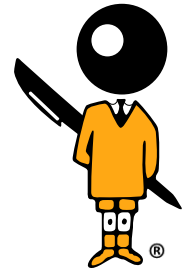




# Group Presentation for Investors

First quarter 2017





# Group and category highlights

# GROUP Q1 2017 SUMMARY



## Net sales

- ▶ Weakness of U.S. Stationery and Shaver markets impacting quarterly Net Sales
- ▶ Solid back-to-school in Brazil
- ▶ Good performance in Eastern Europe for Lighters
- ▶ Strengthened n°1 position in the 5-blades disposable shaver segment

## Normalized IFO margin

- ▶ Decline in Normalized IFO margin
  - *Continued R&D and Brand Support investments*
  - *Higher operating expenses*

## Net Cash Position

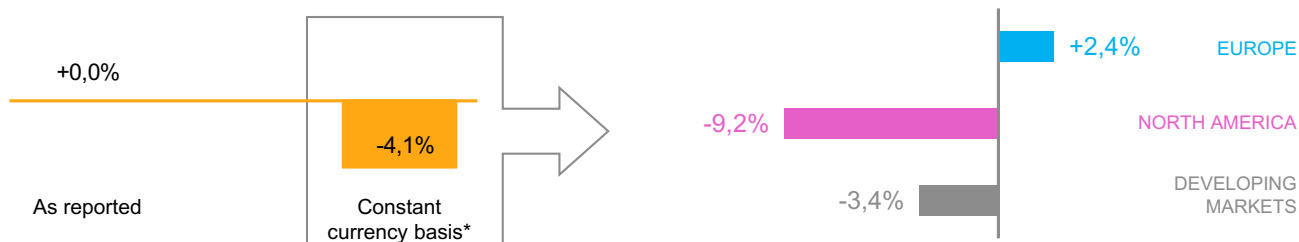
- ▶ Solid cash generation



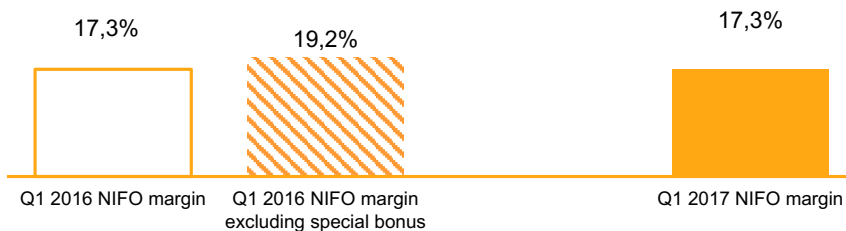
# GROUP Q1 2017 KEY FIGURES



➤ Net Sales: 469.2 million euros



➤ Normalized\* Income from Operations: 81.3 million euros



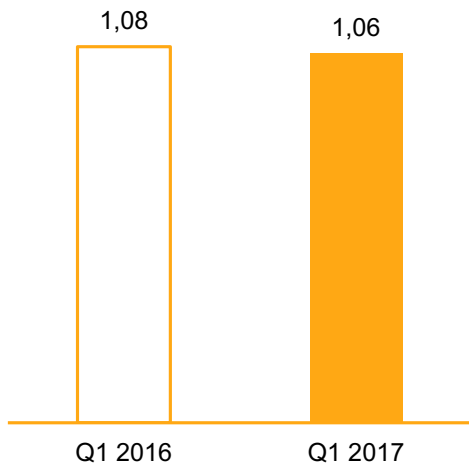
\*See glossary

# GROUP Q1 2017 KEY FIGURES



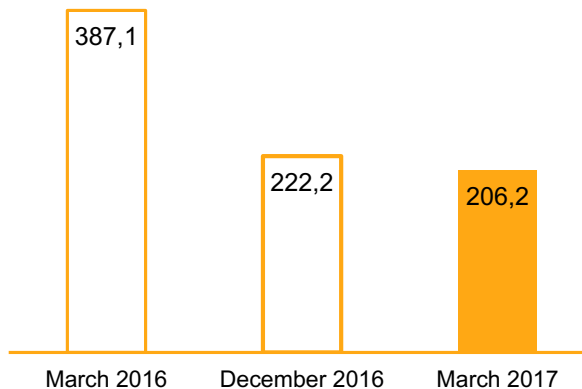
## EPS (Group share): -1.9%

In euros



## Net Cash Position

In million euros





# BIC STATIONERY IN Q1 2017



Q1 2017 Net Sales

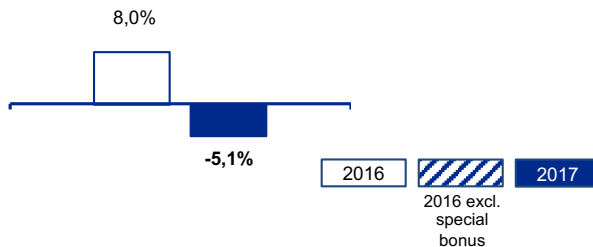
**€163.4M**

Q1 2017 NIFO

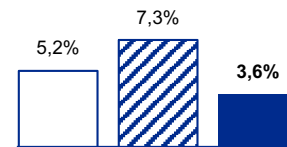
**€5.9M**



Net Sales growth on a  
constant currency basis\*



Normalized\* IFO margin



## NET SALES

### Europe

Low-single-digit increase

- ▶ Good performances in France and in Eastern European countries

### North America

Double-digits decrease

- ▶ Challenging U.S. Stationery market especially in Mass Market

### Developing markets

High-single-digit decline

- ▶ Latin America: strong back-to-School sell-out in Brazil (further market share gains)
- ▶ Middle-East and Africa: negative timing impact, very good back-to-school season in South Africa
- ▶ Cello Pens: mid single-digit growth in domestic Net Sales

## NORMALIZED IFO

- ▶ Higher Research and Development and Brand Support investments

\*See glossary



# BIC LIGHTERS IN Q1 2017



Q1 2017 Net Sales

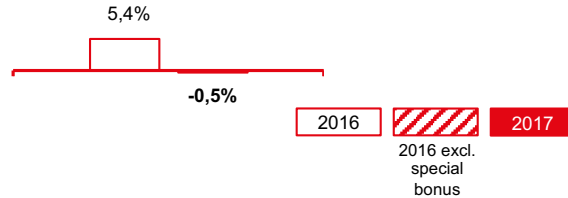
€171.3M

Q1 2017 NIFO

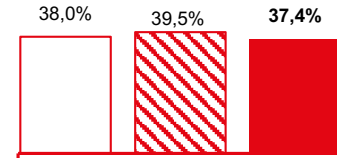
€64.1M



Net Sales growth on a constant currency basis\*



Normalized\* IFO margin



## NET SALES

### Europe

Mid-single-digit growth

- ▶ Good performance in Eastern Europe (distribution gains)

### North America

Low-single-digit decline

- ▶ Strong Q4 2016
- ▶ Market share gains in the U.S.

### Developing markets

Low-single-digit growth

- ▶ Latin America: strong performance in Mexico and distribution gains in Brazil
- ▶ Middle-East and Africa: double-digit growth

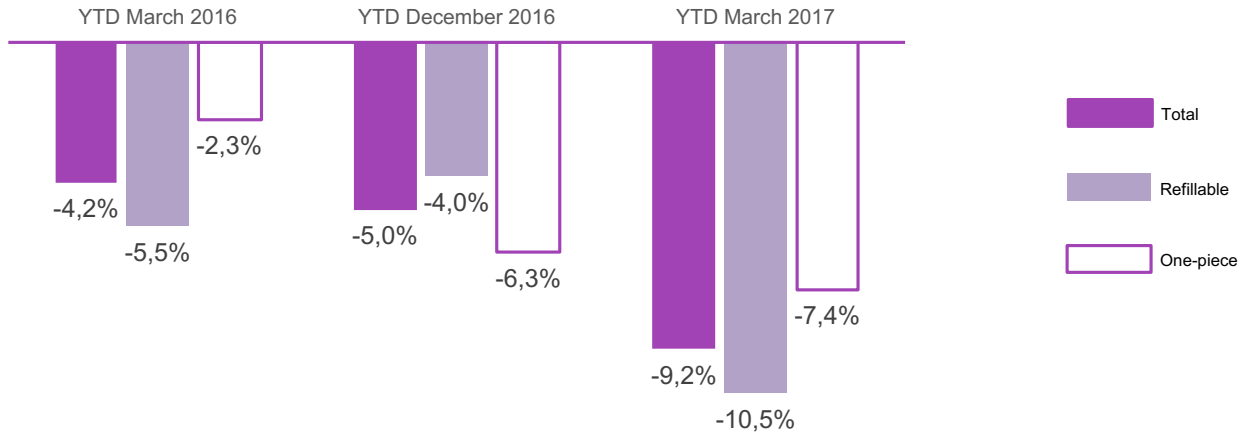
## NORMALIZED IFO

- ▶ Lower Gross Profit and higher operating expenses

\*See glossary



# SHAVER MARKET IN THE U.S.



Source: CMR USA MULO (IRI) – % change in value – YTD March 2016, YTD December 2016, YTD March 2017



# BIC SHAVERS IN Q1 2017



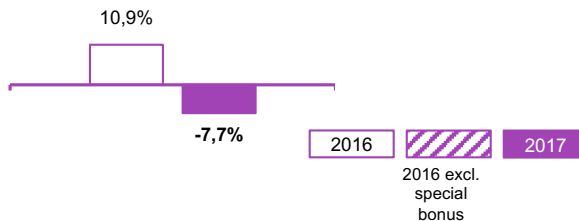
Q1 2017 Net Sales

€114.4M

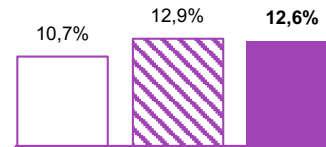
Q1 2017 NIFO

€14.4M

Net Sales growth on a constant currency basis\*



Normalized\* IFO margin



## NET SALES

### Europe

Low-single-digit growth

- ▶ Continued good performance in Eastern Europe.
- ▶ Success of the BIC® 3 and BIC® Miss Soleil® shavers as well as the Hybrid range

### North America

Double-digit decline

- ▶ Strengthened n°1 position in the 5-blades disposable shaver segment with 32.8%<sup>1</sup> value market share

### Developing markets

Stable net sales

- ▶ Latin America: high-single growth with good performance in Brazil (BIC® Flex 3 shaver and BIC® Soleil® range)
- ▶ Middle-East and Africa: double-digit decrease mainly due to a timing impact

## NORMALIZED IFO

- ▶ The margin change is mainly impacted by the decline in North America Net Sales, higher operating expenses (including the continued investments in R&D) which was partially offset by lower Brand Support compared to Q1 2016.

\*See glossary

<sup>1/</sup> Source: IRI total market YTD 13 weeks ending 02-APRIL-2017 – in value terms



# 2016 Consolidated results

# Q1 2017: FROM NET SALES TO NORMALIZED IFO



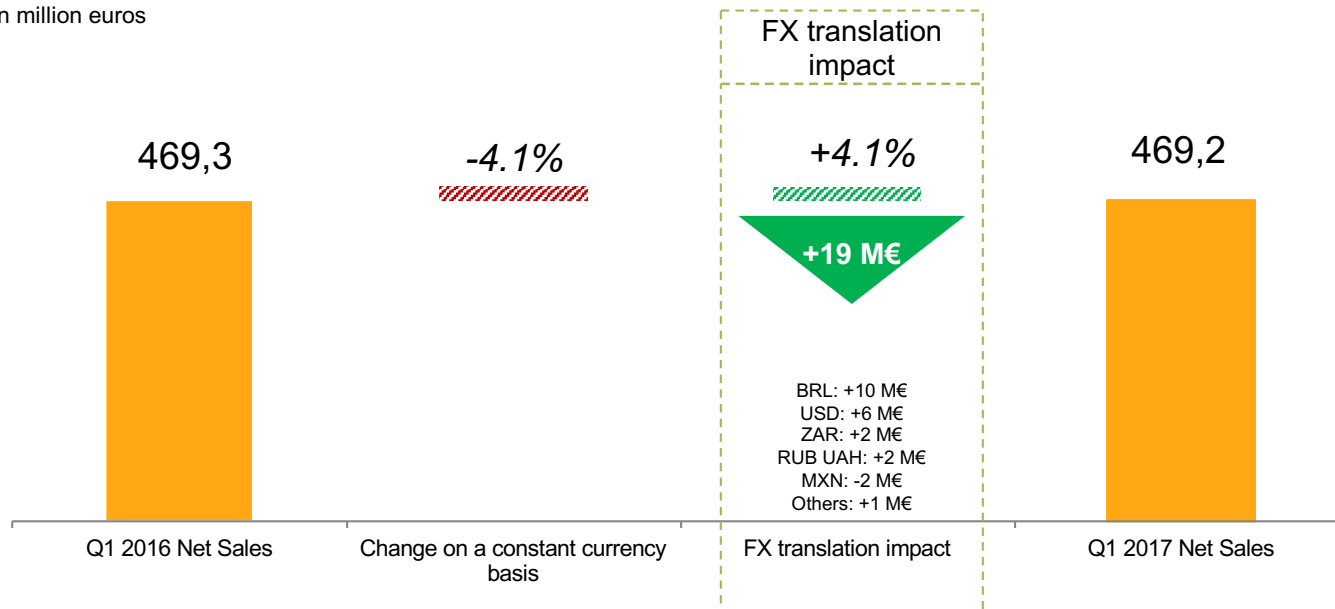
<i>BIC Group</i> In million euros	2016	2017	Change as reported	Change on a constant currency basis*
<b>Net Sales</b>	469.3	469.2	+0.0%	-4.1%
<b>Gross Profit</b>	236.8	245.7	+3.8%	
<b>Normalized* IFO</b>	81.4	81.3	-0.1%	
<b>Income from Operations</b>	81.4	74.3	-8.8%	

\*See glossary

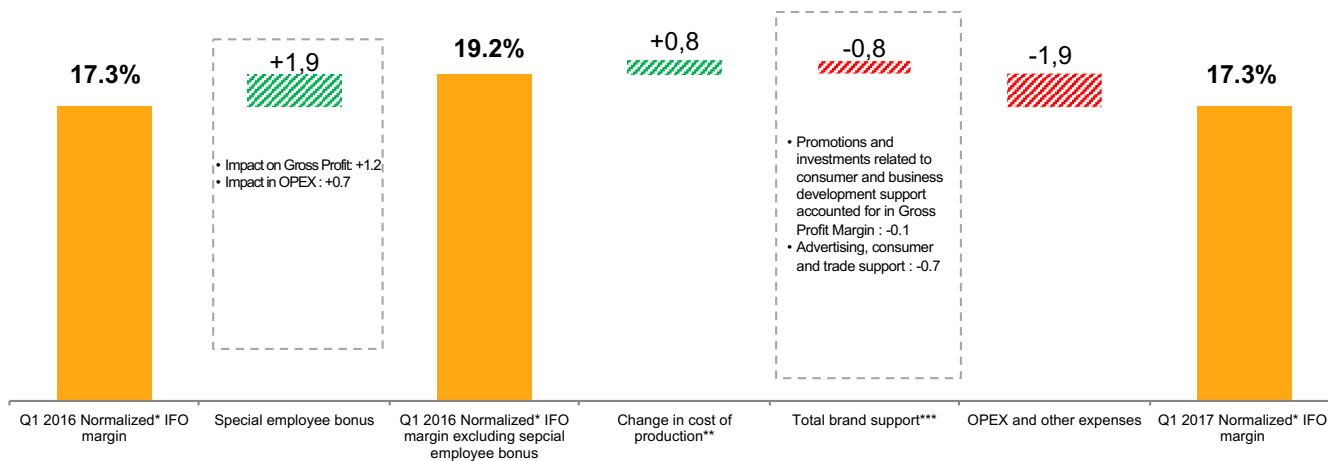
# Q1 2017 NET SALES EVOLUTION



In million euros



# KEY COMPONENTS OF Q1 2017 NORMALIZED\* INCOME FROM OPERATIONS MARGIN



\*See glossary

\*\*Gross Profit margin excluding promotions and investments related to consumer and business development support.

\*\*\*Total Brand Support: consumer and business development Support + advertising, consumer and trade support.

# Q1 2017 FROM IFO TO GROUP NET INCOME



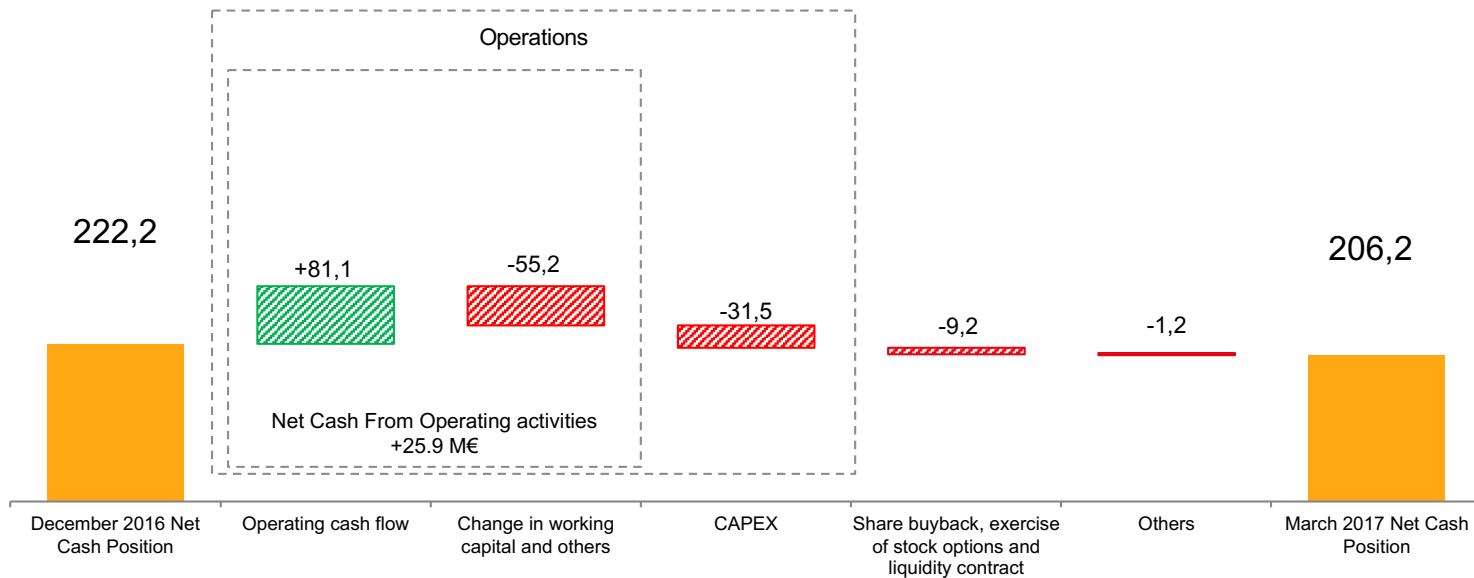
<i>In million euros</i>	Q1 2016	Q1 2017
<b>IFO</b>	<b>81.4</b>	<b>74.3</b>
Finance revenue/costs	-2.0	0.7
<b>Income before Tax</b>	<b>79.4</b>	<b>75.0</b>
Income tax	23.9	22.5
<i>Effective tax rate</i>	30.0%	30.0%
Net Income From Continuing Operations	55.5	52.5
Net Income From Discontinued Operations	-4.5	-2.8
<b>Net Income Group share</b>	<b>51.0</b>	<b>49.7</b>
<i>Number of shares outstanding net of treasury shares</i>	47,107,818	46,685,992
<b>EPS Group Share</b>	<b>1.08</b>	<b>1.06</b>

Unfavorable Q1 2016 fair value adjustments to financial assets denominated in USD compared to December 2015.

# NET CASH POSITION



In million euros





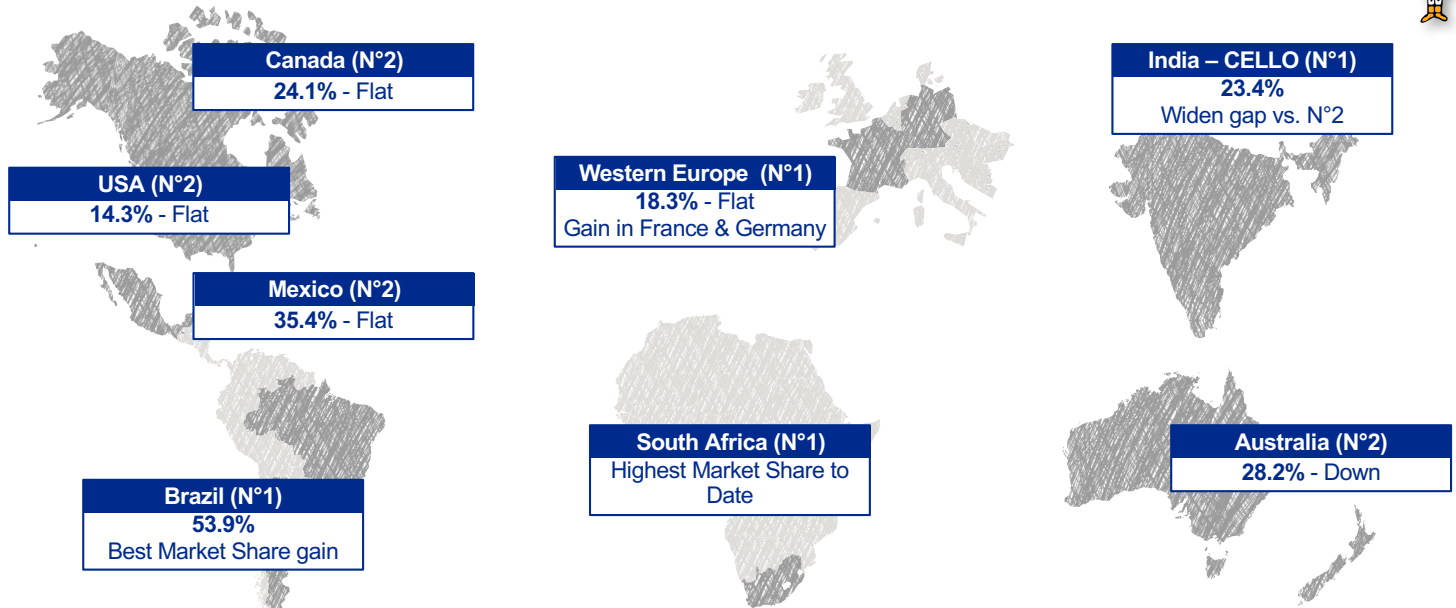
2016 - 2017

Paving the Way for  
Future Profitable Growth





# STATIONERY 2016 MARKET SHARE



Source: EU7 GFK DEC-2016. / US NPD/IRI NOV-2016 / CAN. Nielsen DEC-2016 / MEX. Nielsen SEP-2016 / BRA. Nielsen OCT-2016 / SAF. Nielsen NOV-2016 / AUS. Aztec NOV-2016 / IND. Market Pulse NOV-2016

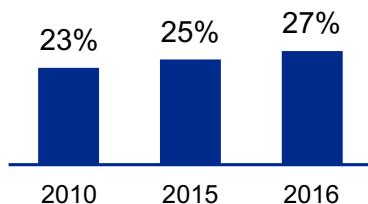


# STATIONERY

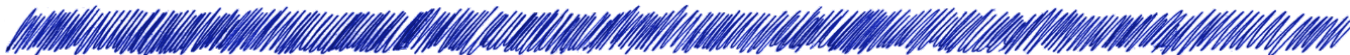
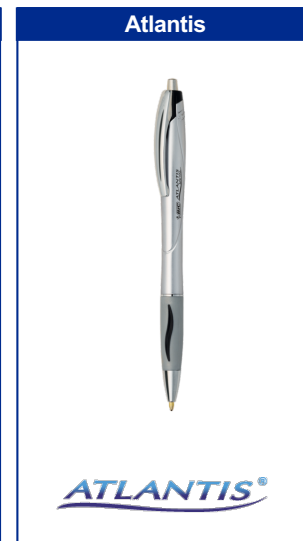
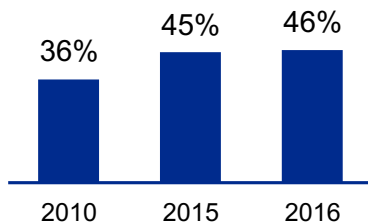
A SOLID 2016 PERFORMANCE DRIVEN BY SUCCESSFUL NEW PRODUCT INTRODUCTIONS



New Products as % of Sales



Champion Brands as % of Sales





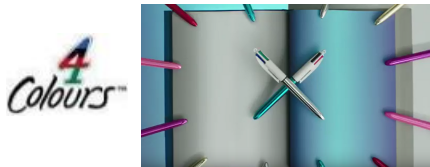
# STATIONERY

## ... AND ENHANCED BY INNOVATIVE MARKETING INITIATIVES



### Classic Advertising

#### ➡ TV CAMPAIGN IN EUROPE



**+16%** sell-out

### Digital

#### ➡ BIC KIDS DRAWYBOOK IN EUROPE



App Generated over **120K downloads** and **ranked #1** under Kid's category in App Store and Google Play

### Social Media

#### ➡ EVOLUTION GRAPHITE PENCIL VIRAL DIGITAL AD IN LATIN AMERICA



**5.1M views**



**55.1K likes**




# STATIONERY

## 2017 NEW PRODUCTS




Continue to build on our **Champion Brands**

### BIC Gel-ocity Quick Dry

 Innovative fast drying gel ink




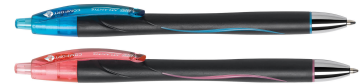
### BIC 4 Color 3+1HB

 Extend the 4 Color range with 1 Mechanical Pencil + 3 ball pen cartridges




### BIC Atlantis X-Smooth

 Improved ink smoothness on premium Atlantis Ball Pens




### BIC Gel-ocity Illusion

 Erasable gel to meet growing consumer demand




### BIC Velocity Max

 The thickest eraser and clear body with an ultra comfortable grip



### BIC Intensity Fine

 Enter Fine Writing Felt Pen with an attractive offer





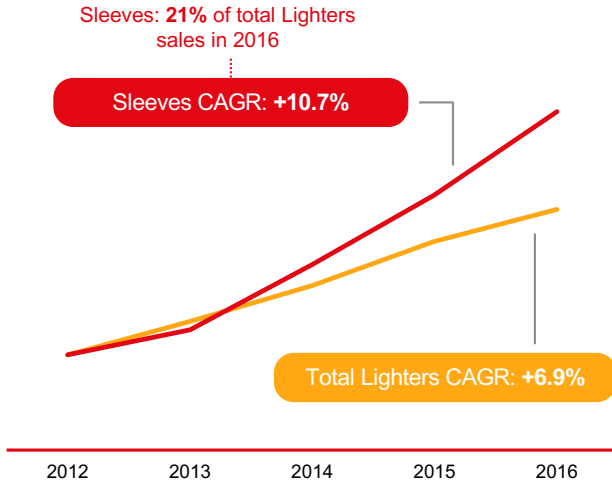
# LIGHTERS

## FOCUS ON ADDED-VALUE PRODUCTS AND INCREASED DISTRIBUTION



### BIC® Lighters Net Sales Growth

### Increase distribution



Continue to reinforce distribution,  
notably in Latin America  
and Eastern Europe





# LIGHTERS

## 2017 NEW SLEEVES



### Europe



### North America



### Latin America



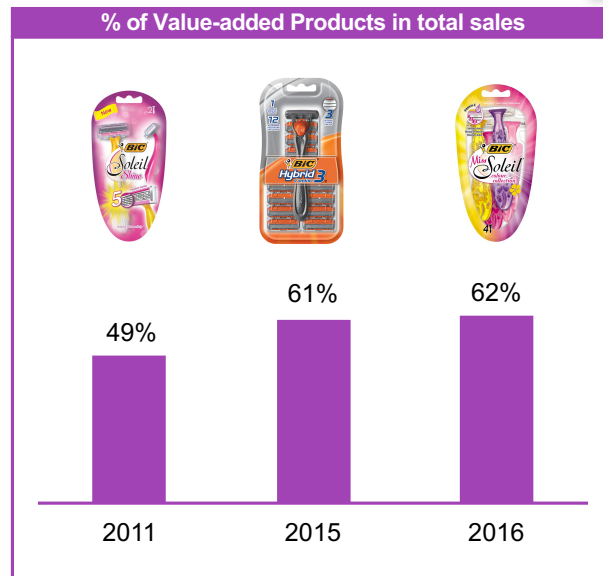
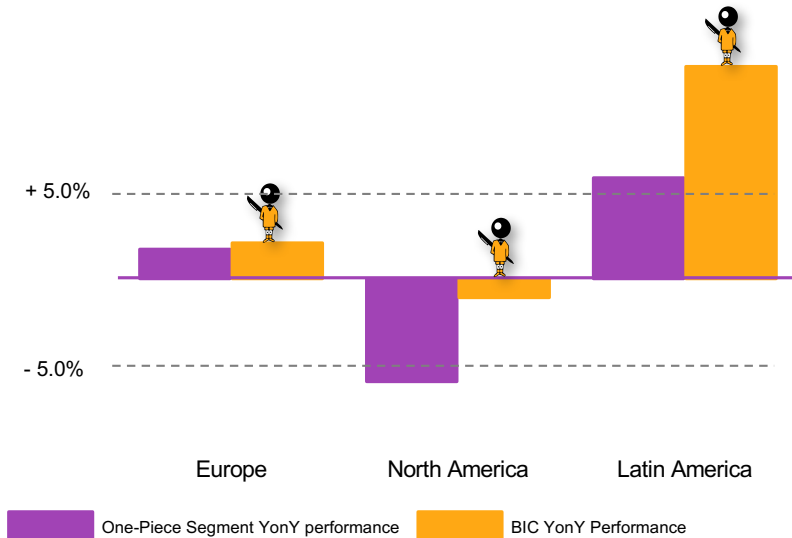
### MEA - Asia - Pacific





# SHAVERS

## RECENT MARKET TRENDS & BIC PERFORMANCE



Source: Nielsen/IRI / Europe= 16 countries (YTD June 2016) / NAM= USA (YTD December 2016) / LAM= BRA (YTD December 2016)

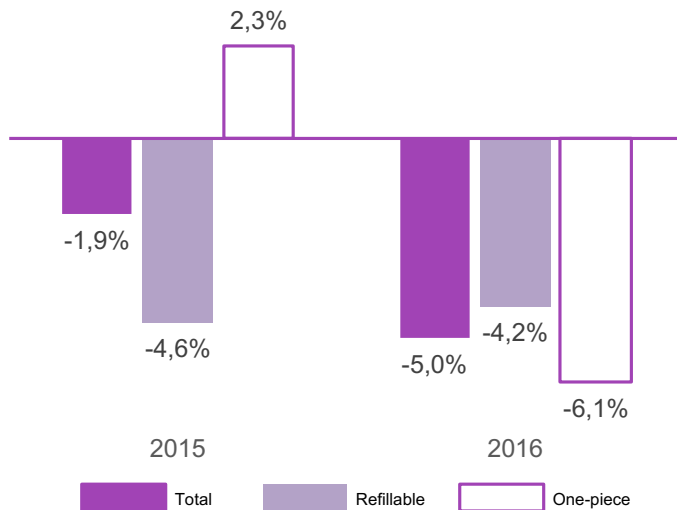


# SHAVERS

## THE U.S. MARKET IN 2016



### Off-line Market Sales



### On-line Players

**HARRY'S**



**DOLLAR SHAVE CLUB**  
SHAVE TIME. SHAVE MONEY.

Source: IRI MULO – YTD December 2015 & December 2016

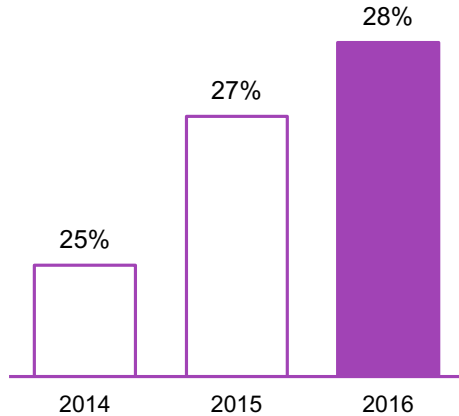


# SHAVERS

## BIC'S 2016 PERFORMANCE IN THE U.S.



+1.4 pt Market Share



**Value**  
FOR MONEY



**#1**

**Volume brand in  
the one-piece segment**



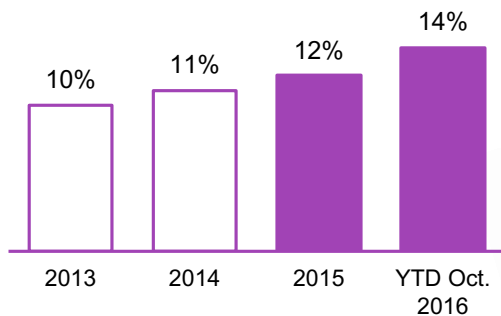


## SHAVERS

### BIC'S 2016 PERFORMANCE IN EASTERN EUROPE - RUSSIA

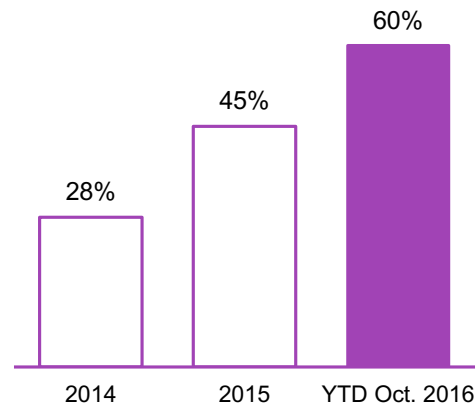


**+2.0 pts** Market Share



**+15 pts** of distribution

(numerical distribution - male segment)



Source: RUSSIA Nielsen data YTD OCT 16



# SHAVERS

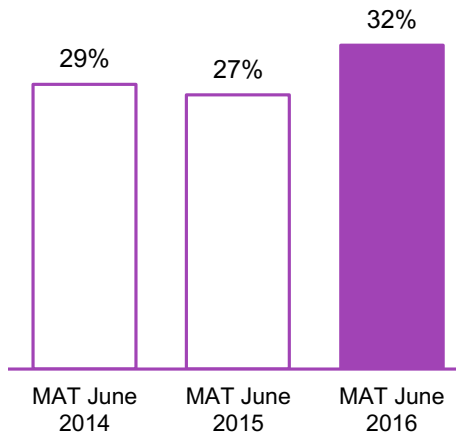
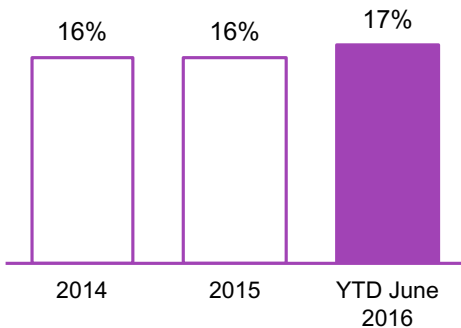
## BIC'S 2016 PERFORMANCE IN LATIN AMERICA - BRAZIL



**+1.0 pt Market Share**



**+18 pts household's penetration**



Source: BRAZIL Nielsen data YTD JUN 16 & Kantar Worldpanel – Penetration: MAT JUN 2013 a MAT JUN 2016



## SHAVERS

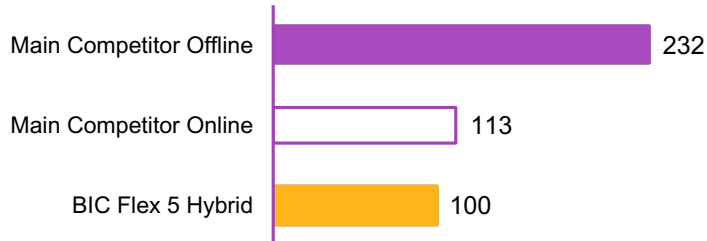
### 2017 NEW PRODUCT – U.S.



Continue the trade up strategy and bring back consumers into retail with BIC Flex 5 Hybrid

- Our successful Value for Money Hybrid offer:  
1 handle + 4 heads
- Our best shaving performance: 5 flexible blades,  
heavy ergonomic handle with balancing sphere,  
precision edging blade for ultimate shaving performance

Price comparison – index 100



Source: Offline Walmart in store price per unit DEC 16 // Online advertised price per unit



# SHAVERS

## 2017 NEW PRODUCT – LATAM & EASTERN EUROPE



Continue the trade up strategy within our BIC franchise with the launch of two premium offerings

### BIC's successful Flex franchise

- ▶ 3 moveable blades
- ▶ Ergonomic heavy handle
- ▶ BIC's best shave at a BIC price!



Price comparison – index 100

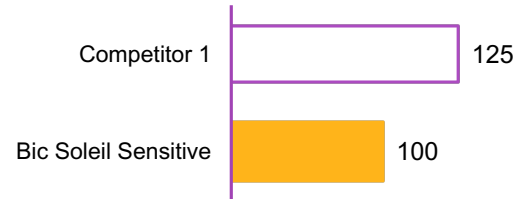


### BIC's successful Soleil franchise

- ▶ 3 blades with protective comfort shield to reduce irritations
- ▶ Ergonomic handle adapted to women
- ▶ BIC's best shave at a BIC price!



Price comparison – index 100



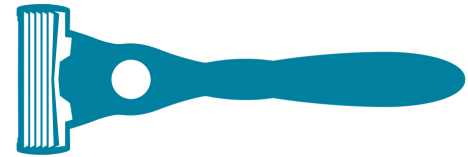


## SHAVERS

### 2017 NEW PRODUCT – WESTERN EUROPE



- ▶ **Direct-to-Consumer Subscription Offer**
- ▶ **Men Refillable**
- ▶ **Value Positioning**
- ▶ **Launch: Spring 2017**



**BICSHAVECLUB.COM**



**An innovative on-line offer tested in France**



## 2017 GROUP OUTLOOK

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Full Year 2017 organic Net Sales should grow mid-single digit.

To enhance long-term growth, we plan another year of selected investments in R&D, CAPEX and Brand Support. The total impact of these investments on **Normalized Income From Operations margin** will be approximately -100 basis points compared to 2016, excluding major currency fluctuations.



# LONG-TERM STRATEGIC PRIORITIES



**Continue to create long-term value by outperforming our markets and growing sales organically low to mid-single digit thanks to:**

- ▶ Expanded distribution networks in all geographies
- ▶ Increased focus on value-added segments in Developed markets
- ▶ Enlarged consumer base in Developing markets

**Grow Normalized Income From Operations through increased productivity as we invest in our people and Brand Support and in Research & Development with a focus on quality and innovative new products**

**Maintain strong cash generation to:**

- ▶ Continue to grow the business organically
- ▶ Finance strategic bolt-on acquisitions
- ▶ Sustain total Shareholders' remuneration

**We offer simple, inventive and reliable choices to everyone, everywhere, every time**





# Group overview



# HISTORY AT A GLANCE

---



**1950** ...Marcel Bich launches the **BIC® Cristal**, the first high quality ballpoint pen at an affordable price

**1954** ...The Group starts its international expansion in **Europe** (Italy, UK, ...), **Latin America** (Brazil) and **North America** (USA)

**1969** ...First step in Advertising & Promotional Writing Instrument (BIC graphic)

**1973** First BIC® lighter

**1975** First BIC® one piece shaver

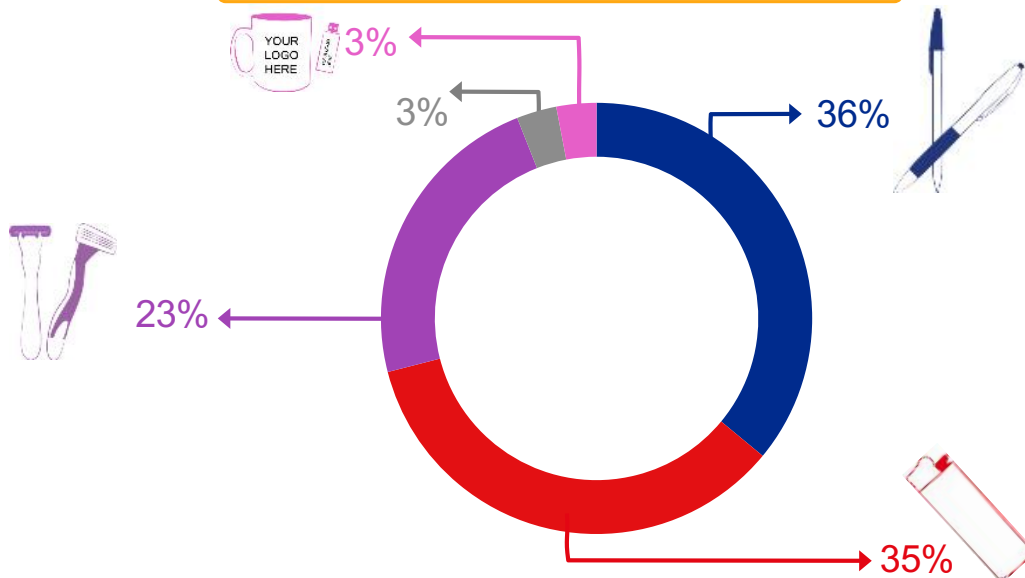
**Since the beginning**, on-going **product development** (correction, luxury fountain pen, school fountain pen, imprinted promotional bags, ...) and **geographical expansion** (Latin America, Eastern and Central Europe, ...)



# A BALANCED PORTFOLIO OF ACTIVITIES



FY 2016 sales breakdown by category\*

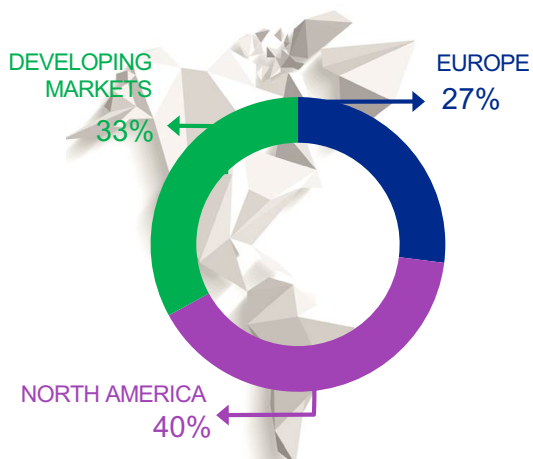


\*Restated from IFRS 5 "Discontinued operations" following the envisaged disposal of BIC Graphic North America and Asia sourcing

# INTERNATIONAL FOOTPRINT



## ► FY 2016 sales breakdown by geography\*



## ► History

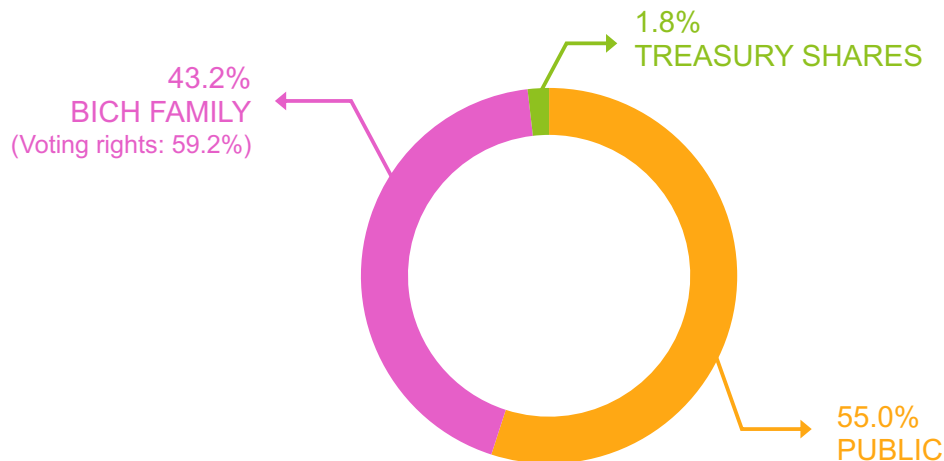
- 
- A stylized map of Europe in the background of the history list.
- 1950: France
  - 1954: Italy
  - 1956: Brazil
  - 1957: "Sterling" zone (UK, Australia...)
  - 1958: USA, Africa, Middle East
  - 1959: Scandinavian countries
  - 1965: Japan, Mexico
  - 1995: Eastern and Central Europe
  - 1997: Expansion in Asia
  - 2009: India (Cello)

*\*Restated from IFRS 5 "Discontinued operations" following the envisaged disposal of BIC Graphic North America and Asia sourcing*

# CAPITAL OWNERSHIP (31-DEC-2016)



As of December 31, 2016, the total number of issued shares of SOCIÉTÉ BIC is 47,552,202 shares representing 69,098,170 voting rights.



# STRATEGIC ASSETS



## Quality and Value product positioning

- A **large and diversified product portfolio** aimed at answering consumers' needs
- **Innovation:** 12% of net sales through new products in 2016
- **Recognized brands**
- **Historical international footprint**
  - *Present in more than 160 countries*
  - *More than 30% of 2016 net sales in developing countries*
- An **international, complete and solid distribution network**
- **On-going and sustained productivity improvement policy**
- A **solid balance sheet** and a **clear use of cash strategy**



# KEY STRENGTHS



Products

Brand...S

Worldwide  
leadership

Balance  
Sheet

Simple

Reliable

Inventive

At the right Price



N°2

**Stationery**  
cc.9%  
market share

N°1

**Lighters**  
cc. 50% market  
share

N°2

**Shavers**  
22% market share\*  
of one-piece  
in USA and Europe

**€119.8M** Free Cash  
Flow generation\*\*\*

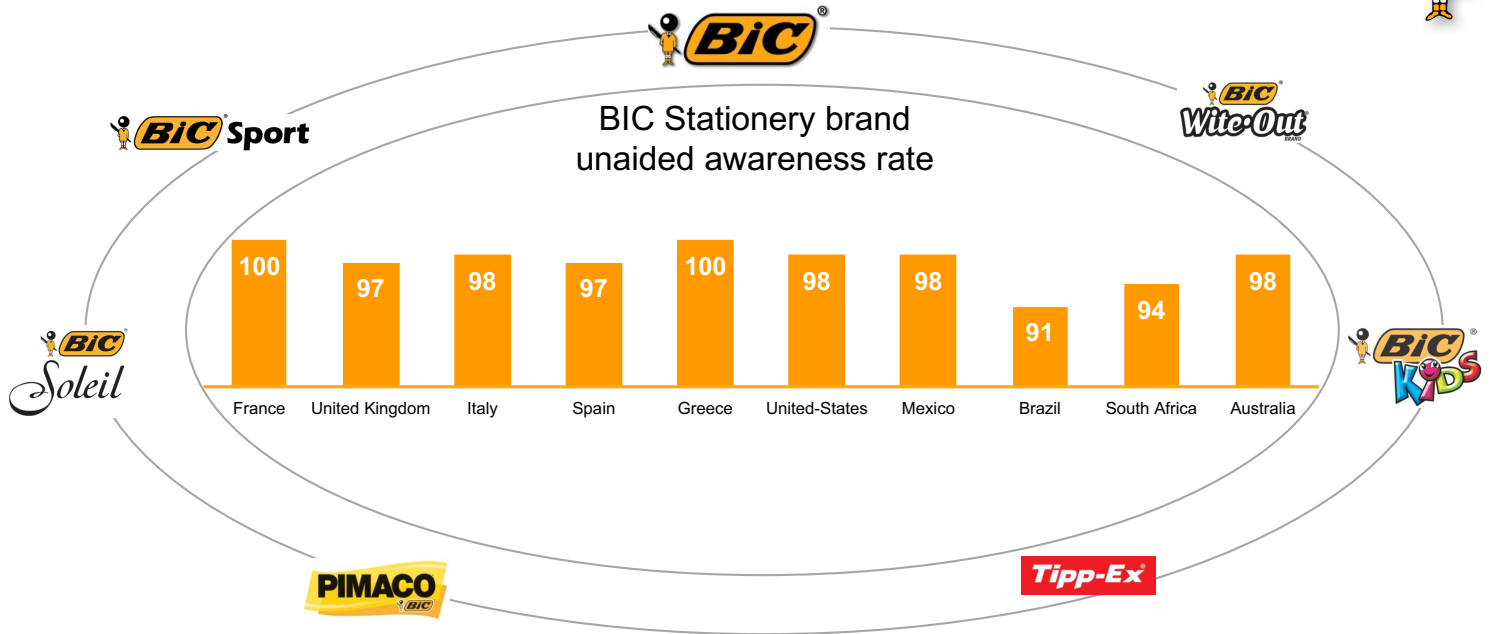
**€222.2M** Net Cash  
Position at the end  
of 2016

\* One-piece shavers in major markets (US, Europe, Latin America)

\*\* Outside Asia

\*\*\*Before acquisition and disposals

# STRONG INTERNATIONAL BRANDS

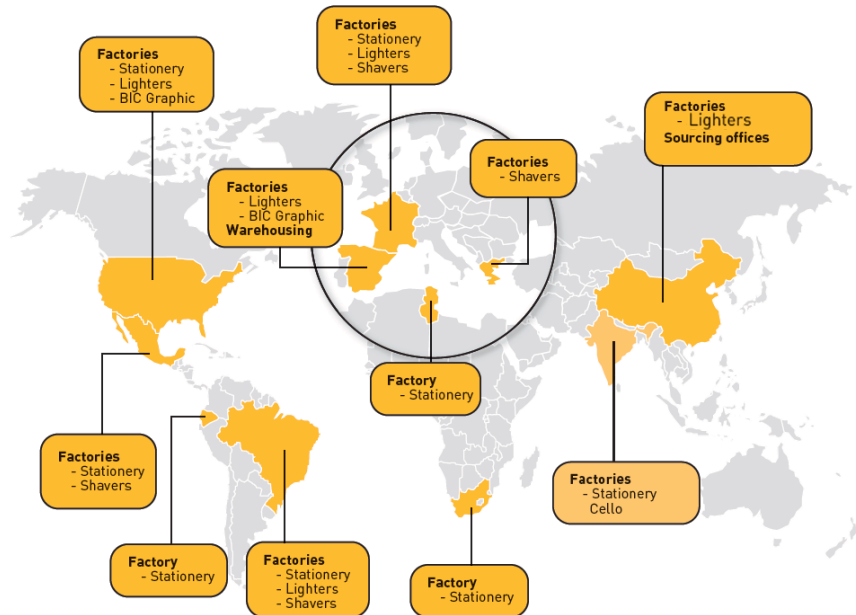


# MANUFACTURING NETWORK



**90% of the BIC® products are produced in BIC owned factories**

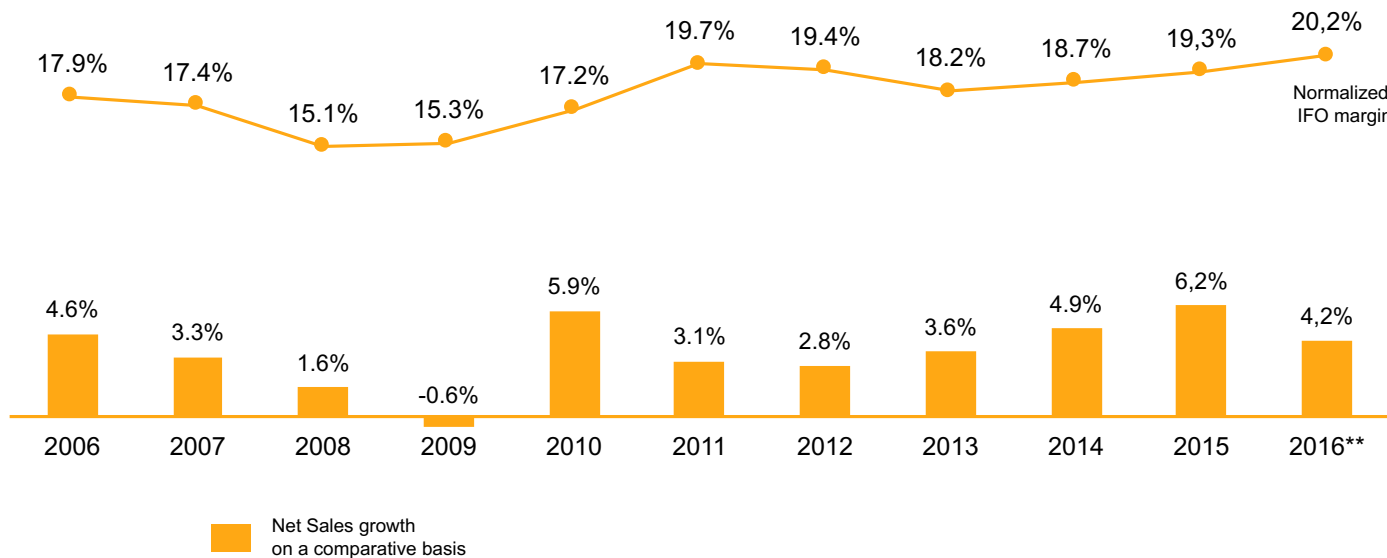
- 93% in the consumer product business
- 74% in the advertising and promotional product business



*Cello Pens: 2 factories*

# BIC IN 2016

## OPERATIONAL PERFORMANCE



\*See glossary

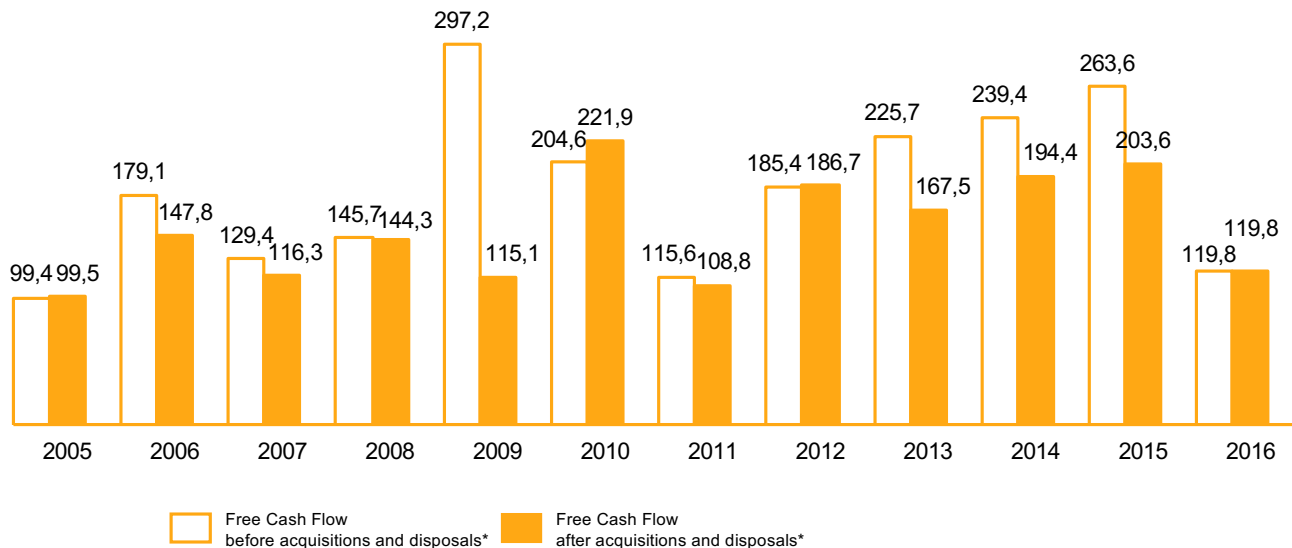
\*\* Excluding BIC Graphic North America and Asia sourcing

# BIC IN 2016

## CASH GENERATION

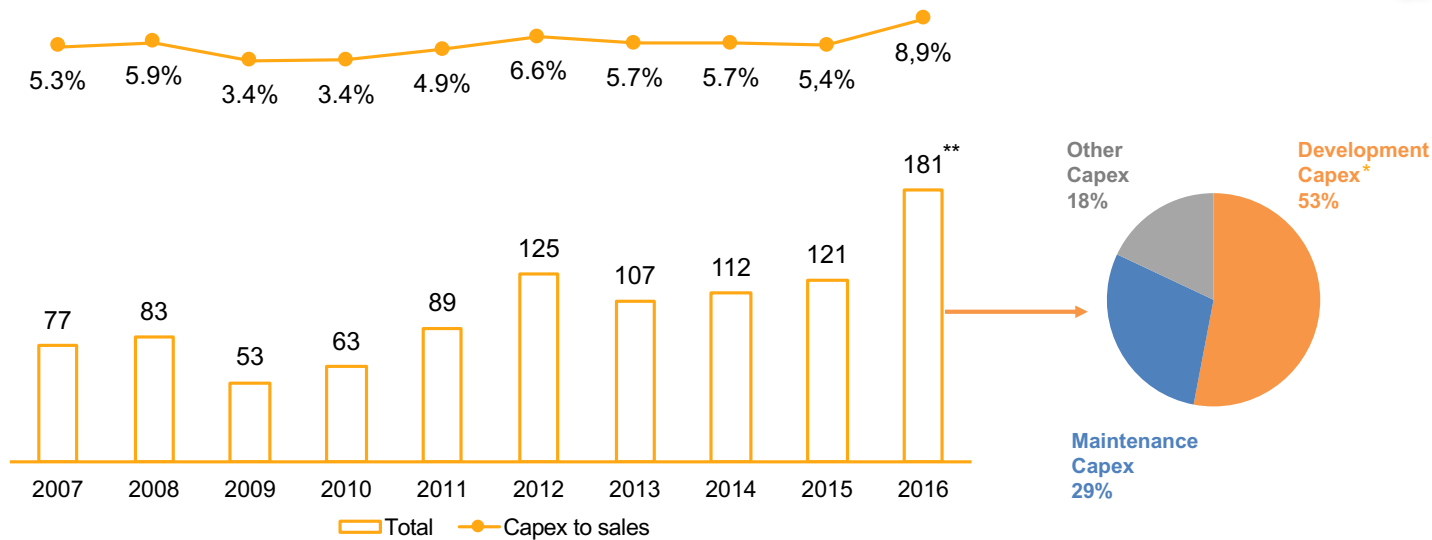


In million euros



\* See glossary

# CAPEX



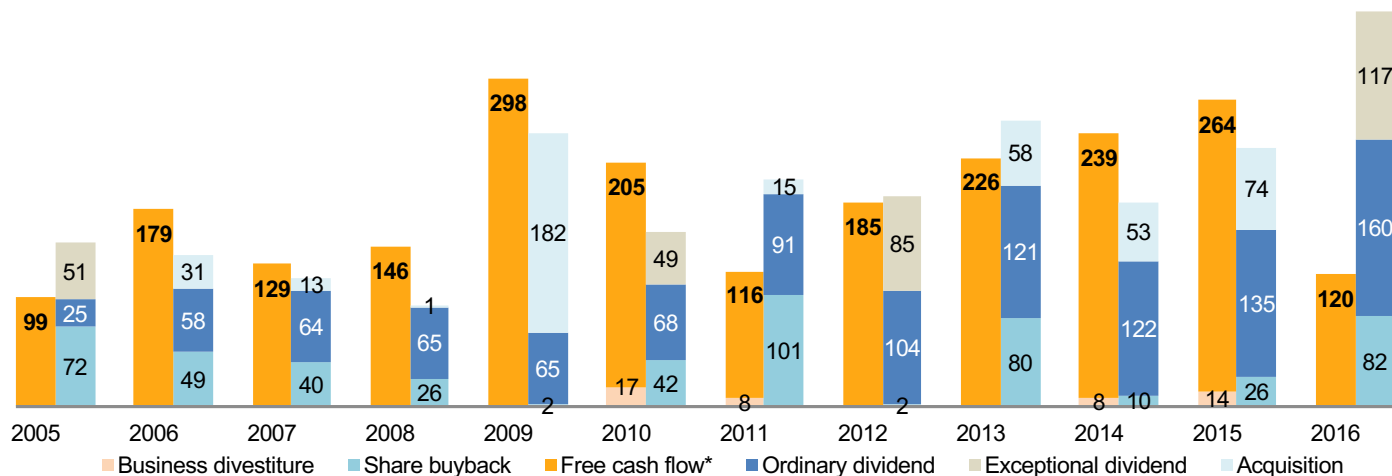
\*Capacity + new buildings and land + new products

\*\* Including BIC Graphic North America and Asia Sourcing

# USE OF NET CASH AND SHAREHOLDERS REMUNERATION



In million euros

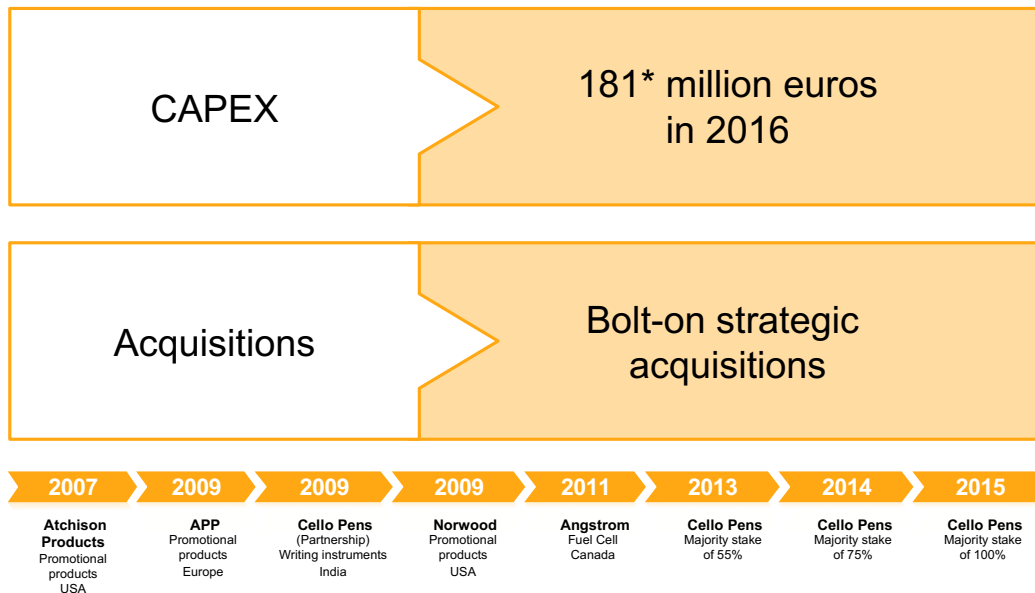


\* Estimates based on 31-DEC-2016 number of shares outstanding excluding treasury shares

# USE OF CASH (1/2)



1  
Invest  
to prepare  
the future



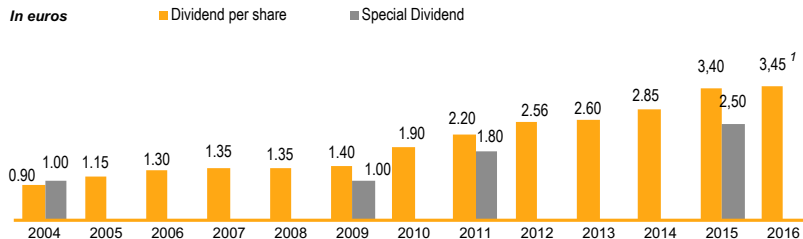
\* Including BIC Graphic North America and Asia Sourcing

# USE OF CASH (2/2)



2

Ensure a steady growth of the ordinary dividend

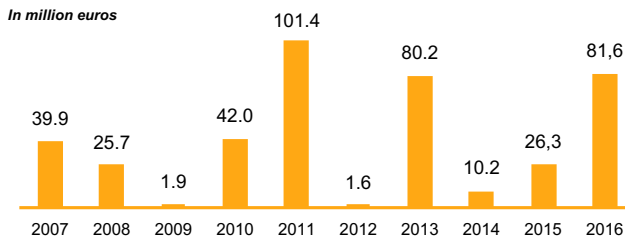


PAY-OUT RATIO

65% based on 2016 results

3

Share buy-back



4

Special dividend

1/ Payable from May 24, 2017 subject to approval at the AGM of May 10, 2017.



STATIONERY



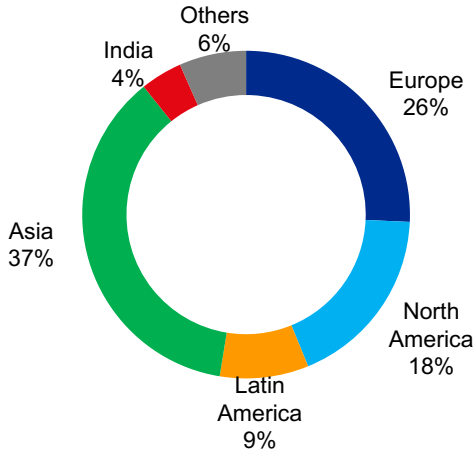


# THE CONSUMER STATIONERY MARKET (1/3)

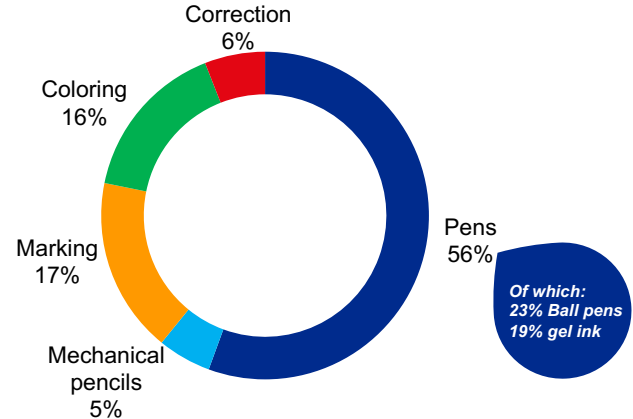


Total worldwide consumer stationery market = 8.6 billion Euros in 2015

Key geographical markets breakdown (in value)



Breakdown by main segment (in value)



All market shares are based on 2015 estimated suppliers net sales figures

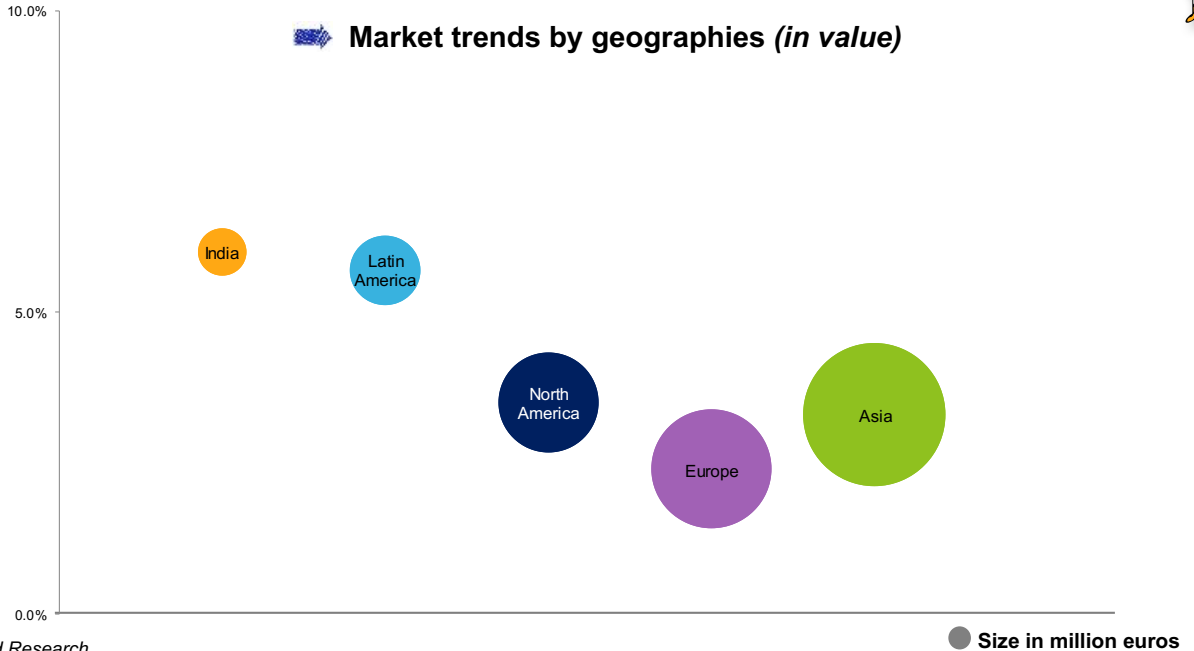


# THE CONSUMER STATIONERY MARKET (2/3)



➡ Market trends by geographies (*in value*)

Market growth (CAGR)  
2015/2011



BIC Estimates & Published Research

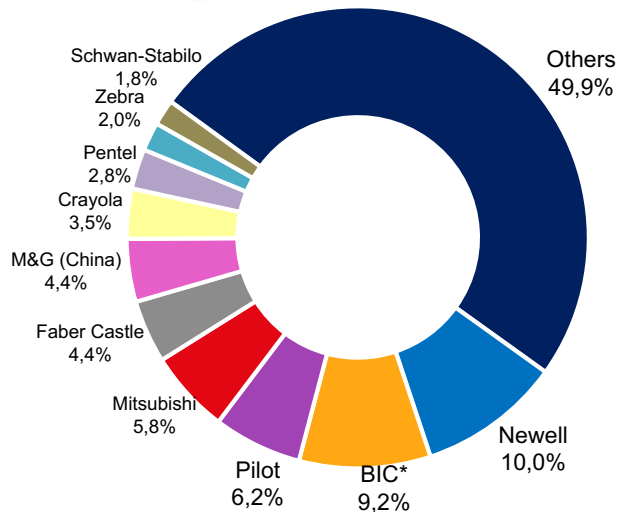


# THE CONSUMER STATIONERY MARKET (3/3)



Total worldwide consumer stationery market = 8.6 billion Euros in 2015

 Breakdown by main supplier (in value)

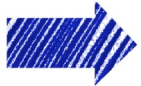


BIC Estimate & Published Research – 2015 – Manufacturers figures – Pens, pencils, markers, coloring, correction

\* With Cello Pens



# STATIONERY CONSUMER – BIC STRATEGY



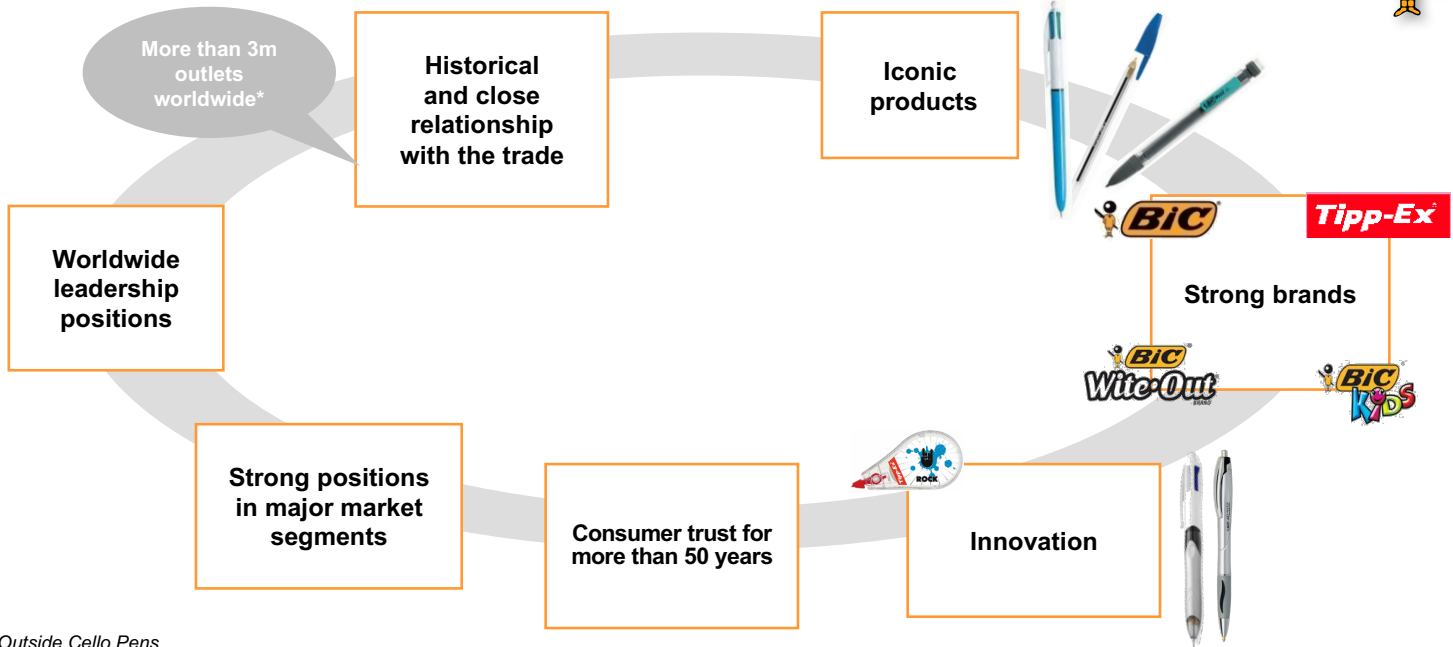
## Generate profitable growth through

- ▶ Gaining market share in Developed countries (markets more or less flat) focusing on Champion Brands new products
- ▶ Accelerating sales growth in fast growing countries (markets up mid to high single digit)
- ▶ Developing geographical footprint
- ▶ Focus on giving “more for your money” to consumers through best quality at the right price
- ▶ Increased consumer-relevant innovation





# STATIONERY CONSUMER: “QUALITY @ A BIC PRICE”



\* Outside Cello Pens

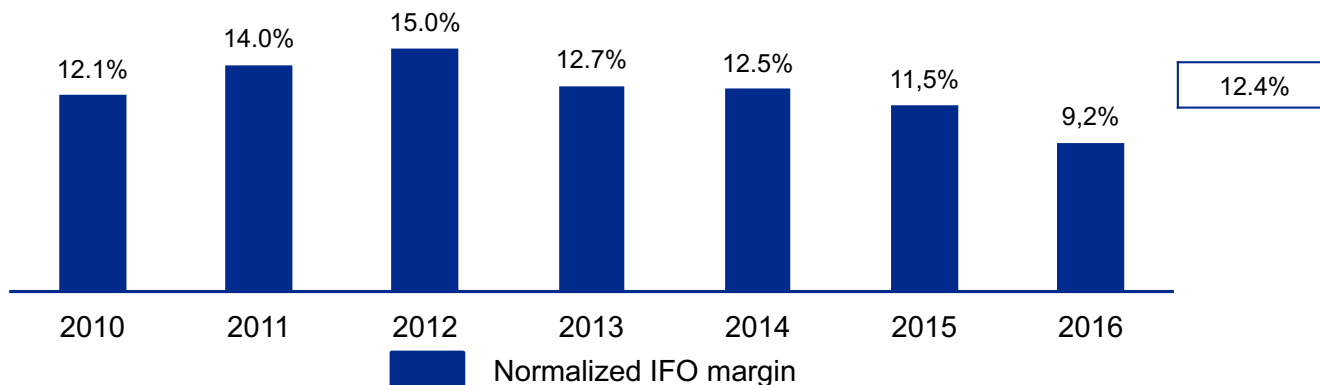


# 2010- 2016 BIC STATIONERY CONSUMER KEY FIGURES



FY 2016 Net Sales	€736.6M	FY 2016 NIFO	€67.5M
----------------------	---------	-----------------	--------

Net sales change on a comparative basis								Average
Volume	+7.0%	+6.0%	+1.0%	+0.3%	+4.0%	+2.0%	+1.5%	+3.1%
Value	+6.7%	+4.1%	+2.6%	+2.1%	+4.2%	+3.6%	+5.2%	+4.1%

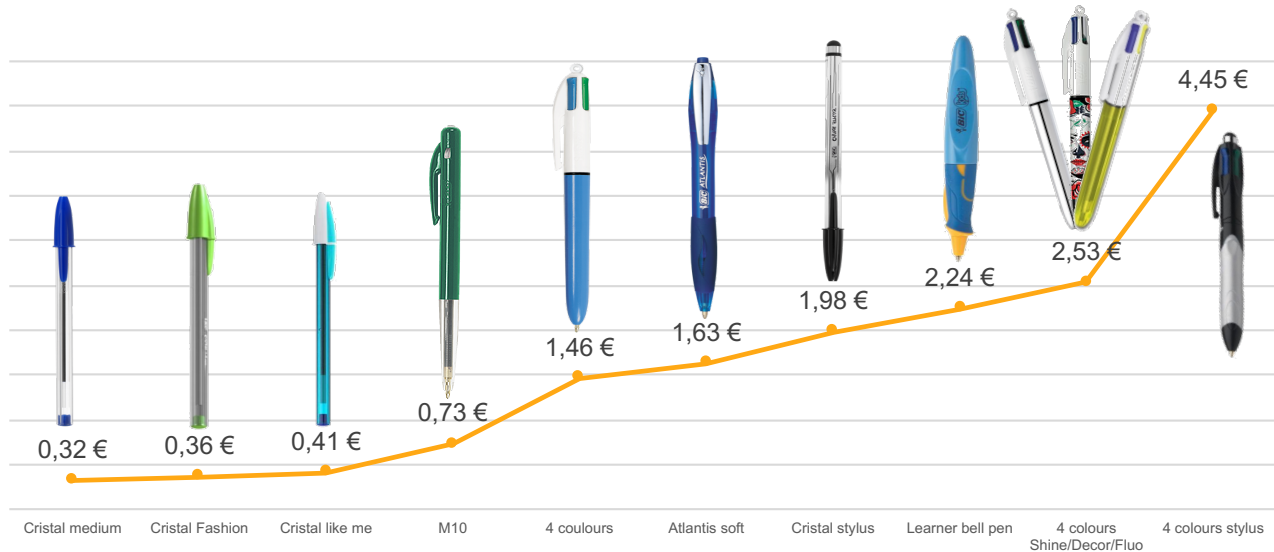




# BIC® PRODUCT RETAIL PRICE POSITIONNING



Ball pen Retail prices in France  
In euros



Source : PVC recommended, 2016, BIC France CP, France Modern Mass Market



# STATIONERY CONSUMER BIC POSITIONS IN MAJOR MARKET SEGMENTS\*



\*BIC Estimates – 2015 (in value)

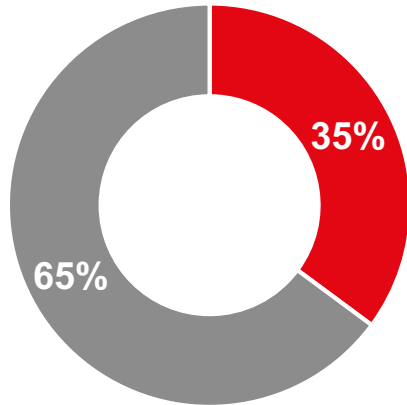




# THE POCKET LIGHTER MARKET VOLUMES VS. VALUE




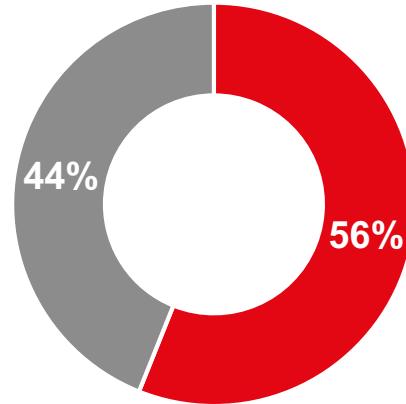
 **Volumes: 13.8 billion units**



**World  
Excl. Asia**

**Asia**

 **Value: 4.9 billion euros**



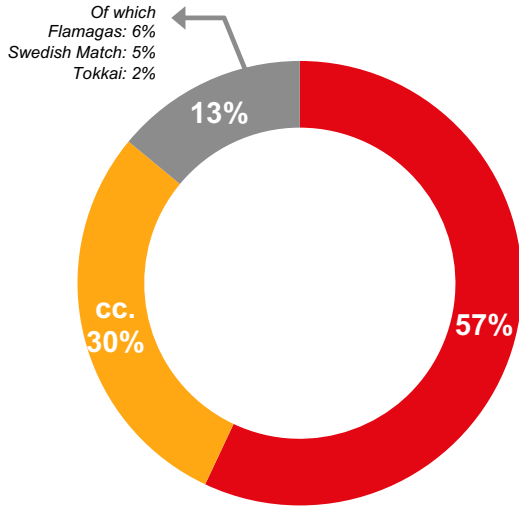
*BIC estimates for 2015 – Retail prices*



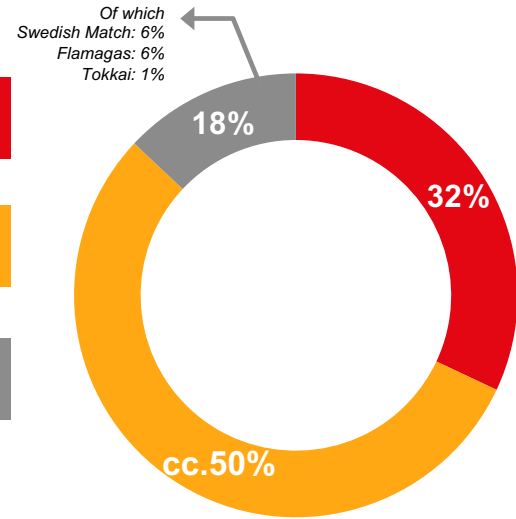
# THE POCKET LIGHTER MARKET KEY PLAYERS OUTSIDE ASIA



 Market shares in volume outside Asia



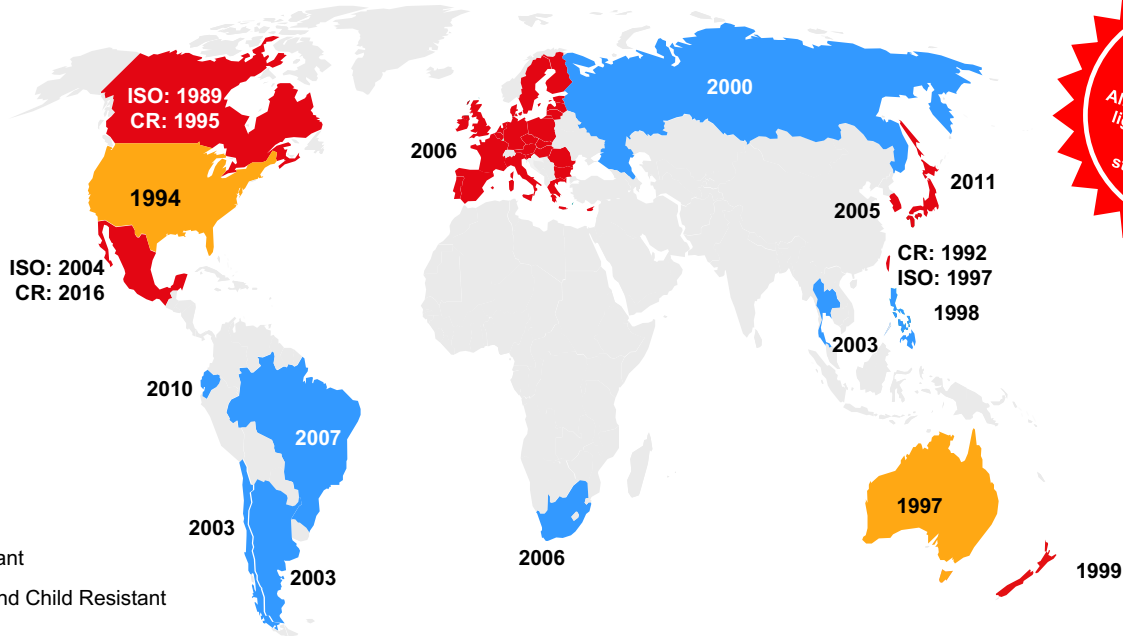
 Market shares in value outside Asia



BIC estimates for 2015 – Retail prices



# OVERVIEW OF MANDATORY SAFETY REGULATION AROUND THE WORLD

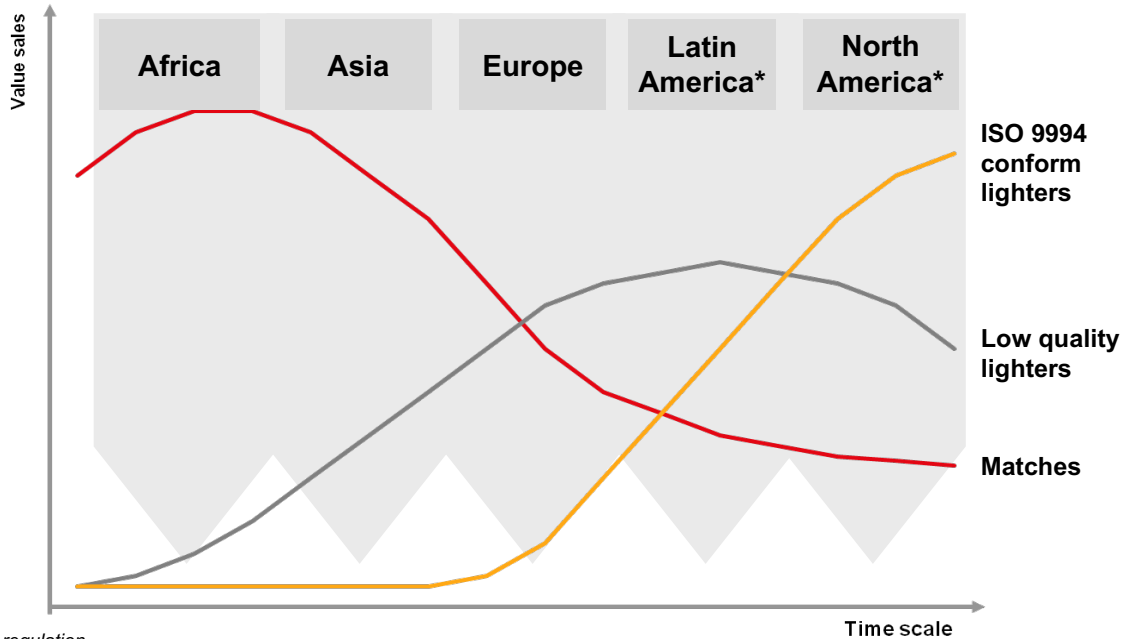


All BIC® Lighters meet or exceed ISO 9994 safety specifications  
All BIC® child-resistant lighters comply with standards where required





# LONG TERM VIEW OF SAFETY REGULATION IMPACT ON LIGHTER SALES





# BIC LIGHTER – STRATEGY



**Strengthen our position as the only lighter brand with worldwide strengths**

- ▶ By promoting the extension and the total enforcement of international safety standards
- ▶ By accelerating the development of value-added products (sleeves, cases and utility lighters)



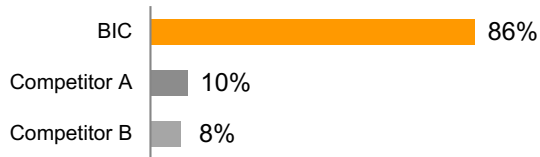


# BIC LIGHTER

## N°1 BRANDED LIGHTER MANUFACTURER



### Consumer preference (U.S.)



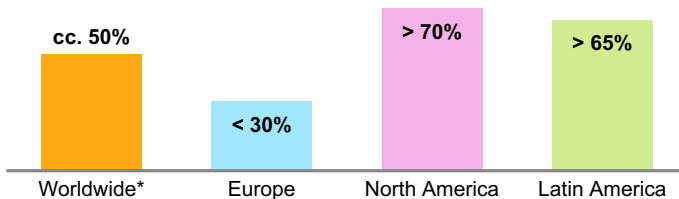
### Safety – Quality – Prevention & education



vs. market average

More than 50 automatic quality controls

### Market leadership - Estimated market shares (in value)



\* Excluding Asia

### Integrated distribution network

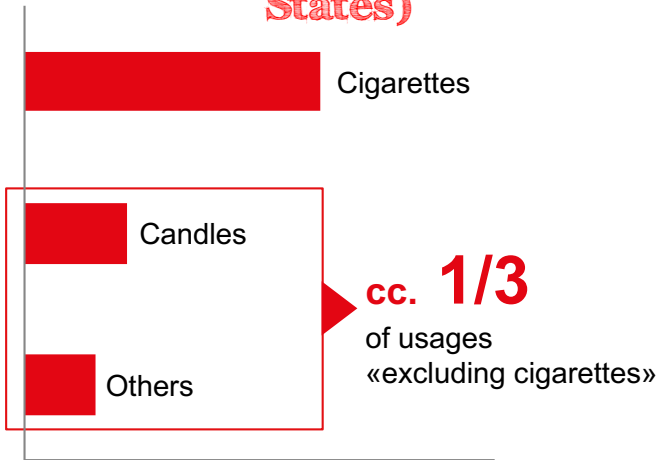
- Dedicated Customer Support Teams in all countries
- Largest distribution network



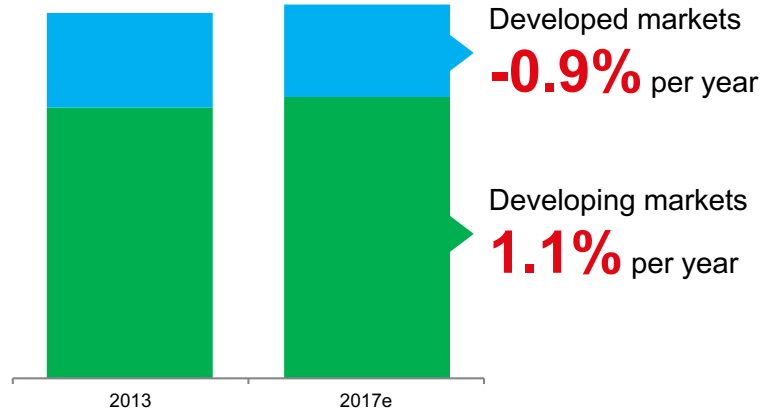
## USAGE DIVERSIFICATION AND INCREASE IN THE NUMBER OF SMOKERS



### Usages (United States)



### Number of smokers



Source : Disposable Pocket Lighters Awareness and Usage Study  
January 2015 – United States

Source : Euromonitor – in thousand – 80 countries



# 2006 – 2016 BIC LIGHTER KEY FIGURES



**FY 2016  
Net Sales**

**€696.4M**

**FY 2016  
NIFO**

**€277.3M**

## Net sales change on a comparative basis

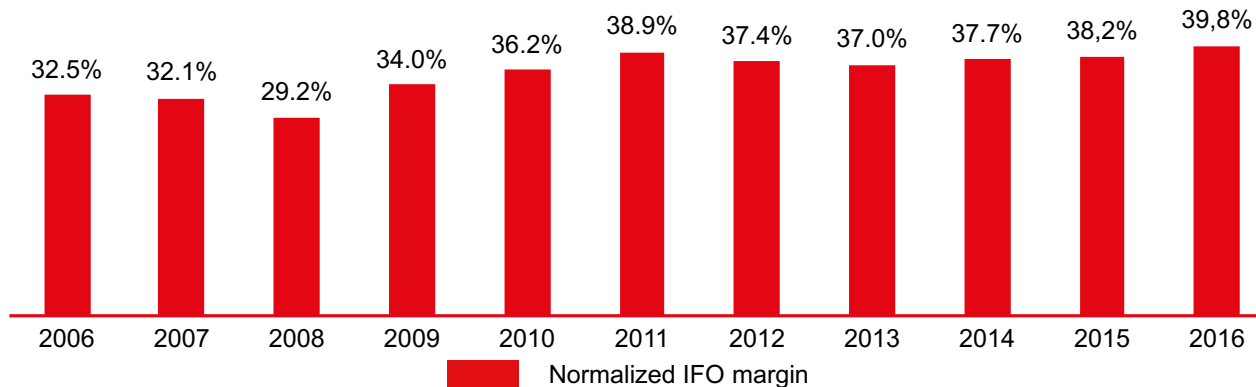
Vol.			-5.0%	+3.0%	+10.0%	+8.0%	+3.0%	+3.8%	+4.0%	+5.0%	+2.3%
Value	+5.6%	+3.7%	+0.8%	+5.3%	+11.6%	+8.6%	+4.3%	+7.0%	+8.3%	+8.3%	+5.6%

## Average

**+3.8%**

**+6.3%**

**35.7%**



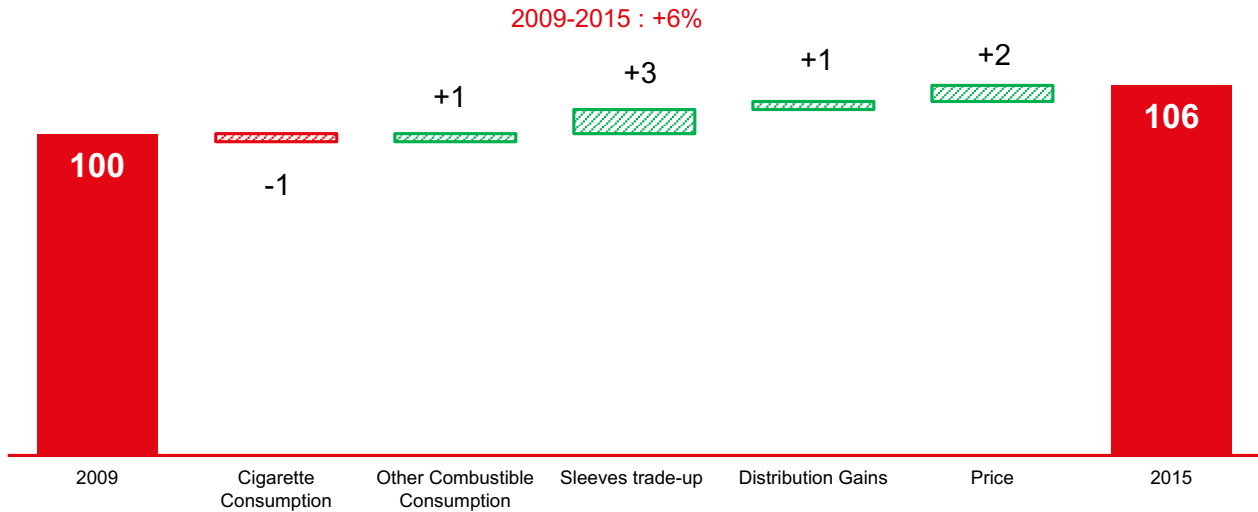


# BIC® LIGHTERS SALES EVOLUTION IN THE U.S.



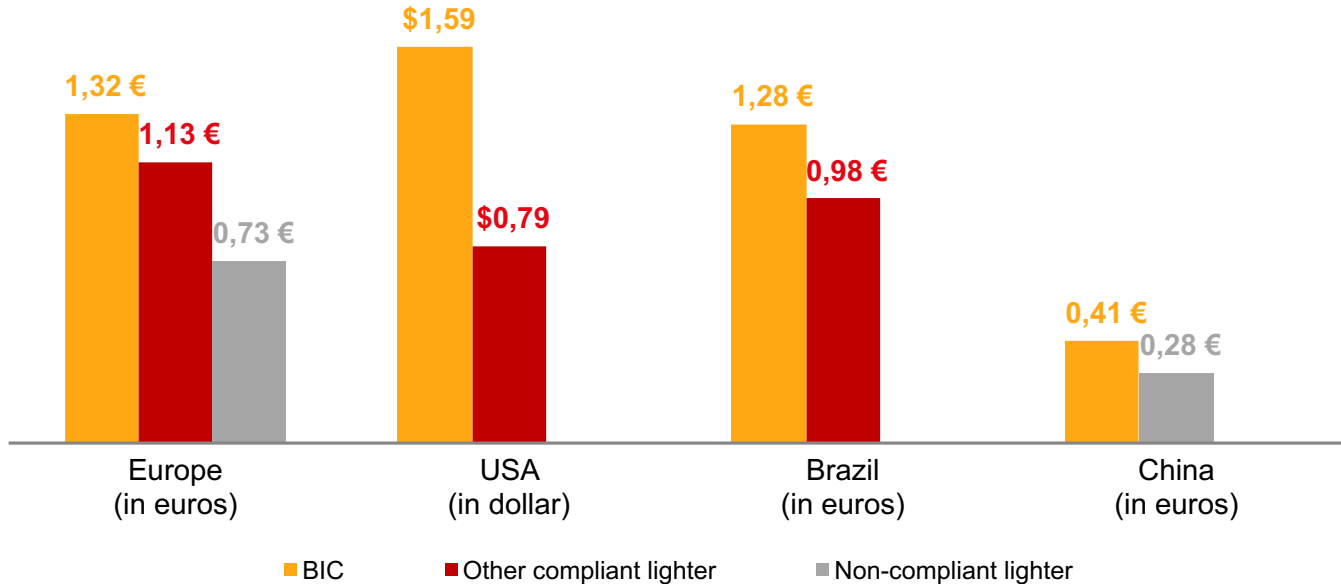
Continue to leverage all growth drivers

In value





# BIC® LIGHTER RETAIL PRICE POSITIONNING



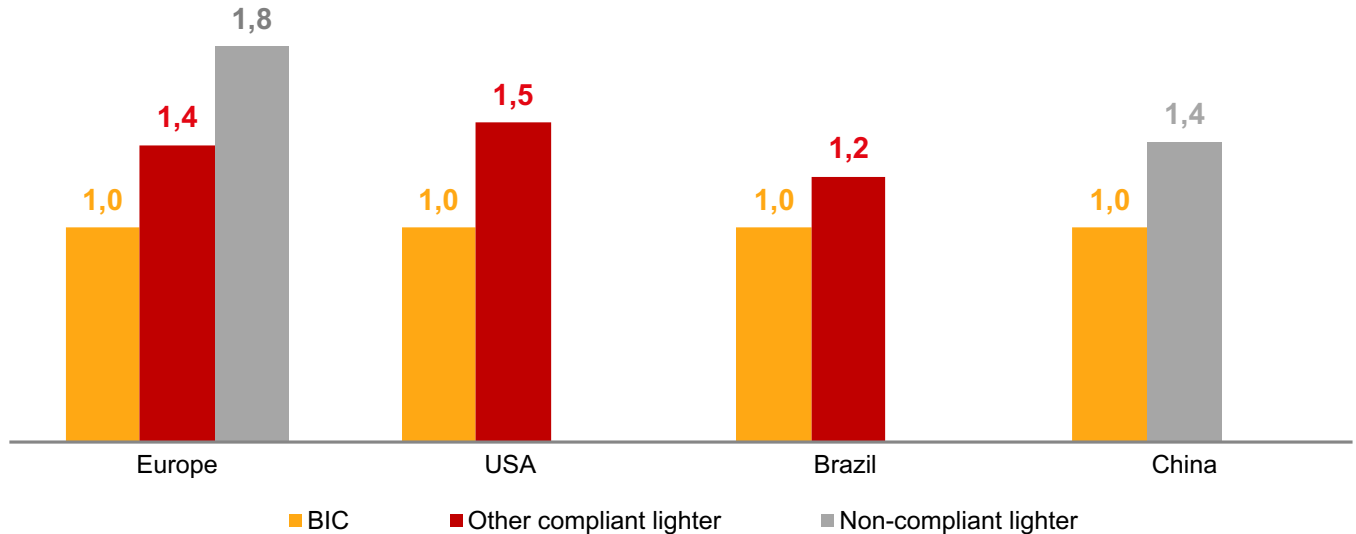
Source: BIC (Reference J26 for Europe, USA, Brazil and J3 for China)  
Europe and Brazil : 2014 data – USA and China : 2015 data)



# BIC® LIGHTER RETAIL PRICE PER FLAME



Based Indice 1



Source: BIC (Reference J26 for Europe, USA, Brazil and J3 for China)  
Europe and Brazil : 2014 data – USA and China : 2015 data)

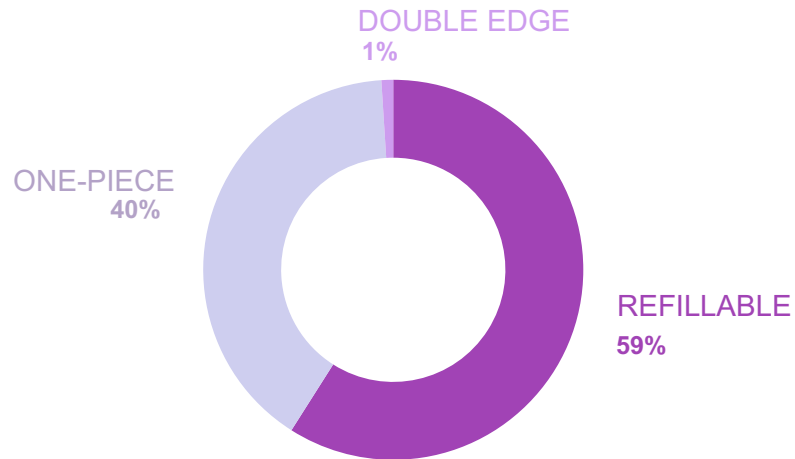




## THE SHAVER MARKET (1/6)



Total wet shave market in 2015: 12.6 billion euros



Source: Euromonitor + Industry publications



# WET SHAVE MARKET – REGIONAL STRUCTURE



in value

## Disposable

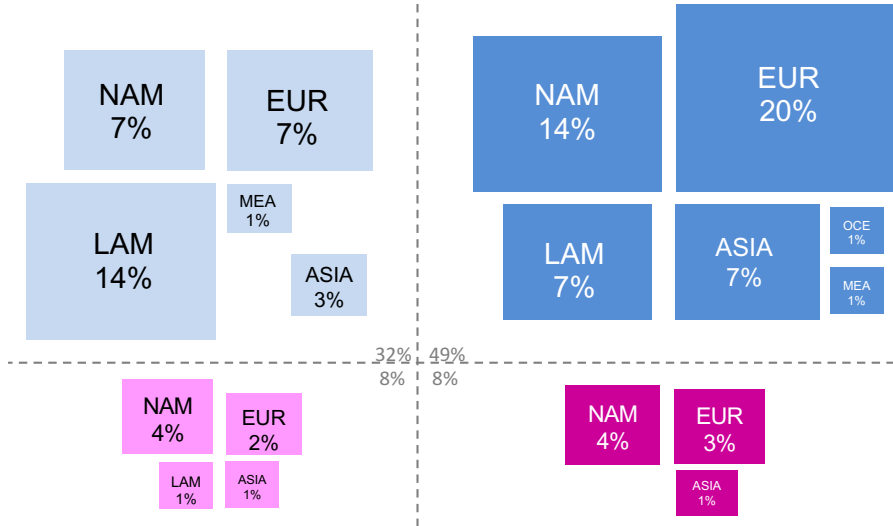
## System



Men  
74%



Women  
26%



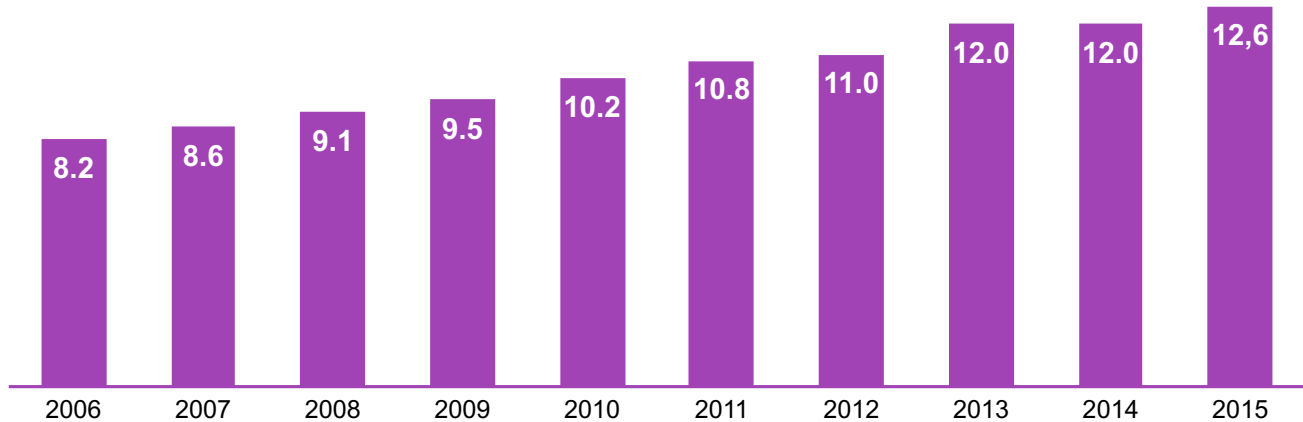
Source: Euromonitor 2015 / Internal  
EUR = Western Europe + Eastern Europe



## THE SHAVER MARKET (3/6)



 **Wet Shave market trend** (*in billion euros*)



Source: Euromonitor + Industry publications

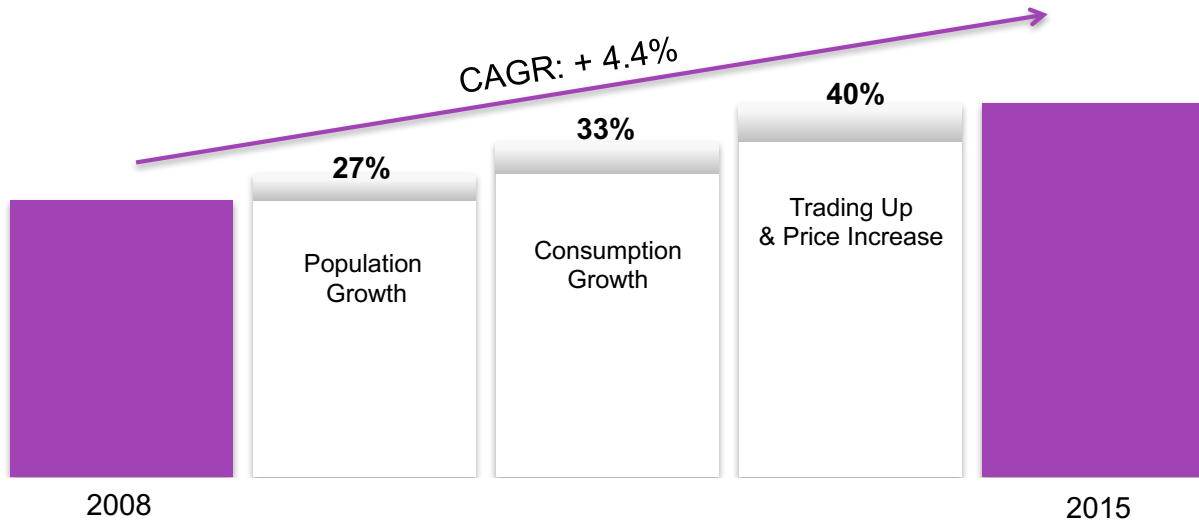




## THE SHAVER MARKET (4/6)



### Global Wet Shave Source of Growth – in value (CAGR 2008 to 2015)



Source: Euromonitor 2015 + Internal estimate

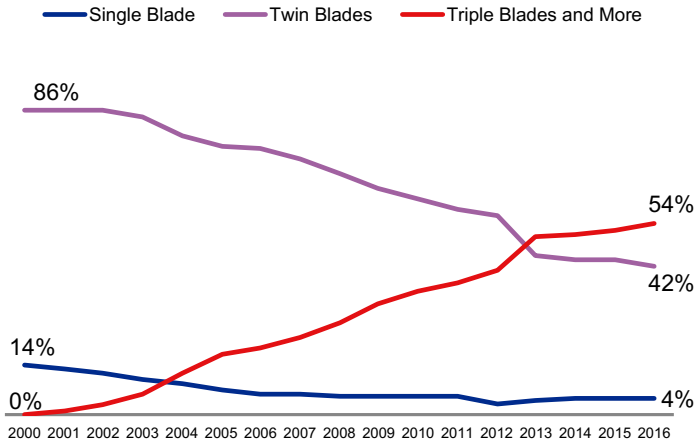


# THE SHAVER MARKET (5/6)

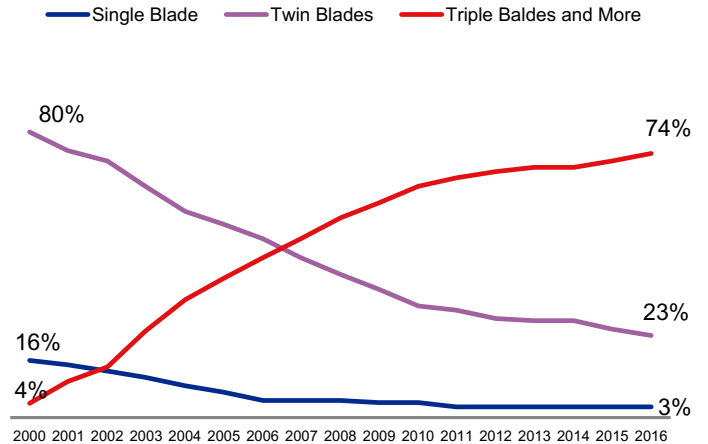


 Market evolution towards more value-added products (*in value*)

## Western Europe



## USA



Source: USA = IRI MULO FY 2016

Western Europe = AC Nielsen - 9 countries FY 2016

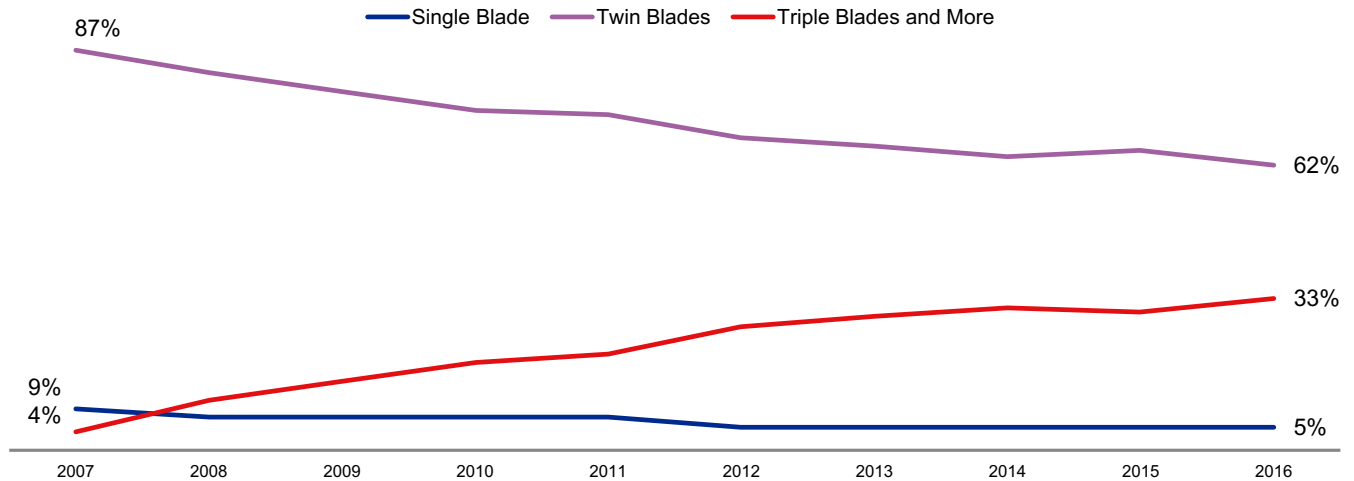


# THE SHAVER MARKET (6/6)



 Market evolution towards more value-added products (*in value*)

## Brazil



Source: AC Nielsen – FY 2016



# SHAVERS - STRATEGY



## ► **Strengthen our foundation in one-piece**

- A complete and successful range of one-piece three, four and five-blade products for men (BIC 3™, Comfort 3™, Hybrid 3™, Flex 3™, Flex 4™, Flex 5™, Hybrid 5™...)
- A strong franchise in the women's segment with the BIC® Soleil® Brand
- Products offering a better value
- Great value for money positioning





# 2006 – 2016 BIC SHAVER KEY FIGURES



FY 2016  
Net Sales

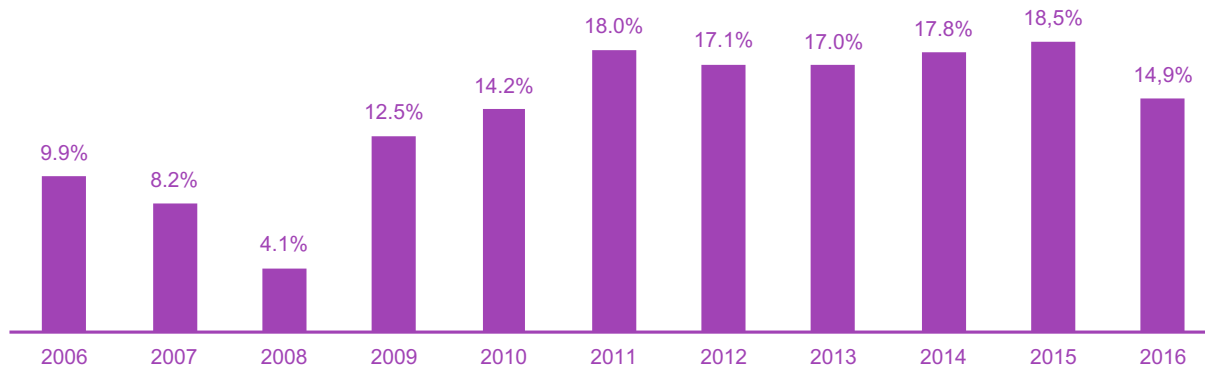
€467.0M

FY 2016  
NIFO

€69.6M

## Net sales change on a comparative basis

												Average
Volume			+0.0%	-4.0%	+7.0%	+3.0%	+3.0%	+3.8%	+4.0%	+1.0%	+0.6%	+2.0%
Value	+6.2%	+9.2%	+3.9%	+2.4%	+7.6%	+9.1%	+10.1%	+6.5%	+4.1%	+11.9%	+7.0%	+7.1%



13.8%

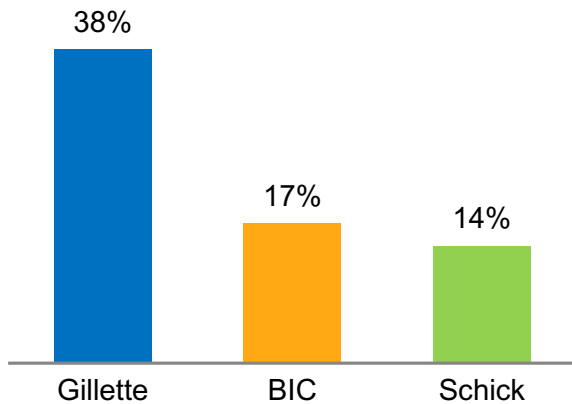
Normalized IFO margin



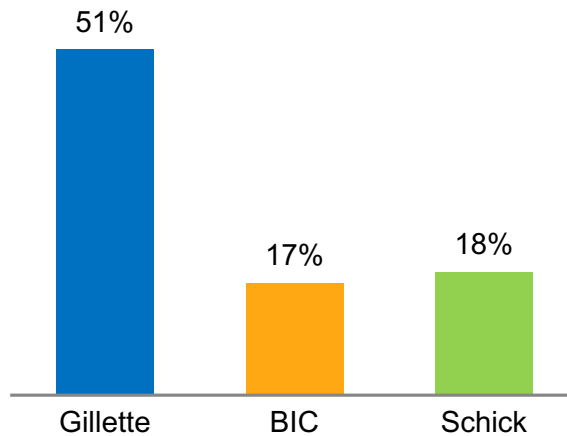
## ONE-PIECE MARKET SHARES IN EUROPE (15 COUNTRIES)



 In volume



 In value



Source: IRI Nielsen - Last 52 weeks ending December 2016 (Europe 15 countries)

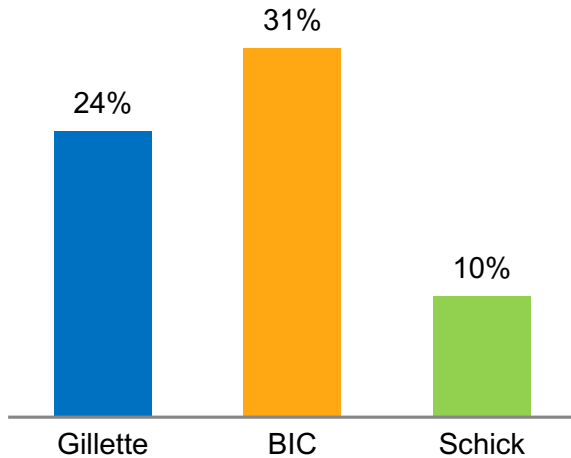




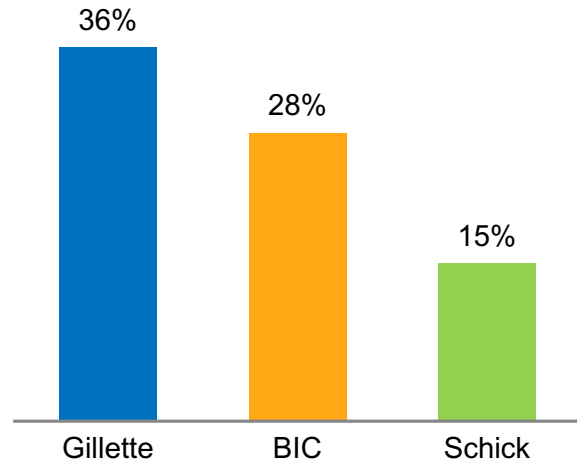
# ONE-PIECE MARKET SHARES IN USA



 In volume



 In value



Source: IRI Nielsen - Last 52 weeks ending December 2016

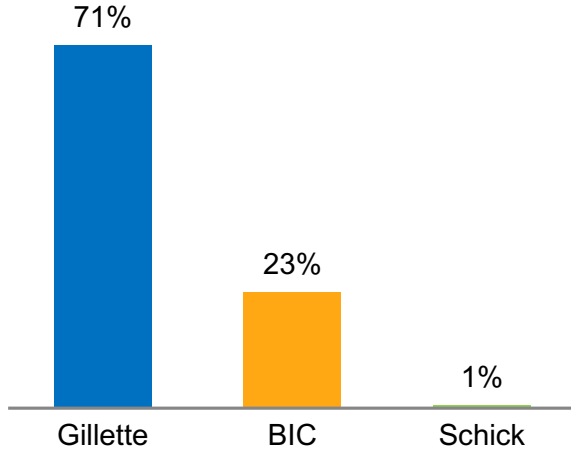




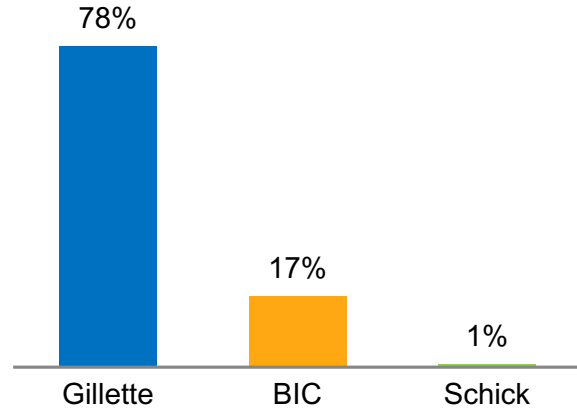
# ONE-PIECE MARKET SHARES IN BRAZIL



 In volume



 In value



Source: IRI Nielsen - Last 52 weeks ending December 2016

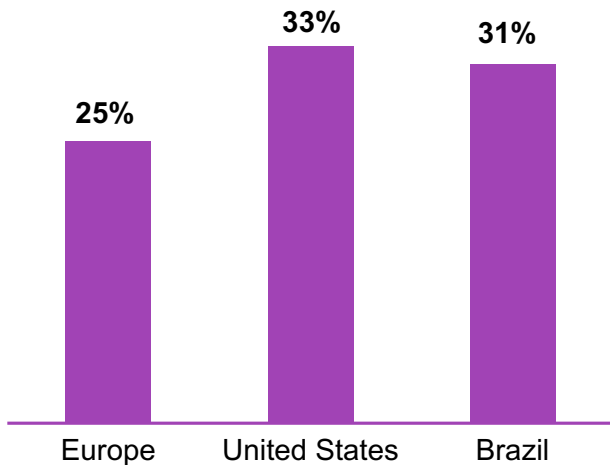




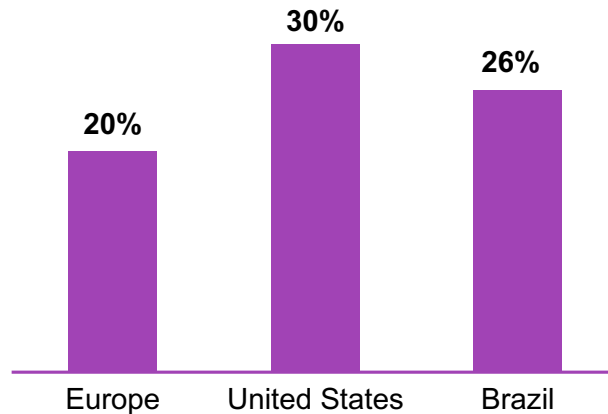
## BIC MARKET SHARES IN 3 AND MORE BLADES DISPOSABLE SHAVERS SEGMENT



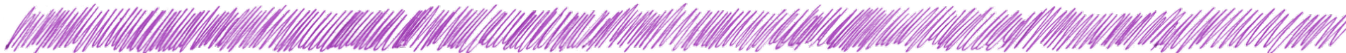
**In volume**



**In value**



Source: IRI Nielsen AC Nielsen and BIC estimates (Europe, US and Brazil: December 2016)

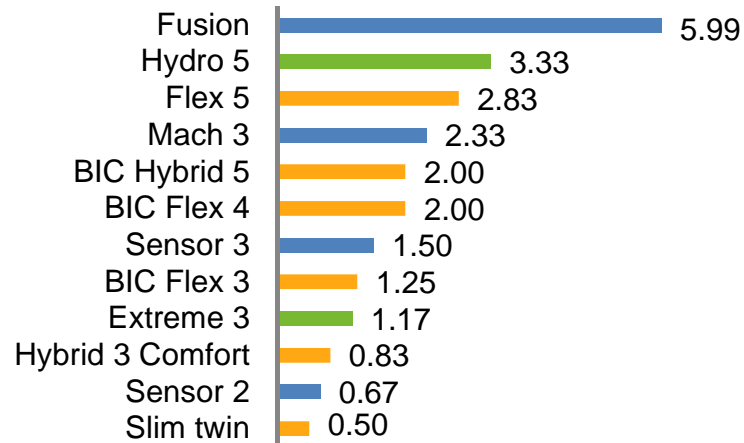




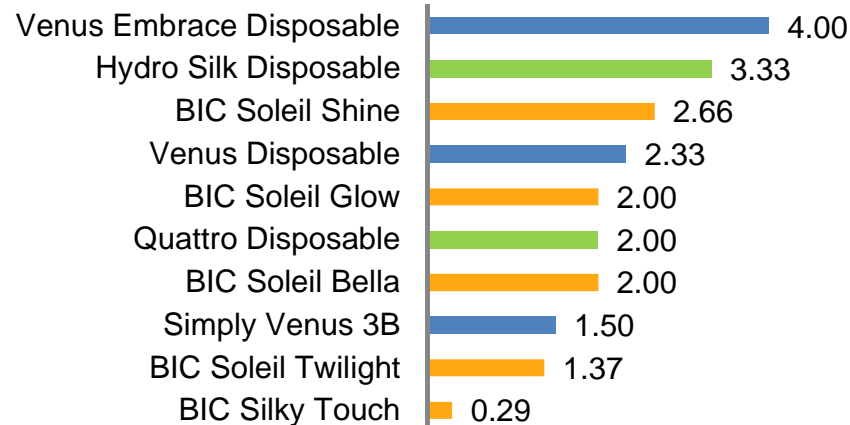
# SHAVERS: QUALITY AND INNOVATION AT A REASONABLE PRICE



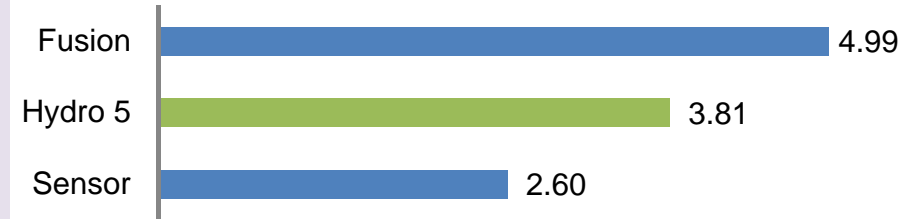
## One-piece shaver Men – US (USD)



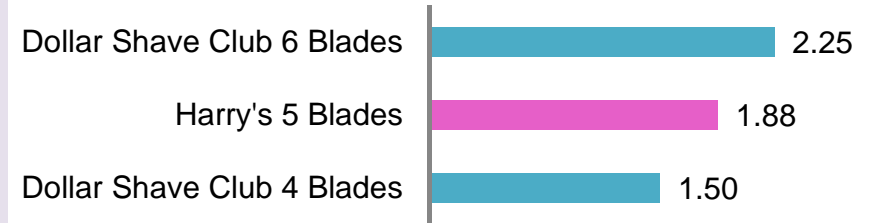
## One-piece shaver Women – US (USD)



## Offline system Pricing US (USD)



## Online system Pricing US (USD)



## Online system Pricing Europe (EUR)



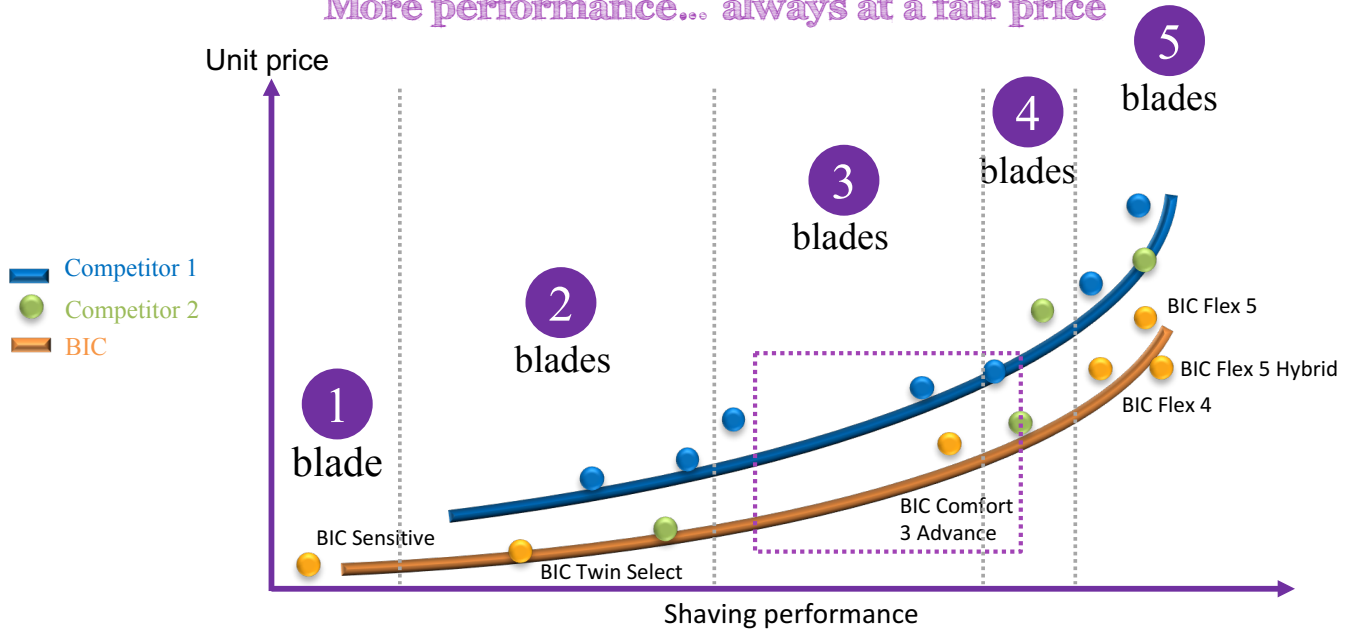
Source : Walmart non-promoted price per unit - Ending February 2017



## LONG-TERM PRIORITIES



More performance... always at a fair price





## LONG-TERM PRIORITIES DEVELOPING MARKETS



Adapting our offer





# BIC GRAPHIC





# Bic GRAPHIC STRATEGIC REVIEW



## ■ BIC Graphic Europe and Developing markets operations

- BIC Graphic Europe operations:
  - Will report to the European BIC Consumer Product business.
  - European BIC Graphic team: focus on implementing a plan to develop a sustainable business model while developing innovative services and maintaining BIC Graphic's imprinting and decorating expertise.
- Developing Markets: operations that have a sustainable business model will report to the local consumer business.

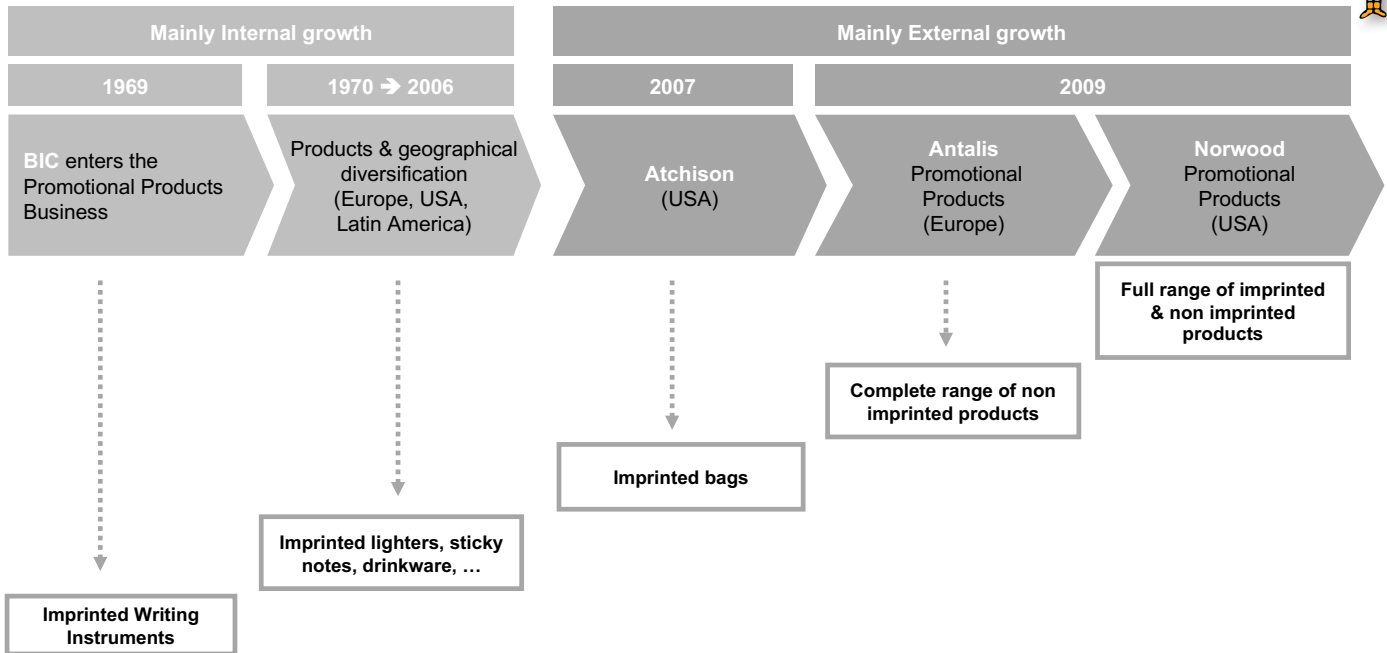
## ■ BIC Graphic North America and Asia Sourcing operations

- Strategic alternative discussions still on-going.





# BIC GRAPHIC

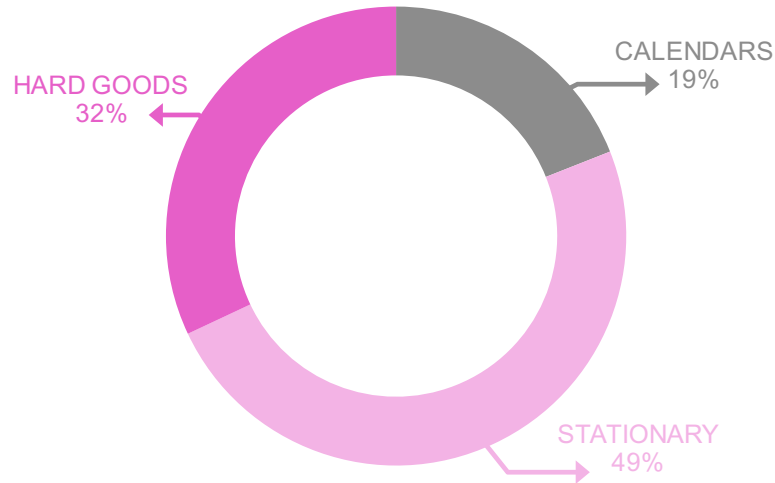




# BIC GRAPHIC - HIGHLIGHTS AND KEY FIGURES



 **BIC Graphic Net Sales Breakdown by Products Category**  
**Full Year 2016**





# 2009 - 2016 BIC GRAPHIC KEY FIGURES



FY 2016  
Net Sales

€311.5M

FY 2016  
NIFO

€7.3M

## Net sales change on a comparative basis

-18.9%

-3.3%

-10.4%

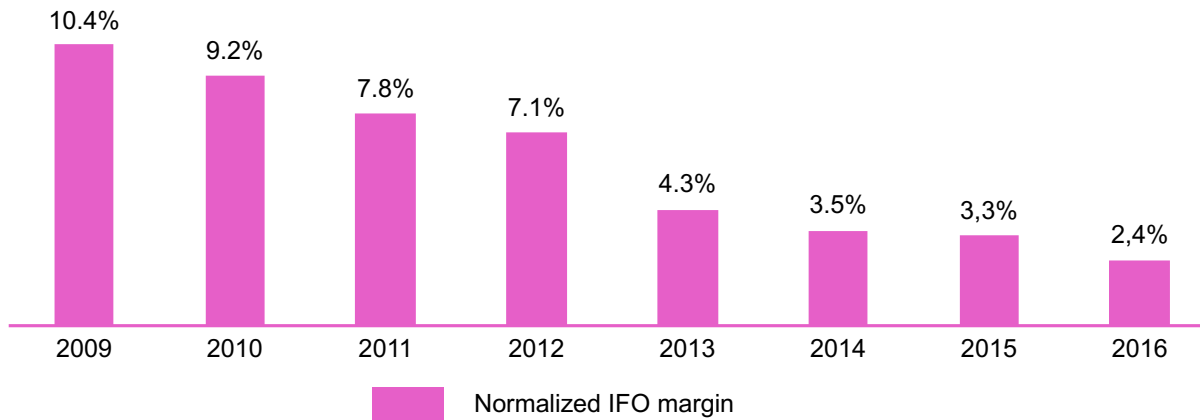
-9.2%

-5.0%

+2.5%

+1.6%

-1.9%





# Governance



# BOARD OF DIRECTORS COMPOSITION IN 2017



**Bruno BICH** 

Chairman and Chief  
Executive Officer



**Pierre VAREILLE** 

Vice Chairman  
Lead Director



**Mario GUEVARA** 



**François BICH** 



**Elizabeth BASTONI** 



**Marie-Pauline  
CHANDON-MOËT** 



**John GLEN** 




**Marie-Henriette  
POINSOT** 



**Candace MATTHEWS** 



**SOCIÉTÉ M.B.D.**  
Represented by Edouard  
BICH 

 **Independent directors**

# BOARD OF DIRECTORS FUNCTIONING IN 2016



**10** directors

**6** meetings

**95%** attendance rate



**4** independents



**4** nationalities



**30%** Women\*

*\*This percentage will increase to 40% subject to the approval of the resolution of the May 10, 2017 Shareholders' meeting, related to the appointment of Mrs. Candace Matthews.*

# LEADERSHIP TEAM IN 2016



## Gonzalve BICH

Executive Vice-President  
Chief Operating Officer



## Bruno BICH

Chairman and Chief Executive Officer



## Marie Aimée BICH-DUFOUR

Executive Vice-President  
BIC Corporate Foundation & Board Secretary



## Benoit MAROTTE

Stationery



## Billy SALHA

Europe - Asia - Pacific



## Jim DIPIETRO

Executive Vice-President  
Finance



## François CLÉMENT-GRANDCOURT

Lighters



## Chris MILLS

North America



## Ed DOUGHERTY

Strategy



## Thomas BRETTE

Shavers



## Ricardo Ibarra

Latin America



## Edouard MARUANI

Legal



## Edgar HERNANDEZ

BIC Graphic



## Peter VAN DEN BROECK

Africa, Middle-East - India



## Alison JAMES

Human Resources



## Laurent SERANO

Information Technology



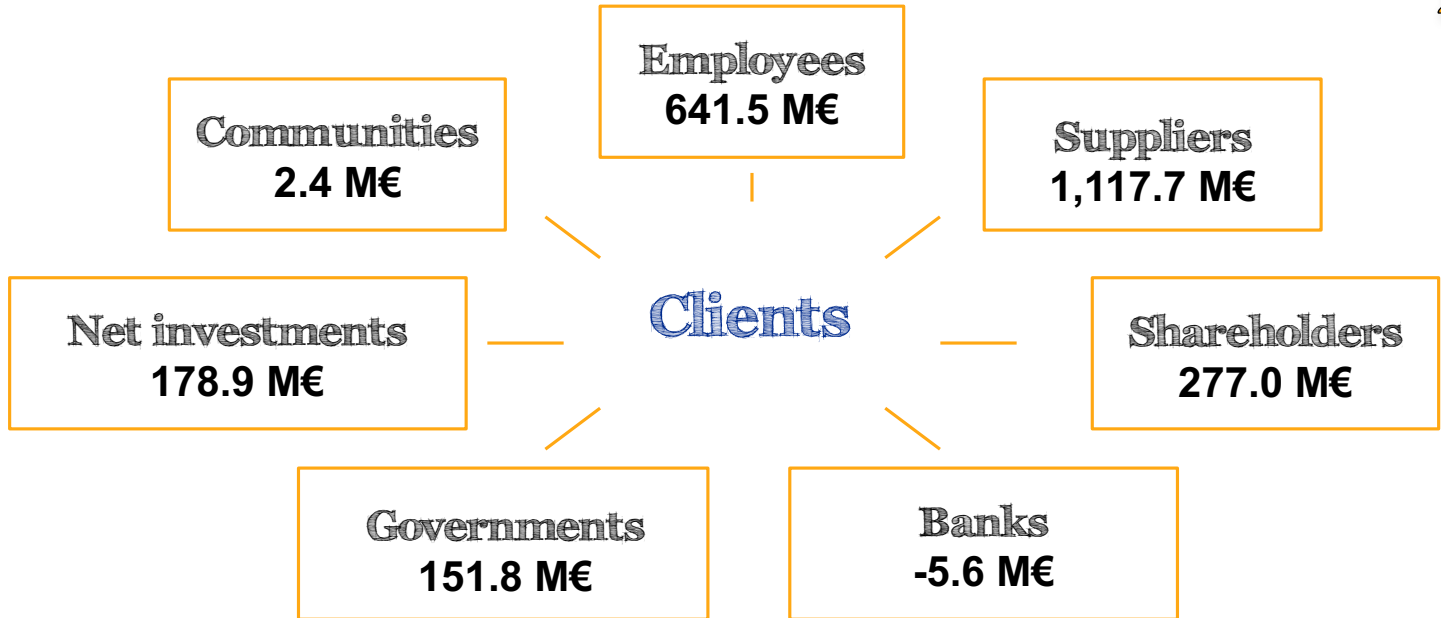


# Sustainable Development





## DISTRIBUTION TO STAKEHOLDERS IN 2016\*



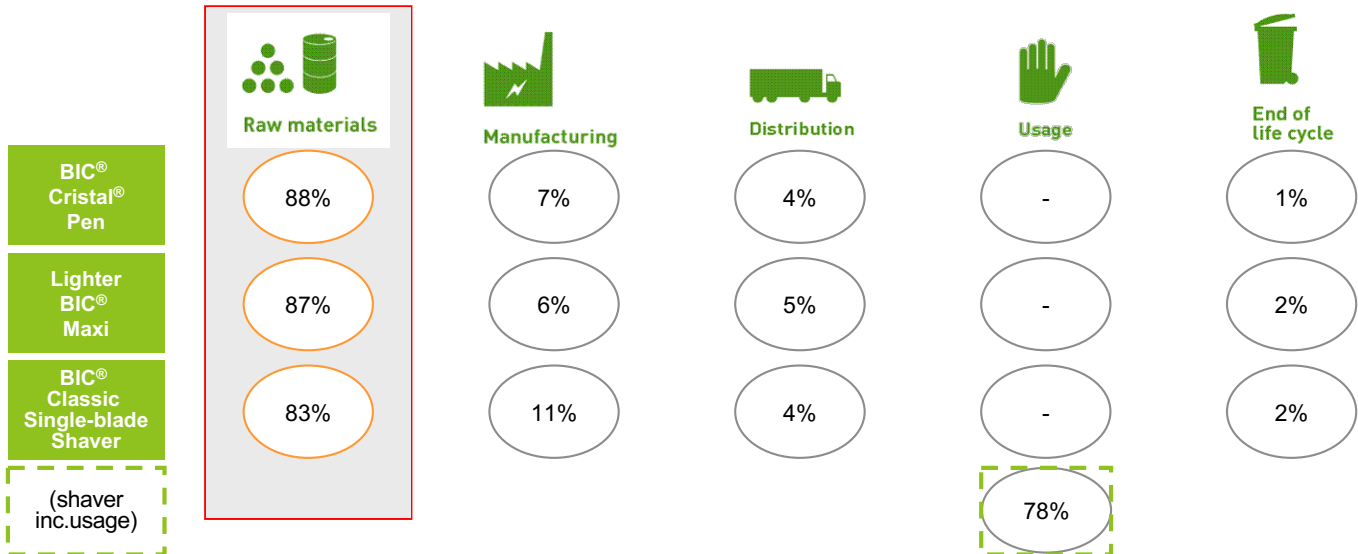
\*not restated from IFRS 5.



# MEASURE...



Items used to advertise and promote a product, a service or a company program





## ... TO ECO-DESIGN ...



Take into account our main impact: use of **non renewable raw materials**

1

**Light and long lasting  
products**



**Reduce to the raw  
material weight**

2

**Refillable products**



**Maximum increase  
of the duration of use**

3

**Recycled plastic and metal  
Plastic from vegetal origin**



**Use alternative  
materials**





## ... OUR PRODUCTS



Light and long-lasting products overcoming the paradox of disposable vs. long-lasting



Eco-values on packaging for stationery products



A trendsetting range





# FRENCH ECOLABEL NF ENVIRONNEMENT BIC FIRST MANUFACTURER TO BE CERTIFIED



Cristal® Fine



Orange™ Fine



Cristal® Medium (*uniquement en boîtes*)



Atlantis® Clic (*in box only*)



4 Couleurs™



4 Couleurs™ fine



4 Couleurs™ pro & 4 Colors™ Counter Pen



Clic Stic™



BIC Matic



Evolution™ 650



Evolution™ 655



Evolution™ coloring



Evolution™ coloring Triangle



BIC® Kids Visacolor™ XL



Evolution™ Black



# AN EXAMPLE OF ECODESIGN: THE BIC® EASY SHAVER



1<sup>st</sup> step:

Reducing  
the quantity  
of material

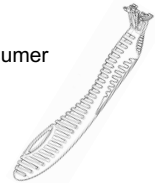


BIC® C3® Advance™

Ecodesign allowed to create a shaver with:

- Less material
- With the same characteristics, therefore the same perception of quality by the consumer

-20%



BIC® Easy

2<sup>nd</sup> step:

Have a longer  
duration  
of use

60 days of shaving



=



+



BIC® EASY 1  
lightweight handle  
sold with 6 heads

=



-59%

of environmental  
impact  
on the duration  
of use



# Appendix



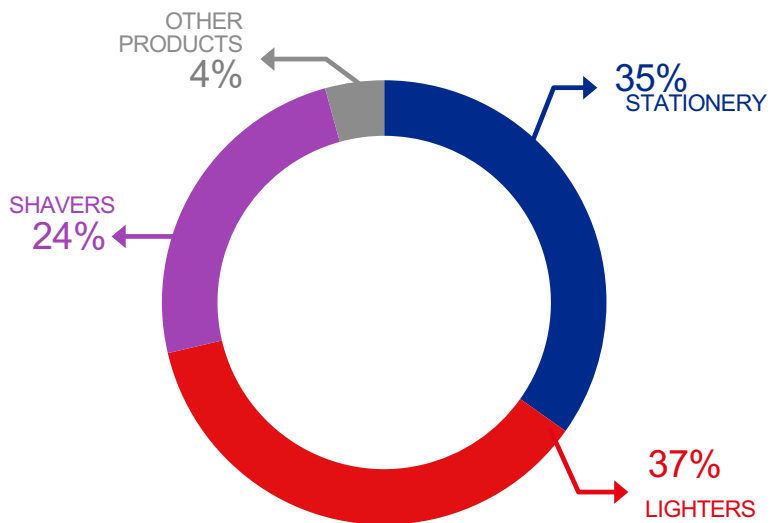
# Q1 2017 NET SALES

## MAIN EXCHANGE RATE EVOLUTION VS. EURO

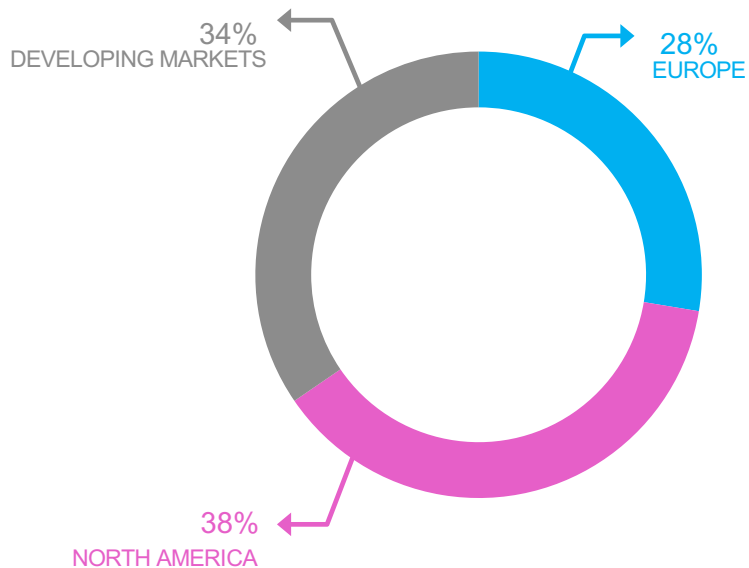


	% of sales	Average rate Q1 2016	Average rate Q1 2017	% of change
US Dollar	37%	1.10	1.06	3.5%
Brazilian Real	10%	4.29	3.34	22.0%
Mexican Peso	5%	19.90	21.53	-8.2%
Argentina	2%	16.05	16.69	-4.0%
Canadian dollar	3%	1.51	1.41	6.6%
Australian dollar	2%	1.53	1.40	7.9%
South African Zar	2%	17.41	14.05	19.3%
Indian Rupee	4%	74.53	71.20	4.5%
Non Euro European countries	7%	-	-	
Sweden		9.33	9.51	-1.9%
Russia		82.06	62.43	23.9%
Poland		4.36	4.32	0.9%
British Pound		0.77	0.86	-11.3%

## Q1 2017 NET SALES BREAKDOWN BY CATEGORY



## Q1 2017 NET SALES BREAKDOWN BY GEOGRAPHY



# GROUP QUARTERLY FIGURES



	Including BIC Graphic North America and Asia sourcing					Excluding BIC Graphic North America and Asia sourcing					
<i>In million euros</i>	Q1 15	Q2 15	Q3 15	Q4 15	FY 15	Q1 16	Q2 16	Q3 16	Q4 16	FY 16	Q1 17
Net Sales	510.8	623.1	548.3	559.4	2,241.7	469.3	562.2	490.5	503.8	2025.8	469.2
YoY actual changes	+17.6%	+16.6%	+10.4%	+8.9%	+13.3%	+0.3%	-1.1%	+1.1%	+6.7%	+1.6%	+0.0%
YoY changes on a constant currencies basis*	+6.2%	+5.2%	+4.1%	+6.9%	+5.6%	+6.7%	+4.6%	+3.0%	+5.4%	+4.9%	-4.1%
IFO	97.6	143.9	104.2	94.2	439.9	81.4	127.9	96.2	97.8	403.4	74.3
Normalized IFO*	101.8	137.4	104.2	88.6	432.0	81.4	132.1	97.4	98.1	409.1	81.3
IFO margin	19.1%	23.1%	19.0%	16.8%	19.6%	17.3%	22.7%	19.6%	19.4%	19.9%	15.8%
Normalized IFO margin*	19.9%	22.1%	19.0%	15.8%	19.3%	17.3%	23.5%	19.9%	19.5%	20.2%	17.3%
Net Income Group Share	77.2	99.3	76.3	72.1	325.1	51.0	89.1	73.6	36.0	249.7	49.7
EPS Group Share	1.64	2.10	1.62	1.53	6.89	1.08	1.89	1.57	0.77	5.32	1.06

\*See glossary

# GROUP QUARTERLY FIGURES BY GEOGRAPHY



<i>In million euros</i>	Q1 16	Q2 16	Q3 16	Q4 16	FY 16	Q1 17
<b>Europe</b>	<b>126.6</b>	<b>170.1</b>	<b>131.4</b>	<b>116.8</b>	<b>544.8</b>	<b>129.5</b>
Net Sales						
YoY actual changes	+7.6%	+6.3%	+0.0%	-1.7%	+3.2%	+2.3%
YoY changes on a constant currencies basis*	+9.2%	+8.6%	+2.5%	-0.1%	+5.3%	+2.4%
<b>North America</b>	<b>188.0</b>	<b>236.4</b>	<b>201.9</b>	<b>185.7</b>	<b>812.0</b>	<b>177.5</b>
Net Sales						
YoY actual changes	+5.6%	+0.3%	-1.7%	+7.5%	+2.5%	-5.6%
YoY changes on a constant currencies basis*	+4.1%	+2.8%	-1.3%	+5.8%	+2.7%	-9.2%
<b>Developing markets</b>	<b>154.8</b>	<b>155.7</b>	<b>157.2</b>	<b>201.3</b>	<b>668.9</b>	<b>162.1</b>
Net Sales						
YoY actual changes	-10.2%	-9.8%	+6.0%	+11.5%	-0.7%	+4.7%
YoY changes on a constant currencies basis*	+7.6%	+3.3%	+9.2%	+8.6%	+7.1%	-3.4%

\*See glossary



# STATIONERY



					Including BIC Graphic Europe and Developing markets Stationery products						
<i>In million euros</i>	Q1 15	Q2 15	Q3 15	Q4 15	FY 15	Q1 16	Q2 16	Q3 16	Q4 16	FY 16	Q1 17
Net Sales	157.1	233.2	184.3	152.4	727.0	167.1	241.1	193.9	178.2	780.3	163.4
<i>YoY actual changes</i>	+9.1%	+10.0%	+8.9%	+0.5%	+7.4%	-0.4%	-1.2%	-0.2%	+7.0%	+1.0%	-2.2%
<i>YoY changes on a constant currencies basis*</i>	-0.2%	+1.1%	+4.0%	+2.9%	+1.9%	8.0%	+4.0%	+2.2%	+6.3%	+4.9%	-5.1%
IFO	19.8	40.7	19.2	4.0	83.7	8.6	41.6	7.6	10.1	67.9	0.4
Normalized IFO*	21.3	39.9	19.2	3.1	83.4	8.6	43.4	7.7	10.4	70.1	5.9
<i>IFO margin</i>	12.6%	17.5%	10.4%	2.6%	11.5%	5.2%	17.3%	3.9%	5.7%	8.7%	0.3%
<i>Normalized IFO margin*</i>	13.6%	17.1%	10.4%	2.0%	11.5%	5.2%	18.0%	4.0%	5.8%	9.0%	3.6%

\*See glossary





# LIGHTERS



<i>In million euros</i>	Q1 15	Q2 15	Q3 15	Q4 15	FY 15	Q1 16	Q2 16	Q3 16	Q4 16	FY 16	Q1 17
Net Sales	163.5	178.4	158.8	175.0	675.7	163.6	177.2	167.6	187.9	696.4	171.3
YoY actual changes	+22.3%	+22.4%	+10.6%	+10.3%	+16.2%	+0.1%	-0.7%	+5.6%	+7.4%	+3.1%	+4.7%
YoY changes on a comparative basis*	+9.7%	+9.3%	+5.2%	+8.9%	+8.3%	+5.4%	+5.4%	+6.5%	+5.2%	+5.6%	-0.5%
IFO	61.0	75.6	63.2	61.1	260.9	62.1	70.6	68.9	73.7	275.3	63.9
Normalized IFO*	61.4	74.2	63.2	59.0	257.9	62.1	71.7	70.0	73.5	277.3	64.1
IFO margin	37.3%	42.3%	39.8%	34.9%	38.6%	38.0%	39.8%	41.1%	39.2%	39.5%	37.3%
Normalized IFO margin*	37.6%	41.6%	39.8%	33.7%	38.2%	38.0%	40.5%	41.7%	39.1%	39.8%	37.4%

\*See glossary



# SHAVERS



<i>In million euros</i>	Q1 15	Q2 15	Q3 15	Q4 15	FY 15	Q1 16	Q2 16	Q3 16	Q4 16	FY 16	Q1 17
Net Sales	112.4	117.8	113.0	108.8	452.0	117.8	120.1	111.8	117.3	467.0	114.4
<i>YoY actual changes</i>	+26.5%	+20.0%	+15.4%	+14.5%	+18.9%	+4.8%	+2.0%	-1.1%	+7.8%	+3.3%	-2.9%
<i>YoY changes on a comparative basis*</i>	+14.7%	+9.5%	+10.3%	+13.3%	+11.9%	+10.9%	+9.0%	+1.4%	+6.6%	+7.0%	-7.7%
IFO	21.4	23.4	19.2	19.4	83.3	12.6	15.4	22.2	18.4	68.6	14.3
Normalized IFO*	23.9	22.5	19.2	18.0	83.6	12.6	16.6	22.2	18.2	69.6	14.4
<i>IFO margin</i>	19.0%	19.8%	17.0%	17.8%	18.4%	10.7%	12.8%	19.8%	15.7%	14.7%	12.5%
<i>Normalized IFO margin*</i>	21.3%	19.1%	17.0%	16.5%	18.5%	10.7%	13.8%	19.8%	15.5%	14.9%	12.6%

\*See glossary

# OTHER PRODUCTS



						Including BIC Graphic Europe and Developing markets other products					
<i>In million euros</i>	Q1 15	Q2 15	Q3 15	Q4 15	FY 15	Q1 16	Q2 16	Q3 16	Q4 16	FY 16	Q1 17
Net Sales	16.8	22.3	13.9	14.6	67.6	20.8	23.8	17.2	20.3	82.1	20.1
<i>YoY actual changes</i>	+4.1%	+16.8%	-8.9%	+0.2%	+3.9%	-14.0%	-14.8%	-9.5%	-6.8%	-11.6%	-3.2%
<i>YoY changes on a comparative basis*</i>	-1.6%	+8.5%	-10.9%	-0.1%	-0.5%	-13.0%	+13.4%	-8.9%	-6.8%	-10.8%	-4.2%
IFO*	-0.5	4.9	-1.8	-3.8	-1.2	-1.9	0.3	-2.4	-4.4	-8.4	-4.3
Normalized IFO*	-0.7	2.9	-1.8	-3.8	-3.4	-1.9	0.4	-2.4	-3.9	-7.8	-3.0

\*See glossary

# MISCELLANEOUS

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► **Capital evolution:**

As of March 31, 2017, the total number of issued shares of SOCIÉTÉ BIC was 47,570,106 shares, representing:

- 69,181,960 voting rights,
- 68,319,562 voting rights excluding shares without voting rights.

► Total treasury shares at the end of March 2017: 862,398.



# GLOSSARY - MISCELLANEOUS



*On February 7, 2017, BIC Group announced the status of the strategic alternatives review initiated in February 2016 for BIC Graphic. The Group mentioned that discussions regarding BIC Graphic North America and the Asia sourcing operations were still ongoing. Consequently, as from December 31, 2016 these activities are accounted for and presented in accordance with IFRS 5. BIC Graphic is thus no longer considered as a separate category or reporting segment. The activities of BIC Graphic Europe and Developing Markets are now accounted for and presented in Stationery and Other products categories.*

- ▶ **On a constant currency basis:**
  - *Constant currency figures are calculated by translating the current year figures at prior year monthly average exchange rates*
- ▶ **Comparative basis:**
  - *On a constant currency basis and constant perimeter*
- ▶ **Normalized IFO:**
  - *Normalized means excluding non-recurring items*
- ▶ **Normalized IFO margin**
  - *Normalized IFO as percentage of net sales*
- ▶ **Net cash from operating activities**
  - *Principal revenue-generating activities of the entity and other activities that are not investing or financing activities*
- ▶ **Net cash position**
  - *Cash and cash equivalents + Other current financial assets - Current borrowings - Non-current borrowings*



# DISCLAIMER

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*This document contains forward-looking statements. Although BIC believes its estimates are based on reasonable assumptions, these statements are subject to numerous risks and uncertainties.*

*A description of the risks borne by BIC appears in section “Risks and Opportunities” of BIC “Registration Document” filed with the French financial markets authority (AMF) on March 22, 2017.*



# 2017 AGENDA

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<b>2016 AGM</b>	<b>10 May 2017</b>	<b>Meeting – BIC Headquarters</b>
<b>Second quarter 2017 results</b>	<b>03 August 2017</b>	<b>Conference call</b>
<b>Third quarter 2017 results</b>	<b>25 October 2017</b>	<b>Conference call</b>

All dates to be confirmed



