Beiersdorf

RESULTS Q1 2015
May 7, 2015
DISCLAIMER

Some of the statements made in this presentation contain forward-looking information that involve a number of risks and uncertainties. Such statements are based on a number of assumptions, estimates, projections or plans that are inherently subject to significant risks, as well as uncertainties and contingencies that are subject to change. Actual results can differ materially from those anticipated in the Company’s forward-looking statements as a result of a variety of factors, including those set forth from time to time in the Company’s press releases and reports and those set forth from time to time in the Company’s analyst calls and discussions. We do not assume any obligation to update the forward-looking statements contained in this presentation.

This presentation does not constitute an offer to sell or a solicitation or offer to buy any securities of the Company, and no part of this presentation shall form the basis of or may be relied upon in connection with any contract or commitment. This presentation is being presented solely for your information and is subject to change without notice.
## KEY FIGURES – GROUP

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>nominal in %</td>
</tr>
<tr>
<td><strong>Sales</strong></td>
<td>1,596</td>
<td>1,706</td>
<td>6.9</td>
</tr>
<tr>
<td>EBIT</td>
<td>235</td>
<td>255</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax</td>
<td>166</td>
<td>181</td>
<td></td>
</tr>
<tr>
<td>Earnings per Share in €</td>
<td>0.72</td>
<td>0.79</td>
<td></td>
</tr>
<tr>
<td>EBIT*</td>
<td>235</td>
<td>255</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax*</td>
<td>166</td>
<td>181</td>
<td></td>
</tr>
<tr>
<td>EBIT Margin*</td>
<td>14.7%</td>
<td>15.0%</td>
<td></td>
</tr>
<tr>
<td>Profit after Tax Margin*</td>
<td>10.4%</td>
<td>10.6%</td>
<td></td>
</tr>
<tr>
<td>Earnings per Share in €*</td>
<td>0.72</td>
<td>0.79</td>
<td></td>
</tr>
</tbody>
</table>

* Excluding special factors.
## KEY FIGURES – tesa

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>nominal</td>
</tr>
<tr>
<td>Sales*</td>
<td>273</td>
<td>295</td>
<td>8.1</td>
</tr>
<tr>
<td>EBIT*</td>
<td>42</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>EBIT Margin*</td>
<td>15.5%</td>
<td>17.2%</td>
<td></td>
</tr>
</tbody>
</table>

* Excluding special factors.
CONSUMER SALES GROWTH

(Sales growth in % on a like-for-like basis)

<table>
<thead>
<tr>
<th>Period</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>6.3%</td>
<td></td>
</tr>
<tr>
<td>H1</td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>9M</td>
<td>4.2%</td>
<td></td>
</tr>
<tr>
<td>FY</td>
<td>4.8%</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

CONSUMER EBIT

(in mill. € / % of sales)

EBIT numbers excluding special factors
* Including non-recurring income of €10 million from the sale of real estate
### CONSUMER SALES PER REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>Jan. – Mar. 2014 (mill. €)</th>
<th>Jan. – Mar. 2015 (mill. €)</th>
<th>Change (nominal in %)</th>
<th>Change (like-for-like in %)</th>
<th>Allocation in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>588</td>
<td>587</td>
<td>-0.1%</td>
<td>-2.1%</td>
<td>41.6%</td>
</tr>
<tr>
<td>Eastern Europe</td>
<td>136</td>
<td>130</td>
<td>-4.5%</td>
<td>9.9%</td>
<td>9.2%</td>
</tr>
<tr>
<td>North America</td>
<td>93</td>
<td>119</td>
<td>28.1%</td>
<td>5.3%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Latin America</td>
<td>135</td>
<td>153</td>
<td>13.8%</td>
<td>9.4%</td>
<td>10.9%</td>
</tr>
<tr>
<td>A/A/A</td>
<td>371</td>
<td>422</td>
<td>13.6%</td>
<td>-2.5%</td>
<td>29.9%</td>
</tr>
<tr>
<td><strong>Total Consumer</strong></td>
<td><strong>1,323</strong></td>
<td><strong>1,411</strong></td>
<td><strong>6.7%</strong></td>
<td><strong>0.7%</strong></td>
<td></td>
</tr>
</tbody>
</table>
EUROPE

Taking Pricing

- Successfully took pricing across Europe
- Intense discussions with many trade partners slowing growth in Q1
- Significant catch-up in Q2
Right-Sizing

- Strong sales push in last year’s Q1 means a challenging basis for 2015
- Beiersdorf’s China operations have been transformed into one new company with an increasingly decentralised market approach
- Radical pruning of local assortment in Q1 2015
- Quality of sales increasing
BLUE AGENDA

We will be the No. 1 Skin Care company in our relevant categories and markets.

- We Are Skin Care
- Closest to Markets

- We are small and act with maximum focus, speed and efficiency.
  - Fast & Flexible
  - Lean & Efficient

We combine leading brands, big innovations and world-class advertising.

- Leading Brands
- Big Innovations
- World-Class Advertising
- Shopper Connectivity

We are Beiersdorf ... we are unique!

- One Team
- Top Talent
- Values & Culture

KEY DRIVERS

Brand

Innovation

Markets

People
INNOVATION NIVEA CARE

- Value Market Entry
- Newest innovation in Cremes from NIVEA
- Extensive research for five years
- New technology: Hydrodispersion with improved performance – light hydro-wax smoothly blended in emulsifier-free texture
- Intensive care without greasiness
INNOVATION NIVEA MEN

- Value Market Entry

- NIVEA revolutionises male skin care with the first Creme of its kind for men

- Quick and easy care for face, body and hands thanks to its fast-absorbing formula

- Unique packaging and design
GAINING SIZE IN INDIA
GUIDANCE 2015

Sales development on a like-for-like basis
Profit development on an operative basis

Consumer
- Sales growth 3-5%
- EBIT margin slightly above previous year

tesa
- Sales growth 3-5%
- EBIT margin slightly below previous year

Total Group
- Sales growth 3-5%
- EBIT margin slightly above previous year
- PAT margin slightly above previous year

2014 data for reference:
- Consumer EBIT 13.0%*
- tesa EBIT 17.0%*
- Group EBIT 13.7%*
- Group Profit After Tax 9.2%*

* Excluding special factors
Questions and Answers
HOW TO CONTACT INVESTOR RELATIONS

Beiersdorf Website
www.Beiersdorf.com

IR-Hotline
Tel: +49 (0) 40 4909 5000
Fax: +49 (0) 40 4909 18 5000
Email: Investor.Relations@Beiersdorf.com