WHO IS BIC

BIC is a world leader in stationery, lighters and shavers. For more than 70 years, BIC has honored the tradition of providing high-quality, affordable products to consumers everywhere. Through this unwavering dedication BIC has become one of the most recognized brands and is a trademark registered worldwide for identifying BIC products which are sold in more than 160 countries around the world.

13,663 Employees* 26 Factories on 4 continents*

The Company is listed on “Euronext Paris” and is part of the SBF120 and CAC Mid 60 indexes. BIC is also part of the following Socially Responsible Investment indexes: CDP A list and CDP “Supplier Engagement rating Leader board”, Euronext Vigeo – Eurozone 120, Euronext Vigeo – Europe 120, FTSE4Good indexes, Ethibel Pioneer and Ethibel Excellence Investment Registers, Ethibel Sustainability Index (ESI) Excellence Europe, Stox Global ESG Leaders Index.

*Including Cello Pens

BOARD OF DIRECTORS

7 Meetings in 2018 40% women 40% of independent members 94% rate of attendance in 2018

Share capital breakdown

December 2018

- BICH Family (59% of voting rights)
- Free Float
- Treasury Shares

- 1% BICH Family
- 45% Free Float
- 54% Treasury Shares

EXECUTIVE COMMITTEE

Gonzalve Bich Jim DiPietro Thomas Brette

Chief Executive Officer Chief Financial Officer Group Insights & Innovation Officer

François Clément-Grandcourt Alison James Peter Dalsberg

Group Lighters General Manager Chief Human Resources Group Supply Chain Officer

Sara Laporta Benoît Marotte Charles Morgan

Chief Strategy & Business Development Group Commercial Officer Chief Administrative Officer

**WE OFFER SIMPLE, INVENTIVE AND RELIABLE CHOICES FOR EVERYONE, EVERYWHERE, EVERY TIME**

2018 FINANCIAL PERFORMANCE

- **Worldwide**
  - Net Sales 1,949.8 M€
  - 9% of Net Sales through new products\(^{(1)}\)
  - Normalized\(^{(2)}\) Income from Operations 352.4 M€
  - NIFOS** \(^{(3)}\) margin 18.1%
- **In Europe and the USA\(^{(3)}\)**
  - Earnings per share (Group share) €3.80
  - Free cash flow \(^{(4)}\) 180.0 M€
  - Net cash position 161.5 M€
  - Ordinary dividend \(^{(5)}\) €3.45 per share

\(^{(1)}\) A product is considered as new during the year of its launch and the three following years.
\(^{(2)}\) Normalized: excluding exceptional items.
\(^{(3)}\) One-piece shaver.
\(^{(4)}\) After acquisitions and disposals.
\(^{(5)}\) Payable from May 30, 2018 subject to approval at the AGM of May 16, 2018.
A WORLDWIDE MANUFACTURING FOOTPRINT

2018 Net Sales by Geography

- **29%** Europe
- **39%** North America
- **32%** Developing Markets

Stationery (16 plants)
Lighters (5 plants)
Shavers (4 plants)
BIC Graphic (1 plant)

2025 COMMITMENTS TO SUSTAINABLE DEVELOPMENT

#1 Fostering sustainable innovation in BIC® products
- By 2025, the environmental and/or societal footprint of BIC® products will be improved.

#2 Acting against climate change
- By 2025, BIC will use 80% renewable electricity.

#3 Committing to a safe work environment
- By 2025, BIC aims for zero accidents across all operations.

#4 Proactively involving suppliers
- By 2025, BIC will work responsibly with its strategic suppliers to ensure the most secure, innovative and efficient sourcing.

#5 Improving lives through Education
- By 2025, BIC will improve learning conditions for 250 million children globally.

2018 FINANCIAL PERFORMANCE

<table>
<thead>
<tr>
<th>Results (EUR million)</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>1,979.1</td>
<td>1,993.4</td>
<td>2,025.8</td>
<td>2,041.4</td>
<td>1,949.8</td>
</tr>
<tr>
<td>Income from Operations (IFO)</td>
<td>369.3</td>
<td>424.4</td>
<td>403.4</td>
<td>374.9</td>
<td>258.8</td>
</tr>
<tr>
<td>IFO margin</td>
<td>18.7%</td>
<td>21.3%</td>
<td>19.9%</td>
<td>18.4%</td>
<td>13.3%</td>
</tr>
<tr>
<td>NIFO 1</td>
<td>370.0</td>
<td>419.4</td>
<td>409.1</td>
<td>399.6</td>
<td>352.4</td>
</tr>
<tr>
<td>NIFO 1 margin</td>
<td>18.7%</td>
<td>21.0%</td>
<td>20.2%</td>
<td>19.6%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Net income Group Share</td>
<td>262.1</td>
<td>325.1</td>
<td>249.7</td>
<td>287.3</td>
<td>173.4</td>
</tr>
<tr>
<td>Capital expenditures</td>
<td>112</td>
<td>121</td>
<td>181</td>
<td>186</td>
<td>125</td>
</tr>
<tr>
<td>Free cash flow 2</td>
<td>194.4</td>
<td>203.6</td>
<td>119.8</td>
<td>262.2</td>
<td>180.0</td>
</tr>
<tr>
<td>Net cash position</td>
<td>320.2</td>
<td>448.0</td>
<td>222.2</td>
<td>204.9</td>
<td>161.5</td>
</tr>
<tr>
<td>Earning per share Group Share</td>
<td>5.57</td>
<td>6.89</td>
<td>5.32</td>
<td>6.18</td>
<td>3.80</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>2.85</td>
<td>5.90</td>
<td>3.45</td>
<td>3.45</td>
<td>3.45</td>
</tr>
<tr>
<td>Payout ratio</td>
<td>51%</td>
<td>49%</td>
<td>65%</td>
<td>56%</td>
<td>91%</td>
</tr>
</tbody>
</table>

1/ Normalized IFO: excluding non-recurring items.
2/ After acquisitions and disposals.
3/ Of which exceptional dividend: 2.50 EUR.

2018 KEY FINANCIAL INDICATORS

<table>
<thead>
<tr>
<th>(in million EUR)</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Change</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>2,041.4</td>
<td>1,949.8</td>
<td>-4.5%</td>
<td>+1.5%</td>
</tr>
<tr>
<td>NIFO (1)</td>
<td>399.6</td>
<td>352.4</td>
<td>-12%</td>
<td>-12%</td>
</tr>
<tr>
<td>NIFO (1) margin</td>
<td>19.6%</td>
<td>18.1%</td>
<td>-8.3%</td>
<td>-8.3%</td>
</tr>
<tr>
<td>Net income Group Share</td>
<td>287.3</td>
<td>173.4</td>
<td>-38%</td>
<td>-38%</td>
</tr>
<tr>
<td>EPS Group Share (in Euros)</td>
<td>6.18</td>
<td>3.80</td>
<td>-40%</td>
<td>-40%</td>
</tr>
</tbody>
</table>

1/ Normalized IFO: excluding non-recurring items.
2/ On a comparable basis.