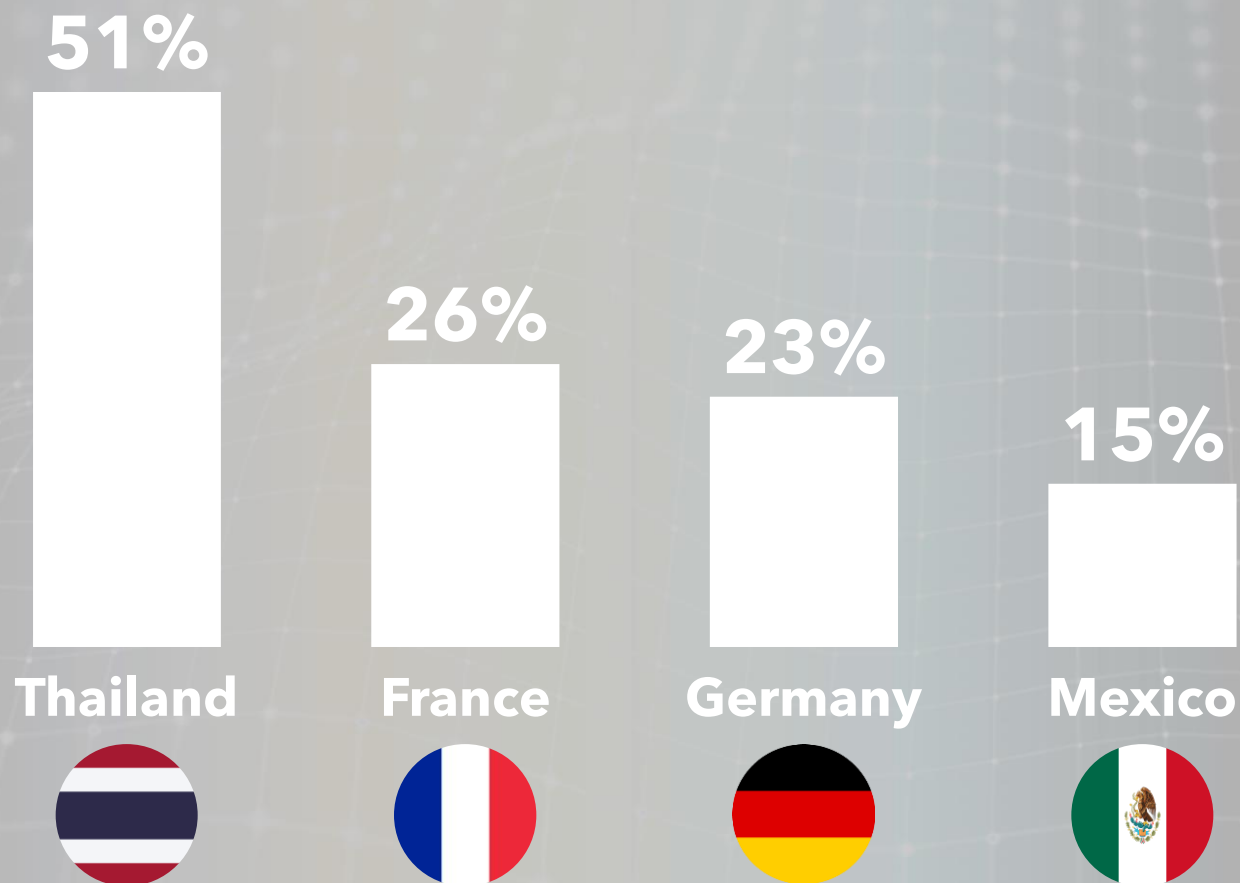
#1 EUCERIN FACE PRODUCT

THAILAND

#1 EUCERIN FACE PRODUCT
HIGHEST REPURCHASE RATE

BREAKTHROUGH INNOVATION

UNPRECEDENTED REPURCHASE RATES



Cumulative repurchase rate at least 6 months after initial purchase





NIVEA EPIGENETICS SERUM: GAME CHANGER IN MASS ANTI-AGE



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NIVEA

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STRONGER NIVEA H2 AHEAD

GLOBAL EPIGENETICS SERUM LAUNCH



WILL BE
LAUNCHED IN

30

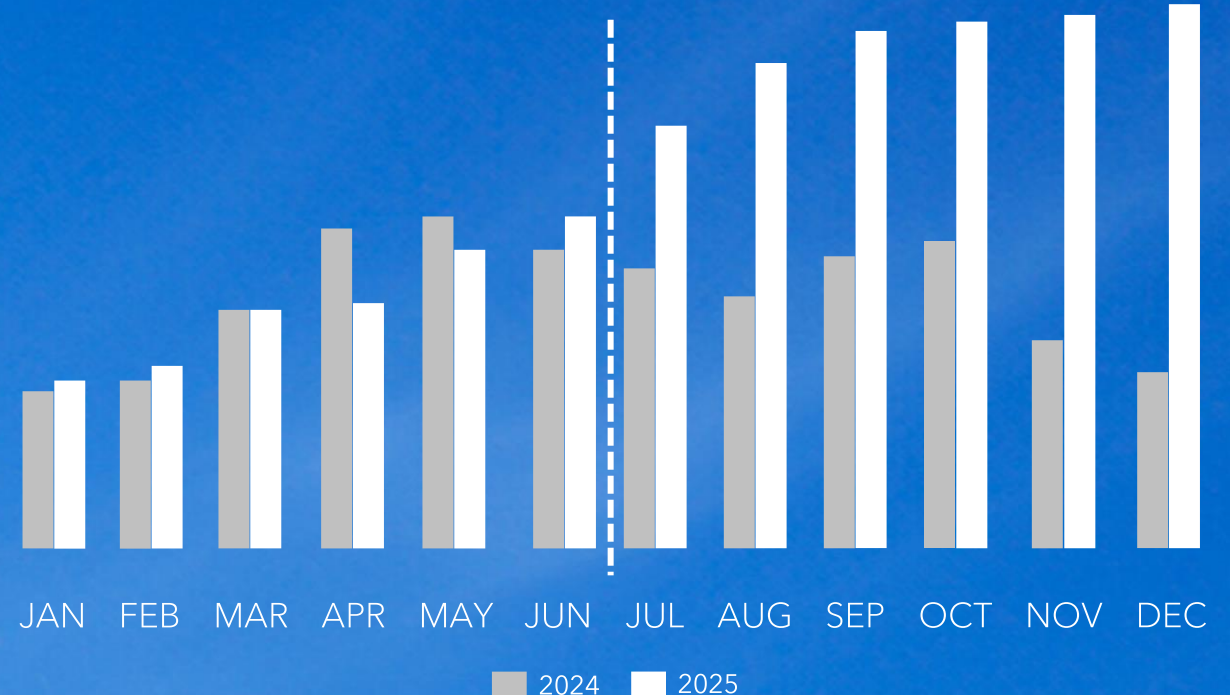
COUNTRIES
IN H2

STRONGER NIVEA H2 AHEAD OUTSTANDING PIPELINE



LAUNCH NET-SALES

2025 vs. 2024



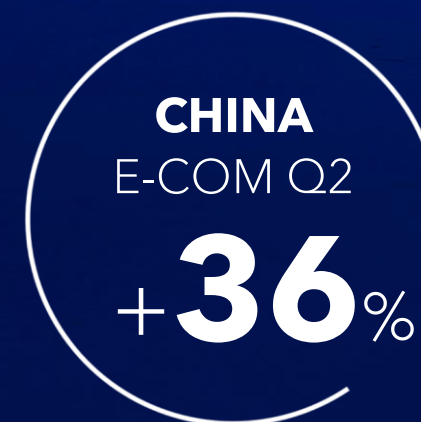
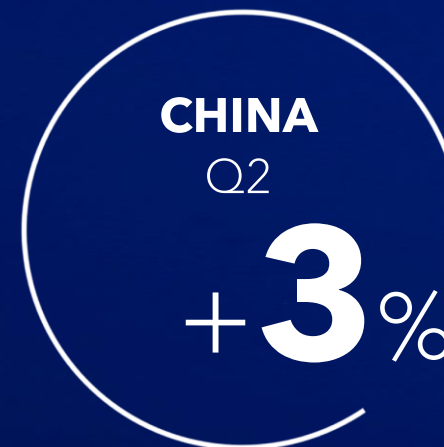
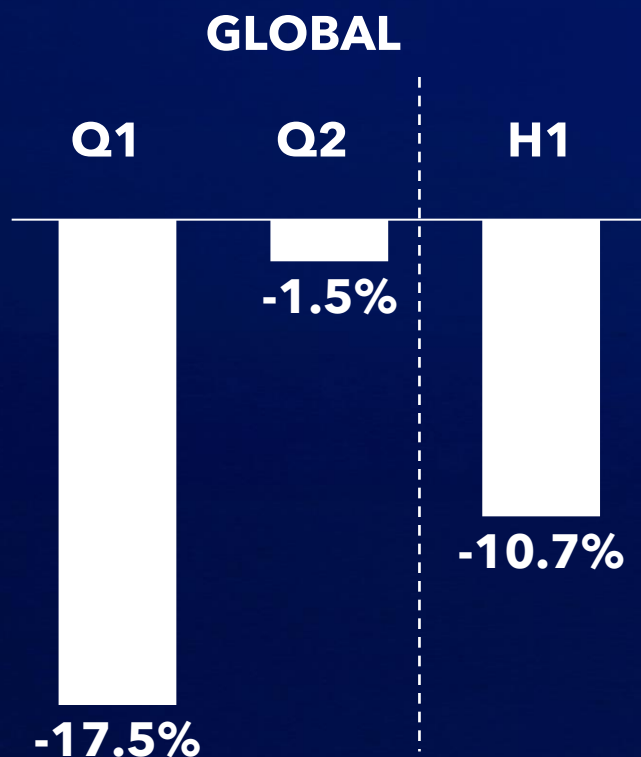
H1 vs. PY

-3%

H2 vs. PY

+98%

LA PRAIRIE IMPROVING CHINA POSITIVE IN Q2



organic sales growth

CHANTECAILLE ACCELERATION CONTINUES

Q2 2025

+16.3%

CHINA
LAUNCH
ON TRACK



USA
Q2 2025

+15.3%



organic sales growth



LEADING IN SKIN CARE IN CHALLENGING MARKETS



organic sales growth

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LEADING IN SKIN CARE

BREAKTHROUGH INNOVATIONS

THIAMIDOL®

Beiersdorf

EPICELLINE®

LEADING IN SKIN CARE

WINNING IN COMPETITIVE MARKETS

INDIA
H1 2025

+30.5%



organic sales growth

LEADING IN SKIN CARE

OUTPERFORMING IN SUN CARE

NIVEA SUN
EUROPE
H1 2025

+12.7%



YTD May 2025

organic sales growth

WIN
CARE

LEADING IN SKIN CARE

SKINIFICATION OF DEODORANTS

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TESA

H1

+3.0%

organic sales growth

AUTOMOTIVE
VOLATILE MARKET

ELECTRONICS
SMARTPHONE & TABLET LAUNCHES

CONSUMER
STRONG E-COMMERCE

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CARE



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ZEISS PARTNERSHIP



30 km straight ahead

Range: 480 km



Distance

40 km

Travel Time

35 min



TESA AND ZEISS

JOIN FORCES TO TRANSFORM
AUTOMOTIVE & HOME TECH

H1 2025 FINANCIALS

GROUP NET SALES

	2024 JAN - JUN IN € MILLION	2025 JAN - JUN IN € MILLION	CHANGE	
			NOMINAL	ORGANIC
CONSUMER	4,331	4,330	+0.0%	+1.9%
TESA	844	858	+1.6%	+3.0%
GROUP	5,175	5,188	+0.2%	+2.1%

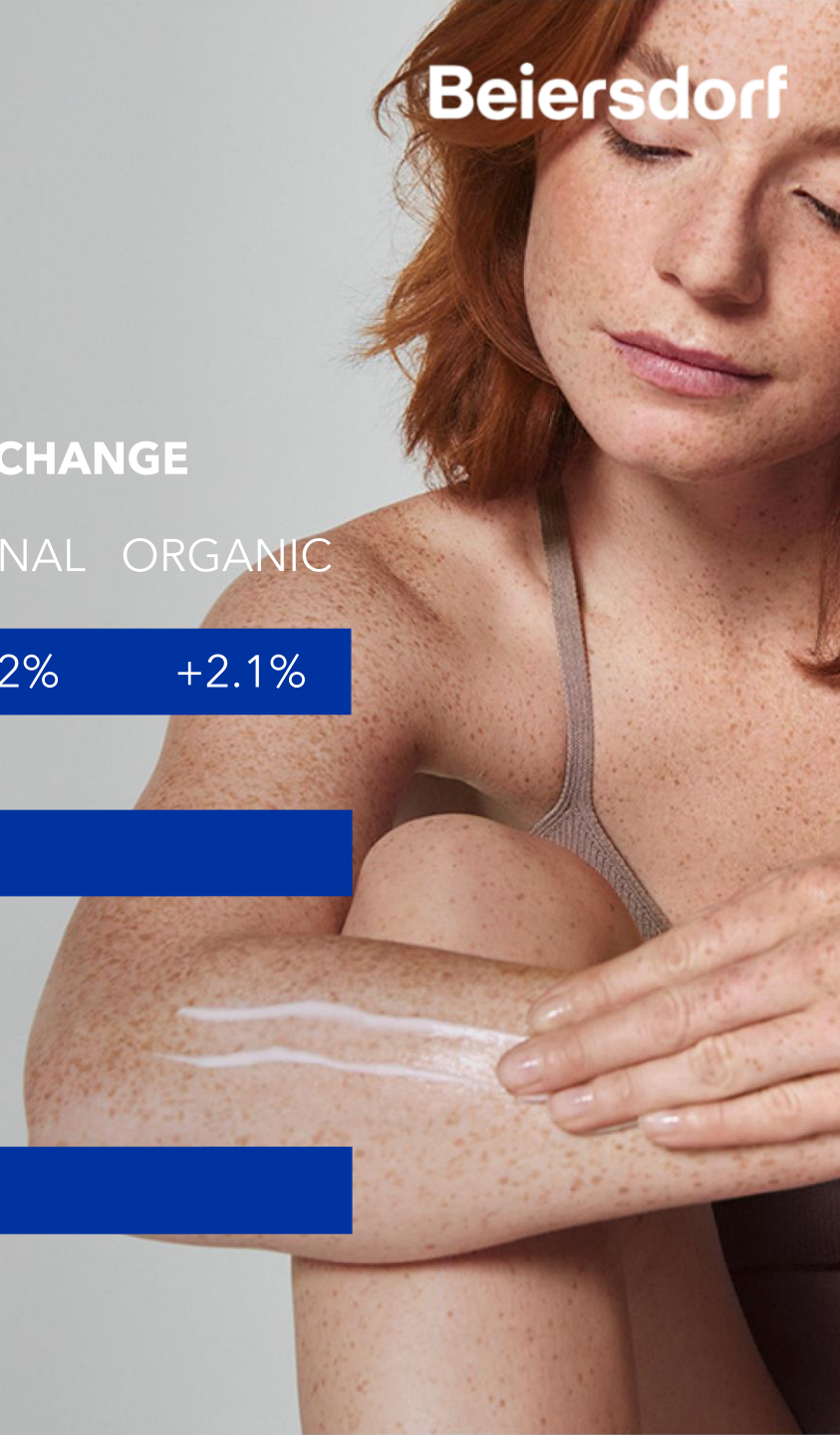
CONSUMER REGIONS



GROUP KEY FIGURES

	2024 JAN - JUN IN € MILLION	2025 JAN - JUN IN € MILLION	CHANGE	
			NOMINAL	ORGANIC
SALES	5,175	5,188	+0.2%	+2.1%
EBIT*	838	836		
EBIT MARGIN*	16.2%	16.1%		
PROFIT AFTER TAX	590	561		
PROFIT AFTER TAX MARGIN	11.4%	10.8%		
EARNINGS PER SHARE (EPS) IN €	2.57	2.47		
ADJUSTED EPS* IN €	2.54	2.54		

*excluding special factors



SEGMENTS KEY FIGURES

	2024 JAN - JUN IN € MILLION	2025 JAN - JUN IN € MILLION	CHANGE	
			NOMINAL	ORGANIC
CONSUMER				
SALES	4,331	4,330	+0.0%	+1.9%
EBIT*	688	691		
EBIT MARGIN*	15.9%	16.0%		
TESA				
SALES	844	858	+1.6%	+3.0%
EBIT*	150	145		
EBIT MARGIN*	17.8%	16.9%		

*excluding special factors

CONSUMER GROSS MARGIN IN %



gross profit as % of net sales, at constant FX



GROUP INCOME STATEMENT

(IN € MILLION)

	H1 2024	ORGANIC GROWTH/ % OF SALES	H1 2025	ORGANIC GROWTH/ % OF SALES
SALES	5,175	+4.8%	5,188	+2.1%
COST OF GOODS SOLD	-2,112	-	-2,108	-
GROSS PROFIT	3,063	59.2%	3,080	59.4%
MARKETING AND SELLING EXPENSES	-1,757	34.0%	-1,772	34.2%
RESEARCH AND DEVELOPMENT EXPENSES	-171	3.3%	-184	3.6%
GENERAL AND ADMINISTRATIVE EXPENSES	-305	5.9%	-317	6.1%
OTHER OPERATING RESULT	8	-	29	-
OPERATING RESULT (EBIT, EXCLUDING SPECIAL FACTORS)	838	16.2%	836	16.1%
SPECIAL FACTORS	10	-	-20	-
OPERATING RESULT (EBIT)	848	-	816	-
FINANCIAL RESULT	26	-	1	-
PROFIT BEFORE TAX	874	-	817	-
INCOME TAX	-284	-	-256	-
PROFIT AFTER TAX	590	11.4%	561	10.8%

percentage changes are calculated based on thousands of €

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OUTLOOK

GUIDANCE 2025

CONSUMER

Organic sales growth 3-4%

EBIT margin +20bps vs. previous year

TESA

Organic sales growth 1-3%

EBIT margin around 16%



TOTAL GROUP

Organic sales growth around 3%

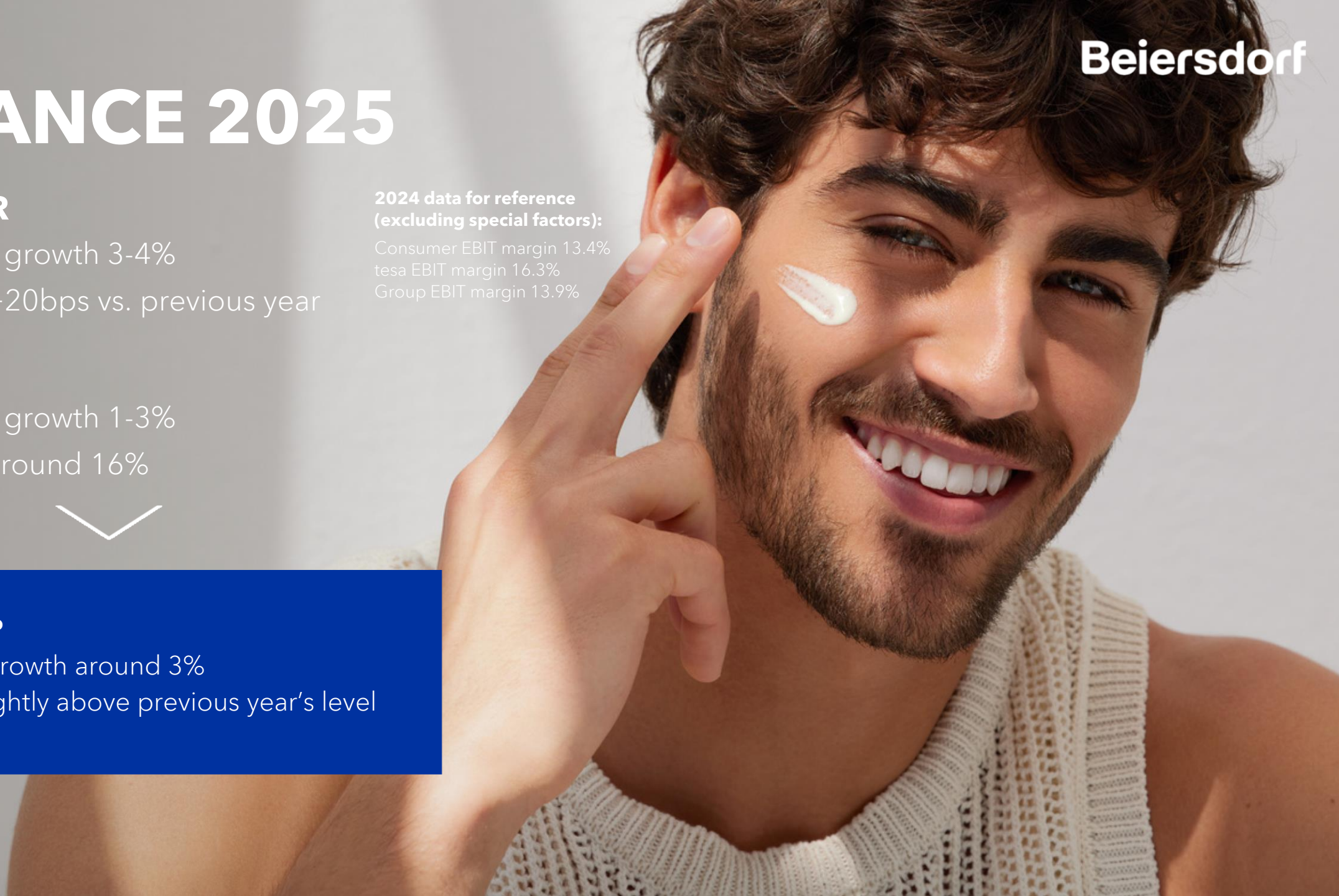
EBIT margin slightly above previous year's level

2024 data for reference (excluding special factors):

Consumer EBIT margin 13.4%

tesa EBIT margin 16.3%

Group EBIT margin 13.9%





**THANK
YOU**