

EQUITY STORY

Beiersdorf



Beiersdorf

C.A.R.E.+

CONSUMER



FY 2020: 5,700 MIO. €/ 81%

TESA



1,325 MIO. €/ 19%

C.A.R.E.+ STRATEGY

C.A.R.E.+

COMPETITIVE+SUSTAINABLE+GROWTH



Eucerin

la prairie
SWITZERLAND

STRENGTHEN OUR BRANDS BY ENRICHING THEIR PURPOSE

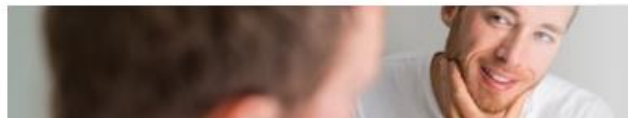
GROWTH DRIVERS

FAST FORWARD DIGITAL
TRANSFORMATION

WIN WITH SKIN CARE



UNLOCK WHITE SPOT POTENTIAL



FUEL THE GROWTH THROUGH INCREASED PRODUCTIVITY

BUILD ON STRONG FOUNDATIONS:
CULTURE – CORE VALUES – CAPABILITIES – CARE BEYOND SKIN

REVIEW 2020

CLEAR PRIORITIES DURING THE CRISIS

EMPLOYEES

- Extensive safety precautions put in place
- Solidarity Pact for Employment – made it through the crisis without layoffs or short-time working

CONSUMERS

- Production repurposed very quickly
- Online presence & e-commerce strengthened

SOCIETY

- COVID-19 aid program – largest humanitarian effort in the company's history



REVIEW 2020

C.A.R.E.+ IN ACTION - EUCERIN

C.A.R.E.+



Win with skin care

Thiamidol – most successful product launch in EUCERIN history

Unlock white spot potential

Entered growth markets such as China, Brazil and Russia

Accelerate digital transformation

Online share of EUCERIN sales increased by 75% in 2020

REVIEW 2020

WE ACCELERATED OUR DIGITAL TRANSFORMATION

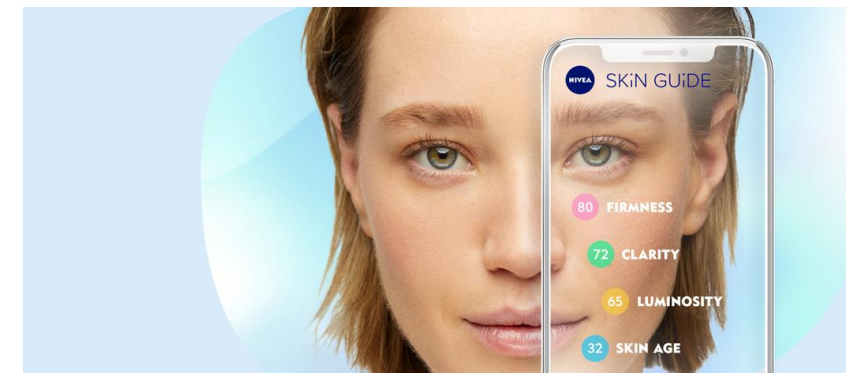
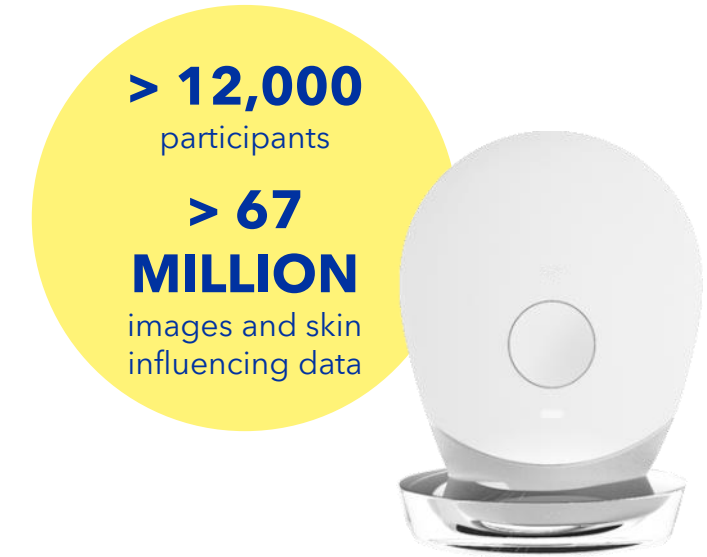
PERSONALIZATION OF SKIN CARE:

SKINLY

- Comprehensive scientific project
- Identifies individual skin needs
- Worldwide unique database
- Insights for our consumers

NIVEA SKIN GUIDE

- Web app for customized skin care routines



REVIEW 2020

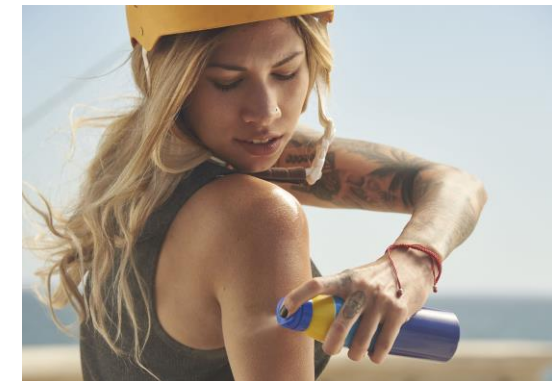
WE UNLOCKED WHITE SPOT POTENTIAL

FOCUS ON THREE REGIONS

- China & USA
- Emerging markets

LOCAL EXPERTISE

- Asia: LA PRAIRIE, EUCERIN and NIVEA with strong momentum
- Shanghai: opening of Beiersdorf's second largest innovation center worldwide
- New Jersey: expansion into innovation center



REVIEW 2020

CARE BEYOND SKIN - AMBITIOUS SUSTAINABILITY AGENDA

„CLIMATE A“ COMPANY

- NGO ranking „Carbon Disclosure Project“
- Für environmental transparency and ambitious targets on climate action

SUSTAINABLE PACKAGING

- 50% less packaging for NIVEA Naturally Good
- 90% recycled material for PET bottles in Europe

ECOLOGICAL FOOTPRINT

- 100% electricity from renewable sources



PRIORITIES

WE WANT TO CREATE A BETTER FUTURE

LOOKING AHEAD WITH CONFIDENCE

- Competitiveness in the crisis
- Investment offensive has paid off



ADDITIONAL

€300

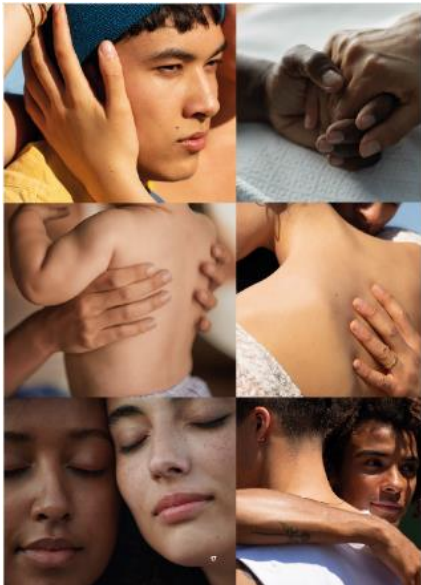
MILLION

INVESTMENTS IN THE
NEXT 5 YEARS



PRIORITIES

STRENGTHENING OUR BRANDS THROUGH PURPOSE



**CARE FOR HUMAN TOUCH
TO INSPIRE TOGETHERNESS**



**WE BELIEVE IN THE LIFE-CHANGING
POWER OF DERMATOLOGICAL SKINCARE.**



**We got you covered,
for a life uninterrupted.**

PRIORITIES

PERSONALIZATION - THE FUTURE OF SKIN CARE

WE KNOW WHAT EVERY SKIN NEEDS

- For almost 140 years, we have been driving skin research
- New convincing products in 2021 thanks to Skinly

ONLY WHAT'S NEEDED - O.W.N

- >380,000 formula combinations
- Skin care routine - tailored to personal needs



O.W.N



PRIORITIES

WIN WITH SKIN CARE - INNOVATIONS 2021

NIVEA CELLULAR LUMINOUS630



EUCERIN ACTINIC CONTROL



LA PRAIRE PLATINUM RARE HAUTE- REJUVENATION PROTOCOL



NIVEA WONDERBAR



RELAUNCH HEALTHCARE

PRIORITIES

TESA OUTPERFORMS THE MARKET

ELECTRONICS

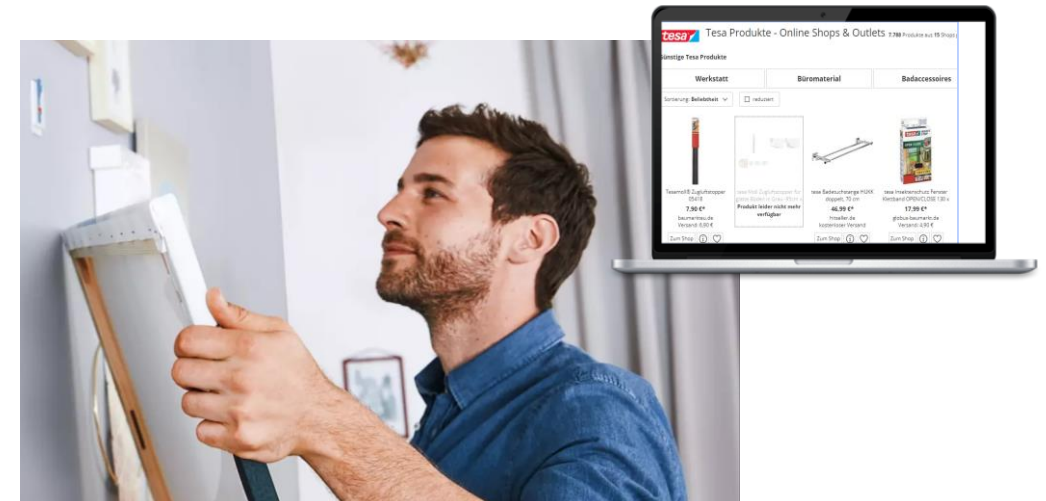
- Focus on innovations & special applications
- Benefits from increased sales of digital devices through special-purpose adhesives

AUTOMOTIVE

- Benefits from e-mobility
- Innovations for insulation and bonding of battery cells

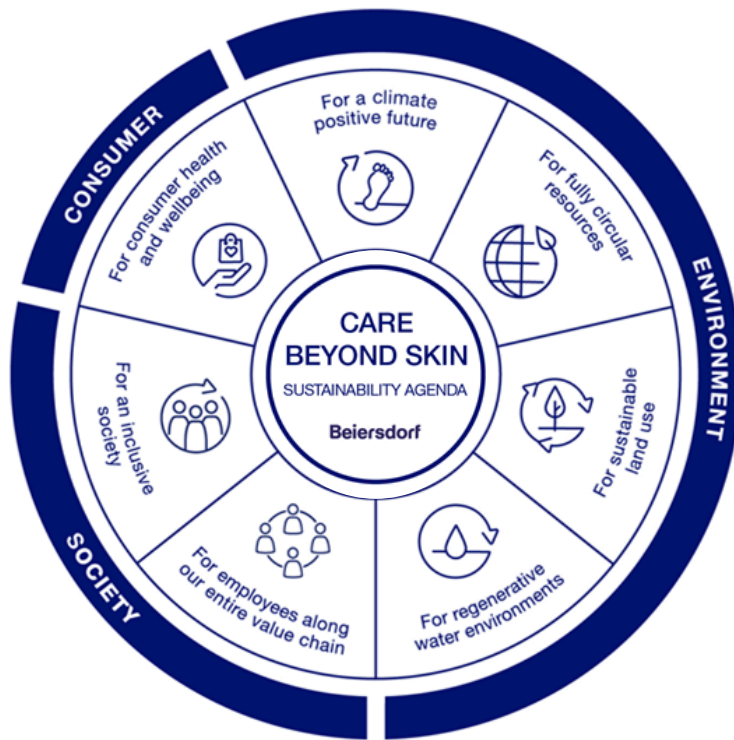
DO-IT-YOURSELF

- Growth of digital sales channels
- Boom of DIY stores



PRIORITIES

OUR SUSTAINABILITY COMMITMENTS 2021+



Absolute reduction of total value chain **emissions by 30%** until 2025
Climate neutral operations by 2030



NIVEA 100% free of microplastic by 2021 ★
Eucerin 100% free of microplastic by 2023
50% reduction of fossil-based virgin plastic by 2025
30% recycled material in our plastic packaging by 2025
100% of packaging refillable, reusable or recyclable by 2025
30% waste reduction in our production facilities by 2025



All renewable ingredients from **sustainable sources** by 2025
Deforestation-free sourcing of our main raw materials by 2025
100% of our palm (kernel) oil sourced **sustainably** by 2020
100% FSC certified paper by 2020



Exclusively **biodegradable polymers** in our EU product formulas by end 2025
25% reduction of water consumption per manufactured product by 2025

FINANCIAL OUTLOOK 2021 AND BEYOND

C.A.R.E.+

A CHALLENGING YEAR 2020

- Major impact on sales markets
- Development in 2021 still unclear
- Reassessment of our medium-term targets from 2019

C.A.R.E.+ IS DESIGNED FOR THE LONG TERM

- Beiersdorf accelerates C.A.R.E.+
- Additional investments planned
- Above-market growth
- Further increase in efficiency

C.A.R.E.+

COMPETITIVE +

SUSTAINABLE +

GROWTH +

FINANCIAL OUTLOOK

OUTLOOK

Growth

Independent of future Skin Care market development, we will continue to outperform the market

EBIT

Post Covid-19, our Consumer EBIT will grow ahead of sales

Working Capital Management

Continuous reduction of Working Capital levels in 2021 despite the pandemic headwinds

Value Management

Value Engineering and other efficiency initiatives will allow us to continue investing in our brands and capabilities

Effective Tax Rate

Strong execution of the tax roadmap puts us in a position to confirm our 2021 ETR target of 28%

ACTIONS SPEAK LOUDER THAN WORDS

