

Annual Shareholders' meeting



18 May 2016





« Honor the past... invent the future.

People are the cornerstone of our philosophy. »

BIC IN 2015



Strong performance in the Consumer business (Stationery, Lighters, Shavers) well balanced across geographies

Sales growth for BIC Graphic

Strong cash generation maintained

BIC IN 2015





NET SALES*

+6.2%

Consumer Business: +6.9% BIC Graphic: +1.6%



NORMALIZED IFO MAGIN

19.3%



EPS GROUP SHARE

6.89€



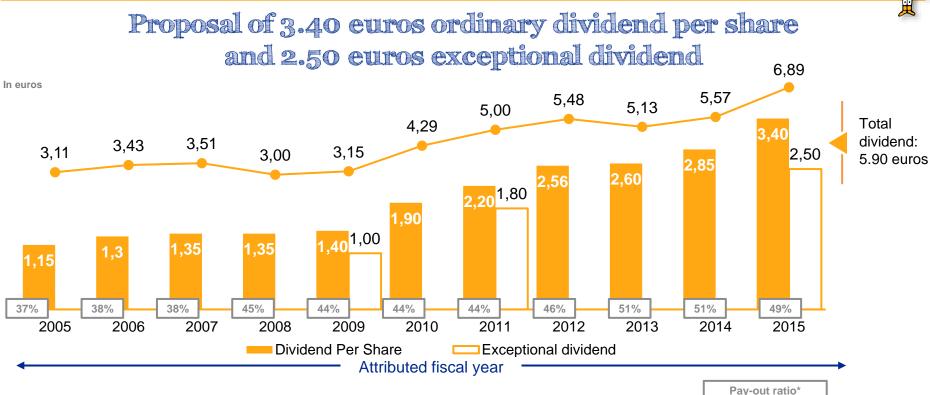
NET CASH POSITION

448M€

^{*} Growth on a comparative basis

BIC IN 2015





^{*} Based on ordinary dividend. The dividend will be paid on 1st June 2016 subject to the approval the AGM.

USE OF CASH



1

Invest to prepare the futur

2015 CAPEX

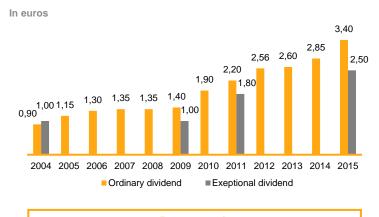
121M€

2015 bolt-on strategic acquisitions

74M€



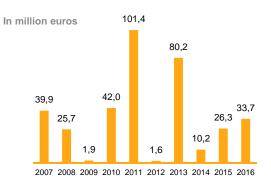
Ensure a steady growth of the ordinary dividend



Pay-out ratio
49% based on 2015 results



Share buy-back





Exceptional dividend



CONSOLIDATED RESULTS



2015 Q1 2016

FROM NET SALES TO EPS



BIC Group In million euros	2014	2015	Change	Change on a comparative basis
Net sales	1,979.1	2,241.7	+13.3%	+6.2%
Gross profit	971.1	1,113.0	+14.6%	
Normalized IFO	370.0	432.0	+16.7%	
Income from operations	369.3	439.9	+19.1%	
Effective tax rate	30.0%	30.0%		
Net Income Group share	262.1	325.1	+24.0%	
EPS Group share	5.57	6.89	+23.7%	

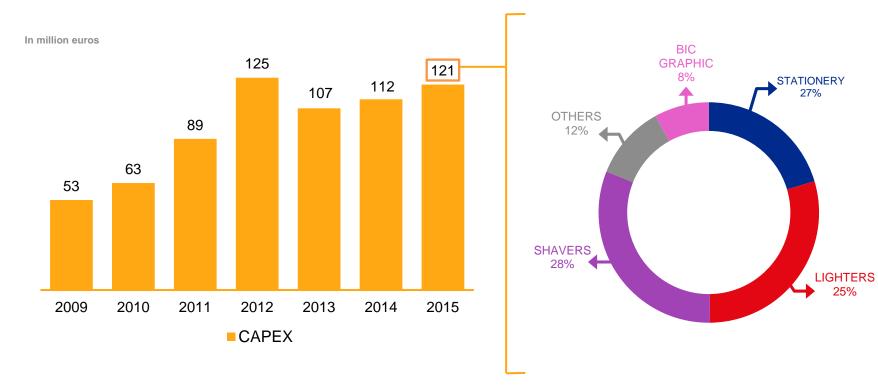
NORMALIZED IFO MARGIN





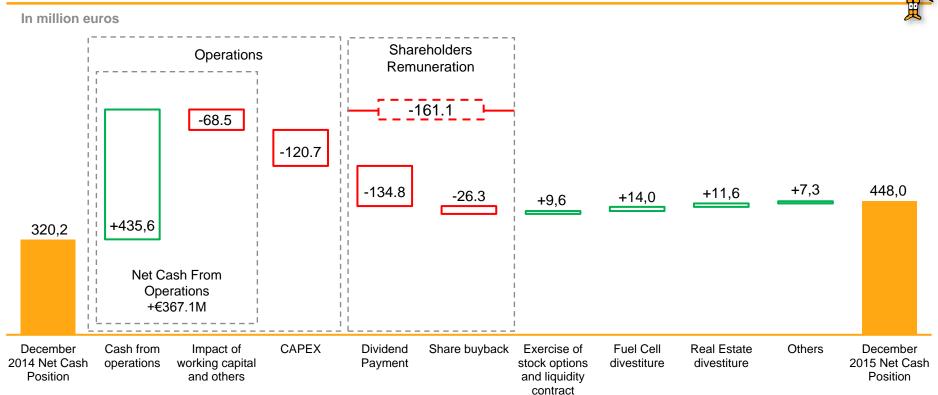
CAPEX





NET CASH POSITION

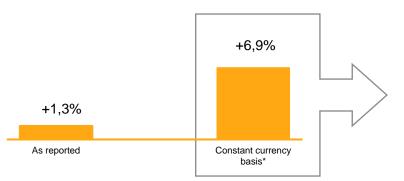




GROUP Q1 2016 KEY FIGURES

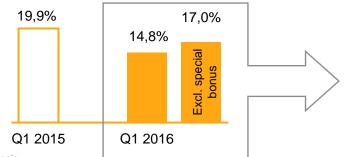


Net Sales: 517.3 million euros



Consumer business* (88% of total sales)	+7.2%
Developed markets	+6.3%
Developing markets	+8.7%
BIC Graphic* (12% of total sales)	+4.6%

Normalized* Income from Operations: 76.4 million euros



OS	Normalized IFO margin	Normalized IFO margin excl. special bonus	
Consumer business	18.8%	20.7%	
BIC Graphic	-14.0%	-9.3%	

^{*} On a comparative basis

GROUP Q1 2016 SUMMARY



NET SALES

Robust organic sales growth driven by increased brand support

- Q1 net sales slightly ahead of target
- Strong performance in Stationery and Shavers
- Good results in Lighters and for BIC Graphic

NORMALIZED IFO MARGIN

Decline in Normalized IFO margin

- Decrease in Gross Profit margin
- Increase in R&D and brand support investments
- Higher operating expenses, including the impact of the special employee bonus

NET CASH POSITION

Net cash from operating activities impacted by the lower income for the period and income tax payment timing differences

Increase in working capital (mainly inventories) consistent with forecast sales activity for the rest of the year



2015

A solid and well balanced performance, in line with our long-term strategic priorities

A SOLID AND WELL BALANCED PERFORMANCE



CONSUMER BUSINESS

+6.9%





BIC GRAPHIC

+1.6%



EUROPE



NORTH AMERICA

+5.5%



DEVELOPING MARKETS

+7.8%

+5.3%

On a comparative basis







STATIONERY IN 2015



NET SALES*

727M€ +3.6%



Europe

- Good results during Back-to-School
- Market share gains in most countries





North America

- Good execution of our "Champion brand" strategy
- Success of our new product (BIC® Atlantis range and BIC® X-tra fun graphite pencils)



Developing markets

- Latin America: successful expansion in key countries such as Brazil and Mexico
- Middle-East and Africa: market share and distribution gains



^{*} On a comparative basis

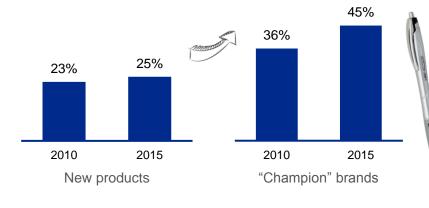


LONG-TERM PRIORITIES



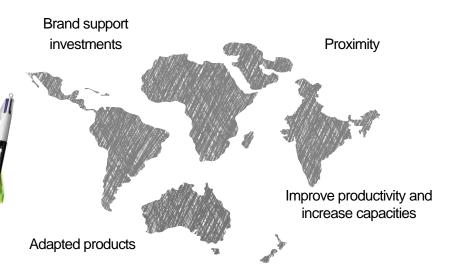
DEVELOPED MARKETS

Anticipate and accompany the new consumer needs and desires



DEVELOPING MARKETS

Invest to support population growth and investments in education









LIGHTERS IN 2015



NET SALES*

675.7M€ +8.3%



Europe

- Good performance in Northern and Western regions
- Very dynamic trends in Eastern Europe





NORMALIZED IFO MARGIN

38.2%



North America

Developing markets

Brazil

- Positive impact of Q2 2015 price adjustment.
- Success of added-value sleeve designs





Middle-East and Africa: success of the proximity strategy





^{*} On a comparative basis



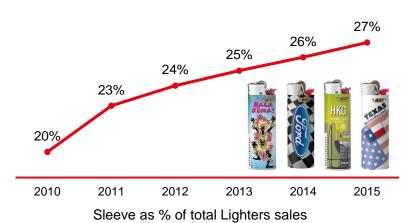


LONG-TERM PRIORITIES



DEVELOPED MARKETS

"My" BIC® Lighter



DEVELOPING MARKETS

Quality and safety for everyone

Reinforcement of

regulations and controls

Chinese plant operational

Distribution gains







SHAVERS IN 2015



NET SALES*

452.0M€ +11.9%



Europe

- Solid trends both in Western and Eastern regions
- Success of our triple blades products



NORMALIZED IFO MARGIN

18.5%



North America

- Market share gains
- Success of our best value/quality positioning across our entire range
- New product pipeline





CAPEX

33.3M€ -5.7%



Developing markets

- Latin America: strong performance in Mexico and in Brazil
- Middle-East and Africa: solid positions in our core products and expand business with added value products

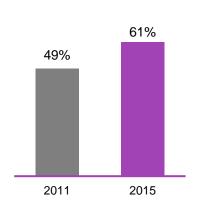


LONG-TERM PRIORITIES



DEVELOPED MARKETS

Trading up



% of Value-added Products in total sales







DEVELOPING MARKETS

Adapting our offer



Developed markets

Developing markets







BIC GRAPHIC



BIC GRAPHIC IN 2015



NETS*

319.3M€ +1.6%



Europe

- Recovery in Northern countries
- Additional customers (better service offer)





NORMALIZED IFO MARGIN

3.3%



North America

 Success of the "good value" range, new products and BritePix® technology





CAPEX





Developing markets

 Strong performance in Latin America (focus on the expansion of new products)



^{*} On a comparative basis



A CHANGING INDUSTRY



Acceleration of the CONSOLIDATION

among both suppliers and distributors

Strong improvement of E-COMMERCE

Initiate the STRATEGIC REVIEW for BIC Graphic

Conclusions expected END OF 2016



SOCIAL, SOCIETAL AND ENVIRONEMENTAL RESPONSABILITY

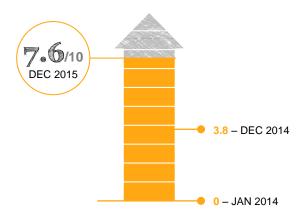
A STRATEGIC, FORMAL AND MEASURED ENGAGEMENT



STRATEGIC INTEGRATION



MEASURE TRHOUGH THE BAROMETER



The global note is the average of the 10 engagments

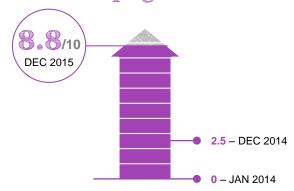
TWO EXAMPLES OF THE BAROMETER



PRODUCTS



Create products for developing markets



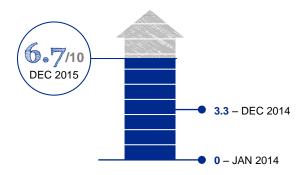
From 2014 to 2016, BIC will have created 8 products adapted to developing markets

(Start JAN 14: 0 > DEC 15: 7)

SOCIAL/SOCIETAL



Ensure employability for all BIC personnel

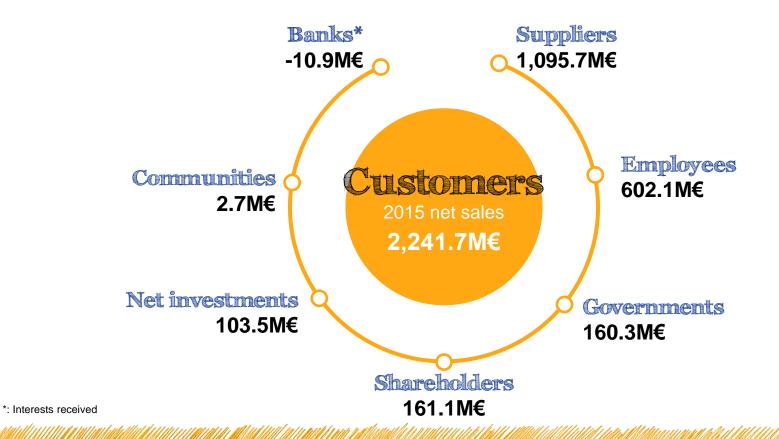


Each year from 2014 to 2016, the internal developmental moves and promotion rate will be at least 25%

(Start JAN 14: 25% > DEC 15: 31.5%)

DISTRIBUTION TO STAKEHOLDERS IN 2015





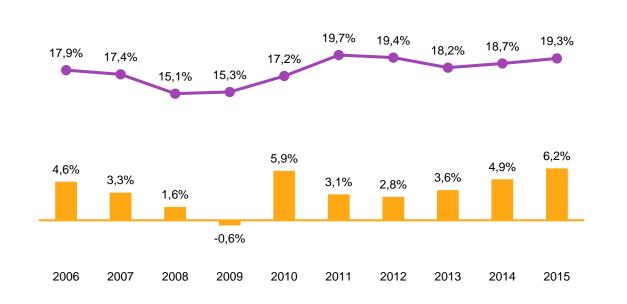


2016

Increased investments to support mid and long term profitable growth

10 YEARS OF VALUE CREATION







Averaged annual growth rate

+3.5%

LONG-TERM STRATEGIC PRIORITIES





INVESTMENTS

Invest in human capital, research and development, quality products, brand support and industrial tools



GROWTH & PROFITABILITY

Ensure an organic growth of 3% to 5% per year thanks to more addedvalue products on developed markets, an enlarged consumer base in developing markets and expanded distribution networks

Grow Normalized Income from Operations



REMUNERATION

Maintain a solid cash generation to finance external growth and sustain Shareholders' remuneration regularity

2016 OUTLOOK IN LINE WITH THE LONG-TERM STRATEGIC PRIORITIES









Mid-single digit increase in Net Sales (on a comparative basis)

100 to 150 basis points decline in Normalized Income From Operation* margin due to accelerated Brand Support and R&D investments Net cash from operating activities maintained despite an increase in development CAPEX

^{*} Excluding the impact of the Special bonus to employees

INCREASE INVESTMENTS IN RESEARCH & DEVELOPMENT AND BRAND SUPPORT





RESEARCH AND DEVELOPMENT IN...

- Product quality and performance
- New technologies and new added-value products



BRAND SUPPORT TO ...

- Accompany New Product launches
- Reinforce positions in developing markets
- Improve in-store visibility
- Strengthen Brand awareness



RESEARCH & DEVELOPMENT + BRAND SUPPORT BIC EVOLUTION IN BRAZIL



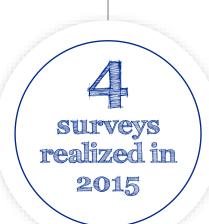
Improve our coloring market intelligence

1

Coloring image among consumers

(3)

Differents usage



2

Consumer expert panel

4

Impact assessment of advertising



RESEARCH & DEVELOPMENT + BRAND SUPPORT BIC EVOLUTION IN BRAZIL



Investments in Brand Support







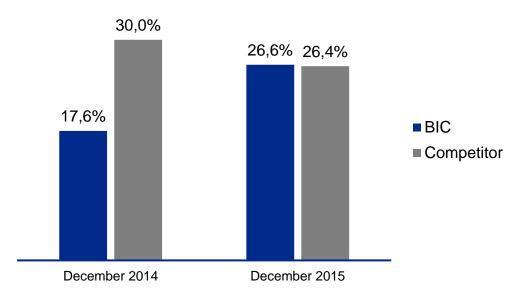


RESEARCH & DEVELOPMENT + BRAND SUPPORT BIC EVOLUTION IN BRAZIL









Source: MAT - Nielsen Scantrack Volume



RESEARCH & DEVELOPMENT + BRAND SUPPORT BIC FLEX 5 IN THE U.S.



Investments in Research and Development





RESEARCH & DEVELOPMENT + BRAND SUPPORT BIC FLEX 5 IN THE U.S.





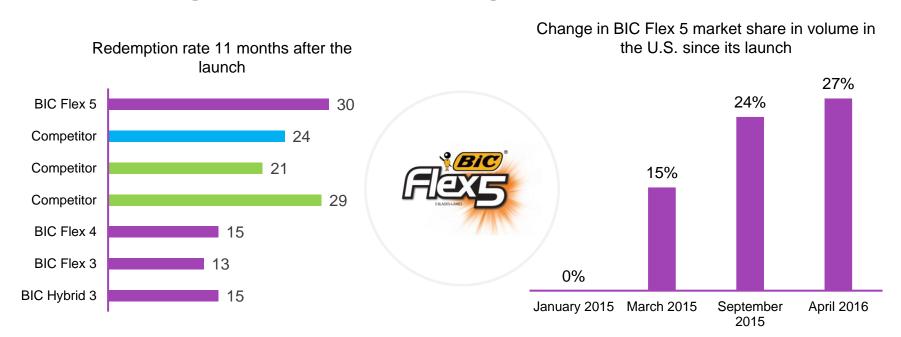


RESEARCH & DEVELOPMENT + BRAND SUPPORT BIC FLEX 5 IN THE U.S.



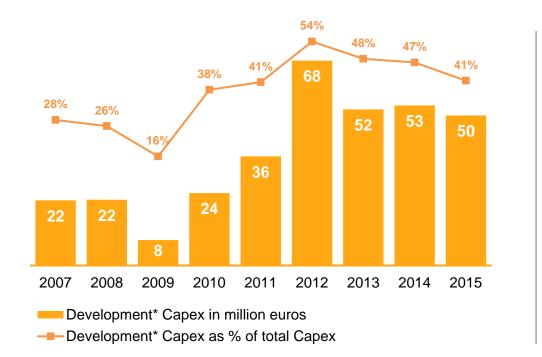
March 2016:

BIC Flex5 N°2 in volume in the 5-blades market in the U.S.



ACCELERATE DEVELOPMENT CAPEX





2016: close to 60% of total CAPEX

^{*} Capacity + new buildings and land + new products

ACCELERATE DEVELOPMENT CAPEX





STATIONERY

- Samer (FR)Marne-La-Vallée (FR)Cello Pens (IN)



LIGHTERS

- Redon (FR)
- Milford (USA)Tarragona (SPA)



SHAVERS

- Manaus (BR)
- Saltillo (MEX)
- Athens (GR)

NEW BUILDINGS / LAND

- Additional capacities
- Extended R&D centers

ADDITIONAL MACHINES

- Molds
- Tooling





GOVERNANCE



BOARD OF DIRECTORS FUNCTIONING IN 2015



10 directors







independents



nationalities



women

ACCOUNTS AND BUDGET

Settlement of full year and half year financial statements and review of quarterly results and 2016 budget

CORPORATE GOVERNANCE

- Compensation of Corporate Officers and Directors
- Succession plan for the Corporate Officers
- Allocation of free shares

STRATEGY

- Strategy relating to growth acceleration on all of our markets
- Analysis of the strategy for the Stationery and Shaver activities and for BIC Graphic
- Analysis of the Group's strategy in India
- Group's Sustainable Development Program
- Analysis and recommendation regarding the structure of the Group's information system

PROPOSED MODIFICATION OF THE ARTICLES OF INCORPORATION AND GOVERNANCE



ARTICLES OF INCORPORATION

Resolution 22

«The maximum age of the Chairman, the Chief Executive Officer and the Executive Vice-Presidents is fixed at 72 years old. When the Chairman, the Chief Executive Officer or an Executive Vice-President reaches this age, his/her resignation is automatic»

GOVERNANCE

Board of Directors held on 18 May (post Shareholders' meeting)

Reunification of the functions of Chairman and of Chief Executive Officer and nomination of Bruno Bich as Chairman and Chief Executive Officer

Nomination of a Vice Chairman Lead Director

Nomination of two new Executive Vice-Presidents

NOMINATION OF A VICE CHAIRMAN LEAD DIRECTOR



MISSION

Assist the Chairman of the Board in good governance practices and prevention of conflicts of interests and notably:

- Propose to the Chairman of the Board to add item on the agenda of all meetings of the Board of Directors
- Attend all the meetings of Board committees
- Carry out assessment of functioning of the Board of Directors

BOARD OF DIRECTORS COMPOSITION POST SHAREHOLDERS' MEETING





Bruno BICH 0

Chairman and Chief Executive Officer



Pierre VAREILLE

O

Vice Chairman Lead Director





François BICH ()



Elizabeth BASTONI



Marie-Pauline CHANDON-MOËT ()



John GLEN #



Marie-Henriette POINSOT ()



Frédéric ROSTAND ()



SOCIÉTÉ M.B.D.

Represented by Edouard

BICH

Subject to AGM approval and Board of Directors decisions

- Mandate to be renewed
- Independent directors

COMPENSATION OF THE CORPORATE OFFICERS



Principles

COMPENSATION AND NOMINATION COMMITTEE

3 members incl. 2 independent Directors Reviews Comparable companies Directors' compensation evolution

Reviews individual performances and the performances of the company

Reflects **Group's priorities** in variable remuneration both **short and long-term**

Reviews total reward including all benefits (including pension)

COMPENSATION OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER



Structure

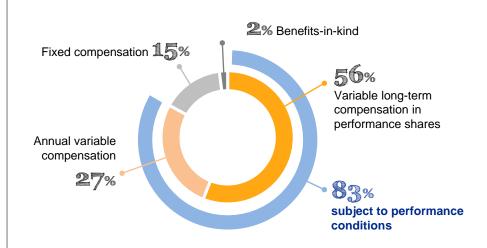
Chairman

Bruno Bich 196,000 euros



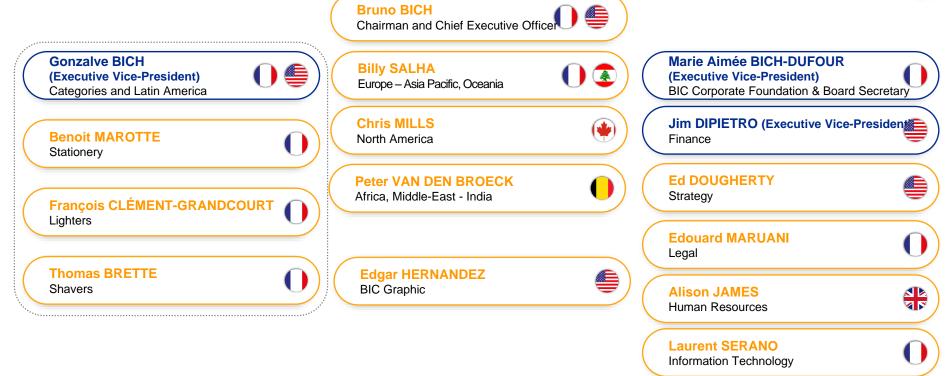
Chief Executive Officer

Mario Guevara 4,753,000 euros



LEADERSHIP TEAM POST SHAREHOLDERS' MEETING







« Honor the past... invent the future.

People are
the cornerstone of
our philosophy. »



