Q1 KEY MESSAGES

COVID-19

SAFETY AND HEALTH OF EMPLOYEES

CONTINUE TO SERVE CONSUMERS

SUPPORT SOCIETY

CONSUMER

<table>
<thead>
<tr>
<th>Brand</th>
<th>Sales Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>NIVEA</td>
<td>-0.6%</td>
</tr>
<tr>
<td>DERMA</td>
<td>+11.5%</td>
</tr>
<tr>
<td>HEALTHCARE</td>
<td>+10.1%</td>
</tr>
<tr>
<td>LA PRAIRIE</td>
<td>-35.8%</td>
</tr>
</tbody>
</table>

-3.3% SALES GROWTH

TESA

-5.1% SALES GROWTH

Note: Organic sales growth on a like-for-like basis.
BUSINESS IMPACT CORONA

CONSUMER
- CATEGORY: PERSONAL CARE
- MEDIA SHIFT
- PREFERENCES TRUSTED BRANDS

SHOPPER AND CUSTOMER
- ON-LINE
- LESS SHOPPING TRIPS
- BIGGER BASKETS
- POSTPONED ACTIVATION
- CLOSED SHOPS

AIR TRAFFIC
- COLLAPSE OF TRAVEL RETAIL
- TOURISM: SUN SEASON
BUSINESS MEASURES CORONA

SUPPLY CHAIN

• SECURE STABLE SOURCING
• MAINTAIN SERVICE LEVEL

COST INITIATIVES

• IMPACT MITIGATION VIA COST REDUCTION EFFORTS
  • CONTAIN FIXED COST
  • BEIERSDORF ‘SOLIDARITY PACT’
OUR COMMITMENT

COMPETITIVE SUSTAINABLE GROWTH

ACCELERATE DIGITAL CONSUMER CONNECTION

WIN WITH SKIN CARE

UNLOCK WHITE SPOT POTENTIAL

FUEL THE GROWTH THROUGH INCREASED PRODUCTIVITY

BUILD ON STRONG FOUNDATIONS:
COMPLIANCE – CORE VALUES – CULTURE – SUSTAINABILITY
CLOSE TO OUR CONSUMERS

Consumer connection
Cater to increased and changing demand
Modify activation & communication
Advertising
Q1 2020
+43%
growth in online spend

eCommerce
Q1 2020
+23%
growth
10K
Women Worldwide

12 MIO.
High-quality images

11
Parameters
WIN WITH SKIN CARE

One of the most successful launches ever

Biggest contributor to Derma growth

Global leader “even skin”

Extension to the Sun category in 2020
UNLOCK WHITE SPOTS

SUCCESS

NATURALLY

GOOD

Successful roll-out to European countries in Q1 2020

Excellent feedback from customers

Additional categories to come

May 05, 2020 | Quarterly Statement January - March 2020

Page 10
Invest in disruptive technologies & new business models

Investments in line with C.A.R.E.+ strategic pillars, e.g. sustainability focus

Latest investment:
Equity stake in UK-based Salford Valve Company (Salvalco)

A strong partnership to drive sustainable aerosol innovations for the industry and Beiersdorf.
FINANCIAL RESULTS Q1 2020
## GROUP – SALES RESULTS

<table>
<thead>
<tr>
<th></th>
<th>SALES Q1 2019</th>
<th>SALES Q1 2020</th>
<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€ MILLION</td>
<td>€ MILLION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSUMER</td>
<td>1,598</td>
<td>1,581</td>
<td>-1.0%</td>
<td>-3.3%</td>
</tr>
<tr>
<td>TESA</td>
<td>349</td>
<td>329</td>
<td>-5.7%</td>
<td>-5.1%</td>
</tr>
<tr>
<td>GROUP</td>
<td>1,947</td>
<td>1,910</td>
<td>-1.9%</td>
<td>-3.6%</td>
</tr>
</tbody>
</table>
CONSUMER – GROWTH

ORGANIC SALES GROWTH IN %

<table>
<thead>
<tr>
<th>FY 2018</th>
<th>Q1 2019</th>
<th>FY 2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>+5.0</td>
<td>+6.8</td>
<td>+4.8</td>
<td>-3.3</td>
</tr>
</tbody>
</table>

*Effect on consumer organic sales growth if sales in Argentina had been calculated at constant FX rates.
## CONSUMER – EUROPE

<table>
<thead>
<tr>
<th></th>
<th>SALES Q1 2019</th>
<th>SALES Q1 2020</th>
<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€ MILLION</td>
<td>€ MILLION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WESTERN EUROPE</td>
<td>655</td>
<td>596</td>
<td>-9.0%</td>
<td>-9.6%</td>
</tr>
<tr>
<td>EASTERN EUROPE</td>
<td>149</td>
<td>154</td>
<td>+3.7%</td>
<td>+5.4%</td>
</tr>
<tr>
<td>EUROPE</td>
<td>804</td>
<td>750</td>
<td>-6.6%</td>
<td>-6.8%</td>
</tr>
</tbody>
</table>

- LA PRAIRIE AFFECTED BY THE COLLAPSE OF TRAVEL RETAIL, AND UP TO 85% OF DOORS WERE CLOSED
- LOCKDOWN COUNTRIES ITALY, SPAIN AND FRANCE WITH MAJOR SALES IMPACT
- RESILIENT Q1 PERFORMANCE IN POLAND AND RUSSIA DESPITE A CHALLENGING ENVIRONMENT
### CONSUMER – AMERICAS

<table>
<thead>
<tr>
<th></th>
<th>SALES Q1 2019</th>
<th>SALES Q1 2020</th>
<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€ MILLION</td>
<td>€ MILLION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NORTH AMERICA</td>
<td>123</td>
<td>183</td>
<td>+48.1%</td>
<td>+1.3%</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>143</td>
<td>154</td>
<td>+7.9%</td>
<td>+18.9%</td>
</tr>
<tr>
<td>AMERICAS</td>
<td>266</td>
<td>337</td>
<td>+26.5%</td>
<td>+10.6%</td>
</tr>
</tbody>
</table>

- NORTH AMERICAN SALES DRIVEN BY AQUAPHOR AND NIVEA BODY WASH
- IN THE U.S. STRONG GROWTH IN DERMA OFFSETS DECREASE IN LA PRAIRIE
- Q1 SALES IN LATIN AMERICA DRIVEN BY STRONG GROWTH IN BRAZIL

Organic sales growth if sales in Argentina had been calculated at constant FX rates: Latin America +23.0%, Americas +12.7%
CONSUMER – AFRICA/ASIA/AUSTRALIA

<table>
<thead>
<tr>
<th></th>
<th>SALES Q1 2019</th>
<th>SALES Q1 2020</th>
<th>NOMINAL GROWTH</th>
<th>ORGANIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€ MILLION</td>
<td>€ MILLION</td>
<td>-6.4%</td>
<td>-5.0%</td>
</tr>
<tr>
<td>AFRICA/ASIA/AUSTRALIA</td>
<td>528</td>
<td>494</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- LA PRAIRIE WITH DOUBLE-DIGIT SALES DECELERATION IN ASIA AND AUSTRALIA
- WEAK DEMAND IN INDIA
- STRONG GROWTH IN MALAYSIA AND PHILIPPINES
### ORGANIC GROWTH Q1 2020

<table>
<thead>
<tr>
<th>DIRECT INDUSTRIES</th>
<th>TRADE MARKETS</th>
<th>TESA TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>-8.5%</td>
<td>0.0%</td>
<td>-5.1%</td>
</tr>
</tbody>
</table>

- AUTOMOTIVE
- ELECTRONICS
- PRINT AND PAPER
- BUILDING SUPPLY

- CONSUMER & CRAFTSMEN
- GENERAL INDUSTRIAL MARKETS
INSIGHTS 2020

Major shift in consumer and shopping behavior

Impact mitigation through cost initiatives

Reliable supply situation

Currently no visibility beyond a difficult Q2

Strong financial position
Q&A