

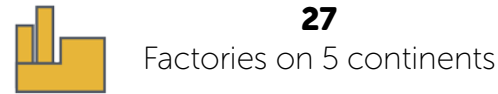
# FACTSHEET



## WHO IS BIC ?

BIC is a world leader in stationery, lighters, shavers and promotional products. For more than 60 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 in the world. BIC products are sold in more than 160 countries around the world.

In 2016, BIC realized 86% of its sales in Consumer Goods (through its Stationery, Lighter, Shaver and Other Consumer Products categories) and 14% in the Advertising and Promotional industry.



The Company is listed on "Euronext Paris" and is part of the SBF120, CAC Mid 60 and Family Business indexes. BIC is also part of the following Socially Responsible Investment indexes: CDP's Climate A List, CDP's Supplier Climate A List, CDP Supplier Engagement Leader Board, FTSE4Good indexes, Ethibel Sustainability Index (ESI) Excellence Europe, Euronext Vigeo – Eurozone 120, Euronext Vigeo – Europe 120, Stoxx Global ESG Leaders Index.



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



## BOARD OF DIRECTORS



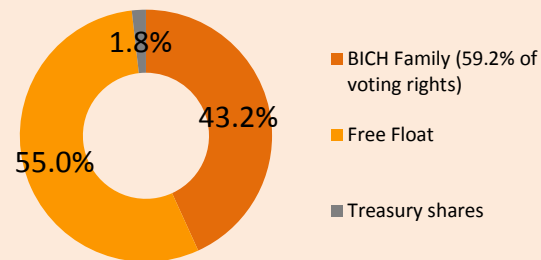
**6** meetings  
in 2016

**40%** of  
independent  
members

**95%** rate of  
attendance in 2016

<b>Bruno Bich</b> Chairman And Chief Executive Officer	<b>Pierre Vareille<sup>(i)</sup></b> Vice Chairman Lead Director	<b>François Bich</b> Director	<b>Elizabeth Bastoni<sup>(i)</sup></b> Director	<b>Marie-Pauline Chandon-Moët</b> Director
<b>John Glen<sup>(i)</sup></b> Director	<b>Mario Guevara</b> Director	<b>Marie-Henriette Poinot</b> Director	<b>Frédéric Rostand<sup>(ii)</sup></b> Director	<b>Edouard Bich</b> Director Representative of MBD

### Share capital breakdown December 2016



(i): independent

(ii) : Mr. Frédéric Rostand's mandate expires at the 2017 Shareholders Meeting. It will be proposed to the Shareholders to appoint as a new Director, Mrs. Candace Matthews.

## 2016 RESULTS AS PUBLISHED



**N°2**  
Worldwide



**N°1**  
Worldwide



**N°2**  
In Europe and  
the USA<sup>(3)</sup>

Net sales  
**2,025.8 M€**

**12%** of net sales  
through new products<sup>(1)</sup>

Normalized<sup>(2)</sup> Income  
from Operations  
**409.1 M€**

NIFO\*\* margin  
**20.2%**

Earnings per share  
(Group share)  
**€5.32**

Free cash flow  
**119.8 M€**

Net cash  
**222.2 M€**

Ordinary dividend <sup>(4)</sup>  
**€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) Payable from May 24, 2017 subject to approval at the AGM of May 10, 2017.

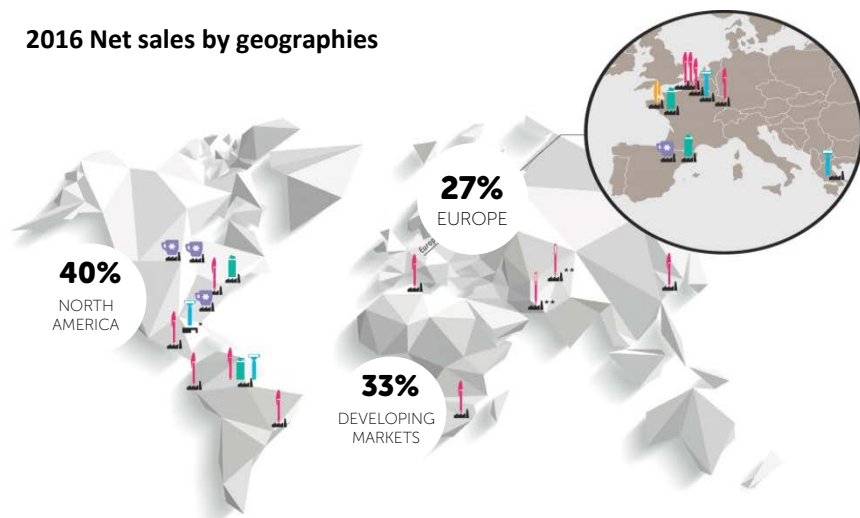
## LEADERSHIP TEAM

<b>Bruno Bich</b> Chairman and CEO	<b>Gonzalve Bich</b> Chief Operating Officer	<b>Jim DiPietro</b> Chief Financial Officer	<b>Marie-Aimée Bich-Dufour</b> Sustainable Development
<b>Benoît Marotte</b> Stationery	<b>François Clément-Grandcourt</b> Lighters	<b>Thomas Brette</b> Shavers	<b>Edgar Hernandez</b> Promotional products
<b>Billy Salha</b> Europe – Asia – Pacific	<b>Chris Mills</b> North America	<b>Ricardo Ibarra</b> Latin America	<b>Peter Van Den Broeck</b> Middle-East – Africa - India
<b>Ed Dougherty</b> Strategic Advisor	<b>Edouard Maruani</b> Legal	<b>Alison James</b> Human resources	<b>Laurent Serano</b> Information System



## A WORLDWIDE MANUFACTURING FOOTPRINT

### 2016 Net sales by geographies



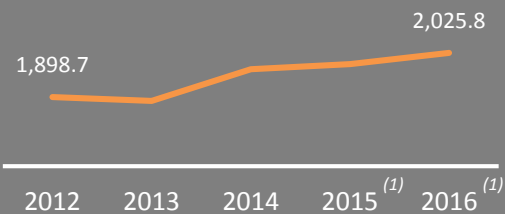
90% of Group net sales are manufactured in BIC owned factories

## A FORMALIZED AND MEASURED ENVIRONMENTAL, SOCIAL AND SOCIETAL COMMITMENT



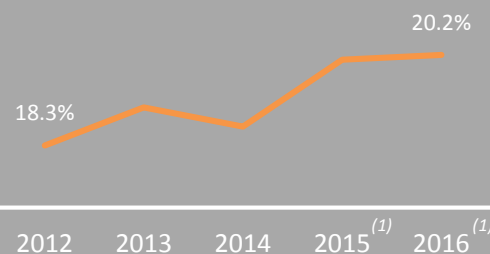
- > **innovate** in order to continually reduce the environmental footprint of all products
- > **improve** the environmental performance of BIC's factories
- > **be a committed** employer by upholding the Group's values, ensuring safety in the workplace and employability for all
- > **ensure respect** for Human Rights in the workplace and expand Environmental, Social and Governance practices

### Net sales evolution (in M€)

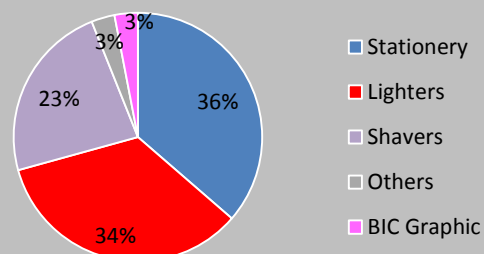


### NIFO margin evolution (in %)

Average NIFO margin: 19.0%

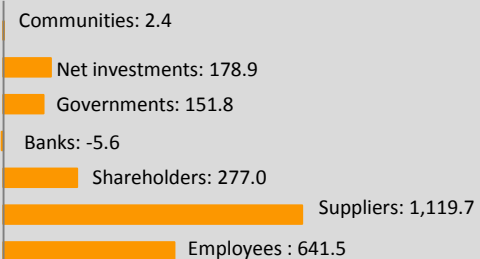


### 2016 net sales breakdown<sup>(1)</sup>



### Distribution to Stakeholders in 2016

(in million euros)



## 2016 RESULTS

### Group key financial indicators

Results (EUR million)	2012	2013	2014	2015 <sup>1</sup>	2016 <sup>1</sup>
Net Sales	1,898.7	1,887.8	1,979.1	1,993.4	2,025.8
Income from Operations (IFO)	365.0	339.2	369.3	424.4	403.4
IFO margin	19.2%	19.5%	18.7%	21.3%	19.9%
NIFO <sup>2</sup>	368.3	344.2	370.0	419.4	409.1
NIFO <sup>2</sup> margin	19.4%	18.2%	18.7%	21.0%	20.2%
Net income Group Share	259.6	241.5	262.1	325.1	249.7
Capital expenditures	125	107	112	121	181
Free cash flow	186.7	167.5	194.4	203.6	119.8
Net cash position	(334.5)	(196.7)	(320.2)	(448.0)	(222.2)
Earning per share Group Share	5.48	5.13	5.57	6.89	5.32
Dividend per share	2.56	2.60	2.85	5.90 <sup>3</sup>	3.45
Payout ratio	46%	51%	51%	49%	65%

1/ 2015 and 2016 results exclude BIC Graphic North America and Asia sourcing

2/ Normalized IFO: excluding exceptional items

3/ Of which exceptional dividend: 2.50 EUR

