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TO THE SHAREHOLDERS



Dear Shareholders, dear Readers,

The 2022 fiscal year was an excellent year for our company with a remarkable result: For the first time in at least two decades, Beiersdorf delivered double-digit organic sales growth. In fact, we even managed to grow more strongly in Consumer and tesa, our two business segments, than we had expected at the beginning of the fiscal year. Our outstanding performance is a clear indication that our C.A.R.E.+ strategy is working and that our brands remain as strong and relevant as ever, even in volatile times.

We are very proud of this excellent outcome and the profitable growth we have achieved, seeing as 2022 was also a challenging year in many respects. It was marked by the war in Ukraine, geopolitical upheaval, high inflation, and dramatic cost increases as well as numerous bottlenecks in the supply chain. It was a year full of uncertainty and multiple crises that presented us with major challenges in almost all parts of the company. Despite these adverse conditions, we were able to hold our own extremely well with our leading international brands such as NIVEA, Eucerin, La Prairie, Hansaplast, and tesa. We saw rising demand in all regions and were even able to expand our market share significantly.



Vincent Warnery, Chairman of the Executive Board

Profitable Growth: Significant Increase in Sales and Earnings

As a result, our Group sales climbed by 15.4% nominally to €8,799 million (previous year: €7,627 million) and by 10.2% organically. The operating result (EBIT), excluding special factors, increased from €993 million in 2021 to €1,158 million, resulting in the EBIT margin improving to 13.2% (previous year: 13.0%). Our positive business development in 2022 can also be seen in the performance of our share price in 2022. With growth of 18.6%, we outperformed both our national and international competitors.

The Consumer Business Segment generated strong sales revenue of €7,131 million in 2022 (previous year: €6,129 million). This represents a nominal increase of 16.3% and an organic increase of 10.5%. All regions and brands contributed to the double-digit growth. I am thrilled to announce that our Derma business with Eucerin and Aquaphor achieved a milestone with nominal sales revenue of over one billion euros for the first time. With organic sales growth of 23.9%, nominal sales rose to €1,026 million

(previous year: €790 million). This record-breaking accomplishment demonstrates the strength of our Derma business and the genuine value it provides to our consumers. The EBIT excluding special factors for the Consumer Business Segment climbed from €740 million to €880 million in 2022, resulting in an EBIT margin of 12.3% (previous year: 12.1%).

Following an already successful 2021 fiscal year, tesa again achieved strong sales revenue growth of €1,668 million in 2022 (previous year: €1,498 million) despite a difficult global market environment. This represents a nominal increase of 11.3% and an organic increase of 8.8%. The Industry division, which handles business directly with industrial customers and industry trade, and the Consumer division, which comprises sales to end consumers and tradespeople, both recorded a considerable increase in sales. Electronics and automotive in particular continued to show clearly positive sales trends. The EBIT excluding special factors for the tesa Business Segment increased to a total of €278 million (previous year: €253 million), resulting in an EBIT margin of 16.7% (previous year: 16.9%).

Outperforming the Industry

In 2022, we put a great deal of effort into realizing our sustainability goals as part of our CARE BEYOND SKIN sustainability agenda. That is why we are proud and delighted to have been awarded a triple-A rating by the renowned nonprofit organization CDP – a remarkable achievement in our sustainability journey! Out of over 15,000 companies, we are one of only 13 companies worldwide to have triple-A scores for target setting, performance, and transparency in climate change, deforestation, and water security. We have made great efforts around the globe over the past years to drive the transformation of our business. CDP's triple-A rating is a tribute to our efforts to become a leader in our industry for environmental sustainability, not only in setting ambitious targets but also in taking action and being transparent.

We are also pushing ahead with our digital transformation. Our investments in recent years are paying off, especially in our e-commerce business. Over the past fiscal year, we have seen significant growth of 17% in e-commerce, positioning us among the top performers in our industry. This growth is particularly noteworthy as it continues to outpace the growth of offline sales, with e-commerce growing nearly twice as fast. This trend highlights the growing importance of e-commerce for our company and our continued success in the digital marketplace.

Strengthening Our Market Positions

In 2022, after years of successful collaboration, we acquired a majority stake in S-Biomedic, a life science company and frontrunner in the field of skin microbiome research. With this acquisition, we are strengthening our expertise in the field of acne treatment and increasing our innovative strength in line with our C.A.R.E.+ strategy. We are excited to join forces in the dynamic and promising field of skin microbiome research. We tapped further growth potential by launching Eucerin Sun products in the United States, the world's largest sun care market. Furthermore, we significantly expanded our portfolio in the prestige cosmetics segment and strengthened our market positions in the United States, China, and Korea substantially by acquiring Chantecaille Beaute Inc. in the United States. We believe the brand has great potential and wish to grow Chantecaille into a leading premium beauty care company.

As previously announced, we introduced a new operating model for our core brand NIVEA that has already proven successful in marketing our Derma, Health Care, and Luxury brands. We intend to develop and implement campaigns that are fewer, but better and bigger for our many products that are part of the NIVEA brand. The goal is to bring greater clarity and consistency to our messaging and brand identities. We initiated this approach last year and are committed to implementing it at full speed this year.

Focusing on Further Long-Term Growth

2023 marks a special year for Beiersdorf's home as we will be moving into our new Group headquarters in Hamburg. We are creating the Beiersdorf Campus at this location, a working environment that is forward-looking while simultaneously reflecting the unique and rich history of our company and brands. With its sustainable and timeless architecture, the new campus lays the foundation for further growth and also places the focus on the well-being of our employees.

The well-being of our employees is extremely important to us, not least because the past few years in particular – years marked by much uncertainty and crisis – have revealed just how passionate and loyal our employees are in their efforts and undertakings. We are extremely grateful to them for this exceptional level of dedication and for their high degree of flexibility. We are proud to be able to work with such motivated and skilled people.

We would also like to thank you, our shareholders, for your trust, your loyalty, and your critical support.

Even though fiscal 2023 will continue to be dominated by a great deal of market upheaval and uncertainty, I am convinced of our ability to continue driving profitable growth and delivering value to our stakeholders and consumers. Our strong performance of 2022 has set the foundation for an exciting future, and I am eager to see what the next year will bring.

Sincerely,



Vincent Warnery

Chairman of the Executive Board

Beiersdorf's Shares and Investor Relations

In 2022, the capital markets were dominated by inflation and the interest rate policy of the central banks. While at the beginning of the year, expectations had been for an economic recovery as life returned to normal after the pandemic, the Russia-Ukraine conflict very quickly overshadowed these positive developments. The war triggered shortages and price rises in the commodity markets, which had already been trading at a high level, and especially the energy sector. Signs of recession mounted both in Europe, which was highly dependent on the Russian energy sector, and in the United States, and the inflation rate rose significantly in the second half of the year. To tackle this development, the central banks shifted away from their low interest rate policy and hiked rates sharply in the United States and Europe. In this process, further rate hikes were already signaled for 2023.

In many parts of the world, the pandemic played a dominant role again in 2022. The Chinese economy, for example, was hit hard, as the strict implementation of the zero-Covid policy led to abrupt, large-scale lockdowns that temporarily imposed considerable restrictions on both goods production and public freedom. Toward the end of the year, the Chinese government distanced itself from its previous policy, and a stabilization of the economic situation in the current year is anticipated.

Oil and gas prices in 2022 reflected developments on the commodity markets: both commodities saw their prices rise significantly as a result of the Russian invasion. Particularly in Europe, gas prices hit historic highs, with deliveries from Russia to the European Union coming to a standstill. The situation on the oil and gas markets eased somewhat toward the end of the year and prices began to fall, though they remained at a high level. The development of the US dollar against the euro also reflected the difficult situation in Europe. While the euro was still the significantly stronger currency at the start of the year, the situation reversed in mid-2022. After reaching parity at the end of the first half of the year, the US dollar continued to appreciate further and was worth more than the euro during the fall. It was Europe and the euro that then benefited most from the slight easing on the energy markets toward the end of the year.

Beiersdorf's shares defied this difficult market environment and outperformed the market on the back of strong operating results. Early in the year, the share price fell like the market as a whole to a temporary low shortly after the Russian invasion began. However, consumers' desire to return to normality after the pandemic was strong, and demand rose significantly in mobility and tourism categories such as deodorants and lip and sun care. In addition, Beiersdorf's higher investments in the face care area increasingly paid off and lifted demand over the course of the year. Higher sales, market share, and profitability subsequently led to an upgraded outlook for the year in the quarterly and half-year publications. Beiersdorf's share price rose to just under €100 at mid-2022 and closed the year at €107.20. This was 18.6% higher than the year-end closing price for 2021 and gave us a top ranking compared with our competitors and the DAX40.

The strong shares performance during 2022 also meant that Beiersdorf AG returned to the DAX in June and established its presence in the middle of the index.

In the reporting year, the Annual General Meeting of Beiersdorf AG took place in a virtual format for the third time at the Group's headquarters in Hamburg. For the first time in our corporate history, this event was not only accessible to shareholders but available for the general public to watch. Around 500 viewers participated in this way in the meeting on April 14, 2022.

Capital market communication was clearly focused on macroeconomic developments: It covered the implications of the Russia-Ukraine conflict, higher commodity prices, and concerns about recession, as well as topics such as the regional impacts of the pandemic. At roadshows and conferences, the

Executive Board also explained how Beiersdorf can take advantage of new market opportunities through its investments as part of the C.A.R.E.+ strategy and the continued development of the operational business model.

In 2022, Beiersdorf held its first Capital Markets Day, inviting numerous analysts and investors to Hamburg to better get to know the Beiersdorf management team. As well as detailed strategic insights at brand level, the Executive Board also presented the medium-term outlook with profitable growth in the Consumer Business Segment. Analysts and investors could also discover how Beiersdorf's new management is successfully implementing the C.A.R.E.+ strategy and driving transformation in the company.

Around 25 financial analysts published regular research notes on Beiersdorf in the reporting year. The number of buy recommendations rose constantly over the course of 2022. This meant that, by the end of the year, the vast majority of analysts had buy recommendations for Beiersdorf's shares.

For more information on Beiersdorf's shares please visit

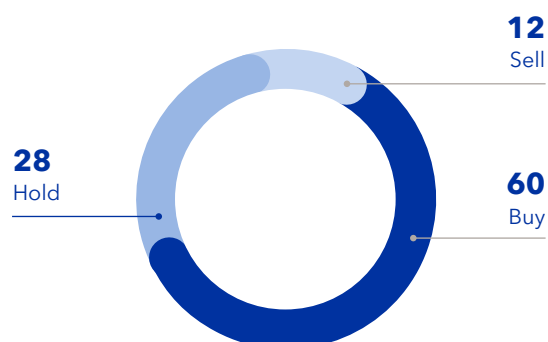
www.beiersdorf.com/shares

For more information on Investor Relations please visit

www.beiersdorf.com/investors

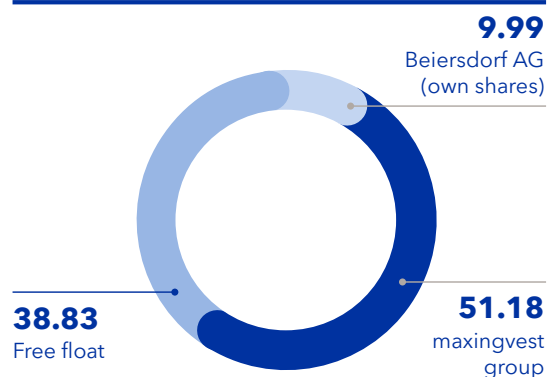
Analyst recommendations

As of Dec. 31, 2022



Shareholder structure

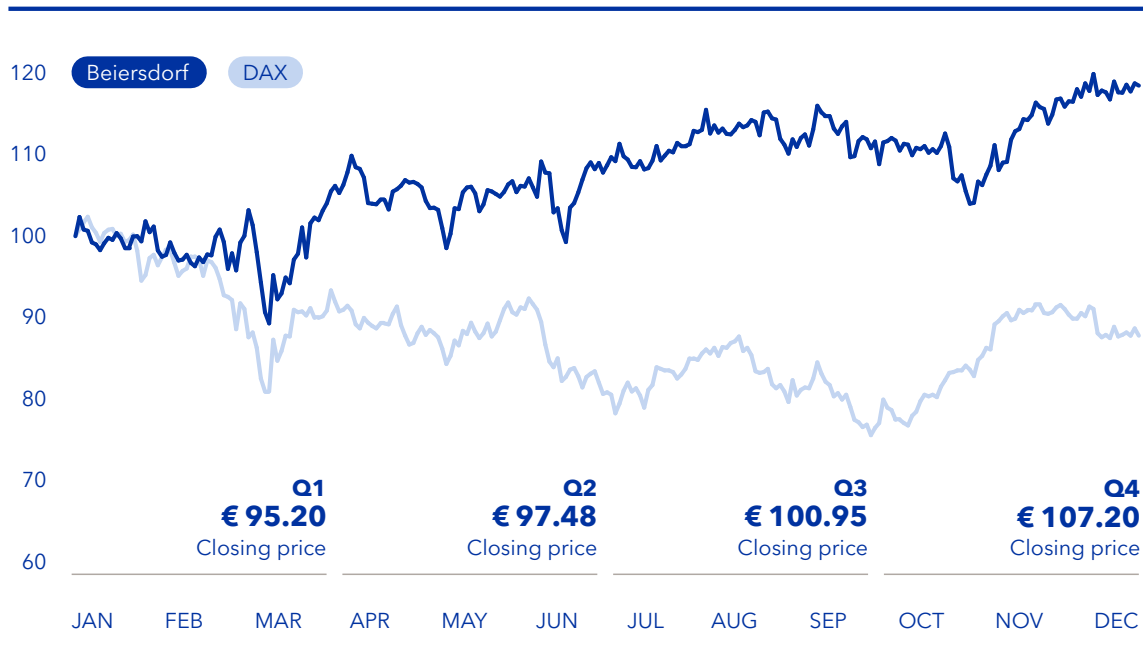
As of Dec. 31, 2022 (in %)



Source: Beiersdorf AG

Beiersdorf's share price performance 2022

Jan. 1 - Dec. 31 / relative change in %



Key figures – Shares

		2021	2022
Earnings per share as of Dec. 31	(in €)	2.81	3.33
Market capitalization as of Dec. 31	(in € million)	22,776	27,014
Closing price as of Dec. 31	(in €)	90.38	107.20
Closing high for the year	(in €)	106.95	108.50
Closing low for the year	(in €)	81.90	80.64

Basic share data

Company name	Beiersdorf Aktiengesellschaft
Admission year	1928
WKN	520000
ISIN	DE0005200000
Stock trading venues	Official Market: Frankfurt/Main and Hamburg Open Market: Berlin, Dusseldorf, Hanover, Munich, and Stuttgart
Number of shares	252,000,000
Share capital in €	252,000,000
Class	No-par value bearer shares
Market segment/index	Prime Standard/DAX
Stock exchange symbol	BEI
Reuters	BEIG.DE
Bloomberg	BEI GR

Report by the Supervisory Board

Dear Shareholders,

In accordance with statutory laws, the German Corporate Governance Code, the Articles of Association, and the bylaws, the Supervisory Board supervised and advised the Executive Board, focusing particularly on the C.A.R.E.+ strategy and on corporate planning, accounting, the course of business, the position and outlook, risk management, the internal control system, and compliance. The Executive Board reported regularly during and between the Supervisory Board meetings, both in writing and orally, particularly on significant events and developments in the business and market. The Supervisory Board also discussed and considered external views and developments concerning good corporate governance in Germany and other countries. Meetings were held face-to-face and via video and conference calls. Some members participated in face-to-face meetings by video or telephone.

The participation rate in meetings was 94.4% for the full Board, 95.8% for the Presiding Committee, 97.7% for the Audit Committee, 100% for the Finance Committee, and 77.8% for the Personnel Committee. The participation rates for the individual members who did not participate in every meeting were as follows: 5/6 full Board meetings for Hong Chow, Wolfgang Herz, Dr. Dr. Christine Martel, and Kirstin Weiland; 5/6 Presiding Committee meetings for Wolfgang Herz; 8/9 Audit Committee meetings for Dr. Dr. Christine Martel; and 1/3 Personnel Committee meetings for Reinhard Pöllath and Kirstin Weiland. There were no indications of any conflicts of interest relating to Executive Board or Supervisory Board members. Martin Hansson stepped down from his post effective July 31, 2022. The court appointed Uta Kemmerich-Keil as his successor.

The Executive Board and Supervisory Board worked together on the detailed preparation and follow-up of meetings. Discussions took place with and among Supervisory Board members prior to and after the meetings. A secure digital platform is available for drafts, documents, and comments.

At the beginning of 2023, the Supervisory Board began planning another efficiency audit to be conducted during the course of the year.

Full Supervisory Board

The Supervisory Board met six times (three face-to-face meetings and three video/conference calls). In two cases, the Supervisory Board adopted written resolutions. The meetings regularly addressed strategic orientation, business developments, interim financial statements, compliance, Executive Board matters, and significant individual transactions. Proposals for decision were carefully examined and discussed. All members of the Executive Board generally took part in the Supervisory Board meetings. Part of each meeting took place in the presence of the Supervisory Board members alone. The meetings early in the year focused on the prior year's annual financial statements. At the mid-year meetings, the Supervisory Board discussed Executive Board matters, strategic orientation, and investment projects. The meetings at the end of the year concentrated on planning for the following year, investment projects, and strategic orientation.

On **February 4, 2022**, the Supervisory Board discussed the achievement of the Executive Board targets for fiscal year 2021 and set the total remuneration for Executive Board members. After intensive discussion, it also approved the newly prepared remuneration report for 2021.

On **February 22, 2022**, the Supervisory Board had an in-depth discussion on the development of the business and market shares. The Executive Board gave a detailed presentation of the business

segments and regions. It reported at length on its strategy for expanding digital marketing and e-commerce in the coming years and on the development and integration of the Chantecaille business, which was acquired in early February. The auditor gave a thorough report on the scope, areas of emphasis, and findings of the audit. After intensive discussion, the Supervisory Board approved the annual and consolidated financial statements and the combined management report for Beiersdorf AG and the Group, including the Corporate Governance Statement and the combined Non-financial Statement for Beiersdorf AG and the Group. It thereby adopted the annual financial statements for the 2021 fiscal year. It discussed the Executive Board reports on dealings among Group companies and on the disclosures required under takeover law and approved the Supervisory Board's report to the Annual General Meeting. It approved the proposal for the appropriation of net retained profits for fiscal year 2021. After an explanation of the changes versus the previous virtual meetings, it approved the agenda and proposals for decision for the online Annual General Meeting on April 14, 2022.

On **April 14, 2022**, the Supervisory Board first discussed the content and processes of the Annual General Meeting, prior to that meeting's commencement. The Executive Board and management then gave a detailed presentation about the new China strategy. When its meeting resumed after the Annual General Meeting, the Supervisory Board looked at current business developments. The Executive Board gave a detailed presentation on the development of sales and market share in various product categories and brands. The Supervisory Board also discussed current challenges due to the continuing COVID-19 pandemic and in the supply chain. It decided on the audit engagement to be issued in accordance with the resolution of the Annual General Meeting.

On **April 28, 2022**, Nicola Lafrentz was appointed as an Executive Board member effective May 1, 2022. The Supervisory Board also discussed the precautions being taken by the company around current risks relating to energy and other factors.

On **September 2, 2022**, the Supervisory Board discussed business developments using reports on selected topics from the Executive Board's areas of responsibility. The discussion focused on the key financial figures, the success of Thiamidol, and the development of the sun care business. The tesa SE Executive Board also reported on business performance. In addition, the Supervisory Board looked at the development of smaller brands and a report on sustainability. It adopted resolutions on investment projects, the successor to Mr. Hansson in the post of Deputy Chairman and member of multiple committees, and the audit engagement for the 2022 non-financial report.

On **December 2, 2022**, the Supervisory Board discussed the Group's business performance up to the end of October 2022 using the key financial figures and development of market share by region, brand, and category, as well as looking ahead to the 2022 annual financial statements. The Executive Board also reported on individual aspects of the C.A.R.E.+ strategy and on the strategy for digitalization and e-commerce. The Supervisory Board approved the corporate planning for 2023, adopted the Declaration of Compliance with the German Corporate Governance Code for fiscal year 2022, set the targets and the target total remuneration for the members of the Executive Board for fiscal year 2023 and confirmed its appropriateness. Finally, the Supervisory Board approved the holding of another virtual Annual General Meeting in 2023.

In **February 2023**, the Supervisory Board discussed the achievement of the targets set for the Executive Board for the 2022 fiscal year, determined the total remuneration, and substantiated annual targets. It approved the annual and consolidated financial statements, along with the associated reports, and approved the proposals for decision for the Annual General Meeting on April 13, 2023.

Committees

The Supervisory Board prepares its work in six **committees**. These can make decisions in place of the Supervisory Board in individual cases. The chairpersons of the committees provided the Supervisory Board with regular detailed reports on the committees' work. The **Mediation Committee and Nomination Committee** did not meet in fiscal year 2022.

The **Presiding Committee** (six meetings, of which one was face-to-face and five were by video or conference call) discussed business performance, Executive Board remuneration, and other Executive Board matters along with individual important transactions and investment plans. It prepared and followed up on the meetings of the full Supervisory Board.

The **Audit Committee** (nine meetings, of which four were face-to-face and five by video or conference call) primarily performed the preliminary examination of the annual and interim financial statements and combined management report, discussed the Executive Board's proposal for the appropriation of net retained profits, verified the independence and discussed the appointment of the auditor, specified the areas of emphasis for the audit, and discussed the legislative changes affecting the audit process. The committee made a proposal to the Supervisory Board for the election of the auditor by the Annual General Meeting. The auditor reported to the Audit Committee on the key findings of the audit, the results of the audit review of the half-year report for 2022, and other auditing matters. The committee also discussed the content and auditing of the combined Non-financial Statement. The committee, whose meetings on audit-related matters were also attended by the auditor, regularly addressed business developments. Other matters regularly discussed comprised risk management, internal auditing, sustainability, the upcoming invitation to tender for auditing services, and the scope of non-audit services provided by the auditor.

The **Finance Committee** (five meetings, of which three were face-to-face and two by video or conference call) addressed, in particular, investments and the investment strategy. It received regular reports on the investment projects. Other topics were compliance, crisis management, and the *Lieferkettensorgfaltspflichtengesetz* (German Supply Chain Due Diligence Act). In one case, the Finance Committee adopted a resolution by written procedure.

The **Personnel Committee** (three meetings, of which two were face-to-face and one was by video or conference call) discussed the long-term planning of appointments to positions in and beneath the Executive Board. It welcomed measures on diversity and inclusion and heard comprehensive reports at each meeting on the progress achieved, based on key performance indicators. Other focus areas were new work environments and the preparation of the qualification matrix on the skills and expertise of the Supervisory Board, which is required under the German Corporate Governance Code.

Annual Financial Statements and Audit

The annual financial statements are prepared in accordance with the requirements of the *Handelsgesetzbuch* (German Commercial Code, *HGB*), and the consolidated financial statements in accordance with the International Financial Reporting Standards (IFRSs), as adopted by the EU, and taking into account the applicable interpretations of the IFRS Interpretations Committee. The supplementary requirements of German law are also applied. The **auditor** audited the **2022 annual financial statements and consolidated financial statements**, the combined management report for Beiersdorf AG and the Group, and the combined **Non-financial Statement** for Beiersdorf AG and the Group, and issued unqualified audit opinions for them. With regard to the Executive Board's report on dealings among Group companies (§ 312 *Aktiengesetz* (German Stock Corporation Act, *AktG*)) required due to the majority interest held by maxingvest ag, Hamburg, the auditor, following the completion of the audit in accordance with professional standards, confirmed that the information contained therein is correct; that the compensation paid by the company with respect to the transactions listed in the report was not inappropriately high; and that there are no circumstances which

would justify, in relation to the measures specified in the report, a materially different opinion than that held by the Executive Board.

The Supervisory Board received the fiscal year 2022 annual financial statements, consolidated financial statements, combined management report for Beiersdorf AG and the Group, including the combined Non-financial Statement for Beiersdorf AG and the Group, the report on dealings among Group companies, and the auditor's reports immediately after their **preparation**. Prior to this, the Supervisory Board received and discussed drafts of the provisional financial statements. The auditor participated in the deliberations of the Supervisory Board on the annual financial statements of Beiersdorf AG and the Group and reported on the key findings of the audit to the Audit Committee and to the full Supervisory Board. The Supervisory Board's examination of the annual financial statements and consolidated financial statements, combined management report, and combined Non-financial Statement for Beiersdorf AG and the Group, the report on dealings among Group companies, including the concluding declaration by the Executive Board, and the auditor's reports did not raise any objections. At an ordinary meeting on February 21, 2023, the Supervisory Board concurred with the auditor's findings and approved the annual financial statements of Beiersdorf AG and the consolidated financial statements for the year ending December 31, 2022; the annual financial statements of Beiersdorf AG are thus **adopted**. The Supervisory Board endorsed the Executive Board's proposal on the appropriation of retained net profits.

The Supervisory Board would like to thank everyone who made 2022 a successful year for Beiersdorf. Employees and business partners impressed Beiersdorf's discerning consumers with hard work and dependability, and above all with innovation and sustainability in skin care and adhesives. The support and constructive criticism of its consumers continues to future-proof Beiersdorf for all shareholders, even amid the ongoing challenges.

Hamburg, February 21, 2023

For the Supervisory Board



Reinhard Pöllath

Chairman

OUR MANAGEMENT TEAM





Leadership + Teamwork = Growth

Standing (from left to right):

Patrick Rasquinet
Pharmacy & Selective

Nicola D. Lafrentz
Human Resources

Grita Loeb sack
NIVEA

Harald Emberger
VP Supply Chain,
Quality Management

Ramon A. Mirt
Emerging Markets

Sitting (from left to right):

Oswald Barckhahn
Europe, USA & Canada

Vincent Warnery
CEO

Astrid Hermann
Finance, tesa

Dr. Gitta Neufang
VP Research &
Development

AT BEIERSDORF WE HAVE BEEN CARING ABOUT SKIN SINCE 1882.

Beiersdorf's success is based on its strong portfolio of internationally leading brands. It is thanks to them that millions of people around the world choose Beiersdorf day after day. Our brands boast innovative strength, outstanding quality, and exceptional closeness to our consumers. By responding quickly and flexibly to regional requirements, we are winning the hearts of consumers in nearly all countries worldwide. Our skin and body care brands form the focus of our successful brand portfolio and each brand serves very different areas: NIVEA is aimed at the mass market, Eucerin at the dermo-cosmetics market, and La Prairie as well as Chantecaille at the selective cosmetics market.

With its Hansaplast brand, which is also known under the name Elastoplast, Beiersdorf also has a global presence in the field of plasters and wound care. Renowned brands such as Aquaphor, Coppertone, Chantecaille, Labello, 8x4, atriX, Hidrofugal, Maestro, and Florena round off our extensive portfolio in the Consumer Business Segment. Through the tesa brand, which has been managed since 2001 by Beiersdorf's independent tesa subgroup, we also offer highly innovative self-adhesive system and product solutions for industry, craft businesses, and consumers.



Eucerin

Hansaplast

LA PRAIRIE
SWITZERLAND

C H A N T E C A I L L E

Aquaphor
HEALING OINTMENT

Coppertone

Labello

8x4

atriX

**HIDRO
FUGAL**

Maestro
美素

tesa