

H1 2026 RESULTS

Hamburg, August 5, 2026
Astrid Hermann, Vincent Warnery



WIN
CARE

MULTI-YEAR DERMA
OUTPERFORMANCE CONTINUES



Beiersdorf

LA PRAIRIE IMPROVING WITH SOLID
UNDERLYING FUNDAMENTALS



NEXT PHASE OF REBALANCING
DECISIVE NIVEA TURNAROUND PLAN



RETURN TO PROFITABLE GROWTH
STARTING FROM 2028

CHALLENGING NIVEA DYNAMICS CONTINUE TO WEIGH ON THE QUARTER

Q2 2026

CONSUMER
- **3.3%** GROUP
- **2.3%**



WIN
CARE

Eucerin®

Aquaphor®
HEALING OINTMENT

DERMA CONTINUES MULTI-YEAR OUTPERFORMANCE

Q2 2026

+**7.4%**

H1 2026

+**7.8%**



organic sales growth

DERMA OUTPERFORMING ACROSS REGIONS



BRAZIL

+**71%**



CHINA

+**62%**



US FACE

+**40%**

organic sales growth, Q2 2026



WIN
CARE

Eucerin®

Aquaphor®
HEALING OINTMENT

Beiersdorf

NEXT CHAPTER AQUAPHOR BODY CARE LAUNCH



WIN
CARE

Eucerin

Aquaphor
HEALING OINTMENT

Beiersdorf

AQUAPHOR BODY LAUNCH

STRONG H2 ROLL-OUT PLAN



Walmart



JUL



LA PRAIRIE GAINING TRACTION

SOLID UNDERLYING FUNDAMENTALS

Q2 2026

+**2.2%**

Q1 2026

-**14.9%**

organic sales growth





LA PRAIRIE
SWITZERLAND

Beiersdorf

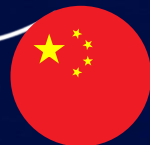
LA PRAIRIE GAINING TRACTION CHINA CONTINUES TO DRIVE GROWTH



CHINA

Q2

+12%



organic sales growth



WIN
CARE

LA PRAIRIE
SWITZERLAND

Beiersdorf

STRONG PLANS FOR H2

NEW ENTRY LINE



HEALTH CARE STRONG H1

DRIVEN BY INNOVATION

Q2 2026

+**6.2%**

H1 2026

+**4.0%**

organic sales growth



NIVEA'S NET SALES DYNAMICS REMAIN CHALLENGING

Q2 2026

-**6.7%**

H1 2026

-**6.8%**

EU TRADE CONFLICTS

EU SUN SEASON PHASING

INNOVATION PHASING &
DESTOCKING

MIDDLE EAST CONFLICT

CORE PORTFOLIO

WIN
CARE

NIVEA

NIVEA REBALANCING PHASE ONE



FACE + BODY,
DEO



ACCESSIBLE
FACE CARE

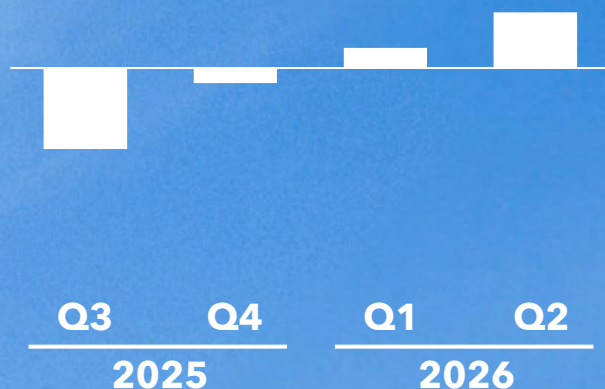
Beiersdorf



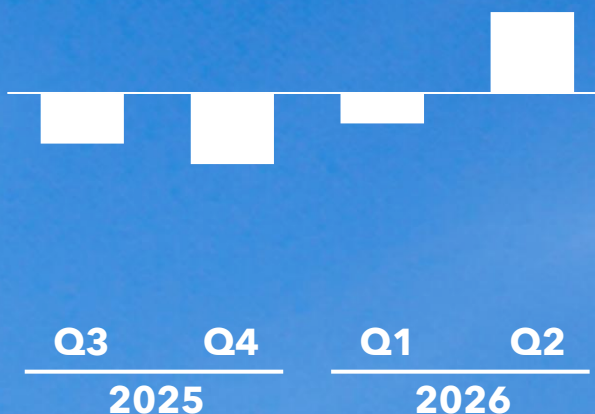
LOCALIZATION
WITHIN A FRAME

SELL-OUT IMPROVING GRADUALLY BUT STILL BELOW MARKET

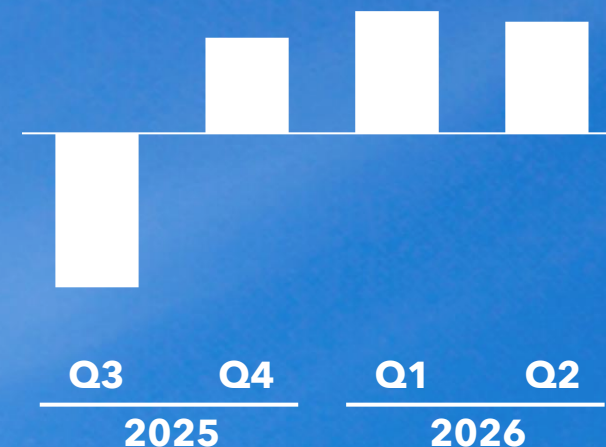
GLOBAL



EUROPE



EMERGING MARKETS



WIN
CARE

NIVEA

Beiersdorf

NEXT PHASE OF REBALANCING 18-MONTH TURNAROUND PLAN

REIGNITE GROWTH THROUGH
INNOVATION ACROSS **ALL CATEGORIES**

FOCUS ON **ACCESSIBILITY** AND **PENETRATION**

FULLY **LEVERAGE** NIVEA'S **LOCAL RELEVANCE**

STEP UP HIGH-IMPACT
CONSUMER-FACING INVESTMENTS



REIGNITE GROWTH INNOVATION ACROSS ALL CATEGORIES

PREMIUM FACE



FACE, BODY, DEO



FACE



BODY



DEO



SHOWER



SUN



LIP



MEN



FOCUS ON ACCESSIBILITY AND PENETRATION



FULLY LEVERAGE LOCAL RELEVANCE

EU
JUL'26
LAUNCH
FACE+ RANGE



EU
Q1 '27
LAUNCH
CLASSICS RANGE



INDIA
JUN'26
LAUNCH
SOFT GEL



ASEAN
AUG'26
RELAUNCH
EVEN TONE



EM
Q1-Q2 '26
LAUNCH
SKIN GLOW



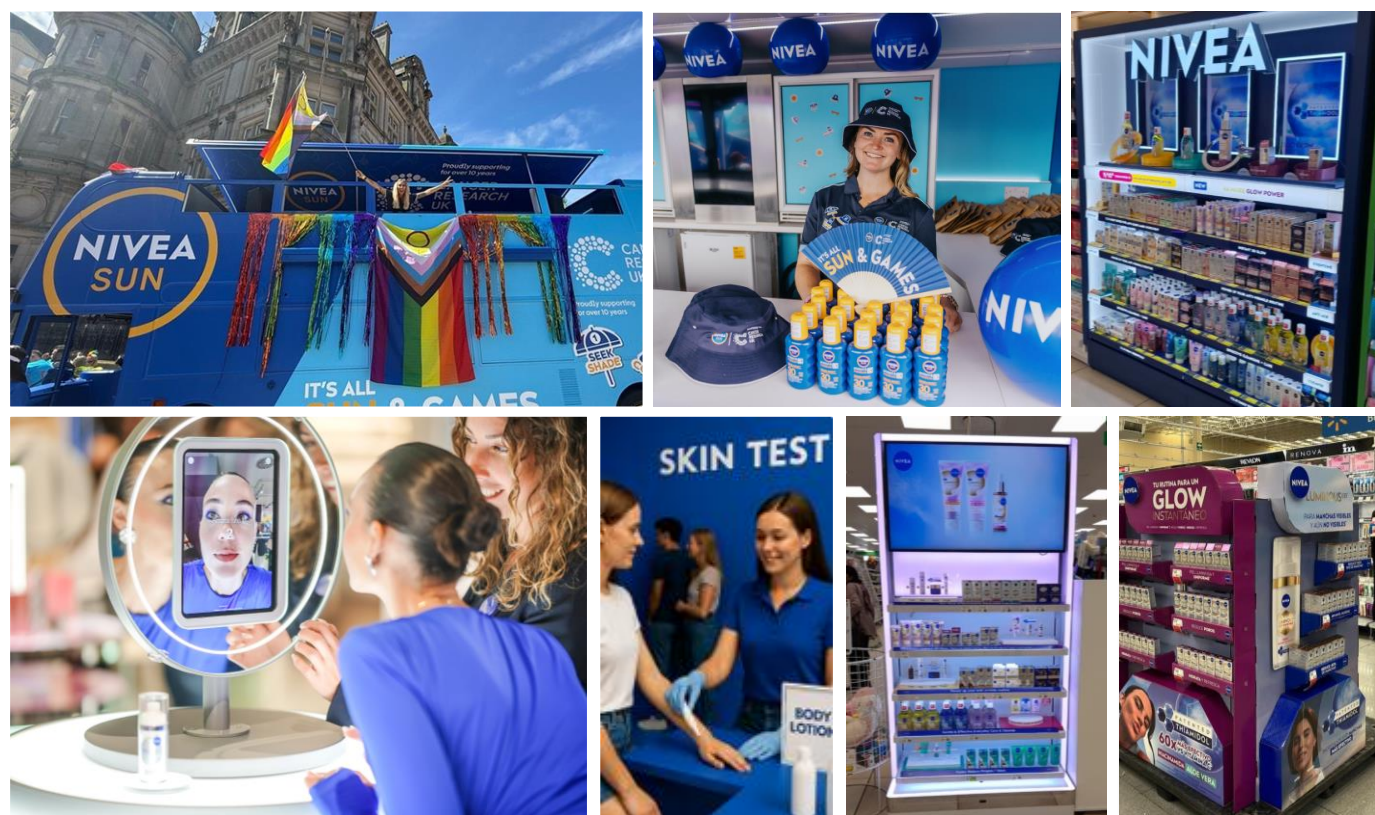
EM
APR'26 LAUNCH OIL CONTROL
JUL'26 LAUNCH VITAMIN C



EM
Q3'26
LAUNCH COCOA



STEP UP CONSUMER-FACING INVESTMENTS



+ €100M

H2
2025

H2
2026

TESA SOLID Q2

DESPITE HEADWINDS IN ELECTRONICS

Q2 2026

+**2.5%**

H1 2026

-**0.9%**

H1 2026 FINANCIALS

SEGMENTS

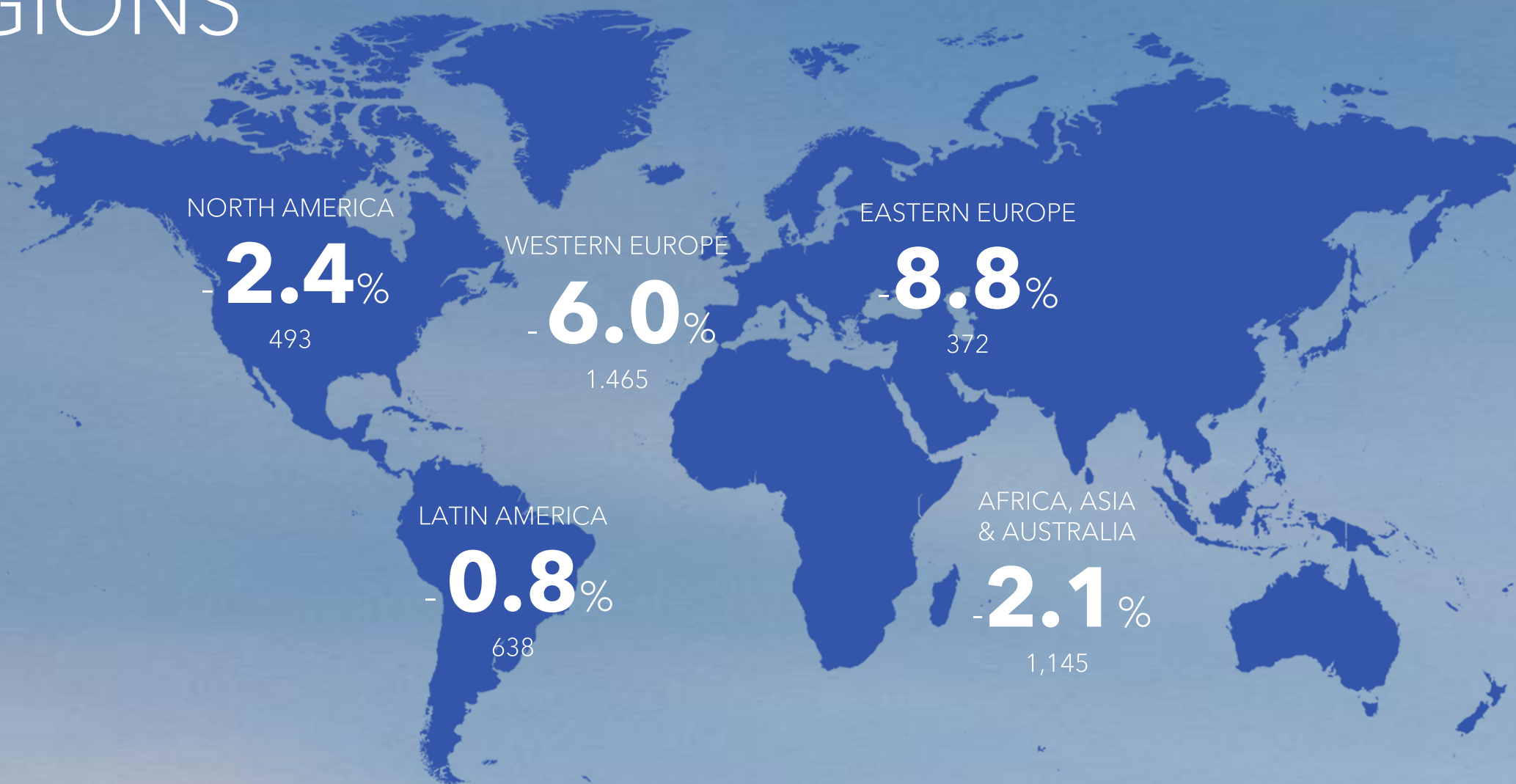
KEY FIGURES

(IN € MILLION)	H1 2025	H1 2026	CHANGE NOMINAL	ORGANIC
CONSUMER				
SALES	4,330	4,113	-5.0%	-4.0%
EBIT	691	632		
EBIT MARGIN	16.0%	15.4%		
TESA				
SALES	858	839	-2.1%	-0.9%
EBIT	145	136		
EBIT MARGIN	16.9%	16.2%		

EBIT and EBIT margin excluding special factors



CONSUMER REGIONS



H1 2026 organic sales growth, nominal sales in € million

CONSUMER GROSS MARGIN

Beiersdorf



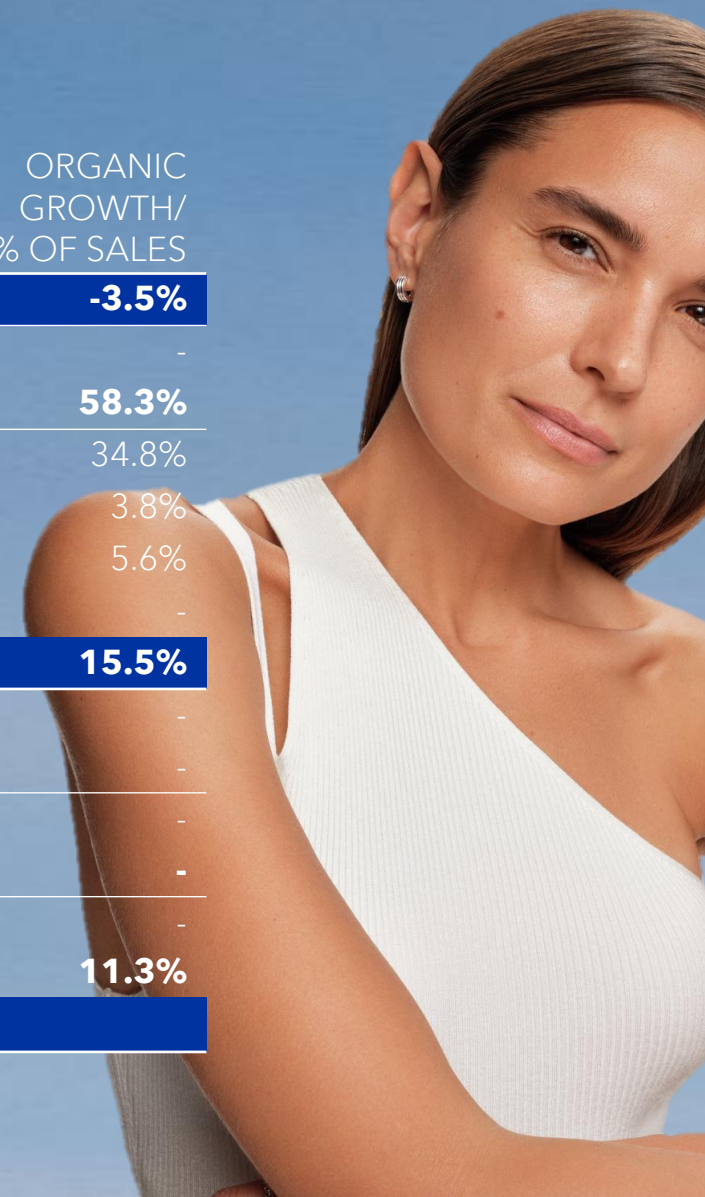
Gross profit as a percentage of sales



GROUP INCOME STATEMENT

(IN € MILLION)

	H1 2025	ORGANIC GROWTH/ % OF SALES	H1 2026	ORGANIC GROWTH/ % OF SALES
SALES	5,188	2.1%	4,952	-3.5%
COST OF GOODS SOLD	-2,108	-	-2,064	-
GROSS PROFIT	3,080	59.4%	2,888	58.3%
MARKETING AND SELLING EXPENSES	-1,772	34.2%	-1,724	34.8%
RESEARCH AND DEVELOPMENT EXPENSES	-184	3.6%	-188	3.8%
GENERAL AND ADMINISTRATIVE EXPENSES	-317	6.1%	-275	5.6%
OTHER OPERATING RESULT	29	-	67	-
OPERATING RESULTS (EBIT, EXCL. SPECIAL FACTORS)	836	16.1%	768	15.5%
SPECIAL FACTORS	-20	-	-8	-
OPERATING RESULT (EBIT)	816	-	760	-
FINANCIAL RESULT	1	-	28	-
PROFIT BEFORE TAX	817	-	788	-
INCOME TAX	-256	-	-230	-
PROFIT AFTER TAX	561	10.8%	558	11.3%
EPS (IN €)	2.47		2.52	





OUTLOOK

WIN
W CARE

CHALLENGING H2 2026 AHEAD

Beiersdorf

CONTINUED
SLOW MARKET

CRISIS IN THE
MIDDLE EAST

NIVEA
TURNAROUND

2026 CONSUMER EBIT HEADWINDS



GUIDANCE 2026

CONSUMER

Low-single digit organic net sales decline
EBIT margin* of at least 11.0%

TESA

Net sales flat to slightly growing organically
EBIT margin* slightly below previous year



GROUP

Low-single digit organic net sales decline
EBIT margin* of at least 11.8%

2025 data for reference:

Consumer EBIT margin* 13.6%
tesa EBIT margin* 16.1%
Group EBIT margin* 14.0%

* excluding special factors



MIDTERM OUTLOOK

01 NET SALES GROWTH
ABOVE MARKET

02 PROFITABLE
GROWTH

03 IMPROVED CASH
CONVERSION



MIDTERM OUTLOOK

04 GROWTH VIA M&A

05 IMPROVED CASH RETURN
TO SHAREHOLDERS





**THANK
YOU**