## SALES DEVELOPMENT

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>nominal in %</td>
</tr>
<tr>
<td>Sales Consumer</td>
<td>4,177</td>
<td>4,336</td>
<td>3.8</td>
</tr>
<tr>
<td>Sales tesa</td>
<td>855</td>
<td>945</td>
<td>10.6</td>
</tr>
<tr>
<td>Sales Group</td>
<td>5,032</td>
<td>5,281</td>
<td>4.9</td>
</tr>
</tbody>
</table>
tesa GROWTH

2016

2017

+1.2%

+13.5%

+8.5%

+9.4%

+11.1%

* tesa organic sales growth estimated without the effect of the IT attack and the resulting shift of sales
## tesa SALES PER REGION

<table>
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<tbody>
<tr>
<td></td>
<td>mill. €</td>
<td>mill. €</td>
<td>in %</td>
<td>in %</td>
<td>in %</td>
</tr>
<tr>
<td>Europe</td>
<td>498</td>
<td>529</td>
<td>6.2</td>
<td>5.7</td>
<td></td>
</tr>
<tr>
<td>Americas</td>
<td>129</td>
<td>142</td>
<td>10.9</td>
<td>10.6</td>
<td></td>
</tr>
<tr>
<td>Africa/Asia/Australia</td>
<td>228</td>
<td>274</td>
<td>20.0</td>
<td>23.1</td>
<td></td>
</tr>
<tr>
<td><strong>Total tesa</strong></td>
<td><strong>855</strong></td>
<td><strong>945</strong></td>
<td><strong>10.6</strong></td>
<td><strong>11.1</strong></td>
<td></td>
</tr>
</tbody>
</table>
CONSUMER GROWTH

* Consumer organic sales growth estimated without the effect of the IT attack and the resulting shift of sales
### CONSUMER SALES PER REGION

|-------------------------------|------------------|------------------|---------
|                               | mill. €          | mill. €          | nominal in % | organic in % |
| Europe                        | 2,135            | 2,185            | 2.3      | 2.2        |
| Western Europe                | 1,747            | 1,756            | 0.5      | 1.5        |
| Eastern Europe                | 388              | 429              | 10.5     | 5.1        |
| Americas                      | 775              | 813              | 4.8      | 2.5        |
| North America                 | 309              | 311              | 0.3      | 0.9        |
| Latin America                 | 466              | 502              | 7.8      | 3.6        |
| Africa/Asia/Australia         | 1,267            | 1,338            | 5.6      | 7.7        |
| **Total Consumer**            | **4,177**        | **4,336**        | **3.8**  | **3.9**    |
BLUE AGENDA

KEY DRIVERS

BRAND

INNOVATION

MARKETS

EFFICIENCY

DIGITALIZATION

PEOPLE

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

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

We are Beiersdorf ... we are unique!

Fast & Flexible
Lean & Efficient

Leading Brands
Big Innovations
World-Class Advertising
Shopper Connectivity

One Team
Top Talent
Values & Culture
INNOVATION – CLOTHING PROTECTION

We asked our consumers about our new product:

- Don’t notice any stains on clothes after washing: 95%
- Expectations fulfilled for a sunscreen with clothing protection: 97%

Results 9M 2017
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INNOVATION – 48H BODY

RICH NOURISHING BODY MILK

Deep and long-lasting moisture for smooth skin
INNOVATION – URBAN SKIN

Strengthens skin's own defense against urban stressors

URBAN SKIN DEFENCE

+48H MOISTURE BOOST
DAY CREAM SPF20
ANTI-OXIDANT & GREEN TEA EXTRACT
50ml

Results 9M 2017
10/26/2017 | Page 10
DIGITALIZATION

CHINA ONLINE

25% OF SALES & GROWING FAST

650 MILLION CONSUMERS VIA DIGITAL PLATFORMS

LEVERAGING OUR GLOBAL FOOTBALL PARTNERSHIPS
GUIDANCE 2017

**Consumer**
- Sales growth around 4%
- EBIT margin slightly above previous year

**tesa**
- Sales growth around 8%
- EBIT margin slightly above previous year

**Total Group**
- Sales growth 4-5%
- EBIT margin slightly above previous year
- PAT margin slightly above previous year

2016 data for reference (excluding special factors):
- Consumer EBIT 14.8%
- tesa EBIT 16.2%
- Group EBIT 15.0%
- Group Profit After Tax Margin 10.8%

Note: Sales development on an organic basis – Profit development on an operative basis
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Questions and Answers
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