

**Conference Call**  
**Full-Year Results 2024**  
**Beiersdorf AG, Hamburg**  
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**Speech**

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**- Please check against delivery -**

**[Vincent Warnery]**

Good morning to all of you. Thank you for joining our 2024 full year results conference. Astrid and I have now the pleasure to walk you through our financial results and share an update on the significant progress we have made in implementing our Win with Care Strategy. Moreover, we'll provide an outlook on our plans for 2025 and beyond. After that the floor will be open for your questions.

Let's start by looking back on 2024.

2024 was yet another challenging year, marked by ongoing geopolitical instability and macroeconomic volatility.

Despite these significant headwinds, Beiersdorf proved its strength, resilience, and innovative power - delivering yet another outstanding year and confirming our position as a leader in our industry. Let's kick off with the highlights.

We fully delivered on our promise and achieved sustained growth of sales and profit. Net sales reached an all-time high of €9.9 billion, and our EBIT margin excluding special factors increased by 50 bps to 13.9%. This development is extraordinary - especially when comparing it to the high base in 2023.

For the second consecutive year, our remarkable performance continues to put us ahead of the competition.

We also delivered on our Win with Care Strategy announced at the Capital Market Day in June 2024. With groundbreaking innovations and the pursuit of white spaces, we are ideally positioned for continued success for the years to come.

We are pressing ahead with our commitment to Care Beyond Skin. We lead in climate care and champion diversity and inclusion within Beiersdorf and society.

Our employees are the driver of our success. I sincerely thank our teams for their dedication, which has driven Beiersdorf to yet another record year. Their passion, creativity, and energy have been truly outstanding, forming the backbone of our success.

Together, we have built an impressive track record. Since 2021, we consistently increased net sales and EBIT year-on-year. Over the past 4 years, our net sales grew by 8.9% per year on average. Our EBIT increased even stronger at a double-digit compound annual rate, reaching a record level of close to €1.4 billion in 2024. This is a testament to our strength and reliability to deliver profitable growth to all our stakeholders.

And with that, we were again able to outperform the market. Our organic sales growth was more than 200 basis points ahead of key peers in the market.

How did we do this? By delivering transformative innovation across our portfolio, by strengthening our iconic brands, and conquering white spaces with our exceptional team.

Let's look at the figures in more detail.

In the fiscal year 2024, Beiersdorf generated strong organic sales growth of 6.5% at Group level. The main driver was the Consumer Segment with an organic sales increase of 7.5%, for the first time surpassing the €8 billion mark in net sales.

NIVEA outperformed the market with an outstanding growth rate of 9.0%, which is particularly impressive in light of the record high achieved in 2023.

Our Derma business with Eucerin and Aquaphor continued to grow double digit by 10.6%, extending its very exciting trajectory. The successful launch of our breakthrough anti-aging innovation Epicelline in Q3 2024 contributed to this excellent result.

Our Healthcare business, which comprises the Hansaplast and Elastoplast plaster brands, reported a strong 6.1% increase in organic sales.

La Prairie recovered slightly as the decline in net sales slowed down to -6.2%. Despite the continued weakness of the Greater China ecosystem, the luxury brand managed to gain market shares in 2024.

tesa delivered a solid 1.9% organic sales increase mainly driven by the electronics business. This is a strong result given the very challenging business environment, specifically in the automotive sector.

Our iconic NIVEA brand continued to be a key growth driver. Following a strong 5.9% increase in Q3 2024, NIVEA managed to accelerate to 7.9% in Q4.

The excellent full year result of 9% was broad-based with all categories contributing substantially to this performance - from Face Care, Universal Creams and Lip to Body Care and Deodorants. With a double-digit growth rate in 2024, Deodorant had an exceptionally successful year. This underscores its continued importance as one of the leading NIVEA categories.

Within the NIVEA portfolio, the Luminous630 range with our patented hero anti-spot ingredient Thiamidol continues to drive our success in Face Care across markets. In year 4 after launch, Luminous630 generated an outstanding 34% organic growth.

In 2024, NIVEA delivered exceptional growth across all key regions. More specifically, in Europe NIVEA sales increased by 6.2%, while in the Africa, Asia and Australia region net sales grew double-digit at 11.5%.

The ongoing strong performance of our global icon in North America is underpinned by a robust 4.1% sales increase. This contributed to the solid result of our overall North America business and supported the region in regaining its strength in the second half of the year.

In the Latin America region, NIVEA demonstrated sustained growth, reaching nearly double-digit at 9.8%.

NIVEA's growth was widespread - not only across regions and categories, but also with a well-balanced contribution from both price and volume. While pricing continues to play an important role across all

regions including Europe, volume contributed 60% of growth. In the mid-term we expect a healthy growth ratio of 1/3 price and 2/3 volume.

Sales of our Derma business, including our Eucerin and Aquaphor brands, accelerated further in Q4 2024 resulting in a double-digit sales growth of 16.5 %. Overall, in 2024 we outperformed our peers in the Derma market with a 10.6% net sales increase.

And there is more to celebrate: Eucerin became the second billion Euro brand in our Consumer portfolio in 2024 after NIVEA. This exciting development was mainly driven by what has defined Beiersdorf for over 140 years: innovation that changes the life of our consumers.

As a true game changer, the Eucerin Thiamidol range continues to be a cornerstone of our growth. Our hero anti-spot ingredient in our Eucerin products continues to deliver outstanding growth rates even six years after its launch. In 2024, it recorded a fantastic 29% increase in sales.

And 2024 saw another groundbreaking innovation: In September 2024, we successfully launched our active anti-aging ingredient Epicelline. Our first epigenetic product contributed to the outstanding Q4 performance with a best-in-class global launch.

Our Derma growth is broad-based across our key regions. North America remains our biggest market for Derma, contributing again with growth of 9.1%. Europe delivered a strong sales increase with 7.1% - particularly supported by our Epicelline launch and by double-digit growth in Spain, Italy and in UK and high single digit growth in France.

In India, our Eucerin brand hit the shelves in Q4 showcasing a very successful launch which contributed to our 15.5% organic sales growth in the Africa, Asia and Australia region. Our LATAM region grew dynamically by 12.5 %.

Given our strong Derma innovation pipeline and expansion plans, we are looking confidently into 2025 and beyond.

The luxury market remains challenging. La Prairie's sales declined by 6.2% in 2024. This was mainly driven by the continued weakness of the Greater China ecosystem and the ongoing slowdown of the travel retail market. However, we are gaining market share with our luxury brand La Prairie. With a 2.8% decrease in Q4, we managed to slow down the decline.

Looking at our e-commerce business, we're catching up quickly in the market. In China, a more refined strategic setup for our luxury brand has fueled impressive full-year growth of 32%. China will remain a key market for La Prairie in the mid- and long term.

The expansion of our e-commerce activities and our increased focus on digital consumer engagement contributed to the positive development.

As we continue launching products at the upper price range, we've expanded our offerings to more affordable, entry-level options. With this strategy, we reach a broader consumer base, particularly attracting younger shoppers.

Following a difficult year for Chantecaille in 2023, I'm pleased to say that our premium brand was on the up in 2024. The key driver of this success was our expansion in Asia.

With Chantecaille closing the financial year with a 4.5% increase, we are confident to have laid a solid foundation for accelerated growth of the brand in 2025.

We launched Chantecaille in China in record time and generated very encouraging results.

And the next launch event is on the horizon: In April we will launch Thiamidol under our Chantecaille brand across all our markets. We are confident that this launch will lead to dynamic growth of our luxury brand and contribute to our company's success.

Our success is defined by our strategy Win with Care - a clear commitment to our vision to be the best skin care company in the world.

With our Win with Care strategy, announced in 2024 at the Capital Markets Day, we've raised the bar for our growth and built a strong foundation for Beiersdorf's future success. Our outstanding performance in 2024 shows that we're fully on track.

Innovation is the heartbeat of Beiersdorf. We are leveraging our R&D capabilities as a growth engine to drive groundbreaking innovations. Our formula is simple: Our successful active ingredients are integrated across Beiersdorf's brands in both established markets and emerging growth regions, such as India, China, and the USA.

Since its launch in 2019, our highly effective anti-spot ingredient Thiamidol helps our consumers to reduce pigmentation marks. And it does this so effectively that it has become a significant growth driver of our business, contributing on average 52% organic sales growth per year since 2019. In 2024 we generated net sales of 435 million Euros across our NIVEA, Eucerin and La Prairie brands.

The momentum continues as we are launching Thiamidol in new markets such as the US and India. In addition to the market entry of our anti-spot ingredient across the Chantecaille brand in Q2 2025, there's is much to say about our launch plans for Thiamidol in China in 2026.

To sum it up: There continues to be a bright future ahead for Thiamidol.

Our innovation highlight of 2024 was the record launch of our first Epigenetic Serum under our Eucerin brand in September. It has been the single biggest product launch in Beiersdorf Derma's history.

Our groundbreaking product is a game changer in anti-aging solutions. It demonstrates how we truly transform skin care by reversing signs of aging and helping people look up to five years younger.

After 15 years of intensive research, we've paved the way to reactivate the youth genes of our skin. With our patented Age Clock technology and the active ingredient Epicelline, we have solidified our position as pioneer in skin care science.

And we will continue to write history: The potential of Epicelline is enormous, therefore we are bold and moving fast:

Our serum is today available in 40 countries. As I speak, South Africa is launching our Epigenetic Serum.

We have taken number one positions in many markets, such as Germany, Spain, France, Mexico and Chile.

And we are particularly happy to see that in Germany, one of the first countries we launched, the repurchase rate in month 6 is nearly double the rate of the best-in-class competitive launches.

In short: We've exceeded our 2024 targets and are far ahead of plan. But we are not done yet.

So, what's coming next?

As we have been doing successfully with Thiamidol over the past years, we are cascading our breakthrough innovation Epicelline across our brands and categories. Following the launch under Eucerin in 2024 we continue to launch Epicelline across NIVEA starting in the second half of 2025.

This will be followed by La Prairie and Chantecaille in 2026. Stay tuned.

As our core brand in the market since 1911, we continue to invest in our icon NIVEA. While we keep expanding the success of our powerful innovations, we are also enhancing our core products that have earned consumer trust for years.

In 2025, NIVEA has the strongest innovation pipeline ever with anticipated launches and relaunches touching 47% of planned NIVEA sales. Across various categories such as Face, Sun, and Body, we will relaunch our product line-up with improved formulas and more sustainable packaging, while also introducing new innovations like the NIVEA Luminous630 Skin Glow Range.

Our "Win with Care" strategy helps us strengthen our presence in our strategic markets, categories, and segments.

Going forward, Beiersdorf intends to tap into more white spaces and gaps in its global product presence. In 2024, we've expanded our



activities in our three top priority markets India, China, and the United States, launching different brands of our portfolio.

In the US for example, we are establishing our position in the Face Care market with the launch of Eucerin Face. And we are expanding our footprint in the US with Eucerin Thiamidol, which we just brought to the market.

India is booming. The country is a growth powerhouse for us. With the highest population in the world, the increase of the middle class and a growing affinity for beauty products, the market has great potential for us. It is a highly competitive market with global but also local brands. However, with production and R&D capabilities in the country, we are more than ready to face the competition and significantly expand our business in this market.

Eucerin's expansion in India is gaining momentum. Following our fastest launch yet in October 2024, we gained traction across the country with Eucerin becoming the choice recommended by dermatologists.

In the fourth consecutive year, NIVEA has been recognized as India's most trusted skin care brand. This position underscores the strong connection we have built with Indian consumers. With the launch of NIVEA Face with our Thiamidol ingredient in Q1 2025, we are currently tapping into India's large face care market which makes up almost 60% of the overall market.

And there is more to come this year. Over the next months, we plan to launch La Prairie and Chantecaille in India.

Thiamidol's approval in China - the first under new regulations - marked a major milestone. The registration paves the way for the Luminous product launch in Mainland China in 2026. This will unlock vast potential across all our brands NIVEA, Eucerin, La Prairie and Chantecaille.

Even with the current limited market access via cross border e-commerce, we are already extremely successful in China, the country being the biggest for Luminous in terms of net sales, growing at 43% in 2024. So, the future is exciting, and our teams are ready.

Having visited China and India in recent months, I was able to witness the passion and dedication of the Beiersdorf teams and their desire to strengthen our position in our key markets. They stand for all Beiersdorfers across the world who embody our vision every day to become the best skin care company in the world.

Economic success alone is not enough for us. It is important to emphasize, that in line with our Purpose Care Beyond Skin, we are consistently committed to DE&I and sustainability. For us, these priorities remain unwavering.

Last year, we committed to achieving Net Zero by 2045. And we're walking the talk - we are successfully transforming our global bestseller products to achieve a lower carbon footprint. For example, we converted our blue NIVEA cream tin to 80% recycled aluminum globally and re-invented our NIVEA Body Lotion range with improved formulas, lightweight packaging and use of recycled plastics.

We are fully on track with our 30 % emission reduction target: By the end of 2024, we have already made significant progress with an absolute reduction of 25.3% GHG emissions across Scope 1, 2, and 3 despite significant volume growth.

Furthermore, by the beginning of 2025 all our production sites across Europe are operating climate neutral -a huge milestone for us.

At Beiersdorf our strength lies in our rich diversity and shared values. Embracing different perspectives and fostering an inclusive environment makes us stronger - both as a business and as a society. I personally stand for that.

True equality can only be achieved when fair and equal conditions are ensured for everyone. And we at Beiersdorf are actively working to close the gap for gender equity.

Achieving gender parity in all management positions worldwide was one proud milestone in 2023. And we've kept the momentum: results of our first audit wave conducted in 2024, covering around 70% of our employees worldwide, show an adjusted gender pay gap of 0.98% in favor of men. And this is a strong result. Within the fast-moving

consumer goods industry in the EU, the adjusted pay gap benchmark is 2% in favor of the male population.

In Germany, we stand at 0.56% and are the second DAX company after BMW that earned the Universal Fair Pay Leader certification from the Fair Pay Innovation Lab – another milestone in our commitment to true workplace equity.

Now we aim higher and want to set a standard for Equal Pay across our markets worldwide: In 2025, we will complete our audit for all employees in the Consumer business segment and aim at becoming a Universal Fair Pay Leader by 2026.

### **[Astrid Hermann]**

Good morning from me as well. I'm pleased to walk you through our full-year 2024 results in more detail.

Let's start by reviewing our sales development at both the segment and group levels:

In the fiscal year 2024, Beiersdorf's Consumer division achieved organic sales growth of +7.5%. Due to negative foreign exchange effects, nominal sales grew by +4.9%. Our tesa division reported organic sales growth of +1.9% for the same period, translating to +1.2% in nominal terms. As a group, this resulted in overall organic sales growth of +6.5% and nominal growth of +4.3%.

Now, let's take a closer look at our performance across the different regions.

In Western Europe, we achieved good sales results, particularly in key markets like Germany, the UK, Italy, and Spain. It is important to highlight that our Luxury Travel Retail business is also included in this region, which has been impacted by ongoing challenges, resulting in an approximately 150 bps negative effect on the overall growth in Europe. At the same time, Eastern Europe demonstrated remarkable sales growth of +11.5%, with double-digit growth in most of our key markets.

The Americas region concluded the year with a strong +7.0% sales growth. North America experienced a modest start to 2024 and accelerated strongly in the second half of the year. This was primarily driven by the exceptional performance of our Derma brands, which generated mid-teen sales growth in the latter half, as well as strong results from NIVEA throughout the year. In Latin America, we are pleased to report that the region has emerged as one of our top performers in terms of relative growth, largely attributable to sustained momentum in Brazil and Mexico.

The Africa/Asia/Australia region recorded +11.3% sales growth, with particularly strong results in Nigeria, the United Arab Emirates, Japan, and Thailand, supported by the robust performance of both NIVEA and Derma. The strength of these brands helped to offset the ongoing challenges in the Chinese luxury market.

Building on last year's stellar +12.5% organic sales growth, our Consumer business division once again delivered dynamic growth throughout all four quarters, with particularly strong results in Q1 and Q4. The first quarter was supported by a strong start in Europe, driven by the outstanding performance of our NIVEA and Derma Sun business, along with a strong performance from NIVEA Deo and Face. In the second half of the year, we experienced an acceleration in our North American business, further enhanced by the successful launch of Epicelline in Europe and several Emerging Markets countries.

Now, let's take a closer look at the performance of our brands within the Consumer Business Segment. Vincent has already provided an overview of the full-year results, so I will focus on a summary of our brand performance in the fourth quarter.

NIVEA continued to demonstrate strong, broad-based growth of +7.9% in the fourth quarter. All key regions saw substantial growth, and every major category recorded positive results. We achieved a good balance between price and volume, benefiting from an increase in volume while also retaining the ability to implement pricing measures across regions.

Derma sustained its strong momentum with an outstanding acceleration in the fourth quarter, achieving +16.5% sales growth that significantly outpaced both the market and our peers. Growth in the fourth quarter was driven by a strong performance in Emerging Markets and the successful Launch of Epicelline.

Building on a solid performance from the previous year, Healthcare continued to strengthen its leading market position with a fantastic growth of +9.9% in Q4, closing the year with a clear acceleration. This performance was primarily driven by double-digit growth in Australia and Indonesia, complemented by strong performances in our key markets of Mexico and India.

Turning to La Prairie: As expected, the quarter faced continued challenges in the travel retail sector. Despite ongoing headwinds in the Chinese market and within Travel Retail, we observed a gradual slowdown in the rate of decline throughout the year. However, we remain cautious regarding the short-term outlook.

Now, let's take a look at the figures at the Group level. With sales of €9.9 billion, we closed another record year, achieving strong organic growth of 6.5% and nominal growth of 4.3%.

At the same time, we achieved a substantial increase in EBIT, excluding special factors, reaching €1.4 billion in 2024, which contributed to improvements in both our EBIT margin and earnings per share. In line with our guidance and our commitment to achieving profitable growth, the EBIT margin improved by 50 basis points to 13.9%, while earnings per share rose from €3.24 to €4.05. Additionally, our profit after tax margin improved, driven by enhancements in our effective tax rate.

Let's now turn to the performance by segment:

In the full year 2024, Beiersdorf's Consumer business achieved strong organic growth of +7.5% and nominal growth of +4.9%. Profitability also improved, with EBIT margin increasing by 50 basis points, driven by strong topline performance, gross margin expansion, and disciplined

management of our overhead costs, while further increasing our A&P and R&D investments.

Our tesa business recorded organic growth of +1.9% during the same period, or 1.2% in nominal terms. The EBIT margin also increased by 30 basis points, exceeding our guidance set at the beginning of the year.

Now, let's look at the development of our Consumer gross margin in more detail.

Thanks to our strong brands and global pricing power, we were able to improve our gross margin by 120 basis points by successfully implementing pricing measures. This allowed us to more than offset a 60 basis points increase from cost of sales which is due to unfavorable FX developments.

A positive mix effect, driven by our Skin Care focus and the premiumization of our portfolio, contributed to a gross margin improvement of 20 basis points, despite the ongoing challenges in the Luxury segment.

Excluding the impact of our Luxury business, the mix effect would have driven our overall gross margin expansion from 80 to more than 100 basis points.

In 2024, we again increased our A&P spend as a percentage of sales to support our strong innovation pipeline and invest behind our brands. We increased A&P spend by more than €200 million or 80 basis points. Additionally, we continued our effort to significantly increase the ROI of our marketing budget.

First, we have placed greater emphasis on working media over the past several years. In simple terms, working media refers to the portion of the A&P spend that directly reaches our audience, while non-working media covers the costs of creating and managing the content. By establishing a more centralized approach with fewer, bigger and better global launches and relaunches, we have managed to keep the non-working media component relatively stable, while significantly increasing our investment in working media.

Within our working media, we have intensified our focus on digital channels and influencer marketing, enabling us to allocate resources more effectively and maximize the impact of our spending.

Furthermore, our precision marketing initiatives further enhance efficiency by significantly improving the ROI of our media expenditures and reducing activities that do not yield results.

Going forward, we will focus on further unlocking these efficiencies to ensure that we spend our advertising money wisely to get the best return.

Let me conclude our financial overview by highlighting the key elements of our Group income statement for the year.

As already mentioned, we report sales of €9.9bn in 2024, reflecting a +6.5% organic sales growth rate for the Group. In terms of our gross profit margin, we have seen a strong improvement of 120 basis points, primarily driven by pricing and a positive mix effect. This clearly demonstrates our ability to increase prices, while also benefiting from the advantages of our strategic category focus.

We have made a deliberate decision to increase our R&D spending, reflecting our strong commitment to fostering breakthrough innovations that will shape our future.

At the same time, we have maintained a disciplined approach to our general and administrative costs. The slight increase is fully driven by investments in our tesa segment, while our Consumer segment reduced the general and administrative expenses as a percentage of sales.

This all together has enabled us to improve our EBIT margin by 50 basis points resulting in a Group EBIT of €1.37 billion pre- and €1.29 billion post special factors. Our profit after tax amounts to €928 million.

Our working capital relative to sales in 2024 remained at a stable, low level compared to the previous year.

Lastly, let's look at the tesa business:



In 2024, the tesa business faced significant challenges due to persistently difficult market conditions in the chemical industry, marked by high energy costs and weakening demand across various sectors, including Electrical Systems, Automotive, and Consumer Europe.

Despite these headwinds, tesa achieved organic sales growth of +1.9%, with nominal sales reaching €1.69 billion. The industry segment demonstrated resilience, driven by strong results in the Electronics and Print and Packaging Solutions business units. The Electronics sector benefited from a recovery in the smartphone and tablet markets as well as project wins in China, while Print and Packaging Solutions grew through innovative applications.

Conversely, the Automotive sector faced a slowdown, largely driven by declines in key markets, including Europe and Asia Pacific.

In the Consumer segment, sales declined due to challenging conditions, particularly in Modern Trade and Specialized Trade, while e-commerce saw robust double-digit growth across all regions, highlighting a shift in consumer purchasing behavior.

tesa's EBIT margin increased from 16.0% in the prior year to 16.3%, primarily driven by a positive mix effect from high Electronics sales.

That concludes our review of 2024. I now hand over to Vincent, who will share our outlook for 2025.

### **[Vincent Warnery]**

Our strong performance in 2024 shows that our Win with Care strategy is bearing fruit. This success reaffirms our great confidence in our vision to become the best skin care company in the world.

And we have again delivered this year: We have successfully strengthened our iconic brands through innovation that change the lives of our consumers, we have expanded our business into white spaces, and we continue to lead in sustainability and DE&I in our industry and beyond.



The Executive Board and Supervisory Board of Beiersdorf propose that the dividend for the 2024 financial year is confirmed at € 1.00 per share. This proposal will be submitted to the Annual General Meeting on 17 April 2025.

Following a successful sharebuyback program in 2024, Beiersdorf will initiate a further share buyback program, valued at up to €500 million.

Lastly, let's turn to our guidance for 2025.

We continue to observe ongoing market volatility driven by macroeconomic and geopolitical challenges. However, our broad portfolio of strong brands and our breakthrough innovations give us confidence that we will continue to deliver profitable growth, outperforming the market.

Beiersdorf expects organic sales growth in the Consumer Business segment to be in the range of 4-6%. In terms of quarterly phasing, we expect the first quarter 2025 to be below this range due to a very strong double digit first quarter 2024 and continued weakness in the luxury market. Additionally, we are refocusing our business in China around the strategic brands and categories, thereby impacting unfavorably our net sales performance in the first half of the year. We expect an acceleration of growth as we progress in the year which is fully reflected in our full year forecast. The EBIT margin (excluding special factors) in the Consumer segment is projected to be 50 basis points above the previous year's level.

In the tesa Business Segment, we expect organic sales growth of 1-3%. The current challenges in the Automotive segment will play a significant role in determining whether we achieve results closer to the upper or lower end of this range. On the profitability side, we expect an EBIT margin (excluding special factors) of around 16%.

Based on the forecasts from both business segments, our Group organic sales growth is expected to be in the range of 4-6%, and we project the consolidated EBIT margin (excluding special factors) to be slightly above the previous year's level.

In 2024, we updated our strategy, further raising the bar for performance and growth. Our strong financial performance in 2024 reflects our company's strength and makes us confident for our future. On behalf of the Executive Committee, I would like to thank all Beiersdorf employees for their passion and commitment. Together we will continue to grow and inspire our consumers throughout the world.

Now on a personal note: We are on the right track with our vision to be the best skin care company in the world - with innovations in the pipeline and market expansions ahead. But there is still some way to go.

I am therefore delighted that I've been given the mandate to continue leading Beiersdorf into the future. The Beiersdorf Supervisory Board has extended my contract as CEO until the end of 2030.

Beiersdorf is brimming with future potential. And I'm thrilled to continue to unlock this potential together with all Beiersdorfers in the coming years to achieve long-term success.