



# Beiersdorf

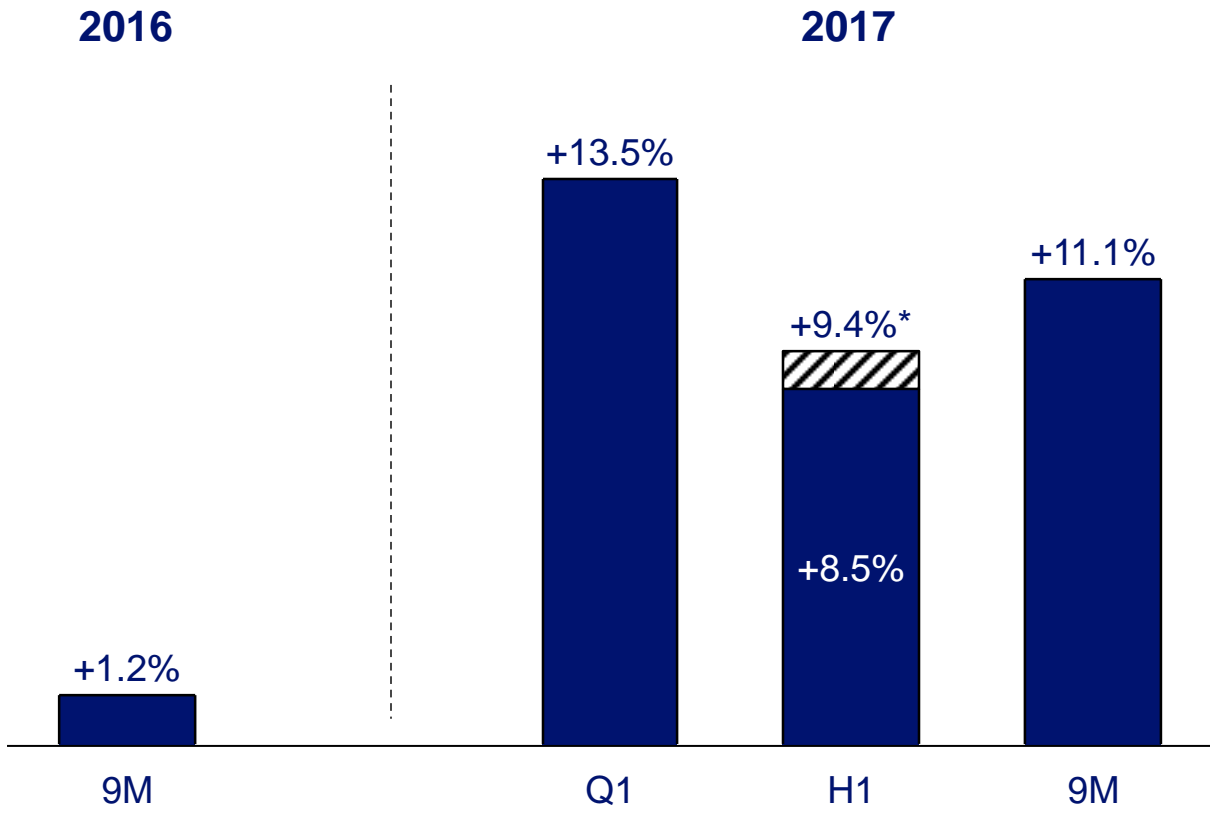
## RESULTS 9M 2017

October 26th, 2017

# SALES DEVELOPMENT

	Jan. – Sep. 2016	Jan. – Sep. 2017	Change	
	mill. €	mill. €	<i>nominal</i> in %	<i>organic</i> in %
<b>Sales Consumer</b>	4,177	4,336	3.8	3.9
<b>Sales tesa</b>	855	945	10.6	11.1
<b>Sales Group</b>	<b>5,032</b>	<b>5,281</b>	<b>4.9</b>	<b>5.1</b>

# tesa GROWTH

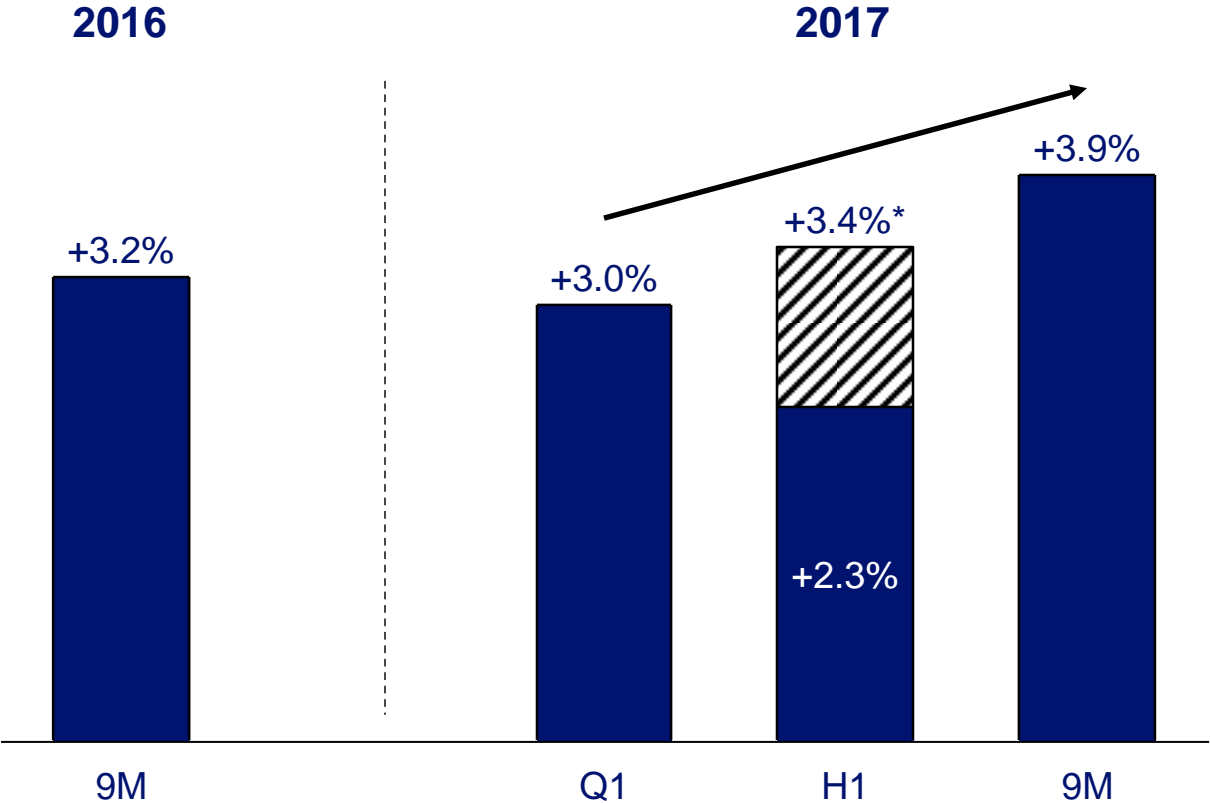


\* tesa organic sales growth estimated without the effect of the IT attack and the resulting shift of sales

# tesa SALES PER REGION

	Jan. – Sep. 2016	Jan. – Sep. 2017	Change	
	mill. €	mill. €	<i>nominal</i> in %	<i>organic</i> in %
Europe	498	529	6.2	5.7
Americas	129	142	10.9	10.6
Africa/Asia/Australia	228	274	20.0	23.1
<b>Total tesa</b>	<b>855</b>	<b>945</b>	<b>10.6</b>	<b>11.1</b>

# CONSUMER GROWTH



\* Consumer organic sales growth estimated without the effect of the IT attack and the resulting shift of sales

# CONSUMER SALES PER REGION

	Jan. – Sep. 2016	Jan. – Sep. 2017	Change	
	mill. €	mill. €	<i>nominal</i> in %	<i>organic</i> 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
<b>Total Consumer</b>	<b>4,177</b>	<b>4,336</b>	<b>3.8</b>	<b>3.9</b>

# BLUE AGENDA

## BLUE AGENDA

**Blue** »  
**Agenda**

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<p><b>We will be the No. 1 Skin Care company in our relevant categories and markets.</b></p> <p>We Are Skin Care Closest to Markets</p>	<p><b>We combine leading brands, big innovations and world-class advertising.</b></p> <p>Leading Brands Big Innovations World-Class Advertising Shopper Connectivity</p>
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<p><b>We are small and act with maximum focus, speed and efficiency.</b></p> <p>Fast &amp; Flexible Lean &amp; Efficient</p>	<p><b>We are Beiersdorf ... we are unique!</b></p> <p>One Team Top Talent Values &amp; Culture</p>
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## KEY DRIVERS

**BRAND**

**INNOVATION**

**MARKETS**

**EFFICIENCY**

**DIGITALIZATION**

**PEOPLE**

# INNOVATION – CLOTHING PROTECTION



**NEW CLOTHING PROTECTION**

**NIVEA**  
sun

protect & moisture

30

**We asked our consumers about our new product:**

**95%** **Don't notice any stains**  
on clothes after washing

**97%** **Expectations fulfilled**  
for a sunscreen with clothing protection



# INNOVATION – 48H BODY



DEEP MOISTURE SERUM

**RICH NOURISHING  
BODY MILK**



Deep and  
long-lasting moisture  
for smooth skin

# INNOVATION – URBAN SKIN



# URBAN SKIN DEFENCE

Strengthens skin's own defense against urban stressors

A collage of nine small images arranged in a grid-like fashion, illustrating various urban activities and environments. The images include: a woman riding a bicycle on a city street; a woman with long hair blowing in the wind on a bridge; a woman sitting on a bench with a laptop; a woman running on a boardwalk; a woman holding a green smoothie in a glass; a woman riding a bicycle with her arms raised; a woman on a skateboard; a woman on a bicycle; and a woman on a bicycle.

# 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

Results 9M 2017

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# Questions and Answers

# INVESTOR RELATIONS CONTACT

## **Beiersdorf Website**

[www.Beiersdorf.com](http://www.Beiersdorf.com)

## **IR-Hotline**

Tel: +49 (0) 40 4909 5000

Fax: +49 (0) 40 4909 18 5000

Email: [Investor.Relations@Beiersdorf.com](mailto:Investor.Relations@Beiersdorf.com)